

**PUBLISHING
AN ENGLISH - LANGUAGE
NEWSPAPER IN ARMENIA**

TEAM MEMBERS: Kristina Ter-Kazarian
Susanna Sahakian
Nune Sargisian

INSTRUCTORS: Dr. Michael Kouchakjian
Dr. Allen Greenwood

**CLIENT
ORGANIZATION:** American Embassy in Armenia
Mr. David Siefkin, Cultural Attaché of American
Embassy in Armenia

AMERICAN UNIVERSITY OF ARMENIA
(an affiliate of the University of California)

COLLEGE OF BUSINESS AND MANAGEMENT
FIELD STUDY PROGRAM/ BUSINESS PROJECT

YEREVAN
02.08.1993

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1. Executive summary

The idea of this project is the establishment of the English-language newspaper in Armenia.

In the report presented we have identified the problem, i.e. the absence of information source in foreign language, determined the needs of the audience for such information source. The establishment of the English-language newspaper is stated as the primary objective of the project development. The secondary objectives, such as focusing foreigners' attention on the business possibilities in Armenia, testing the viability of small business in the media industry in Armenia are identified as secondary objectives. The scope of the project introduces the process of the project development which consists of preparatory phase and permanent cycle. Time and financial constraints, lack of appropriate experience and some general problems of life in Armenia constitute the limitations of the project. The tools used during the project development are introduced. Exploratory research performed on the initial stage allowed to gather the information on the newspaper publishing industry in Armenia as a whole and to plan the activities to accomplish the project. Market Research conducted among the foreigners revealed the need for the English-language newspaper in Armenia and to assist in finding out the preliminary structure of the newspaper. Findings, regarding organizational structure and the information flow in the newspaper, market research and advertising campaign results alongside with the financial analysis are presented in the report. "Noyan Tapan Highlight" is briefly described as the only competitor, and the of merge with it alongside with publishing our newspaper for abroad are discussed as alternative actions. Recommendations focus on the possibility of increasing the number of issues and flexibility in changing the structure, format, and the content of the newspaper. The detailed content of the first issue of the English-language newspaper published as the outcome of the project constitute the conclusions. The report is provided with the appendices.

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1. Introduction

Newspaper publishing in Armenia traditionally existed on the donation basis. There were few popular Armenian-language newspapers ("Communist", "Yerekoyan Yerevan", "Avangard", "Komsomolets", etc.), and each had its founder. All of the newspapers mainly proposed the course of Communist Party and rarely stirred outstanding interest among the readers. The newspapers published in Russia which had been regularly supplied to Armenia also held the Communist Party course although they caused sensations more often than the Armenian ones. Today about 60 registered newspapers exist in Armenia and there is a tendency toward the increase in the number of the newspapers. Most of them are independent, and there is no dominating ideology proposed by the newspapers. The majority of the newspapers exist on the donation basis, i.e. are financed by the founders.

Traditionally publishing and broadcasting in Armenia were done only in two languages - Armenian and Russian. Now when Armenia became an independent country and entered a world market the situation has significantly changed. Armenia has established broad political, economic, and cultural connections with foreign countries, and many foreigners visit, stay and work in Armenia. Presently five foreign embassies operate in Armenia and more countries are on their way to establish their representations here. Many of currently functioning joint ventures, foreign educational institutions, non profit organizations have their staff working and living in Armenia. Since most of these people do not read and speak Armenian or Russian it is preferable for them to have an information source in English. On the other hand, there are difficulties in delivering foreign newspapers and magazines into Armenia from outside, caused by blockade. Even in the case if international information sources would be available in Armenia (like CNN international broadcasting channel) they provide only with the general information on the situation in Armenia. Thus, foreigners in Armenia seem to be isolated from the most aspects of life of the country, and we believe an English-language newspaper established

will find a large audience in Armenia. In addition, we found out that newspapers in English published in Russia appear to be popular among foreigners and we are sure this can be achieved in Armenia also.

1.1 Statement of Problem

The isolation of foreigners residing in Armenia from timely, detailed and accurate information about the country can be formulated as the basic problem of the project.

An independent English-language newspaper established is supposed to become an information source on all aspects of life in Armenia for foreigners who work and live in our country.

As English is one of the most popular international languages and the majority of foreigners are able to read English, it appeared to be reasonable and extremely important to provide them with reliable information source **in English**.

1.2 Significance of the Problem

The lack of information in English causes a lot of difficulties. Foreigners do not get information on political, economic and cultural events occurring in the Republic.

Armenia is going through a very complicated political process and reliable information on all political events will allow the foreigners to be aware of situation in the country.

For people who are in Armenia for business purposes, the current information on operating industries, inflation rate, prices, exchange rates, new economic and business laws as well as other **business information** is vital.

The foreigners could also be interested in Armenian history, traditions, holidays, literature, painting, music, museums, etc. So being provided with **cultural information** the foreigners will feel more involved in country's cultural life.

