

CHAPTER 23



12137CH23

MEDIA MANAGEMENT, DESIGN AND PRODUCTION

LEARNING OBJECTIVES

After completing this chapter, the learner will be able to:

- know the importance of Media Planning and Media Management
- understand the process and scope of Behaviour Change Communication (BCC) strategy
- grasp the procedure of media research, media design and development, media production.

INTRODUCTION

Media plays a significant role in shaping present day society. Persons of all ages in India like to watch television. Go to a newspaper vendor and you will find that there are many more newspapers and magazines today than were there about one decade ago. In large cities, many people like to have the outfits and hairstyles of actors/actresses that they see on television or in films. Thus media influences public perceptions on a variety of important issues, and shapes modern culture by selecting and portraying a particular set of beliefs, values, and traditions. Print and electronic media have become a part of one's daily life. For any item in the media to have success and impact, it has to be planned, designed and produced well. These processes are part of 'Media Management'. Media

management is considered to be one of the most important part of any promotional strategy. The success of a publicity campaign of businesses or social campaigns depends, to a large extent, on media planning and management of the campaign. Today, more expansive terms such as 'media strategy' or 'communications planning' are also being used.

SIGNIFICANCE

In an age of globalisation and liberalisation media plays a significant role. Media's role in this society is fundamentally a function of how this society chooses to use the media. Media's relationship with society is both reflexive (automatic) and varied—the mass media simultaneously affects and is affected by society. Tasks and duties of media are increasing day by day. Therefore, media management, design and production are very important.

BASIC CONCEPTS

I. Media: This is an umbrella term used for all type of print, broadcast, out of home, social and interactive communication. They are tools used to store and deliver information (Fig. 23.1).

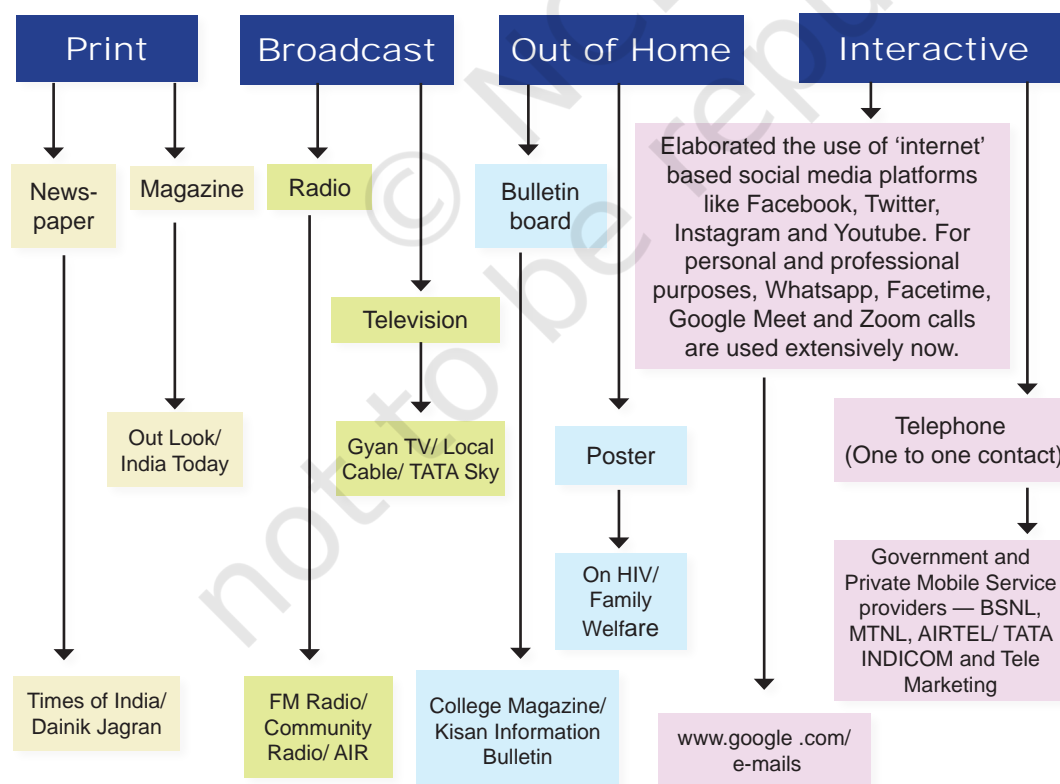


Fig. 23.1: Examples of Media as an Umbrella Term

Media can be understood in two contexts:

- a) Media as an end product or campaign design
- b) Media as a channel or vehicle or medium

Look at the two posters to understand media as an end product and media as a channel/vehicle.



