

TECHNICAL ACTIVITIES BOARD PERIODICALS DEVELOPMENT PROCESS

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Process Overview

The Technical Activities Board Periodicals Development Process should assist Societies and TAB in launching new journals and magazines in today's fiercely competitive marketplace. It should also assist in the life cycle management of these periodicals. IEEE Periodicals are highly regarded among the nonmember and member communities alike. This process will help to ensure that our publications both contribute to this high standard and enjoy the rewards of IEEE's exemplary reputation. New periodicals have been added to the IEEE portfolio of products at the rate of about three to four a year.

The TAB Periodicals Development Process was synthesized from various operations manuals, policy and procedures documents, and common operating practices. This process represents the best view of the life cycle of a periodical from birth to death. It is expected that this process will be dynamic and change as a result of discussions, issue identification, and new requirements. This document will, therefore, be a living document and be frequently updated to reflect any changes.

This process has also been provided to improve the knowledge of the process, process rules, and templates associated with the introduction of a new periodical and the management of existing periodicals. Several changes were made to this process in 1997 and 2003, which are now included in this process. In defining this process, a birth to death perspective has been taken. The process, therefore, begins when an idea is born and ends with the death of a publication. To remain viable, all publications, print or electronic, should be reviewed for content, market conditions, costs, delivery methods and relationship to other IEEE publications. New products should be carefully priced from the beginning, positioned and crafted well to ensure optimum readership and utility.

There are eight major steps in the Periodicals Development process.

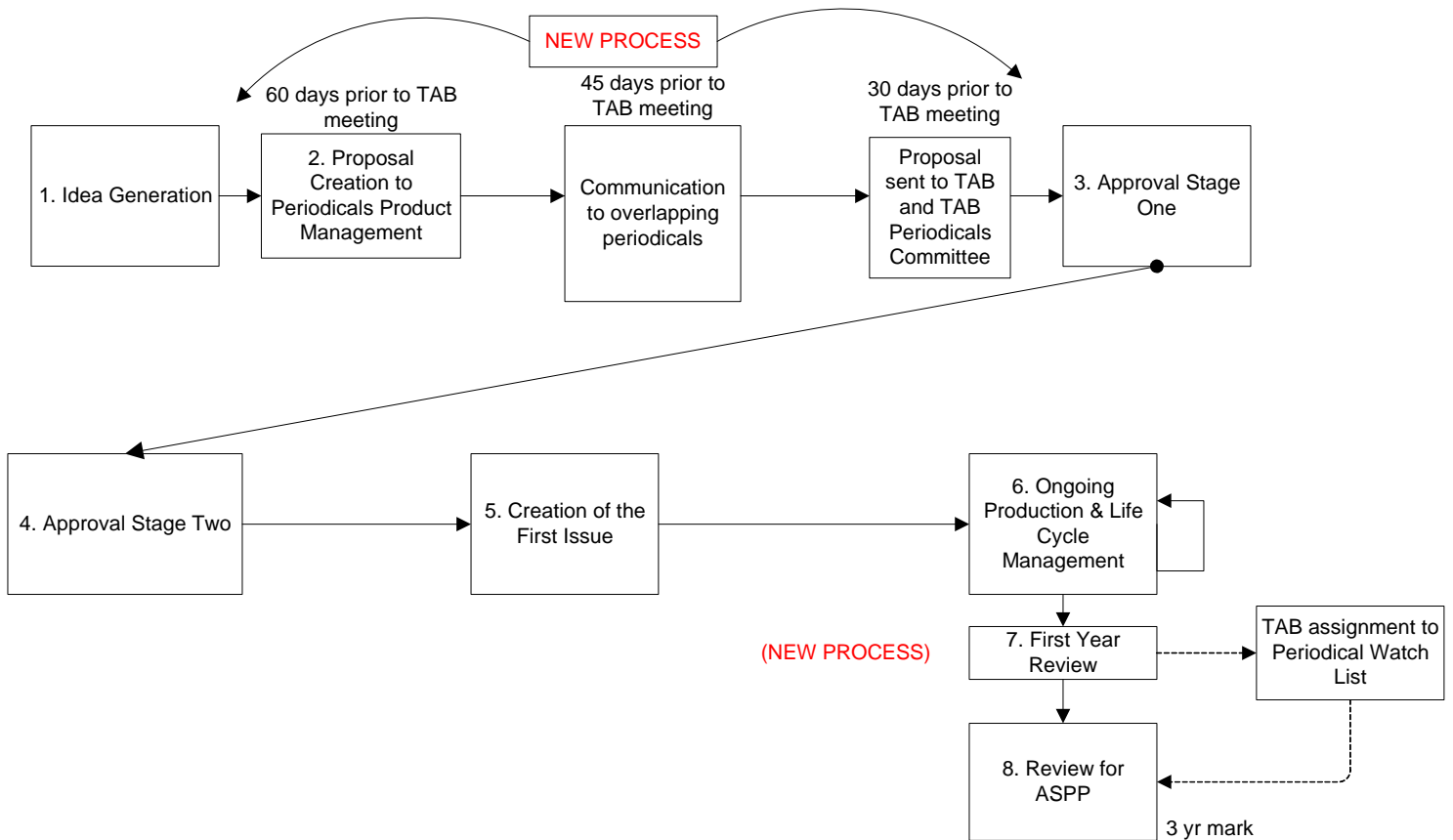
1. The first step is the generation and articulation of the idea for a publication. This step also includes an assessment from both the Society and the general public.

2. If initial interest is strong, the proposal should then be written. The proposal is targeted at providing the necessary information to the appropriate decision-making bodies. Entities beginning the proposal-creation phase should assign a point person for the project and contact TAB Periodicals Product Management (l.creighton@ieee.org) for that department's assistance with coordination of efforts and dissemination of information. The proposal includes:
 - 2.1 Society/Council provided text on general introductory information, title (the IEEE Intellectual Property Rights Department shall ensure the name is not too close to that of an already-existing periodical), sponsorship, scope, need (including the specific intellectual property gaps the periodical would fill and detailed description of overlap with content-coverage by other periodicals produced within IEEE), evidence of an existing channel for attracting the appropriate papers/content, and structural information (number of issues, pages, format, etc)
 - 2.2 IEEE Marketing Department provided market analyses involving internal and external competition, pricing recommendations, estimations on member and nonmember adoption rates, and a promotion plan
 - 2.3 IEEE Media Services Department estimation of potential advertising pages, advertising revenue, and advertising-related expense for magazine proposals only
 - 2.4 IEEE Publication Operations Department individualized quotation of the cost of production (including Manuscript Central charges) and mailing expense. In the case of a new periodical not utilizing the IEEE Publication Operations Department's services, quotation from two external service providers, as well as a comparison quotation from the IEEE Publication Operations Department, is required by IEEE Policy and Procedures Section 6.9.
 - 2.5 TAB Periodicals Product Management creation of a profit and loss (P&L) statement for at least three years, incorporating data drawn from all mention sources.
 - 2.6 Society/Council feedback on IEEE Marketing Department's marketing analysis, pricing recommendations, or sales expectations may be amended to the proposal. Discussion amongst parties involved in the proposal creation should resolve most open issues.
 - 2.7 The sponsoring Society/Council, together with TAB Periodicals Product Management, will estimate expected online downloads of articles from the proposed publication for years 1-3 (Approval Stage Two). They will also supply information on the direct communication efforts with Societies/Councils whose periodicals may have overlapping scopes. This communication must begin 45 days prior to the TAB meeting in which Approval Stage One will be determined.
3. As always, the periodical must go through an approval phase. There is a two-step approval process for periodicals. Approval Stage One takes place when information in 2.1 above is completed. Some basic parameters of the new periodical need to be communicated, endorsed, and finally approved by TAB:
 - 3.1 Title, sponsorship, scope shall be approved. (If TAB Periodicals Committee or TAB approval is denied on the basis of an open issue and that issue is resolved at least 45 days before a TAB meeting, the proposal may proceed to Approval Stage Two for final approval.)
 - 3.2 Need, overlap with existing periodicals, evidence of an existing channel for paper attraction, and unusual structural information will be communicated for the purposes of better understanding and preparation.
4. Final approvals or endorsements, Approval Stage Two, involve several IEEE entities: the sponsoring Society(ies), TAB Finance Committee, TAB Periodicals Committee, TAB/PSPB Products and Services Committee (information item), TAB and the Publication Services and Products Board (PSPB, as an action item if publication outside the IEEE is sought or otherwise as an information item). The TAB Operating procedures and PSPB Policies and Procedures dictate many of the requirements for new periodicals and the approval timeframes.
5. After approval is granted by TAB, the first task is to establish the infrastructure for the publication of the periodical and to produce the first issue. Establishing the mechanisms for production is vastly different for each Society. Some had chosen to use IEEE Publication Operations, others contract externally for these resources. Some utilize Society Executive staff to manage the publication process, others do not. Based on the structural aspects of the publication, the actual publication process, from manuscript solicitation through printing the copies may be vastly different. Each Society has their own sub-processes which need to be followed. The creation of the first issue is particularly important, since it sets the tone for sales. Special care should be taken on the first issue to launch the publication on the best possible footing. Invited papers are sometimes used as an assurance of high-quality and predictable paper quantity in the initial issues. A call for papers should be promptly and effectively