There are some everyday elementary problems that foreigners come across with, such as where to have a good dinner or lunch, where to get clothes washed, how to rent an apartment, how to make reservations for flights, where to spend a weekend, etc.. So the **information advertising attractions and entertainment** in Armenia will help foreigners to socialize. Some **classifieds** can also be included, such as information on housing, car sales, jobs wanted and offered, etc.. Advertisements will be also placed in the newspaper.

1.3 Statement of Objectives

Our **primary objective** is to establish the newspaper which is supposed to be an exceptional English-language media for foreigners to get the information in following areas:

- political life in Armenia
- business and economic life
- cultural life
- entertainment, advertising, services
(restaurants, apartment rents, movies, etc.).

The newspaper will be distributed among all English-speaking foreigners. 1,000 copies of the newspaper will be issued twice a month. Later when we will gain enough experience in publishing the newspaper, the frequency of issuing the newspaper will gradually increase to four times a month.

The **secondary objectives** are:

- to focus the foreigners' attention on **business possibilities** in Armenia, to evaluate the market, to establish scientific and cultural contacts. For example, the foreign businessmen can find out the information on a particular industry, natural resources, scientific achievements in Armenia. The businessmen can also get acquainted with the perspectives of development of Armenia. The scientific and

cultural exchanges between Armenia and other countries could also be initiated through this newspaper.

- to test the **viability of small business** in the media industry in Armenia, since Armenia has a very short history of functioning in a free market economy, and small businesses has just started to develop.
- to test **our own capabilities to start and run small business** in the form of the newspaper
- to provide Armenian citizens with the opportunity to get the English newspaper (since there is lack of English newspapers and magazines published outside Armenia) and to **learn and read in English**.

1.4 Scope of the project

The whole process of project development consists of a preparatory phase and a permanent cycle of the newspaper publishing.

The **preparatory phase of the project** itself consists of two stages.

The first stage involves the following activities:

- Exploratory research on newspaper publishing - to get acquainted with the process of starting and running a newspaper;
- Market Research - to find out potential market size, potential readers' needs on the content of the newspaper;
- SWOT analysis - to analyze our strengths, weaknesses, opportunities, and threats in starting and running a small business in the form of the newspaper
- Preliminary financial analysis - to find out how feasible is the projected small business;

The second stage includes the following activities:

- Registration - to register and become the legal entity;
- Office settlement - to provide space for everyday activities in running the newspaper;

- Recruitment, selection and training of the personnel - to create the core staff for running the newspaper;

After going through the preparatory phase the permanent cycle of the newspaper publishing starts. This cycle is developed through the following steps:

- Budgeting - to evaluate the resources available and estimate the expenditures needed;
- Advertising campaign - to create visibility of the newspaper to ensure the information inflow to the newspaper (e.g. classifieds and advertisements);
- Collection and selection of the information - to provide the materials for the newspaper
- Printing the newspaper - to print the newspaper at the previously contracted printing house;
- Distribution of the newspaper - to deliver the newspaper to the final consumer;

The preparatory phase is conducted once and in the process of it the base for the newspaper publishing is established. Once the preparatory phase is accomplished, the permanent cycle starts and is repeated every time every next issue is published.

1.5 Limitations of the project

The scope of the project stipulates its basic limitations. It is unique in terms that it combines both theoretical and practical implementations. Besides doing the academic project, we turned out to be involved in entrepreneurial activities i.e. establishing newspaper publishing small business.

Thus, the basic limitations could be grouped into four categories:

- **time limitations:** the project terms (April-July) are too tight to work both in theoretical and practical directions simultaneously;
- **experience limitations:** the lack of appropriate knowledge of field and absence of necessary contacts in publishing environment causes some degree of inflexibility and ineffectiveness;

- **financial limitations:** since the project is viewed as being an approbation, it is reasonable to have limited financing. However, this causes serious limitations. We cannot afford owning composing and printing centers, and so, we have to contract out these important steps of the process. This results in a waste of time and loss of control. Besides, there are only three of us developing this project, and financial constraints often do not allow to hire as many people as is necessary to accomplish such a large scope of activities.

- **general limitations:** this category refers to all the general problems existing in the life of the country, i.e. unstable electricity, paper supply, etc.

2. Methodology

2.1 Study objectives

The main objective of developing the project was to implement our theoretical knowledge in various fields of business, such as entrepreneurship, marketing, finance, production/operations management, personnel management, etc. in the real business environment. Small business established in mass media industry - "The Armenian Monitor" - has become the basic outcome of the project development.

2.2 Strategies and methods used

Since the field of the mass media industry and, particularly, newspaper publishing was almost unknown for us, we had to start from the very beginning, that is the exploratory research of the newspaper publishing industry as a whole. The goal of the exploratory research was to find out the information on how to start and run the newspaper. Meetings, in-depth interviews with people knowledgeable in the field, i.e. editors-in-chief of several newspapers, professional journalists, lawyers, etc. as well as

visits to several publishing centers were the main tools to obtain the following information:

- legal issues of establishing a newspaper
- personnel selection issues
- information selection principles
- newspaper formatting and printing process
- distribution policy

Market research was conducted to reveal the basic needs and expectations of the foreigners from the projected newspaper. This strategy was undertaken in the following two directions: **qualitative and quantitative research**. Qualitative research was held in the form of in-depth interviews with the foreigners as the target market for the English-language newspaper. To get quantitative information and some statistical base for our market research the **survey by means of questionnaires** was conducted.