No product can be of a good quality unless considerable effort has been made right from the stage of planning. Media professionals have to do a lot of planning before producing a specific item.

II. Media planning is the process of determining the most cost effective and influential mix of media for achieving a set of pre-decided objectives. It is the process of designing a course of action that shows how advertising time and space will be used to contribute to the achievement of advertising and marketing objectives. Media planning involves not only selecting a medium for advertising but also analysis of the outreach of the advertisements. Many media planners select unconventional streams of advertising such as mobile vehicles and advertising in small retail stores.

Whoever the producer, cost is an important factor because s/he will not have unlimited money and has to manage within a budget. For example, to advertise about a garment sale, the shop owner can circulate leaflets in the area or put up a big banner/poster at an appropriate spot or prepare a commercial for the T.V. The media planner will select the media after considering the media budget and its reach. The cheapest media having maximum reach will be selected. Similarly for inter-collegiate fest, college students will select the most economical media having greatest reach.

This means maximising impact of media and at the same time minimising cost of its production. Therefore, media planning is done to communicate information to bring out desired change. There are four key criteria that a media planner can consider — reach, frequency, continuity and costs.

There are certain essential points that should be kept in mind while planning, designing, producing and finally managing (implementing) a media message/strategy. These are:

Felt needs and interests of the audience: It includes disseminating the information, demand for which is expressed by the audience, not what communicator wants to convey.

- Type of information needed
- Amount of information needed
- Purpose of information
- Understanding and comprehension level of the audience.

Time and Duration: It includes:

- Moment (exact point of time) at which a media, message or communication product is to be launched or is to be delivered to the intended audiences
- Duration (amount of time allotted for delivering the message) for which a media, message or communication product is to be delivered
- Frequency (number of times) at which a media, message or communication product is to be delivered.

The ‘Mood’ (emotional or mental state) of audiences:

- At the time ‘when’ the audiences receive or are exposed to the media, message or communication product presented. Which could be in form of any campaign, advertisement etc.
- At the time ‘when’ the audiences give their response for a media, message or communication product presented.

The ‘Mindset’ (ways of thinking) of audiences: This is governed by multiple factors such as socio-cultural, economic, political background, education, age, gender, other environmental factors such as learning and other opportunities as well as understanding and comprehension level of audience etc.

This also includes concerns for social marketing issues and social communication networks.

Media — medium or channel or vehicle and media mix/ IEC/ BCC:

This includes the channels as well as the method used to convey or carry a media, message or communication product to the intended audiences. Different media have different delivery features as we have already discussed in media characteristics. A single communication vehicle seldom reaches everyone in the target audience due to variation in the levels of reach, availability and accessibility, and proper exposure of audience to the media. It includes:

- Decision on use of 'one or more number of media vehicles in one production' as per the requirement, audience type, budget, reach, accessibility and availability facility of channel to the intended audiences.
- Decision on use of "result oriented media planners" to maximise the use/enhance penetration of all types of media channels that connect with the audience, again to augment reach and accessibility of media, message or communication product.
- Decision on use of 'one or more number of media methods mix in one production' as per the requirement, audience type, budget, reach and availability of media to maximise the possibility of understanding the message easily in a heterogeneous audience group.
- Decision on using "result oriented media planners" to maximise the use of 'all type of media mix' that connects with the audience again to provide a variety to make messages more understandable in a heterogeneous audience group.

Treatment: It is the 'way and form' in which a media, message or communication product is carried to the intended audiences. The form could be rational or emotional; folk, tribal or modern; musical or dramatic; in a simple tag line/punch line or descriptive/narrative; audio or visual or both. So here the format in which the information is needed by the audiences is important.

It could be:

- For the whole set of media package
- For a single media, message or communication product.

Content type and clarity: It is the extent to which any media, message or communication product is able to convey the concept or issue correctly and easily in its intended meaning in true sense it was planned for the target audience. Following points should be considered while deciding on the content for media, message or communication product for an intended audience.

