

## 10.4: Media Strategy

### LEARNING OBJECTIVES

After studying this section, students should be able to do the following:

1. *List and describe* the four forms of message objectives.
2. *Demonstrate* how media planning is accomplished.
3. *Identify and explain* the media planning analysis tools.

### Message Objectives

Message objectives take four forms that generally parallel the adoption life-cycle of the product:

**Awareness** is the first step in introducing a new product or brand to consumers or introducing an existing product to a new population of consumers.

**Association** means giving the consumer a clear, memorable reason to buy the product—associating the brand with a relevant quality. This reason is known as the **unique selling proposition (USP)**, and is usually just one short sentence. For example, when FedEx first introduced its overnight package delivery service, its USP spelled out, “When it absolutely, positively has to be there overnight.”

**Reminder** messages help the consumer recall the brand and remember to buy the product again. Reminder is used for more mature products, especially seasonal ones. For example, 1-800-Flowers’s outdoor strategy works because “flowers aren’t something we contemplate frequently,” said Jodi Senese, executive vice president of marketing at CBS Outdoor.

**Persuasion** tries to convince consumers of a mature product category to switch brands.

### Media Planning

**Media planning** is the process of choosing one or more media vehicles to reach the target audience and achieve the message objectives. This means deciding *which* media vehicle to use, *when* to use the media vehicle, and *where* to use the media vehicle.

Planning decisions include audience selection and where, when, and how frequent the exposure should be. Thus, the first task for a media planner is to find out when and where people in the target market are most likely to be exposed to the communication. This is the **aperture**, the best “window” to reach the target market.

### SS+K Spotlight

SS+K, msnbc.com, and The Media Kitchen worked through a few iterations of media plans before they settled on the final buy. As the lead agency, SS+K was responsible for ensuring that the paid media, nonpaid media, PR, and asymmetric efforts all contributed to the goals set out for the campaign.

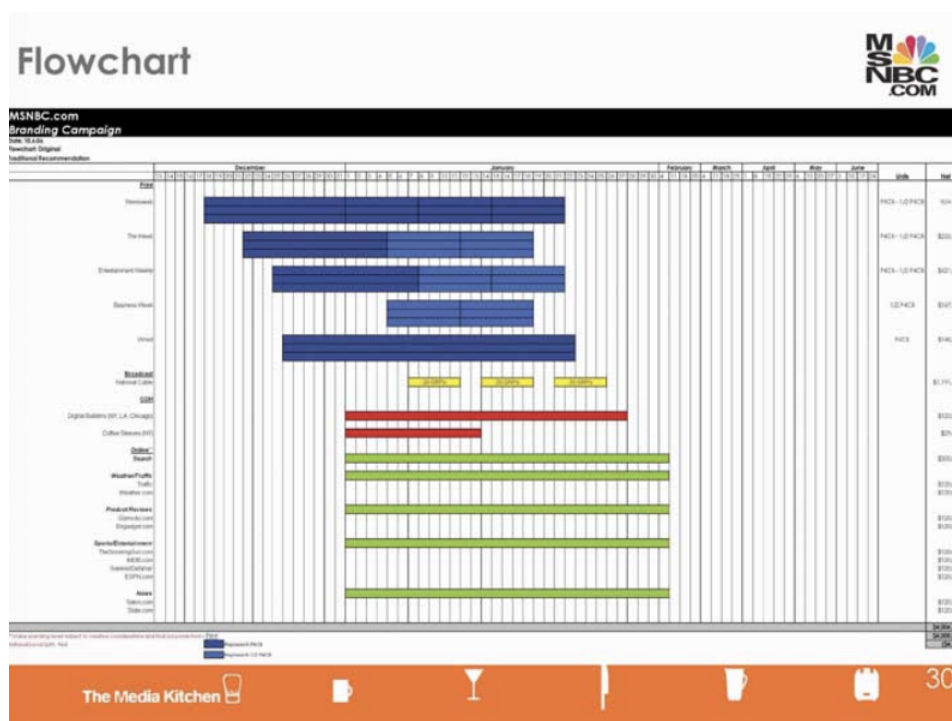


Figure 10.10 One of The Media Kitchen and SS+K's proposed media plans for the msnbc.com campaign. The different colors represent the different media and when they will launch.

## Dig Deeper

### Media Negotiations

Within the media agency, there are a few key people responsible for the planning and implementation of the campaign. The media planner strategically lays out the plan with standard media rates in the budget line. Once the plan is approved, the media buyer negotiates the rates and costs with the media sales representative. The media sales representative negotiates on behalf of the media, whether it be a rep from the *Wall Street Journal*, ESPN, or Rotten Tomatoes.