After getting the information on newspaper publishing process and evaluating the needs of the potential customers we were able to conduct **SWOT analysis** of the projected business. We evaluated our strength and opportunities in order to find out what competitive advantage we have in starting newspaper publishing business. The analysis of the weaknesses and threats of the industry allowed us to be realistic about our future potential.

We had to conduct **financial analysis** alongside with some **planning and forecasting** in order to be able to project our budget beforehand. The financial analysis performed resulted in preparing **budgets and income statement**. This allowed us to estimate the financial resources needed for starting the newspaper business.

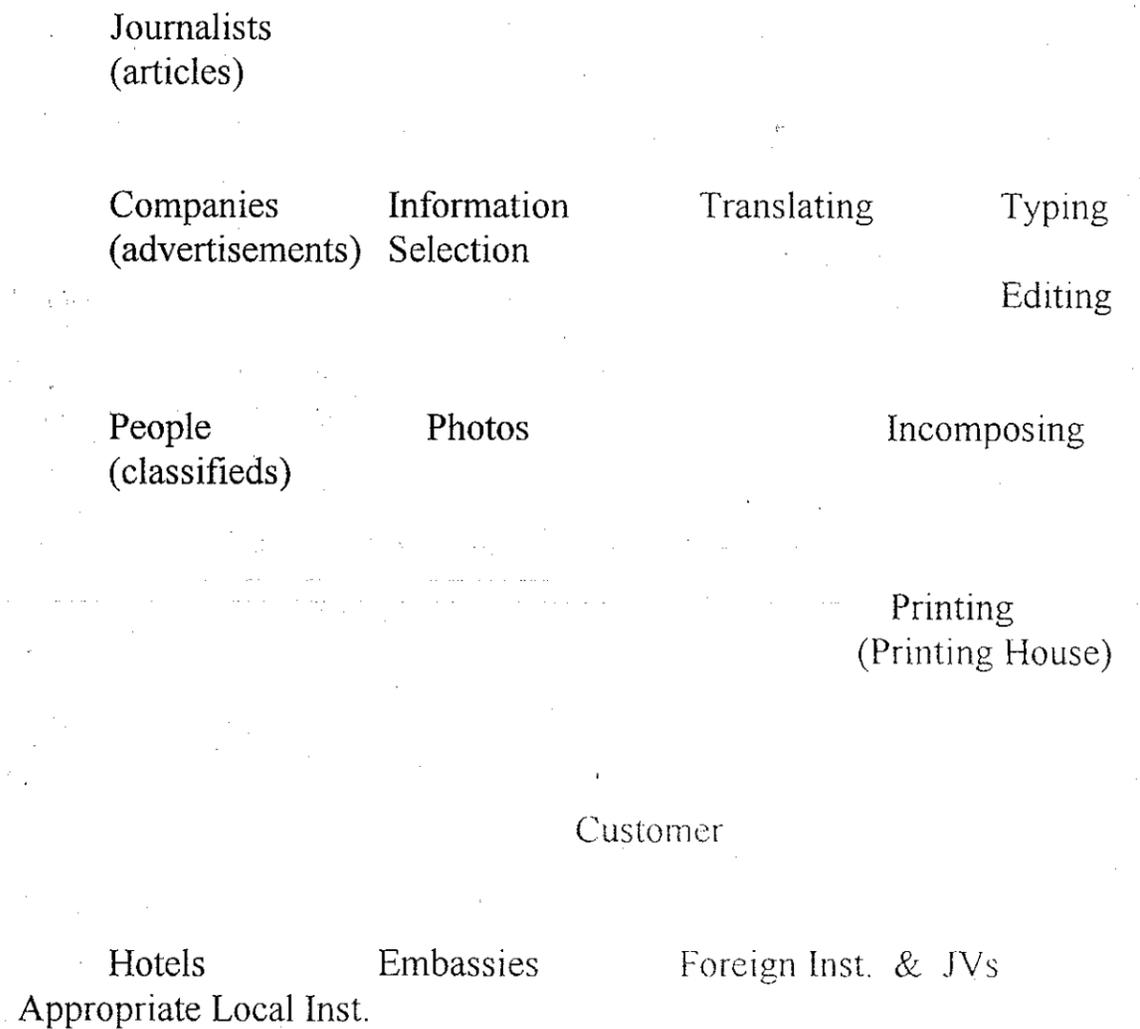
In order to create visibility of the projected newspaper amongst the readers and to begin getting the information (classifieds from the population and advertisements from the companies) the intensive **promotion campaign** was conducted. Diversified advertising strategy through several mass media channels was used.

3. Findings

3.1 Establishing structure for the newspaper

After conducting the exploratory research of newspaper publishing industry we got the idea of how the process of publishing can be organized. The main stages of the process are depicted on Fig. 4.1.

Main Stages in the Process of Running the Newspaper



The information provided by the following three sources:

- journalists in the form of articles
- population in the form of classifieds
- companies in the form of advertisements

constitute the **input** for developing publishing process.