circulated in a manner ensuring the prime-target authors will quickly become aware of the new IEEE publication.

6. Once the first issue is produced, the publication moves into the normal life cycle management phase. A periodical has a few life cycle phases that it will transition through over the course of its life. The life cycle phases are Birth, Growth, Adulthood, Rejuvenation or Death. Annually, each society should review their publications to determine the future of each publication. Pricing changes, promotional options, restructuring, and even death should be considered. The financial and statistical data for each publication should be used during these reviews. Once every five years, TAB Periodical Review Committee will review each publication.
7. After the first calendar year of publication, the periodicals' page count and usage statistics (downloads) will be reviewed. If targets are not met, the TAB Periodicals Committee will recommend it to TAB for inclusion in the "Periodical Watch List".
8. At the three year mark (from the birth of the publication), a review will be conducted by the TAB Finance Committee and TAB Periodical Review Committee to determine if the periodical can partake of the revenue distributions from the All-Society Periodicals Package (ASPP). The ASPP contains all of the IEEE Society and Council periodicals. For the first three years of a periodicals' life, it will be compensated for incremental costs to participate in this program but it will not reap the increased revenue benefits from full participation in the program. In the beginning of year three of publication, an assessment will be made to determine if the periodical will be formally included in the revenue distribution from this package. The financial viability assessment will be performed by TAB Finance Committee and a recommendation will be made to TAB for approval. Examples of specific viability criteria which may be used by TAB Finance Committee are included in the Related Guidelines section of this document. The TAB Periodical Review Committee will provide an assessment of the publication's timeliness, quality, and adherence to policy and a recommendation will be made to TAB for approval.

Periodicals Development Process



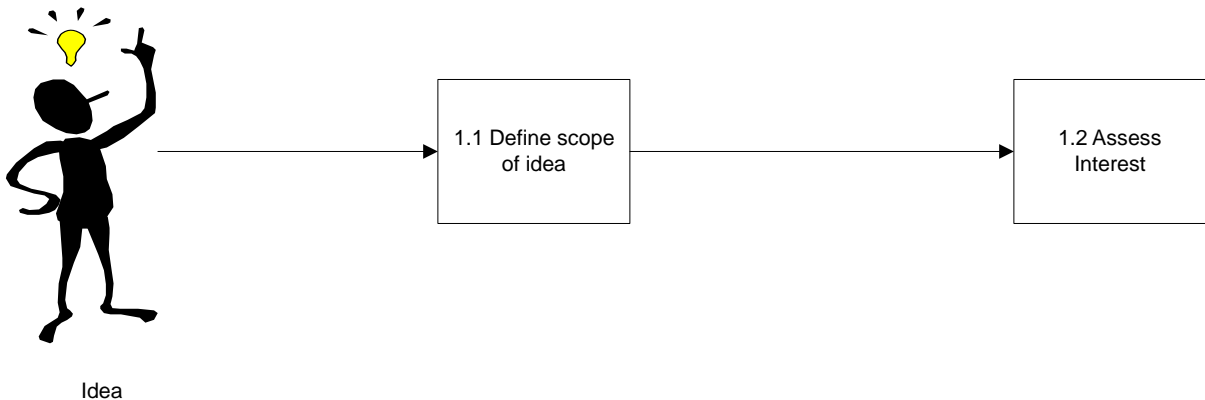
Customers and Customer Requirements

There are many different groups involved in this process. Portions of this process will be implemented by staff, others by volunteers, and still others by TAB committees. The end benefits of this process will be seen by the Societies, Members and Publications Customers.

The customer requirements of the users of this process need to be well articulated. At present there has been no explicit effort to synthesize customer requirements for this process. Anecdotally, some potential requirements are known:

- Process should be easy to understand and implement
- Process should be timely
- Decisions should not be too cumbersome or require too many approvals
- Products should experience a normal life cycle
- Proposals should be realistic and be based on data
- Feedback from market studies should be considered

1. Idea Generation



1.0 Idea Generation

1.1 Define Scope – The periodical process begins with an idea for a new publication. The idea needs to be articulated in enough detail so that a decision on whether to proceed with a proposal can be made. The Society will decide whether the resources should be expended to take the next step and write a proposal. Since the next step is to assess general interest, the idea needs to be presented in such a manner that can be shared for interest assessment. The focus of this step should be to define the content scope of the periodical and how it relates to other similar publications. It may also be useful to identify any unique characteristics that would offset this publication from others.

1.2 Assess Interest – There are two parts to assessing general interest for a periodical:

- Assessing need and market interest and
- Assessing Society interest, both membership and leadership.

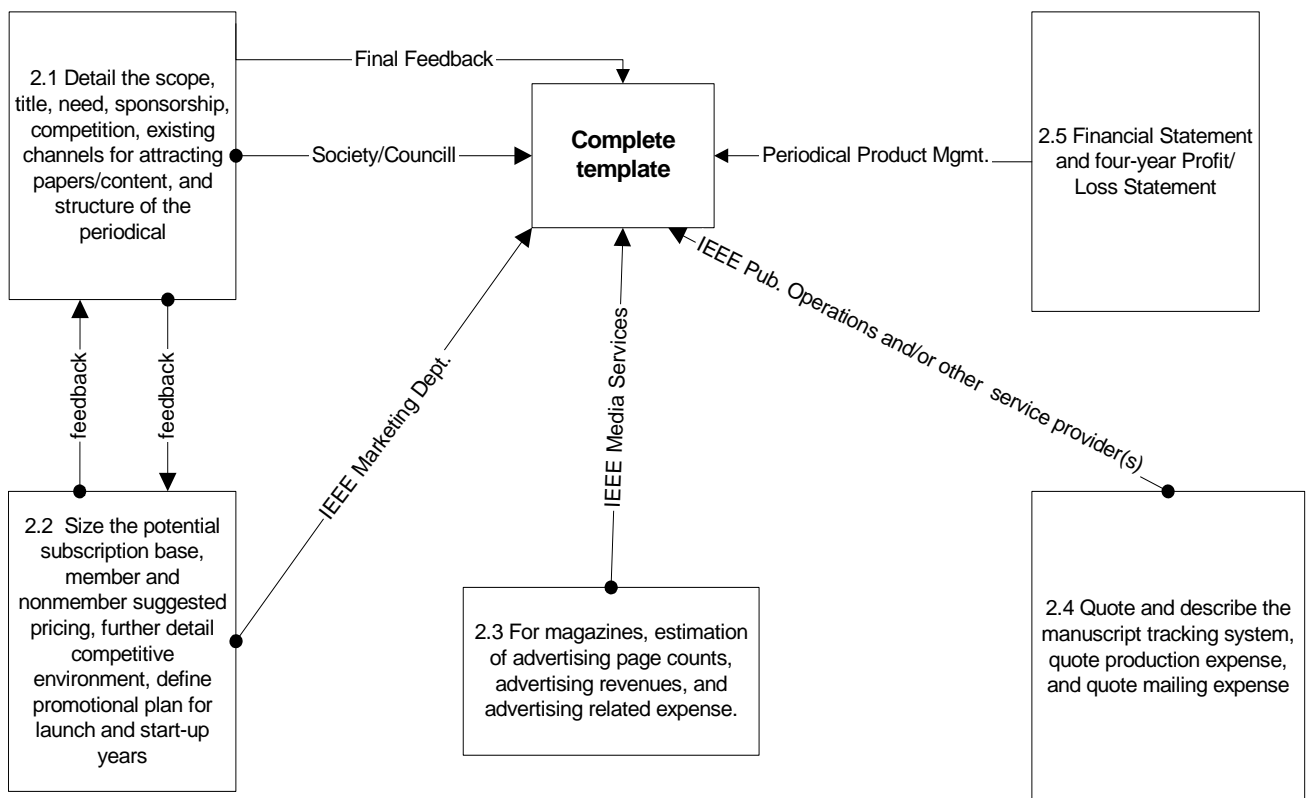
This step is an early assessment and is intended to prevent unnecessary effort if interest is questionable.