- Decision regarding the use of 'subject matter' to be included.
- Decision regarding the use of 'kind and type of language'.
- Decision regarding the 'mode' (only verbal or only visuals or a mix) for presenting content for clearly conveying the concept or issue.
- Decision regarding 'written (script) or pictorial presentation (type, form and quality of pictures) of the content' for clearly conveying the concept or issue.

Therefore, all efforts should be made to present the message as clearly as possible so that it is interpreted and understood by the intended audience in its intended meaning.



ACTIVITY 1

- Write your comments on the poster “More children: Supporting hands for earning bread or a burden” highlighting points to be kept in mind while planning an ad campaign on family planning.
- Show the poster (cover the title) to people of rural area/tribal areas/or residing in nearby slum, and request them to interpret and comment on the same.

Credibility: Acceptance and impact of any such attempt also depends on the trustworthiness of primarily —

- the sender or the organisation campaigning for the issue,
- relevance of the issue for the receiver,
- audience’s personal likes and dislikes,
- content chosen and its way of presentation, and
- medium of communication of a media, message or communication product for an intended audience.

Use of person, product or model:

It is a decision about —

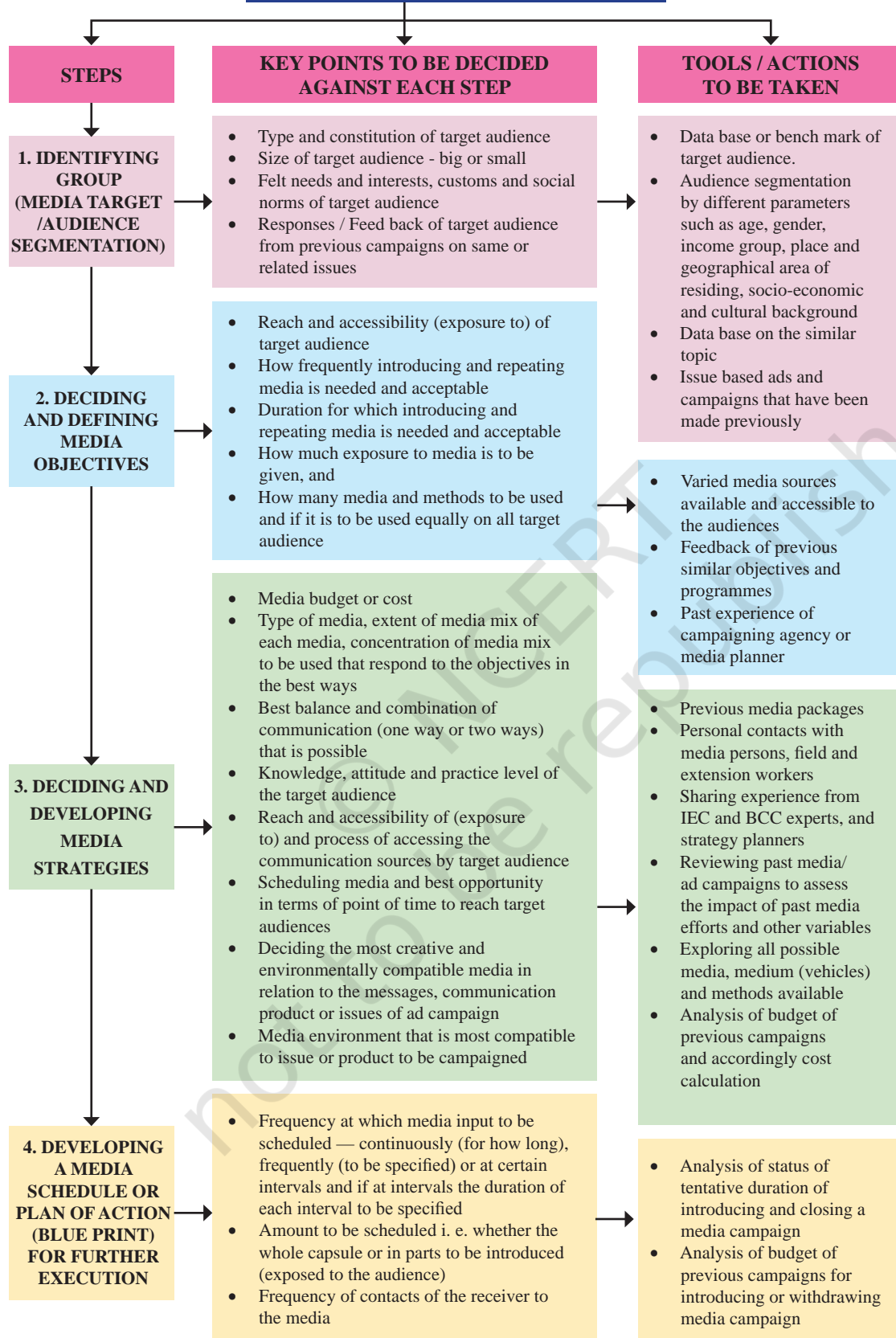
- which person, product, or model to be used for presenting the issue or content, and
- Type and form of elements to be added for the promotion of a particular issue or product through a media, message or communication product or package.