At the next stage the **information is selected and designed**. On this stage the Editorial Board¹ reads the articles and makes the final decision on them to be included in the newspaper. The advertisements and classifieds get designed and edited also at this stage.

The selected information enters the **main processing cycle** during which it is **translated, typed, and proofread**. Two translators and a typist have been contracted out to carry out the translating and typing work. The translated material is then proofread by the native English speaker.

Once the material is ready it is passed to the contracted out "Vremya" newspaper's **incomposing center** on the diskettes. The necessary photos are also given to the center. On this stage the newspaper is **professionally formatted and its layout is designed**. The members of Editorial Board have the access and can contribute to this process.

The outcome of the incomposing process in form of films serves the input for the next stage - **printing**. We have contracted "Periodika" Printing House to perform these operations.

The printed newspaper is now ready to be distributed. The main distribution spots will be the following: embassies, various foreign institutions and joint ventures operating in Yerevan, hotels, restaurants, and other appropriate local organizations. Increasing the number of issues as well as establishing the outlets abroad will be discussed later.

¹The team developing the project constitutes the Editorial Board.

3.2 Market research results

Market research was conducted to find out the basic needs and expectations of the foreigners from the projected newspaper. The research was held in the following two directions: **qualitative and quantitative research**.

Qualitative research was conducted in the form of in-depth interviews with the foreigners as the target market for the English-language newspaper. These interviews revealed that the language is the main barrier to access the information sources available in Armenia. Besides we found out that different aspects of political, economic, business and cultural life are the major fields of interest of foreigners.

To get quantitative information and some statistical base for our market research the **survey by means of questionnaires** was conducted. The questionnaires (see Appendix A) were mainly aimed to find out the more specific information on the content, frequency, price for the projected newspaper. We estimated the number of the foreigners residing in Armenia, i.e. the population size of the English-language newspaper potential readers to be around 400. We decided to use sample size of 40 (10% of the population) foreigners. Thus, 40 questionnaires were distributed among the foreigners in the few Embassies, AUA and other foreign institutions. We got 27 filled questionnaires back. Appendix C presents the analysis of the responses which let us to come up with the preliminary structure of the newspaper:

- political life in Armenia
- business and economic life
- cultural life
- entertainment, advertising, services
(restaurants, apartment rents, movies, etc.).

The newspaper will be distributed among all English-speaking foreigners. Initially during the approbation period the newspaper will be issued twice a month. Later when we will gain enough experience in publishing the newspaper, the frequency of issuing the

newspaper will gradually increase to four times a month, which corresponds to the desires of the respondents. The information regarding the preferred prices will be useful once we decide to start selling the newspaper as opposed to distributing it for free initially. The survey also helped to decide on the title of the newspaper-"The Armenian Monitor".

3.3 Registration

The registration procedure appeared to be the most difficult and energy consuming step of the project development. In order to get the right to publish a newspaper one should register in the Ministry of Justice. There were 5 options to start publishing the newspaper:

- 1) register as individuals
- 2) register as a small enterprise
- 3) publish 99 copies without being registered
- 4) publish 1,000 copies and get fined
- 5) find the founder and be registered under the umbrella of the founder

Options 1)-2) usually take too much time (about 2-3 months), and we rejected those from the beginning. Since we were going to continue publishing the newspaper beyond the Project Course terms and expect to become one of the basic information sources for the foreigners in Armenia, we decided to start our operating with large enough number of copies and not violate the legal norms. Therefore options 3)-4) were also rejected. After numerous trials to find the appropriate founder we came out with the idea of "Transcom" Ltd. becoming our founder. This is the consulting firm which specializes in transportation and communication in Armenia. It is also developing "Radio-Trans" radio station establishment project. The radio station will broadcast in English as well as in Russian and Armenian. This project is sponsored by the American Embassy in Armenia. So the fact that "Transcom" Ltd. is the founder of the radio station,

which is in the mass media industry and is sponsored by the American Embassy in Armenia (as well as we are) determined our choice of "Transcom" Ltd. as the founder.

We delivered our documents to Ministry of Justice. We expect to get the registration card and registration number not later than August 6-th. The newspaper will be printed on August 2-nd provided the letter from the founder is submitted to the Director of "Periodika" Printing House.

3.4 Office settlement

The office was settled in the beginning of June in order to provide space for everyday activities of the newspaper. The secretary was hired and trained. The basic tasks of the secretary were to receive and register the classifieds and the advertisements, as well as to answer the phone calls. Nune Sargisian spent 2 days performing these tasks partially and then controlling the performance of these tasks by the secretary. Also the responsibilities of the secretary include selection of the materials from both local and Russian newspapers for possible future use in our newspaper.

Group meetings as well as meetings with journalists, translators, etc. are conducted in the office.

The address of the office is: 50/23 Mashtots Avenue, Yerevan, Republic of Armenia.

Telephone: 56-24-97.