One should consider two dimensions when looking at assessing the marketplace. One dimension is the user. This is the individual who will actually read the publication, whether or not they are members. Another dimension to consider is the “customer” dimension. These are individuals who purchase the publication for others to read. They include University Libraries, Corporate Libraries, Government Libraries, Resellers, etc. This second group represents the nonmember subscription base and, in most cases, the larger part of the revenue stream for a periodical. To establish a preliminary market view, one could solicit input from existing subscribers, solicit general Society interest, look at market studies, etc. This step is not intended to be a full market assessment but is intended to determine if the publication is worth pursuing. One might look at information from similar publications, size of the potential readership, the use of existing publications as an alternative to a new publication (addressing content areas through special issues or other forms of technical information dissemination or coordination), etc. A rationale for this new publication will be requested in the first phase of proposal approvals. This rationale should include an explanation of

the need for this publication and an assessment of why that need cannot be fulfilled with the existing publication base. This is the point to begin assessing this information.

Society leadership interest should also be assessed. It is suggested that the Society approve the concept and agree to pursue the creation of the proposal. During this discussion, it would be useful to note any other publications that are similar, any possible partnering arrangements that might arise, etc. There are several multi-Society sponsored publications. If this publication is to be multi-Society, then the other Societies should be identified and their interest assessed. Society leadership should decide upon a point person for guiding the project through the new periodical development process.

2. Proposal Creation



2.0 Proposal Creation

2.1 *Scope, sponsorship, need, identification of channels for paper attraction, title, and detailed structure* –The information gathered in this step sets the groundwork for the next few steps in creating the proposal. It will be used in assessing the marketplace, defining the P&L statements, and in determining prices. This step also contains almost all the information necessary for Stage 1 approvals for the publication. A template document exists for conveying this information. The completed template shall be sent to the TAB Periodicals Management no later than 60 days prior to the TAB meeting for Approval Stage One.

The scope of the publication will define the basic content area to be addressed by this publication. Since this proposal will be reviewed by all of the Societies, it is important to clearly define the scope, carve out the unique niche, identify any potential conflicts with existing IEEE publications, and identify any overlaps with other Societies' field of interest. Periodicals Product Management may assist with the analysis of overlap by extracting key wording from the proposed scope to run a keyword search on IEEE Xplore and viewing returned article sources. If there are overlaps in the scope with other publications or Societies, communication must be sent to the Society/Council 45 days prior to the first stage of the proposal's approval process. It may be an area of need that both Societies are investigating. In this case, a joint publication may be an option to pursue. A synopsis of all communication is needed by the TAB Periodicals meeting for Approval Stage One. All communications must have confirmed response from the overlapping Societies/Councils. Silence is not deemed acceptance.

It is important in the proposal to define the rationale for the new periodical. This rationale should include an explanation of the need for a new publication and an assessment as to why the present publications cannot fulfill this need. If there seems to be overlap with existing IEEE publications, an explanation of the nuances of topic coverage differentiations would help explain how this periodical's scope may co-exist with them. Options such as growing an existing publication (using special issues or enhanced coverage of the topic area), refocusing an existing publication, replacing an existing publication, or merging existing publications should be considered before proposing a new publication. Publications that represent multi-part publications (Part A, B, and C) are discouraged. Reduction of a backlog for an existing publication is not considered a sufficient rationale for the creation of a new periodical. Customer feedback in recent market studies indicated that new periodicals should be considered for new technology areas but not for the expansion of existing areas. In fact, it was noted that consolidation of a multi-part publication would be considered an improvement by our customers. If the new proposal involves migrating an existing newsletter into a magazine, there should be demonstration the newsletter's coverage includes technical articles (several issues should be brought to the approval meetings). A magazine proposal should always include a sample table of contents for the new magazine.

To support the market assessment components, the intended audience should be clearly identified. The audience should be differentiated along the lines of area of interest as well as practitioner vs. theoretician. Any information pertaining to interest assessment should be provided.

The title of the new periodical shall conform with naming conventions cited in the IEEE Policies and Procedures Manual. IEEE Intellectual Property Rights staff shall be consulted to ensure there is no risk of the selected name being an infringement upon an already existing title. For IEEE journals and transactions, this risk is minimized by the naming convention instituted. For IEEE magazines, this risk is often great enough to warrant a name search for verification and immediate protection of the name for IEEE use.

Structural items are the basis for many of the costs and revenue calculations in the P&L statements. Structural items include the number of annual pages to be published, the number of issues per year, the media (electronic, paper or both), the type of paper and color scheme used, estimates of subscription base (member and nonmember) and pricing structure.

Any unique characteristics of the publication such as electronic publication, with video clips or special editorial sections, should be explained. A mock Table of Contents would be helpful in providing a flavor of the publication. There is an outline of the items to be considered in the New Periodical Template in the attachments.

- 2.2 *Perform market analysis* – IEEE Marketing staff will utilize the information in step 2.1 to conduct a market analysis. The market analysis will include the identification of the main market segments, the size of these segments, any relevant market trends, an assessment of

market attractiveness, customer profiles, and a competitor analysis. Note that if there are no competitors for this publication, extra scrutiny should be placed on determining if there really is a market.

Determine pricing – It is essential to price a publication correctly from the start, since large pricing corrections are hard to implement and can negatively impact budget planning for our nonmember customers. To assist in the determination of price, IEEE Marketing staff will provide a pricing recommendation for the publication. This recommendation will be based on the basic IEEE pricing philosophies, costs, and market prices of competitive publications. The Society will be asked to provide competitive publication lists and others may be suggested by IEEE Marketing.

The Society/Council can use this information as the basis for making the final pricing decision. Further discussion between the Society/Council and IEEE Marketing staff would likely resolve and initial disparity. Both member, student, general interest (offered to any IEEE member), and nonmember prices should be considered. Sister society prices should be considered where applicable (Some Societies enter into sister society agreements with professional societies outside the IEEE. These agreements may/may not include agreements to provide periodicals at special rates to the sister society membership).

Define promotion plan – Launch of a new periodical is a considerable investment of time, effort, and Society/Council funds which deserves a serious promotion plan in order to gain a presence in the marketplace quickly. During the normal IEEE annual cycle, there are numerous opportunities for free promotion, however the pre-launch year and initial three years of publication require additional efforts to gain the desired attention of authors as well as potential subscribers. If the publication is approved during the normal cycle, that is approval at the June Board series, the promotion plan for the publication can take advantage of the normal IEEE promotion cycle. This includes the Renewal promotions, ASPP promotions, Nonmember promotional mailings, etc. If the publication misses this cycle, the promotion plan needs to be customized and cannot take advantage of these existing mechanisms. This later case may result in a more expensive promotion plan.

