

IMPRESA COMMUNICATIONS LIMITED

SELECTED LIST OF RECENT PROJECTS

University Affairs magazine. Working with the publishing team, Impresa drafted a business case for presentation to the board of the Association of Universities and Colleges of Canada concerning a major investment in the expansion of the *University Affairs* website. July, 2006

Magazines Canada. Research into the Canadian magazine market, June 2006

CBC Marketing. Starting in the summer of 2005, Impresa worked with the CBC Marketing Division to develop a publishing model and an outline for a new children's magazines (pre-schoolers) to be published in conjunction with a partner from the Canadian magazine industry. We identified and researched likely partners, set up and attended meetings and advised on the assessment of their proposals. (project pending)

Descant magazine. Working with the managing editor of this, one of the oldest and best-established literary magazines in Canada, we developed a financial model and drafted a business plan. (summer 2005)

Scientia: Assessing a new venture for the University of Alberta. (A business case prepared for the University of Alberta Public Affairs Department, December 2003 and January 2004). The university was interested in assessing the prospect for creating a science magazine that would raise awareness of the university across Canada. It was confirmed that a "controlled circulation" of such a vehicle was both feasible and viable, delivered to select recipients of the *Globe and Mail* newspaper.

The CMPA Professional Development Challenge: A needs assessment and evaluation. (A study done for the Canadian Magazine Publishers Association (CMPA) in February and March 2003). The CMPA was concerned that, with the proliferation of professional development opportunities across the country, offered in a variety of ways and by a variety of producers, it was possible it would lose its significant market position. Using information from a national survey, the report reviewed the current offerings, made recommendations for consolidating its programs in several "cornerstone" areas of greatest interest, develop a role as a clearinghouse for information about lifelong learning and develop a number of non-traditional, self-directed offerings. Also to develop a program of national certification and to fill gaps where they exist in developing fax-on-demand and online resources such as "hotsheets" about specific topics, offering teaching training for industry experts and establishing a comprehensive national job board and internship placement service.

A new future for *The New Quarterly*: (business plan prepared in collaboration with management of the magazine, October 2002). Using the plan, the staff managed to double circulation, recruit a strong and active board and raise a significant amount of funding.

Cape Bretoner: Strategies for circulation growth. (study prepared for Sydney-based magazine, October-November 2001.)

BellZinc.ca magazine – an assessment of the opportunity (market and cost-benefit study, August-September, 2001), conducted on behalf of an internet-based division of ActiMedia (Bell Canada), publishers of the Yellow Pages and Yellow Pages.ca. – Impresa Communications was retained to review and comment upon the viability of a print magazine line extension to the existing, recently launched BellZinc.ca website. The online service is for small business in Canada. D. B. Scott reviewed internal and external proprietorial and confidential competitive data, created a financial model and did an environmental scan of competitors and market share in the Canadian magazine industry. Working with the management team, Mr. Scott advised them on several alternative courses of action, which are now being explored.

The Future of the Magazine Publishing Workshop (A review prepared for the Canadian Magazine Publishers Association, June – September, 2001). D. B. Scott undertook an outside review of this 20-year-old program, a premier proving ground for people with an interest in producing and managing magazines. The program was taken over by the CMPA from the Banff Centre for the Arts in 1996. The review was based upon an extensive historical analysis, structured interviews with 30 key people in the industry and the creation of several possible financial models. The purpose was to map out a viable course of action for the association's board, faced with major funding issues and concern about demand and relevance. At the present time, the results of the review are with the board for its consideration.

Seeking Clarity: Entry and Judging in the National Magazine Awards (Review of the National Magazine Awards Foundation's eligibility and judging procedures, June, July 2000). A questionnaire was administered across Canada to a purpose-built list of individuals in the magazine industry. A review was done of 23 years of files and previous decisions and the evolution of judging criteria. In-depth structured interviews were held with key individuals in the industry. The outcome was that the Foundation substantially revised both its rules and categories to meet the perceived needs of its constituency.

Fulfillment Services for Small Ontario Magazines (A study prepared for the Ontario Arts Council, May 1998). The Ontario Arts Council was considering the feasibility of launching a fulfillment (magazine subscription maintenance and delivery) system for small magazines which could not afford standalone systems. A review of the literature, including data from the Ontario Arts Council funding program and the Canadian Magazine Association, as well as a financial model, led to the conclusion that such a fulfillment system was feasible and viable (with sufficient uptake) but probably only in a public-private partnership. The Arts Council attempted to develop such a partnership but was ultimately unsuccessful.

In the Midst of Change: Attitudes and expectations of *Maclean's* readers (Summary report of a series of focus groups conducted in Waterloo, Mississauga, Vancouver and Calgary, Fall 1999). As part of an ongoing series of qualitative research sessions on

behalf of *Maclean's*, Impresa Communications designed and conducted focus groups to determine the latitude the magazine would have in making proposed major and minor editorial change. As a result of the sessions, the magazine scrapped some longstanding sections and launched new ones, placing somewhat less emphasis on breaking news, more on interpretation, background and analysis.