During the *negotiation process*, rates can change based on how much the advertiser will commit to, how long they will commit the funds, and other factors that support the business relationship. One thing that comes out of this for the advertiser is “added value.” Added value can be additional pages or runs in a particular medium; it can also be a survey or access to a medium’s database.

A common place for these negotiations to take place is the media upfronts. Starting in spring, media outlets will host parties and meetings with various *media buyers*, planners, and advertisers. Networks share their programming in order to excite advertisers about where their ads can air in the future.

## Market Coverage

Media vehicle choice is driven by **market coverage**, which is the extent to which a given media vehicle reaches the target audience. For example, local newspapers, radio stations, billboards, and direct mail campaigns are cost effective when they target a population that lives in a specific region, whereas national newspapers, TV, and online are better for nationwide campaigns. Specialized magazines and online media are particularly useful for target consumers who have specific interests. Online media also offers the advantage of real-time tracking—you know instantly whether consumers are clicking through to your site and how much time they spend at the site.

Market coverage tells advertisers what a specific vehicle can do for them, but that doesn’t mean that any one vehicle can do the whole job. Often, a media plan requires multiple media to achieve the advertiser’s goals. The **media schedule** outlines the planner’s best estimate of which media will be most effective to attain the advertising objective(s) and which specific media vehicles will do the most effective job.

When she creates the media schedule, the planner considers factors such as the match between the demographic and psychographic profile of a target audience and the people a media vehicle reaches, the advertising patterns of competitors, and the capability of a medium to adequately convey the desired information. The planner must also consider factors such as the compatibility of the

product with editorial content. For example, viewers might not respond well to a lighthearted ad for a new snack food during a somber documentary on world hunger.

When she analyzes media, the planner assesses **advertising exposure**, the degree to which the target market will see an advertising message in a specific medium. Media planners speak in terms of **impressions**, the number of people who will be exposed to a message that appears in one or more media vehicles. For example, if fifty million people watch *American Idol* on Fox, then each time an advertiser runs an ad during that program, it gets fifty million impressions (clue: that's a lot). If the advertiser's spot runs three times during the program, the impression count would be 150 million (even though some of these impressions would represent repeated exposure to the same viewers).

**Reach** refers to the percentage of the target audience that is exposed to any of the media vehicles in the media plan during a specified time period. Choosing the media vehicle with highest reach means that more people will be exposed to the campaign. For example, if a media plan targets the roughly five million women who are eighteen to twenty-five years old, then a reach of fifty means that 50 percent, or 2.5 million, of the target audience will see at least one of the media vehicles in the media plan. Reach only counts viewers once. If a person sees the same ad multiple times in one medium, or even if they see the ad in different media, it still counts as only one person for the purposes of calculating reach.

A related term, **frequency**, refers to the average number of times that target consumers are exposed to the media plan. Frequency is important if the advertiser believes that consumers need multiple exposures to the campaign before buying the product or taking action. Achieving both broad reach and high frequency is very expensive—doubling the reach and doubling the frequency at the same time requires buying more than four times as many media impressions.

Say that a media planner wants to be sure her advertising for the Rockstar energy drink effectively reaches college students. She learns that 10 percent of the target market reads at least a few issues of *Wired* each year (that's *reach*). She may also determine that these students on average are likely to see two of the ten ads that Rockstar will run in *Wired* during the year (that's *frequency*). Now, she calculates the magazine's **gross rating points (GRPs)** by multiplying reach times frequency, which in this case allows her to compare the effectiveness of *Wired* to that of alternative media vehicles. By using this same formula, the planner could then compare this GRP number to that of another magazine or to the GRP she would get if she placed an ad on TV or sponsored a Maroon 5 concert tour on college campuses.

Although some media vehicles deliver superior exposure, they may not be cost efficient. More people will see a commercial aired during the Super Bowl than during a 3:00 a.m. rerun of an old Will Ferrell movie. But the advertiser could run late-night commercials every night for a year for the cost of one thirty-second Super Bowl spot. To compare the relative cost effectiveness of different media and of spots run on different vehicles in the same medium, media planners use a measure they call **cost per thousand (CPM)**. This figure reflects the cost to deliver a message to one thousand people. CPM allows advertisers to compare the relative cost effectiveness of different media vehicles that have different exposure rates.

Table 10.1 Cost Per Thousand Example

Cost per thousand (CPM) Calculation $\text{CPM} = \frac{\text{ad cost} \times 1,000}{\text{circulation}}$	
Cost of 4-color ad in <i>Sports Illustrated</i> = \$320,000 Circulation of <i>Sports Illustrated</i> = 3,150,000	CPM for <i>Sports Illustrated</i> ad = $\frac{\$320,000 \times 1000}{3,150,000} = \$101.59$ To reach 1,000 <i>Sports Illustrated</i> readers

A media vehicle's popularity with consumers determines how much advertisers must pay to put their message there. Television networks are concerned about the size of their audiences because their advertising rates are determined by how many viewers their programming attracts. Similarly, magazines and newspapers try to boost circulation (that explains all the free issues you get) so they can charge higher rates to their advertising clients.