COST AND MEDIA BUDGET

Costs are incurred for developing and producing a media, message or communication product. Media campaign development often needs a single large budget and involves high cost in any social communication campaign related to social development issues in extension education. If budget permits, it is advisable to use a mix of more than one medium or media types for an ad campaign.

Given below is a flow chart showing **media planning process** at a glance; it shows the steps of media planning, key points to be decided at every step and tools or actions to be taken to accomplish each step.

MEDIA PLANNING PROCESS



III. Media designing and production

Media designing and production is done for various reasons: Providing initial information or introducing a concept, idea or product, message for promotion of an idea, message or a product for awareness generation; for providing knowledge; for providing skill training and to support varied issues of importance such as agriculture, entrepreneurship development and livelihood generation, health, family welfare, nutrition, education, improvement in quality of life, sustainable development, and even life skills.

Media design and production includes several built in steps that have multifarious sub-steps and are individual sections by itself. But here we will be talking about them in brief—

- Identifying, listing and understanding audiences: Media research plays a major role in increasing understanding of the audience. Steps involved are defining the problem, designing the research plan, collecting the data, analysing the data, and submitting the report. Media research or audience research is carried out in two phases—pre-production, and post-execution to take feedback.
- Identifying Media/Medium Effectiveness
- Coverage: Audience measurement: On an average people spend 85 per cent of their media time with broadcast media (radio, television, satellite communication) and only 15 per cent with print media (newspaper, magazines, folders, brochures etc.). The broadcast commercials are more intrusive than message given through print media since programmes commercials on social issues are presented in a stream one after another. Readers of print media can select stories and ads. Readers likewise can also decide what they want and can completely ignore whole sections.
- Distribution wise/ownership wise coverage of media/medium
- To how many people subscribe or own a medium
- Readership/viewership of any media/medium
- Irrespective of ownership or reach of media it is very important to know the actual number of people who actually read or view the medium.
- Pass along rate of any media/ medium — But here not only readership but also “pass along rate” of the magazine is taken care of. “Pass along rate” is the number of people who read the print medium in addition to actual subscribers and buyers. This could be almost three

times the circulation number. Magazines have got much higher pass along rate 'as compared to many of the newspapers.'