3.5 Recruitment, selection and training of the personnel

Since the project was on the probationary stage we did not hire the permanent staff. We assigned the desirable topics to the professional journalists, founded by referrals, and then based on the quality of the articles submitted contracted out the journalists. The main stress during our introductory discussions with them was that the majority of our newspaper readers will be the foreigners residing in Armenia, and the

newspaper should not offer heavy analyses and should make the foreigners' stay in Armenia possibly pleasant and interesting. For the first issue of the newspaper we contracted out 5 journalists. Two of them are responsible for politics, two - for economics, one for culture. Three translators were contracted. The quality of their translation was checked by Tom Hayer, the native speaker, who is responsible for the quality of English language in the newspaper. As it was mentioned in 3.1 two translators were contracted for the first issue of the newspaper. One typist was hired.

3.6 Promotion Campaign Results

In order to create visibility of the projected newspaper amongst the readers and to begin getting the information (classifieds from the population and advertisements from the companies) the intensive promotion campaign was conducted. Diversified advertising strategy (see Appendix D) through several mass media channels was used during two weeks period. The five directions used in the advertising were the following:

- newspapers
- radio
- referrals
- personal visits
- AUA

The advertisements introduced "The Armenian Monitor" as the first English-language newspaper in Armenia and announced the opportunities for the population to place their classifieds and for the companies to advertise.

Newspapers: The advertisements were placed in "Yergir", "Azg", "Respublika Armenia", "Golos Armenii" newspapers twice in each one. The highest response rate (80%) was obtained from "Yergir" and "Respublika Armenia". Therefore the advertisement was repeated in those (twice in each) newspapers during one more week.

Radio: Advertisements on radio were put three times during one week.

Referrals: This direction was the most response productive out of all five. About 70% of the information (advertisements and classifieds) were provided through this channel.

Personal visits: Since "The Armenian Monitor" is not known among the population of Armenia, we decided to use personal visits to various companies (see Appendix D) to briefly introduce them the idea of the newspaper and the benefits they can get from placing their advertisements in our newspaper (Appendix E introduces the pricing policy booklet used during personal visits). These visits were not much successful, and only few advertisements were got from these companies. This can be explained by the fact that our newspaper has not got history of being popular advertisement channel yet.

AUA: Since there are many foreigners in AUA we expected to get some classifieds and advertisements by announcing "The Armenian Monitor" in AUA. Surprisingly, we did not get any responds (see Appendix E). The reason for this might be that the precise date of the first issue was not identified.

3.7 Financial analysis

Projected Budget (first month)

<u>Personnel*</u>		Monthly Salary	
		(in rubles)	(in US dollars)
Journalists	(4 x 20,000)	80,000	\$100
Translators	(2 x 25,000)	50,000	\$62.5
Typist	(1 x 12,000)	12,000	\$15
Incomposer	(1 x 20,000)	20,000	\$25
Managers	(4 x 30,000)	120,000	\$150
Ads designer	(1 x 20,000)	20,000	\$25
Courier	(1 x 5,000)	5,000	\$6.25
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Total for 1 month		307,000	\$383,75

* the consultant will be Peace Corps volunteer and is supposed to work for without fee

<u>Raw materials</u> (first month)			
Diskettes	(50 items)	60,000	\$75
Film	(120 items)	3,600	\$4.5
<u>Use of equipment</u>		200,000	\$250
<u>Office supplies</u>		15,000	\$18.75
<u>Transportation</u>		50,000	\$62.5
<u>Copying</u>		1,600	\$2
<u>Registration</u>		16,000	\$20
<u>Rent</u>		90,000	\$112.5
<u>Printing expenses</u>		100,000	\$125
<u>Advertising expenses</u>		100,000	\$125
Total:		636,200	\$795.25
Total operating expenses		823,200	\$1,045.25

Advertising revenue: We expect to cover some of our expenses by revenue from advertising. We estimated that each newspaper issue will bring in average 25,000 rubles from placing and designing companies' advertisements and about 30,000 rubles from placing classifieds from people. This sums in 55,000 rubles of advertising revenue per month.

Billable expenses: In calculating billable expenses we exclude managers' salaries and expenditures for equipment use. Also we deducted the advertising revenue to get the total billable expenses.

<u>Personnel</u>		Monthly Salary	
		(in rubles)	(in US dollars)
Journalists	(4 x 20,000)	80,000	\$100
Translators	(2 x 25,000)	50,000	\$62.5
Typist	(1 x 12,000)	12,000	\$15
Incomposer	(1 x 20,000)	20,000	\$25
Ads designer	(1 x 20,000)	20,000	\$25
Courier	(1 x 5,000)	5,000	\$6.25
Total Salary Expenses		187,000	\$233.75

<u>Raw materials</u> (first month)			
Diskettes	(50 items)	60,000	\$75
Film	(120 items)	3,600	\$4.5
<u>Office supplies</u>		15,000	\$18.75
<u>Transportation</u>		50,000	\$62.5
<u>Copying</u>		1,600	\$2
<u>Registration</u>		16,000	\$20
<u>Rent</u>		90,000	\$112.5
<u>Printing expenses</u>		100,000	\$125
<u>Advertising expenses</u>		100,000	\$125
Total:		436,200	\$545.25

Total operating expenses for running newspaper	623,200	\$779
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Less:

<u>Advertising revenue:</u>	55,000	\$68.75
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Total billable expenses:	568,200	\$710.25
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The funds for the first issue were raised through USA Embassy grant. Since the initial plan is to distribute newspaper among the foreigners with no charge the project will not survive without a Sponsor. Although we expect advertising to generate some financing it would not cover all expenses of running the newspaper.