IEEE Marketing will provide a promotion plan for the publication. This plan will be adequate to determine promotion costs for the first year and an estimate for the following years. If a Society is interested in special promotions, e.g. promotions at a specific conference, then these will need to be discussed with IEEE Marketing and factored into the overall plan.

- 2.3 *Estimate magazine advertising pages, advertising revenue, and advertising-related expense* – A three-year budget shall be provided by IEEE Media Services for any magazine proposal.
- 2.4 *Estimate cost of manuscript tracking systems, production, and mailing* -- IEEE Publications Operations shall supply an individualized quotation for manuscript tracking, production and mailing expense associated with the first three years of publication. If a Society/Council is interested in an outside vendor for these services, an apples-to-apples comparison of two non-IEEE service providers should be solicited by the proposing Society utilizing a quotation template created by PSPB. Quotation shall be conducted after the IEEE Marketing Department has completed its marketing analysis and after a review of its findings has been completed by the proposal project's contact person. Since the quote is individualized, following this sequence will avoid repeated effort.
- 2.5 *Create P&L statements* – For each publication, a statement identifying the costs and revenues needs to be created using a proposal template managed by the Periodicals Product Manager. This statement provides a three-year financial plan and helps demonstrate financial viability. Financial viability indicates that the publication is moving towards being self-sustaining and that it is not too heavy of a draw on the Society/Council reserves.

Both start-up and ongoing costs should be provided. Costs should be separated into variable and fixed costs. Fixed costs are considered those costs that make the product ready for print.

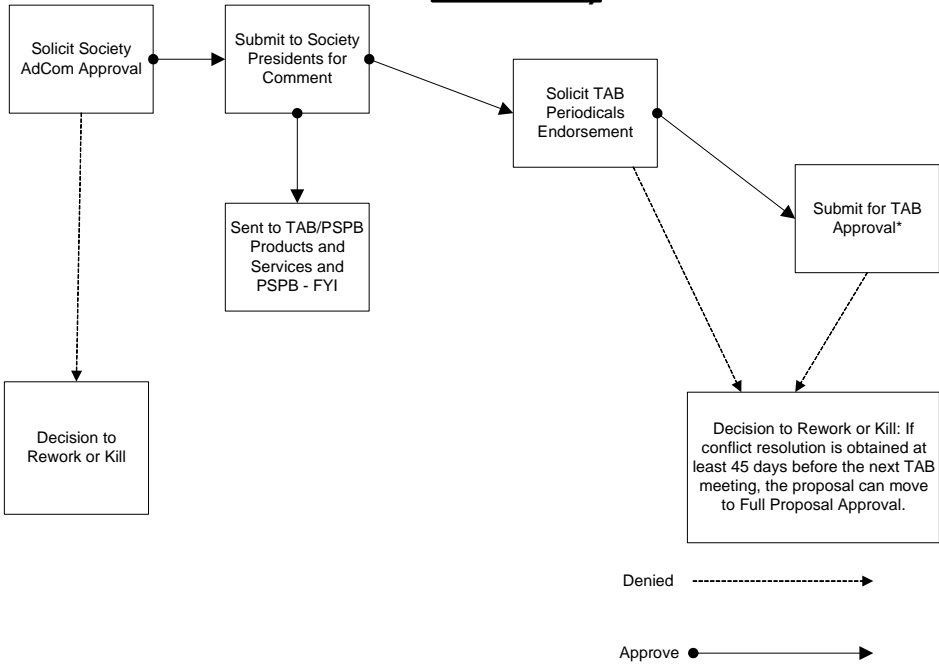
Fixed costs include editing, camera work, and other work necessary to print the first copy, including advertisement pages and indexing. Variable costs are those that vary with the number of subscribers. These include printing, paper, postage and mail handling costs.

2.6 *Submit for Final Review –Periodicals Product Management* staff will review the final proposal. Any inconsistencies will be identified and, if appropriate, recommendations for changes will be provided to the Society. The Society can choose to implement the recommendations or to ignore them. It is recommended that critical recommendations be discussed between staff and the proposal writers so that a common understanding can be reached. *If necessary, recommendations can be updated and a final recommendation will be made to TAB Finance Committee and TAB Periodicals Committee.*

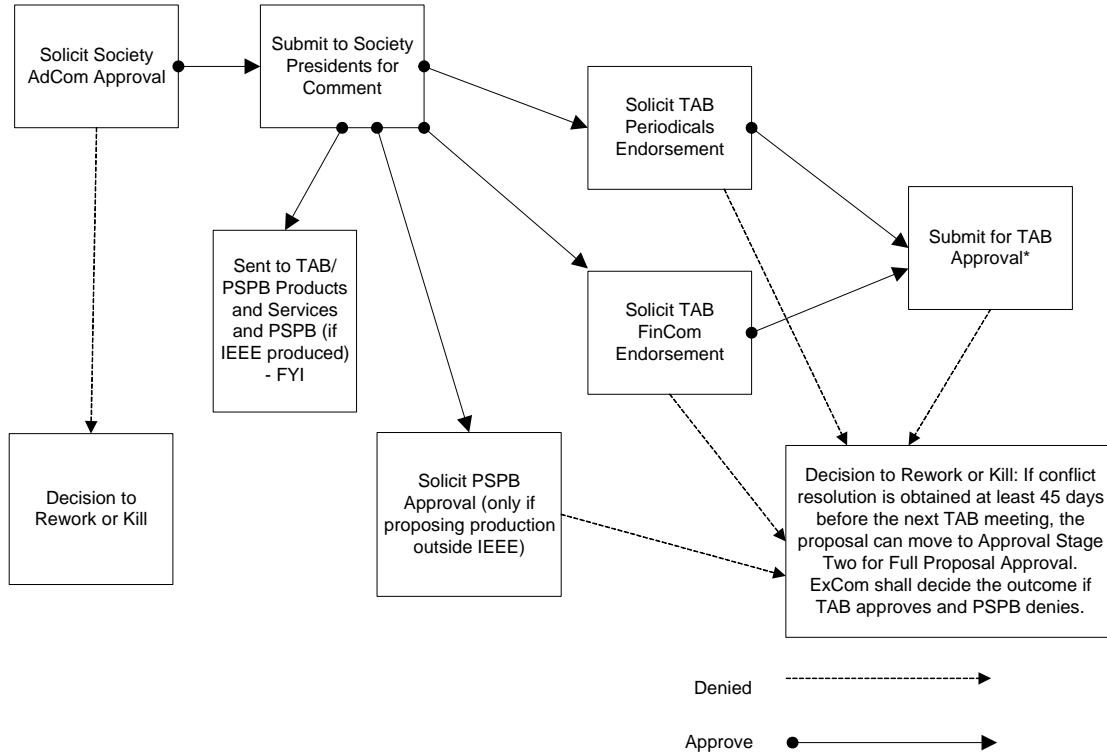
2.7 *Online Usage (Download) Estimation* – The proposing Society/Council and TAB Periodicals Management will estimate the potential usage for the proposed periodical’s first three years. Trending on recent launches is available for input into the analysis.

3.0 Proposal Approvals

**3. Approval Stage One:
title, sponsorship, and scope
(with information on need, unusual structure, paper flow
channels)**



4. Approval Stage Two: Full periodical proposal with the exception of title, sponsorship, and scope



Any proposal failing to achieve initial approval of Approval Stage One yet resolving the conflict at least 45 days before the next TAB meeting will next undergo a combined Approval Stage One and Two, referred to as a Full Proposal Approval. This name will avoid confusion about what had been approved in the past.