## SS+K Spotlight

Part of the media planning process includes keeping track of your target reach and frequencies so that you can measure success at the completion of the campaign.

See the results from msnbc.com's effort later in Chapter 14.

## Buying Eyeballs: Length of Ads and Scheduling Strategies

Size matters: ad space costs money, so advertisers think carefully about the size of ads. Larger or longer ads cost more but provide more in terms of space to tell a story and exposure to catch the consumer's eye. A double-page magazine ad is more noticeable than a half-page ad. Short or small ads allow more frequency, more reach, or a longer campaign—an advertiser can afford to buy many more impressions in many more media vehicles with a small ad.

Historically, TV advertisers only bought sixty-second spots. But allocating the budget to thirty-second or fifteen-second spots improves the advertiser's reach. The company can reach more people and get a better reach frequency at a lower cost. Shorter spots may direct viewers to a Web site where they can get additional information. Still, sometimes longer is better. In radio, advertisers have found that longer ads work better than short ones: spots of forty-five seconds or more were more effective than shorter spots.

Media planners rely upon three basic scheduling patterns:

*Continuity scheduling* means spreading the media spend evenly across the duration of the campaign.

*Flight scheduling* alternates periods of heavy advertising with periods of no advertising. For example, Moët brand champagne traditionally uses flight advertising; it schedules the bulk of its advertising around the holidays and year end.

*Pulse scheduling* is a combination of continuity and flight scheduling. With pulse scheduling, advertisers maintain an ongoing low level of advertising to remind the consumers of the brand, interspersing heavy advertising around particular times of the year.

## The Media Mix

Often one vehicle can't accomplish all the goals of the campaign. For instance, no single vehicle might have the market coverage needed for the desired reach. Or it may be too expensive to achieve the desired frequency. Furthermore, some media vehicles lack the needed reach, are too expensive for the desired frequency, or are not effective for some aspects of the campaign. TV is expensive but lets the advertiser tell a good story about a new product. Magazines and print can reach specific demographics and deliver persuasive information. Billboards and other out-of-home vehicles are cheap and provide the reach and frequency to strengthen brand awareness and remind consumers of the product.

New media can stimulate buzz that spreads the message further. A recent report based on data from three thousand panelists in six major markets found that **multiplatform advertising** increases reach over individual platform advertising in a nonadditive way; in other words, the whole is greater than the sum of the parts. When consumers are exposed to the same ad message on multiple platforms, the campaign's effectiveness gets a bigger boost in awareness or intention to buy."

## Dig Deeper

With not a lot of money to spend, the California Avocado Commission (CAC) created an integrated campaign to "reach the consumer wherever he or she might be—in the car, at work, at home, in the grocery store and at restaurants—with the 'Irresistible California Avocado' message," said Jan DeLyser, CAC's vice president of marketing. "All of the elements worked together to build brand awareness and strengthen demand for California Avocados." The CAC used a combination of radio spot advertising, outdoor advertising, online banner ads, trade communications, public relations, POS (point-of-sale) materials, and a dedicated Web site.

To encourage retailers to put up an in-store display, CAC provided them with the POS materials. Retailers could then enter their display in a retailer-only challenge. Every qualified entry automatically received a \$20 Amazon.com gift card, and five randomly selected grand prize winners were awarded an Apple 30GB iPod. Dozens of stores participated.

Results: the campaign generated millions of impressions and over a hundred thousand consumer entries to its game show-style "California Avocado Irresistible Challenge" to win a 2007 Toyota Prius. Quoted in "California Avocado 'Irresistible Challenge' Attracts Nearly 400K Web Hits," *Progressive Grocer*, October 10, 2007, 1.

As media vehicles proliferate and consumers divide their time between TV, magazines, outdoor activities, computer games, etc., advertisers feel the need to diversify their media mixes. "You are going to see us more and more fragmented in our spending," said Jim Stengel, P&G's (recently retired) chief marketing officer. "We are spending a lot more on interactive and a lot more on mobile as that makes its way around the world. The trend of the past five years will continue, which is that TV advertising will go down as a percentage of our spending, and we will continue to move money to where the consumers are. The interesting news in all of this is that consumers are spending more time with media than ever. If the content is good, consumers will spend an awful lot of time with media."