Actual expenses for the first issue

Personnel

(in US dollars)

Journalists	\$13
Translators	\$21
Typing	\$3
Ads designer	\$3
Incomposer	\$25
Courier	\$7
Secretary	\$26
Photographer	\$2
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Total Salary expenses	\$100
Office rent	\$200

Equipment rent	\$ 25
Office supplies	\$30
Transportation	\$60
Printing expenses	\$28
Advertising expenses	\$65
Registration	\$16
Copying	\$2
Other editorial expenses	\$62
<hr/>	
Total	\$488
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Total operating expenses for the first issue	\$588
Less:	
Advertising revenue	\$20
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<u>Total actual expenses</u>	\$568

4. Conclusions

The major outcome of the project is published issue of the newspaper (will be attached with the final report). The first issue of "The Armenian Monitor" is 8-page newspaper, consisting of informative part (e.g. articles, digests, advertisements, classifieds), shaped and enriched by various means of design (e.g. photographs, caricatures, symbols, etc.). Being more specific, the content of the first issue is the following in accordance with the major sections:

- *Politics*

- Article overviewing existing political parties in Armenia
- Digest of political news (CIS countries, Armenia)

- *Economics*

- Summarizing article on economic situation in Armenia, including consumer basket, minimum and average salaries
- Article concerning energetic situation in Armenia
- Short economic informative articles

- *Armenian culture*

- Article about Parajanov's museum (also brief introduction to his live and work) as a beginning of "Armenian Museums" series
- Article about current exhibition in Sarian Museum
- Article about A. Engoyan's "Calendar" movie
- Calendar of events in cultural life (museums, theaters, concerts)

- *Attractions*

- Article about Sevan as a tourism center

- *Restaurant guide*

- Article on Dzoragiukh Restaurant

- *Advertisements*

- *Classifieds*

After the first issue of the newspaper is published we plan to continue our study.

The feedback from the readers will be collected by means of in-depth interviews and thoroughly analyzed. The goal here will be to find out which of the materials were the most successful and interesting, which were the failure. Based on our readers' opinion on the content of the newspaper in general, we will make conclusions and adjustments for the next issues.

5. Alternative actions

5.1 Merge with competitors

As in real business environment "The Armenian Monitor" has got the English-language newspaper as the competitor. "Noyan Tapan Highlight" published its first issue while we were on the preparatory stage of our project development. Besides being constantly alert of having the competitor, we have benefited from being able to use their experience and not repeat their mistakes. "NT Highlight" had suggested us to merge with them and become their English language information source. Although "Noyan Tapan" is well-organized and well-known information agency and, thus, we could have benefited from this merge, we rejected that proposal. The reasons for this was difference in perception of basic content and style of the English-language newspaper. In addition we seek to be an independent newspaper, and we hope that our capabilities are good enough to accomplish this project.

5.2 Publishing for abroad

We are aware that Armenian Diaspora is spread all over the world. The largest parts of Diaspora are centered in United States of America, Russia, France, Arabic countries, Latin America, etc., where Armenians feel isolated to some extent from the current situation in Armenia. Thus, there is a big opportunity to fill this vacuum of detailed and timely information by timely delivering hot news from Armenia by means

of the specially published newspaper. Special issue of the newspaper for Armenian Diaspora can be arranged in the future provided "The Armenian Monitor" is successful attempt. It is too early to talk about this possibility, but the delivery of "The Armenian Monitor" to the main centers of the Armenian Diaspora could be the first step on this way.

6. Recommendations

6.1 Increase number of issues

The average number of foreigners residing in Armenia does not change considerably, it might be not reasonable to increase the number of the issues in the short run. However, there is big enough market niche among local English - language readers, and there is constantly growing interest towards English language in Armenia. Therefore, if the newspaper comes out to be a success, in the long run we will increase the number of issues and start selling "The Armenian Monitor" to locals. This will be good for English language training programs at the foreign languages chairs at the Higher Education institutions in Armenia.

6.2 Change the structure, format, and content of the newspaper

The in-depth interviews with the readers of the newspaper will help in revealing the necessity of radical changes in the structure, content and format of the newspaper. We are open to the suggestions and will not hesitate introducing the changes in our newspaper.

LIST OF APPENDICES

Appendix A

SWOT analysis

Strengths

- group members have good theoretical base for the development of this project (i.e. background, AUA business education, knowledge of Finance, Marketing and English, etc.).

- three of four group members have a certain entrepreneurial experience. They have established Armenian Universal Agency, which successfully provides the foreigners with various services for their everyday problems solving. The fourth member of our team - Nune Sargisian - participated in publishing a newspaper at Yerevan State University, which, in turn, is valuable experience for the development of this project.