There are numerous endorsements and approvals that must be sought for a new periodical. The timing of these approvals is particularly important and is governed by the TAB Operating Manual Section 8 and the IEEE Policies and Procedures, Section 6.5.1. The Sponsoring Society/Council, PSPB (if the proposal involves production outside the IEEE), and TAB must approve the proposal. TAB Periodicals Committee, TAB Finance Committee and the other IEEE Societies can comment and/or endorse the proposal, while TAB/PSPB Products and Services Committee and the Publications Services and Products Board are informed of the proposal. IEEE Executive Committee (ExCom) is notified of the results and is provided the proposal as an information item, unless PSPB denies a proposal TAB approves (in the case of a proposal involving production outside the IEEE). In the past, new periodicals are typically approved at the June Organizational Unit meetings, which required instantaneous resolution of disputes based on scope, title, or sponsorship as timing is so critical. A two-stage approval process is now in place to allow time to address issues of scope overlap and coordination of efforts between Societies/Councils.

3. Approval Stage One: Approval of the title, scope, and sponsorship and communication of need, overlap with other IEEE publications, and identification of channels for attraction of paper flow comprises Approval Stage One.

4. Approval Stage Two: Approval of all else regarding the proposal if TAB had already approved the title, scope and sponsorship. If approval of these major decisions of a new publication was denied previously but resolution was obtained at least 45 days prior to a TAB meeting, the new

periodical proposal in total shall need to be presented for endorsement/approval according to Approval Stage Two.

Approval roles:

Society AdCom – The first approval that is required is that of the Society leadership. It is expected that this approval be gained prior to submission to any of the TAB committees. Each Society has guidelines for approval, please refer to these for specific requirements and timetables. Society AdCom meetings may be several months before the TAB committee meetings, so synchronization of these meetings is important.

Notification of the new publication should be sent to the Technical Activities Staff (TAB Committee Operations) for inclusion in appropriate meeting agendas. This will help assure that the approvals are ascertained in the appropriate time frame.

Society Presidents for Comment – The publication proposal or relevant information shall be sent during each approval stage to ALL Society and Council Presidents for comment, prior to the submission of the proposal to the TAB Periodicals Committee. Each Society shall be given 30 days to respond to the proposal. A lack of a response is interpreted as consent. A summary of the comments must be presented by Periodicals Product Management to any endorsing/approving body prior to or during that entity's decision-making with regard to the proposal..

TAB/PSPB Products and Services Committee – It is recommended that a copy of the proposal or a synopsis of the offering be sent to TAB/PSPB Products and Services Committee for their review during each approval stage. The ASPP program is managed through this committee and early involvement will facilitate the future involvement in these programs.

IEEE Publications Services and Products Board – A copy of the proposal or relevant information for each approval stage shall be send for information purposes to the IEEE Publications Products and Services Board. In the event of the proposal involving periodical production outside the IEEE, PSPB shall have an approval-granting role.

TAB Finance Committee Endorsement – The proposal or relevant information for ~~each~~ Approval Stage Two shall be submitted to TAB FinCom for review and endorsement. TAB FinCom will review the financial aspects of the proposal to determine financial viability. In Approval Stage Two, TAB Finance Committee will review the 3 year financial plan including ongoing operations costs, start up costs, fixed and variable costs, revenue projections, subscription assumptions, etc. They will look for confirmation of these items from staff. They will also review the net surplus or deficit of the publication in light of the Society reserves. It is recommended that a Society representative be on hand to discuss this publication at the TAB Finance Committee meetings usually held roughly one month prior to the TAB meetings.

This Committee has approved the following motion in its May 2005 meeting:

TAB FinCom's approval of the financial viability of a new publication will use the following criteria - 1) if it is a bundled pub, then the effective membership dues must exceed the incremental cost of membership, 2) if it is an optional pub the effective subscription price must exceed the incremental cost of that publication 3). The publication must also have received approval from the proposing S/C AdCom 4) After approval from Periodicals Cmte

TAB Periodicals Committee – The proposal or relevant information for each approval stage shall be submitted to TAB Periodicals Committee for review and endorsement. TAB Periodicals Committee will review the title, content, scope and structure of the proposal, paper flow assurances, and other non-financial aspects of the periodical proposal. They will assess that the new periodical addresses a technology or application area that was not adequately addressed by

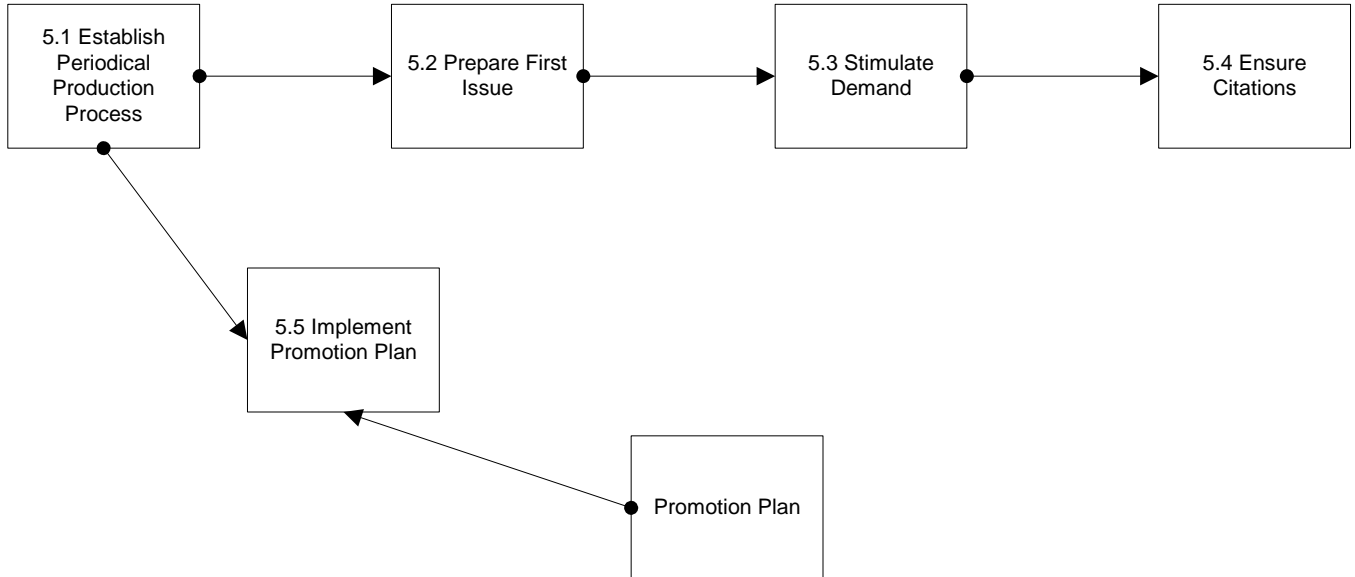
other existing publications. They will review the rationale for the new publication and address competitive issues. TAB Periodicals Committee will provide their endorsements/recommendations to TAB for their decisions. It is recommended that a Society representative be on hand to discuss this publication at the TAB Periodicals Committee meetings. TAB Periodicals Committee typically meets the afternoon before TAB Caucus is scheduled.

TAB – TAB will approve the proposal. Relevant information about a proposed periodical needs to be provided to TAB at least 30 days prior to the TAB meetings. TAB will review the entire proposal package from all perspectives and make a holistic decision on whether to approve or disapprove the periodical. TAB is the only place where the entire proposal package will be reviewed. If TAB does not approve the proposal, then final approval will be denied.

Technical Activities Staff: The proposal or a draft proposal shall be forwarded by IEEE Technical Activities Staff to Society/Council Presidents and Editors-in-Chief whose periodical(s) have been identified as competitors or having overlap with the proposed periodical. Formal response will be sought.