## SS+K Spotlight

SS+K pulls together its launch plan: the msnbc.com campaign aimed to reach News Explorers in ways that would get them to pay attention to the brand. The campaign combined elements of the paid media plan that were designed to increase *reach* and *impressions* above with elements of product enhancement (new logo, site design, screensaver) and nonpaid media (public relations, new and interesting asymmetric ideas).

Task	December	January	February	March	April	May	June	July	August
1. Research	conduct	complete 1-15							
2. Logo	choose final	complete TBD							
3. Trade show/booth			lead time 3-4 weeks	release to sales	distribution				
4. Site				week before site					
5. monochromatic				present to Catherine	'evolution' and campaign				
6. Launch PP		plan	approve plan	implement plan	implement plan				
7. Teaser (link, libn, spectrum) Print		begin production	finalize production	publish due 3/3, in book 3/9	complete				
8. Teaser (link, libn, spectrum) Online		begin production	finalize production	due to sales 3/4 for 3/9	complete				
9. Newsbreakers		begin building	finalize production	due 3/9	due	due	due	due	due
10. online game		finalize and approve proposal	begin building	finalize production	due 4/3	due	due	due	due
11. All Day		finalize and approve proposal	begin building	finalize production	due 4/3	due	due	due	due
12. Launch Spectrum		begin production	finalize production	publish due 3/3, in book 4/2	in books	in books	in books		
13. Print		finalize media	finalize production	publish due 3/3, in book 4/2	in books	in books	in books		
14. Launch Spectrum		complete production	finalize production	publish due 3/3, in book 4/2	in books	in books	in books		
15. TV		finalize media	finalize production	publish due 3/3, in book 4/2	in books	in books	in books		
16. Search Engine		finalize media	finalize production	publish due 3/3, in book 4/2	in books	in books	in books		
17. marketing		finalize media	finalize production	publish due 3/3, in book 4/2	in books	in books	in books		
18. Light Grid		finalize media	finalize production	publish due 3/3, in book 4/2	in books	in books	in books		
19. Airport Interactive		finalize media	finalize production	publish due 3/3, in book 4/2	in books	in books	in books		
20. walls		finalize media	finalize production	publish due 3/3, in book 4/2	in books	in books	in books		
21. Delta Partnership		finalize media	finalize production	publish due 3/3, in book 4/2	in books	in books	in books		
22. Second Life		finalize media	finalize production	publish due 3/3, in book 4/2	in books	in books	in books		
23. Cinema		finalize media	finalize production	publish due 3/3, in book 4/2	in books	in books	in books		
24. Site Evolution		finalize media	finalize production	publish due 3/3, in book 4/2	in books	in books	in books		
25. Page on MSNBC.com		finalize media	finalize production	publish due 3/3, in book 4/2	in books	in books	in books		
26. campaign		finalize media	finalize production	publish due 3/3, in book 4/2	in books	in books	in books		
27. Planner Fill Activate		finalize media	finalize production	publish due 3/3, in book 4/2	in books	in books	in books		
28. Newsletter		finalize media	finalize production	publish due 3/3, in book 4/2	in books	in books	in books		
29. Touchpoints		finalize media	finalize production	publish due 3/3, in book 4/2	in books	in books	in books		
30. Ad Sales		finalize media	finalize production	publish due 3/3, in book 4/2	in books	in books	in books		
31. prep for approval		finalize media	finalize production	publish due 3/3, in book 4/2	in books	in books	in books		
32. approved to produce/moon		finalize media	finalize production	publish due 3/3, in book 4/2	in books	in books	in books		
33. Forward		finalize media	finalize production	publish due 3/3, in book 4/2	in books	in books	in books		
34. public		finalize media	finalize production	publish due 3/3, in book 4/2	in books	in books	in books		

Figure 10.11 SS+K's launch plan for the msnbc.com campaign. Notice the many "moving parts" involved in coordinating paid media that we learned about in this chapter and other elements, including public relations (Chapter 9), logo (Chapter 8), and asymmetric ideas (Chapter 8). It was important for the first branding campaign to have a big push in order to create noise in the marketplace.

## Key Takaway

Media planning is the process of choosing one or more media vehicles to reach the target audience and achieve the message objectives. In most cases the best plan combines several media platforms to ensure that the message breaks through advertising clutter. Media planners assess the characteristics of different media including their cost and effectiveness to decide upon an optimal mix. They use standard measures such as reach and frequency to compare apples and oranges (e.g., TV and billboards), though the increasing use of new media makes this comparison more difficult because industry standards have not yet evolved.

## EXERCISES

1. List and describe message objectives.
2. Demonstrate how media planning is done by advertising professionals.
3. Define and discuss impressions, reach, frequency, gross rating points (GRPs), and cost per thousand (CPM).

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