University Affairs: A profile of the audience (Quantitative readership survey conducted on behalf of the flagship magazine of the Association of Universities and Colleges of Canada (AUCC), 1997, 2001 and 2005). As part of its marketing efforts and a continuing quest for editorial improvement, *University Affairs* commissioned Impresa Communications Limited to conduct comprehensive readership surveys with a representative sample of its audience. Impresa Communications designed the surveys, executed the mailing, data entry and tabulation and analyzed and reported the results. The magazine's Editor used the results to steer the emphasis in editorial content and to develop new products for the division.

Business Quarterly: a profile of the audience; a review of recent publishing data (Study conducted for the flagship business magazine of the University of Western Ontario School of Business, 1996). Impresa Communications Limited was commissioned to survey the audience of the *Business Quarterly*, review its publishing operations and recent publishing data and make recommendations for its future growth. The report contributed to a period of substantial change, including a name change for the magazine, a change in management and editorial emphasis and an increase in frequency.

After Bill C55: Potential Economic Impact on the Canadian Magazine Industry (Study prepared for the Canadian Magazine Publishers Association, June 1999). The purpose of the report – based on analysis of published Canadian and U.S. advertising revenue and page data – was to estimate the financial impact on the Canadian market of the Canada-U.S. Agreement on magazines. The report was one of several to provide background to the process that eventually resulted in the creation of the Canada Magazine Fund (CMF)

Canada-U.S. Agreement on Magazines: Impact analysis (Study prepared for the Joint Working Group – Canadian Heritage (PCH), Canadian Magazine Publishers Association (CMPA) and Canadian Business Press (CBP), May 1999). Immediately following conclusion of the Canada-U.S. Agreement, Impresa was commissioned to analyze publishing industry information from both Canada and the United States as well as data from leading Canadian publishers. The purpose was to estimate Canadian market size and the possible impact of the Agreement's provisions on advertising and circulation revenue. It was one of several documents that were used as background and support for the creation of the Canada Magazine Fund.

Vitality and Vulnerability: Small- and medium-sized magazines (SMMs); profile and gap analysis (A bilingual study prepared for the Department of Canadian Heritage, 1999) The purpose of the study was to provide information useful to the development of government policy and programs in support of the Canadian magazine industry,

coincident with the Canada-U.S. Agreement on Magazines. The profile and gap analysis was the first of its kind in the magazine industry and was based upon results of a comprehensive bilingual survey of the magazines under 100,000 circulation as well as an in-depth analysis of a large number of custom tabulations derived from Statscan data. The study demonstrated the delicate state of the finances of most Canadian magazines, particularly smaller ones and the report was used by Canadian Heritage in their development of the Canada Magazine Fund (CMF).

Spreading influence: exploring the possibilities of an out-of-country subscriber base for *University Affairs* magazine. (Study prepared December 1998 -January 1999). University Affairs wanted an assessment of the costs and benefits of developing an out-of-country subscriber base. The study concluded that a direct mail campaign was feasible and capable of being self-supporting in the medium term. (In the end, the return was considered to be too small to justify the risk.)

Ontario Magazines: Publishing costs and revenues (Study prepared for the Ontario Ministry of Tourism, Culture and Recreation, April 2000.) Analysis based upon custom tabulations of Statistics Canada data. The research was to be used in the development of the province's programs in support of the magazine industry, including creation of the Ontario Media Development Corporation and the possible creation of a tax credit.

Better for Less: A process review for *Maclean's* magazine. (A study done in March, April and May, 2001) Canada's premier newsmagazine asked Impresa Communications Limited to review its workflow, editorial close process and staffing structure. The goals were to identify and take unnecessary work out of the system and reduce the per-published-page costs. The report identified substantial areas of potential savings and the magazine's management used the report and ongoing advice from D. B. Scott to streamline the production system and make some fundamental staffing changes.

The Universities Telephone Directory: Subscriber opinions on its usefulness, price and future. (A study done for the Association of Universities and Colleges of Canada (AUCC), March 2000)

The Future of Newswires (Study prepared for MDC Corporation, Communications and Marketing Services Division, August-September, 1997) MDC, which recently acquired News Canada, wanted to learn how the newswire business was structured and how it was regarded by users and clients. It also wanted to identify trends and issues about which it should be aware when assessing potential takeover opportunities in this area. Impresa did an environmental scan, conducted structured interviews with key personnel and clients of newswires and did a financial analysis of market share, product lines, strengths and weaknesses and possible opportunities for takeover. As a result, MDC commissioned a second study...

Canadian Corporate News and Canadian Press (An opportunity analysis and market intelligence study, December 1997) Impresa was commissioned to review the existing product line in depth of Canadian Corporate News and assess possible line extensions, new products and acquisitions that would build the newswire's business and profitability.

Toronto This Season (A consultation on the future of the publication, prepared for Tele-Direct (Publications) Inc., July 1997. Based on a telephone survey of delivered households and focus groups with current and lapsed advertisers, the consulting report stated that, based on the research, either the publication had to be discontinued or substantially renovated to make it more relevant to its delivered audience. In the end, the company decided to discontinue it.