The optimum timing for Approval Stage Two of a new periodical is at the February or June Organizational Unit meeting series. If the new periodical does not receive final approval in June, the ASPP incremental payments for the first year will be forfeited, the promotional information will not be available for the standard Institute promotional pieces, and the information cannot be included in the Renewal Process. These will increase the costs for the new periodical. The alternative is to delay publication until the following year. Societies/Councils will need to undergo Approval Stage 1 approvals in either the November or February meetings to be on track for a June final approval.

5. Create First Issue



Societies vary widely in this process step so the details are left up to the decisions of the Society on how they proceed - new strategic goals will also address this

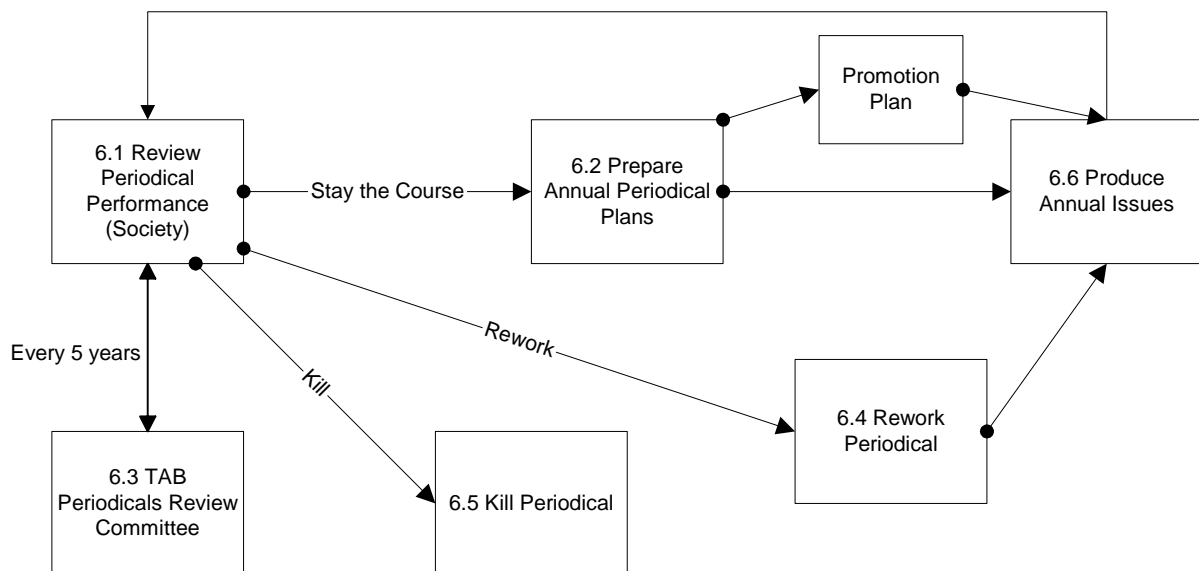
5.0 Create First Issue

- 5.1 Establish Periodical Production Process* – The infrastructure for the production of the publication needs to be established. This is orchestrated by the Society. Editorial teams are created, manuscript handling must be coordinated, publication operations selected, etc.
- 5.2 Prepare First Issue* – It is essential that the first issue be pre-planned and of very high-quality. One should solicit well-known authors and assure solid and strong subject matter. One should solicit high-profile endorsements.
- 5.3 Stimulate Demand* – For a new publication, it is worthwhile to stimulate demand. Options include offering free sample copy of first issue to selected potential customers and sampling the high-prospect target customers.
- 5.4 Ensure Citations* – To increase the viability of the publication, it is useful to ensure citations in INSPEC, Compendex, Current Contents, etc.
- 5.5 Implement Promotion Plan* – The first year promotion plan will be outlined in the proposal. It may include promotional brochures that can be sent to libraries, faculty & staff, press releases, telemarketing follow-up to sample copy audience, promotions on IEEE Website, letter to editorial board asking for institutions to subscribe, ads in Society periodicals, or inserts in

Institutional brochures. The promotion campaign should begin in January prior to the first publication.

If the publication is approved during the June Organizational Unit meetings, the periodical can be included in normal IEEE promotions (Renewal, ASPP, Nonmember promotions, etc.)

6. Ongoing Production & Life Cycle Management



6 Ongoing Production & Life Cycle Management

6.1 Review Periodical Performance – It is recommended that once a year, a Society should review the publication to assess performance. The net financial results, subscription numbers both member and nonmember, the price, costs, time to publication, backlog, etc. should all be reviewed. Periodicals can be compared against similar periodicals and, if applicable, should also be compared against the original proposal. This information can be used to plan and to implement product and process changes. Promotion plans should be reviewed for their effectiveness and changes made accordingly. The Society should use this review to determine the future of the periodical. After review, the Society can decide that the periodical is on track, needs some modifications, or needs to be terminated.

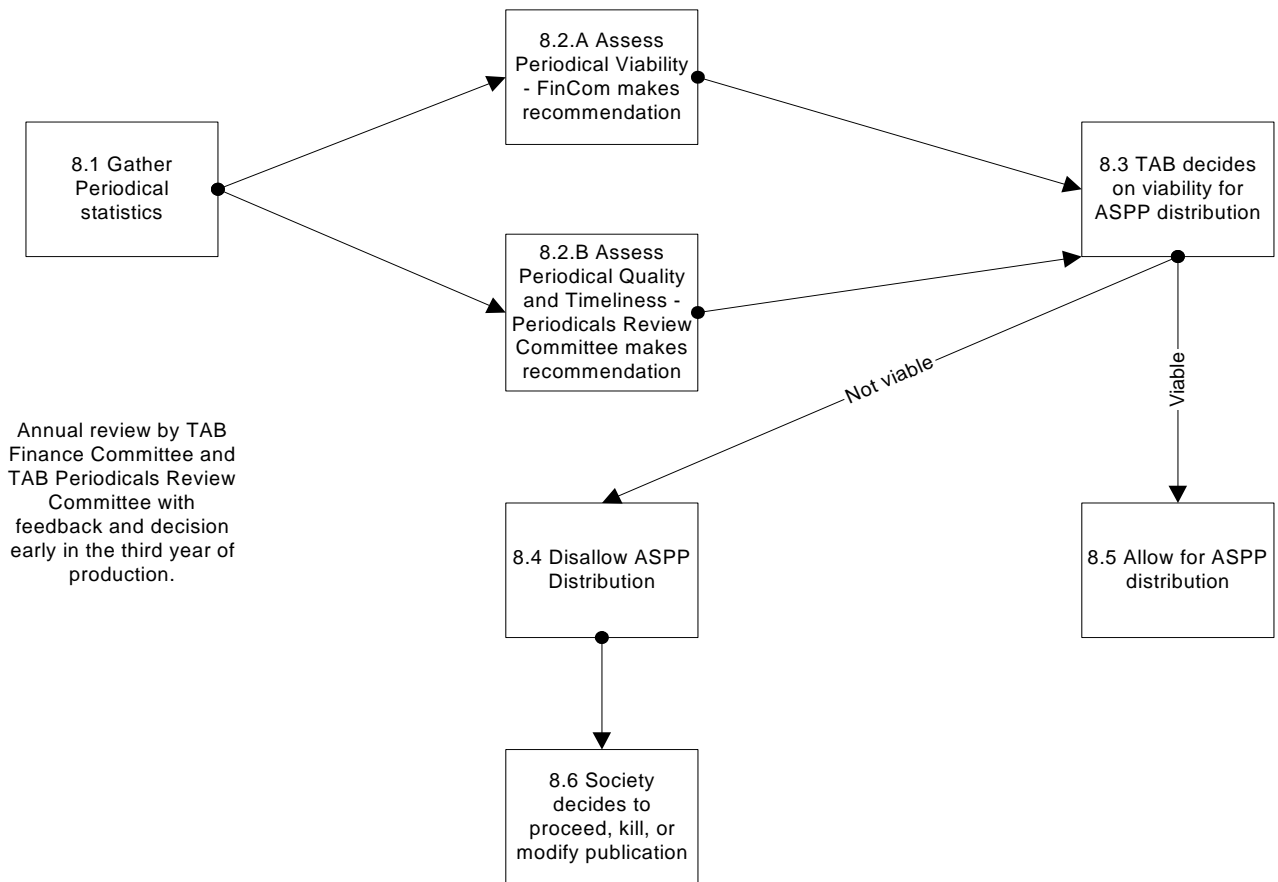
6.2 Prepare annual periodical plans – Each year, periodicals must submit their plans for publication. This information is created in the March through May period, during the first phase of the normal society/council budget cycle. Approval by TAB Finance Committee and TAB occurs in late May or June. TAD Finance Group provides statistics on previous years performance and cost information to Societies. IEEE Marketing will provide information on pricing for use by the Society in setting prices. Several pieces of information such as page counts, prices, etc. are submitted to TAB for approval. New promotion plans must also be created and included in the operating budget for each subsequent year.