Weaknesses

- lack of experience and necessary contacts in the field of publishing;
- absence of publishing equipment (hardware, software, scanner, etc.);

Opportunities

- unsaturated market; only one (non registered) English language newspaper is available in Armenia;
- number of foreign organizations and individuals are interested in funding the development of mass media industry in Armenia;
- absence of English language newspaper published in Armenia to be delivered to abroad;

Threats

- low entry barriers to the publishing industry;
- bargaining power of suppliers is high: drastic increase in paper price occurs constantly;
- economic deterioration in the republic.

Appendix B

QUESTIONNAIRE

The purpose of this questionnaire is to get your ideas and preferences on the content of the newspaper in English that is going to be published as a part of "Publishing A Newspaper in English" Project. The project will be developed by four MBA students of the American University of Armenia.

We are looking forward to listening your suggestions and expectations.

Thank you for your cooperation.

Please answer the following questions.

1. While staying in Armenia, where do you usually get information about Armenia from?

(Please, check all that applies (☑).)

- English newspapers published abroad;
- English newspapers published in Russia;
- TV;
- radio;
- while communicating with local people;
- while communicating with other foreigners;
- others, please specify _____

2. To what extent do you agree with the following statements?

The information about Armenia you presently get is:

a. Reliable

Strongly agree	Somewhat agree	Neutral	Somewhat disagree	Strongly disagree
<input type="checkbox"/>				

b. Timely

Strongly agree	Somewhat agree	Neutral	Somewhat disagree	Strongly disagree
<input type="checkbox"/>				

c. Detailed.

Strongly agree	Somewhat agree	Neutral	Somewhat disagree	Strongly disagree
<input type="checkbox"/>				

NOTE: Please, for questions 3, 4, 5, 6, 7 rank the answers from 1 to 5, where

1 = very much interested

2 = somewhat interested

3 = neutral

4 = somewhat indifferent

5 = absolutely indifferent

3. To what extent are you interested in the following aspects of political life in Armenia?

a. Different political parties, political leaders, and their activities.

1 2 3 4 5

b. Armenian foreign policy.

1 2 3 4 5

c. Political situation and events in Kharabagh.

1 2 3 4 5

4. To what extent are you interested in the following aspects of economic life in Armenia?
(refer to NOTE)

a. Business and economic laws and regulations.

1 2 3 4 5

b. Situation in different industries.

1 2 3 4 5

c. Small business/joint venture opportunities.

1 2 3 4 5

d. Prices.

1 2 3 4 5

e. Exchange rates.

1 2 3 4 5

NOTE: Please, for questions 3, 4, 5, 6, 7 rank the answers from 1 to 5, where

1 = very much interested

2 = somewhat interested

3 = neutral

4 = somewhat indifferent

5 = absolutely indifferent

5. To what extent are you interested in the following aspects of Armenian culture and history? (refer to NOTE)

a. Literature.

1 2 3 4 5

b. Traditions.

1 2 3 4 5

c. Art.

1 2 3 4 5

d. History.

1 2 3 4 5

6. To what extent are you interested in getting information advertising entertainment and the following attractions in Armenia? (refer to NOTE)

a. Restaurants.

1 2 3 4 5

b. Concerts and theaters.

1 2 3 4 5

c. Museums and Art Galleries.

1 2 3 4 5

d. Tours around Armenia.

1 2 3 4 5

e. Tours around CIS countries.

1 2 3 4 5

NOTE: Please, for questions 3, 4, 5, 6, 7 rank the answers from 1 to 5, where

1 = very much interested

2 = somewhat interested

3 = neutral,

4 = somewhat indifferent

5 = absolutely indifferent

7. To what extent are you interested in getting information on the different services available in Armenia? (refer to NOTE)

1 2 3 4 5

8. If the newspaper in English that covers most of the aspects of life in Armenia will be available, will you be the reader of it?

Yes No Not sure

9. If Yes, how frequently would you like it to be issued?

once a month twice a month
 once a week twice a week daily

10. How much will you be willing to pay for such a newspaper?

\$0,10 - \$0,50 \$0,51 - \$1,00 \$1,01 - \$1,50
 \$1,51 - \$2,00 more than \$2,00

11. We will appreciate your ideas about the newspaper's title:

12. The idea of publishing a newspaper in English sounds great:

Strongly agree Agree Neutral Disagree Strongly disagree

13. Any other comments? _____

14. How long have you been in Armenia? _____

15. How long do you plan to stay in Armenia? _____

It is up to your choice to answer the following questions:

16. Your age:

20 - 30 years old 30 - 40 years old 40 - 50 years old
 50 - 60 years old 60 - 70 years old more than 70 years old

17. Sex: Male Female

18. Your occupation: _____

THANK YOU!

Appendix C Market Research Results

- about 30% of all foreigners get their information about Armenia from English newspapers published abroad;
- almost 46% of the respondents agree that the information about Armenia is reliable, less than 1% agree that it is timely and 19% believe it is detailed;
- about 60% of the respondents are very much interested in various aspects of political life of Armenia;
- about 60% of the foreigners are interested in news on business and economic laws and situation in different industries; prices for consumer goods seem to be the most popular point (about 70%). 50% of the foreigners are interested in the information on the exchange rate;
- about 50% of the foreigners are very much interested in Armenian literature and traditions, 37% of them are interested in art and history;
- restaurants and concerts and theaters cause interest of about 63%, while about 50% are interested in traveling around Armenia and CIS countries;
- the information on the availability of services in Armenia is crucial for 75% of the respondents
- about 90% of the foreigners answered that they will become the readers of the newspaper in English;
- the most desirable frequency of getting a newspaper in English is identified as once a week, and the most appropriate fee for it is estimated as between \$0,10 - \$0,50.

Appendix D Channels of Advertisements used by "The Armenian Monitor"

ADVERTISEMENT CAMPAIGN

RADIO

REFERRALS

AUA

NEWSPAPERS

PERSONAL VISITS

- Yerkir
- Azg
- Respublika Armenia
- Vremia

- Brabion
- Mercury
- Levon Travel
- Summy
- Sidon Travel
- Arminpex
- Onaisis
- Kilikia
- Krakov
- Dzoragiugh
- Ekonotrans
- Hakob Travel
- Computerland
- Saberatour

Appendix E
Texts of the Advertisement used by
"The Armenian Monitor"

Your information will reach every single foreigner in Yerevan

**"The Armenian Monitor" - the first English-language newspaper
in Armenia accepts:**

**the classifieds from the individuals (sale and purchase, job
opportunities, various services)**

Price: 10 rubles/word

advertisements from the companies

**Price: 3,000 rubles for the average size
advertisement**

These are our low prices for the first issue of the newspaper.

Hurry up!

Telephone: 56-24-97

**Address: 50/23 Mashtots Avenue
(building of "Nairi" cinema).**

Text of the advertisement used in AUA

**YOUR ADVERTISEMENTS AND
CLASSIFIEDS CAN BE PLACED
IN OUR NEWSPAPER**

"Armenian Monitor"- first newspaper in English will place:

**- classifieds (sale, rent, jobs, various services)
price - 10 rubles per word**

**- advertisements
price - 3,000 rubles for average size ad.**

***These are our low prices
only for the first issue
of the newspaper!***

Hurry up!

Call: 56-24-97

Address: Mashtots St. 50/23

Appendix F
Advertising Policy Booklet Used by
"The Armenian Monitor"

Armenian Monitor

First English-language newspaper will reach every single foreigner in Yerevan.

50/23 Mashtots Ave. Tel: 56-24-97

Prices for placing the advertisements

The following services offered:

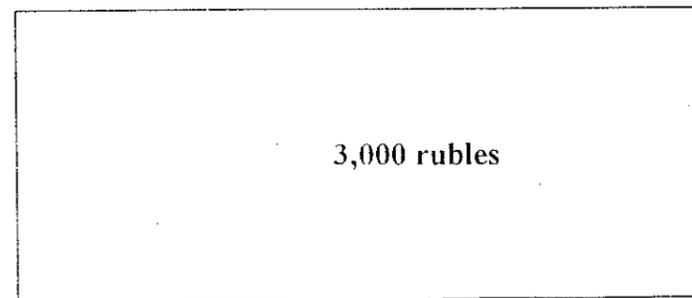
- writing the advertisement text-500 rubles
- advertisement design-1,000 rubles
- advertisement translation to English from Russian and Armenian-500 rubles

The prices based on the size for the first two issues are the following:

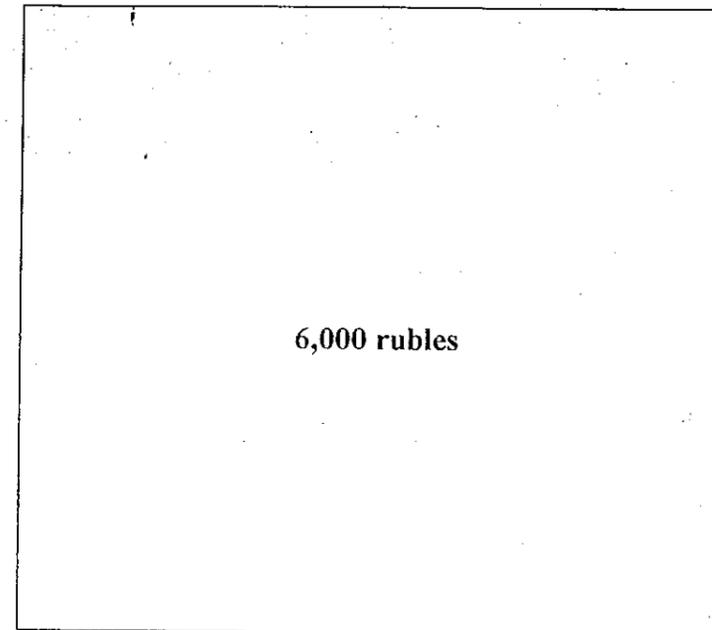
1sq.cm - 60 rubles
 5x10 sq.cm - 3,000 rubles
 10x10 sq.cm - 6,000 rubles

Size	Discount
100 sq.cm-200 sq.cm	15%
201 sq.cm-400 sq.cm	20%
401 sq.cm and more	25%

10cm



10 cm



10 cm