- 6.3 *TAB Periodicals Review Committee* – The TAB Periodicals Review Committee reviews all periodicals on a 5 year cycle. Notification of a publication review will be provided to the Society well in advance of the review.
- 6.4 *Rework Periodical* – If the analysis of the periodical indicates that the periodical or its associated process needs to be reworked, then the Society must address the issues. The proposal should be updated with the revisions. In most cases, the P&L should be reworked to be consistent with the revision.
- 6.5 *Kill Periodical* – If a periodical is determined to be no longer viable, the periodical should be terminated. Closure of the publication includes fulfillment of the existing commitments. Notification of the publication termination should be provided to subscribers.
- 6.6 *Produce Issues* – For each year, the normal production cycle must be managed. The process for this production is very specialized to each Society. Some Societies utilize their Executive Office staff to assist in this normal production process.

7. First Year Review

7. After the first calendar year of publication, the periodicals' page count and usage statistics (downloads) will be reviewed. If targets are not met, the TAB Periodicals Committee will recommend it to TAB for inclusion in the "Periodical Watch List".

8. Review for ASPP



8. Review for ASPP – This review is done in the early portion of the third year of production for almost all publications. There is one exception to the three-year waiting rule for inclusion in the ASPP net distribution: a publication automatically receives inclusion if it is the first periodical for an entity (i.e. IEEE Sensors Journal).

8.1 Gather Periodical Statistics – To determine if a publication should receive a revenue disbursement from the ASPP program, three years of periodical history will be gathered. Average periodical information will be used for comparative purposes.

8.2 Assessments

Assess Periodical Viability – TAB Finance Committee Makes a Recommendation – TAB Finance Committee will maintain the definition of viability of a periodical. This definition will be clearly articulated and available to all Society members once identified by TAB Finance Committee. If this periodical information indicates financial viability, then TAB Finance Committee will recommend that the periodical be fully vested in the ASPP program. If the periodical is determined to be less than viable, then TAB Finance Committee will not recommend vesting the periodical in the ASPP program. If the latter occurs, the Society has several options. They can continue to support the publication at the Society level, they can rework the publication, or they can terminate the publication.

Assess Periodical Quality and Timeliness – TAB Periodicals Review Committee Makes Recommendation – Periodicals Review Committee will review a periodical with respect to quality, adherence to policies, and timeliness. If the periodical is considered in good

shape, they will recommend that the periodical be fully vested in the ASPP program. If the periodical is having difficulties with quality, policies, or timeliness, then TAB Periodicals Review Committee will not recommend vesting the periodical in the ASPP program. If the latter occurs, the Society has several options. They can continue to support the publication at the Society level, they can rework the publication, or they can terminate the publication.

8.3 TAB Determines Inclusion – TAB has the final decision on inclusion of the periodical in ASPP. They will take the assessments and recommendations into account when making this decision.

8.4 Periodical is Disallowed for ASPP Distribution – If the periodical is disallowed for distribution, then the periodical will continue to receive the incremental costs for the copies provided to the ASPP program.

8.5 Periodical is Allowed to Participate in ASPP Program – If the periodical is determined to be viable, and ASPP participation is approved, then the periodical will participate fully in the ASPP program in the subsequent budget year. Distribution of revenue and costs from this program are determined by TAB. The most current algorithms for distribution of the net from the ASPP program can be obtained through the TAB Finance Group.

8.6 Society Needs to Decide How to Proceed – If the periodical is disallowed for distribution from the ASPP program, then the Society needs to decide if the periodical can be published long term without this distribution. The Society may elect to continue publication at the expense or profit of the Society. They may decide to rework the publication, or they may decide to kill the publication.

Related Guidelines and Rules

There are two main sections in the TAB Operations Manual that relate directly to the periodical development process. The first is section 7.0 which provides information about Technical Publications. The second is section 8.0 which provides information about financial matters, in particular section 8.1 and selected sections of 8.2.

Templates

- A. Detailed Section – Scope & Structure
- B. Detailed Section – Market Analysis
- C. Detailed Section – Pricing Recommendation
- D. Detailed Section – Promotion Plan
- E. Detailed Section – P&L

Detailed Section – Scope & Structure

New IEEE products are reviewed to determine how they will fit into the total IEEE mix of products and services, and how they will add value for our members and to the electrical, electronic, and computer engineering fields. Proposals for IEEE periodicals are reviewed prior to acceptance into the IEEE family of publications and throughout their life cycles.

Please respond to the following categories of information about your new periodical idea. Recognize that your proposal will be reviewed by people with backgrounds in technology, business and marketing. It is important that your proposal be clear and succinct and avoid jargon. Although the length of the review process varies by project, generally it takes several weeks. Please keep the Technical Activities Periodicals Product Manager informed of your progress. Laura Creighton (l.creighton@ieee.org or call US +1 732 981 3446) will provide contact information and help guide your proposal through the approval process.

- A. Working Periodical Title
- B. Society (ies) name and sponsorship guidelines/MOU

C. Key Society Contact Name

D. Brief Description

This should be one to two paragraphs in length. It should cover the field of interest of the publication. Please provide any outstanding features or characteristics of this publication. Identify what makes this periodical unique and necessary. Identify the ways that this publication will directly benefit the reader. Provide the relevance of this publication to the Society's mission.

E. Define need for new publication

Please provide the rationale for the need for a new publication vs. growing or refocusing an existing periodical, or merging existing periodicals so as to allow for this new periodical. Concern over the number of new periodicals will prompt some review of this item.

Please review this periodical in light of other similar periodicals. How similar or different is this from other IEEE publications and non-IEEE publications?

F. Competitive Periodicals

Please list any competitive or overlapping periodicals. Competition is often healthy and indicates that there is a strong market – a lack of competition often indicates that there may be too limited a market. Competition also helps us to position your product in the marketplace. On the other hand, there may be competition on a general subject area but the focus of each publication is differentiated in some way (i.e. one is for researchers and another for general practitioners). If this is the case, a visual periodical landscape would be recommended.

G. Format and Design

Please provide an overview of the design and formatting aspects of this publication, including items such as:

- Pub layout, e.g. specific features or columns, product reviews, etc.
- Print, electronic, both, or other media
- For print specify 4 color, 2 color, paper type, approximate number of line drawings, photos, etc.
- For electronic specify file format and search engine (i.e. IEEE Xplore) and note whether there will be multimedia files accompanying articles
- Frequency
- Approximate number of pages per issue, annual page budget

H. Audience and market considerations

Please identify the intended audience and any relevant market considerations. It might be useful to

- identify who might find this publication most useful as a reader (e.g. practitioners, researchers, students, etc.)
- identify who will buy this periodical (e.g. members, librarians in university, government, and corporations, members of Sister Societies)
- rank each reader and buyer as to interest

I. Production mechanism

Please indicate the process or operation to be used for publication. This might include:

- How will papers be solicited and from whom? Is there an existing paper flow channel for these authors?
- How will the papers be reviewed?
- How will the editorial process be managed?
- Will you be using IEEE Manuscript Central? Will you use some other manuscript tracking system?
- Will IEEE Publications Operations provide service, or will some other vendor produce the publication?

-
- J. Please include a sample table of contents (attach to proposal form if lengthy). This might be used in promotional material to solicit interest in the publication.
- K. Identify “like” IEEE pubs (similar audience, similar subjects, similar style) that might be used for comparison on statistics and financials.

Detailed Section – Market Analysis

IEEE Marketing will consider the potential for your periodical upon receipt of your proposal (the information listed in “Detailed Section-Scope and Structure”) by providing analysis needed to determine right-pricing and positioning among the many IEEE publications.

Below are the market trends and customer segments that the marketing department will consider in the promotion and pricing of the new journal.

- A. Sizing of market within main market segments
 - Buyers
 - Potential Nonmember “Institutional” (primarily library) subscribers who purchase “like” IEEE publications
 - Potential IEEE Member (Society members and general interest), and Affiliate individual subscribers who purchase “like publications” and/or have technical interests that match the scope of the proposed periodical
 - Potential Nonmember individual subscribers who purchase “like publications” and/or have technical interests that match the scope of the proposed periodical
 - Averages of launch publication purchasing in recent history
 - Applicable conference attendance
 - Adoption rates of media types in comparable publications
 - Readers and End Users – Many of the same individual buyers as above with the addition of:
 - Engineers and researchers who use the periodical in the work or teaching environment
 - Students
- B. Relevant market trends
 - Library and subscription trends
 - Availability of information through other sources (the Web, conferences, etc.)
 - Budget availability in library, industry and academia
 - Technology based trends
 - Changes in technologies that impact market size or need for information
 - Trends including the merging and collapsing of technology areas that impact growth in a new area such as that covered by the proposed publications
- C. Decision-maker/influencer – Identification of who will make the purchasing decision to buy this publication

- D. Customer profile – Now that the customers have been identified, the following factors can be considered for each:
- Buying behavior
 - Budget factors
 - Demographics – i.e., librarians are perceived as key purchasers but their budgets are not growing, the practitioner will need this product and the industry is growing rapidly so the budget money will be found
- E. Competitor analysis (this should include known strategies of competing publishers and their publications that directly compete)

Please provide as much relevant information as possible for the following questions:

Question 1: Name specific industries, businesses and professions that will find your periodical of particular interest. Concentrate on the end-user rather than the librarian or other distributor. Include IEEE Societies other than yours as well as non-IEEE Societies (include size of membership if known). Please rank them from strongest interest to least interest.

Question 2: What are the job titles or functions of individuals who will find your periodical of interest. List in order of importance.

Question 3: Please list any technology trends that will impact the sales of your periodical and/or lessen the impact of your competitors.

Question 4: Please add any other information that will assist us in the market analysis.

Detailed Section – Pricing Recommendation

IEEE Marketing provides right-pricing models and comparative statistics from other IEEE periodicals for nonmember subscribers. This information allows us to determine unit sales projection estimates. Societies are requested to submit a list of like publications to be used to develop comparative prices. Pricing recommendations will include the following information in table form.

IEEE Periodical	Estimated Pages	Non-IEEE Competitor	Comp Price	Comp Pages	Equalized Page Counts	Recomm. Nonmem price
		Competitor 1				
		Competitor 2				
		Competitor 3...				

Detailed Section – Promotion Plan

IEEE Marketing will provide a basic promotion plan including initial launch plan, timeline and costs. All IEEE periodicals are included in the overall corporate marketing strategies, however new periodicals require additional promotion to bring them to the attention of new readers and subscribers (for at least two years). The costs associated with the promotion plan will be factored into the P&L (see 2.5).

See sample promotion plan attached

The promotion plan will include:

1. Factors that will impact sales

There may be factors that negatively or positively impact performance which should be noted in the marketing analysis. For instance, an extremely aggressive promotion plan may cost more in years 1 or 2 but will deliver increased subscriptions in subsequent years. Conversely, a change in the technology, or a lag in production, may result in slow subscription growth or even cause decline.

2. Marketing Estimate Form

Based on the information you provide in your proposal and in this section, information will be provided by IEEE Marketing in the following format:

Member price and Nonmember prices recommended (by media type)

	Year 1	Year 2	Year 3
Member Units	X price	X price	X price
Nonmember Units	X price	X price	X price
Less \$ for promotional discounts			
TOTAL			

3. Factors that will impact sales over the 3 year period will be provided in the following form:

		Year 1	Year 2	Year 3
Factor 1	Member units			
	NM Units			
Factor 2...	Member Units			
	NM Units			
Adjusted Totals	Member Units			
	NM Units			

Sample Format for a Promotion Plan (All costs exclude magazine printing costs)

- A. Publicity campaign to generate media interest. High-profile first issue authors should be featured as well as content for coming year and unique characteristics of publications (Oct-Dec previous year)
 - Estimated List Size
 - Cost: \$A (years 1-3)
- B. Brochures to potential member and nonmember subscribers (Dec/Jan)
 - Estimated List Size
 - Cost: \$B (years 1-3)
- C. Conference posters and flyers. Ads and editorial support should also be given through the conference registration materials. Sample issues and literature should be available at conferences and a special offer should be considered for conference promotion.
 - Estimated List Size
 - Cost: \$C (years 1-3)
- D. Sample issue to Nonmember subscribers to similar periodicals blown in response card, letter and envelope. (February – March)

- Estimated List Size
 - Cost: \$D (years 1-3)
- E. Sample issue with 4 page wrap to potential Nonmember subscribers. Response mechanism is wrap. (April – May)
- Estimated List Size
 - Cost: \$E (years 1-3)
- F. Sample two issues (May and August) to Department Heads and Advisers. Letter, envelope, and two-part card blown in will allow individual and library orders.
- Estimated List Size
 - Cost: \$F (years 1-3)
- G. Telemarketing follow-up to D. One week after mailing of sample issue ask “did you get the issue?”, “are you the right person?”, “if you order for 1999 you save 25%”.
- Estimated List Size
 - Cost: \$G (years 1-3)
- H. We have contracts with various subscription agencies to place advertising in their periodic announcements (Ebsco, FAXON, SWETS, Maruzen). Initially we can use our contracted placements. We may also consider creating ads and pay for space in these vehicles.
- Circulation: TBD
 - Cost: \$H (years 1-3)
- I. Full page ad in every issue selling the value of the periodical to individuals and library subscribers. Response info for both customer types.
- Circulation: X per issue (multiplied by frequency)
 - Cost: \$I (years 1-3)
- J. A brochure or mini-journal featuring the best paper with modified journal covers – “here’s what you missed.” Include a testimonial and a two part response card. This can mail to potential Nonmember subscribers, selected library lists and selected members and nonmembers. (September – April)
- Estimated List Size
 - Cost: \$J (years 1-3)

Detailed Section – Profit & Loss

An Excel file is available from TAB Finance which contains instructions and the spreadsheets associated with the P&L statement. There are three spreadsheets in this workbook file. The first spreadsheet has some instructional notes. The second spreadsheet is the actual P&L statement and the third spreadsheet contains publication data that is used in the P&L calculations.

In the P&L spreadsheet, certain areas in the spreadsheet require that data be entered. Other areas rely on the publication data provided in the third spreadsheet. Many figures within the financial statement will calculate automatically, like the variable cost per print subscription. Where there are no calculations, the cells will remain \$0. For these cells, figures must be entered, if it is a required cell. Some cells are optional and only require data if the option is to be considered. For example:

- If your publication is not going to be offered as general interest, interdisciplinary, or to a sister society, no data is required in these cells.
- If you are not planning on charging for overlength papers, no data is required in these cells as well.

The last spreadsheet in the Excel file contains IEEE publication rates for transactions and journals. If a society is planning on using an alternate vendor, these cells must be updated with the associated data from that vendor.