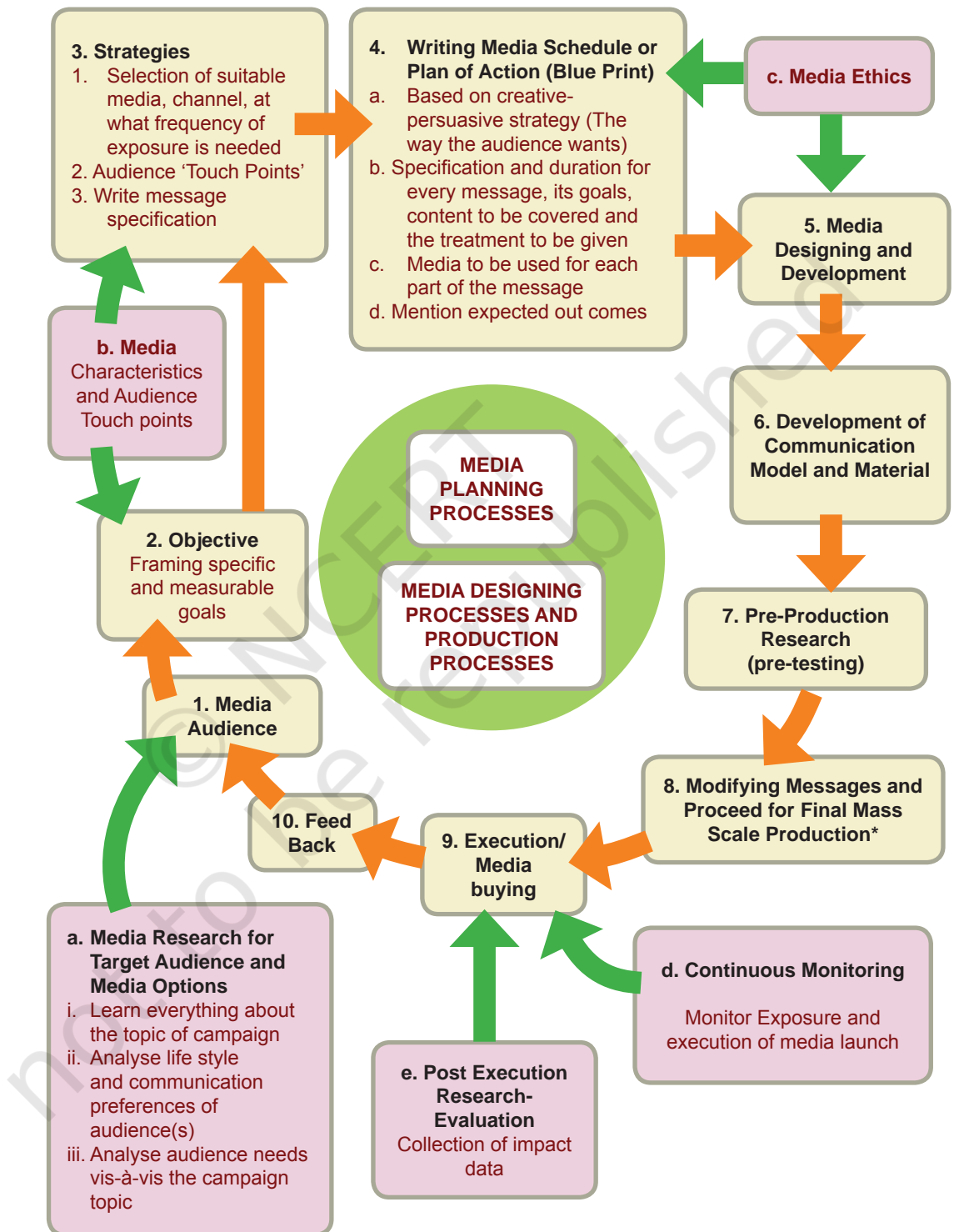
- Audience measurement in terms of exposure to any media: Exposure to any broadcast media is measured in terms of "*rating points*." Rating points is the percentage of a communication of the coverage area or marketing universe that has been exposed to a media programme/medium. For example, in case of broadcast media it tells the percentage of households or persons using a radio or TV at a particular time who are tuned to a particular station.
- Media Budget/Pricing factor: Reach or use of any media or medium depends on its pricing factor. It also affects the rates of subscription and consequently affects the penetration with the number of ownerships and viewership. Normally cost of purchasing a media depends on duration of time given to the slot, timing that is directly linked with the estimated size of viewers/audience. Other important factors are — income, social structure background, life style, setting rural, urban tribal, etc. The growing importance of communications budgeting can be attributed to increasing media costs, rise in competition and the increased focus of top management on productivity in a company's operations. Moreover, the media budget is the first area to be reconsidered during trying times, to save costs. This has put a great deal of pressure on media planners to maximise the effectiveness of the communication spending by the organisation.
- Format of available medium: For instance, there are different radio formats such as news station, talk radio music, vocal, classical, light as well as instrumental etc. and attracts a definite type of audience, listeners etc.
- Audience, listeners/viewers/readers type: Thus selection and development of media should be based on media characteristics, reach and access, audience segmentation and essentially should further be tested in real life situation.

ACTIVITY 1

List all commercial and community radio services you know. Prepare a case study of one commercial and one community radio broadcast keeping the above points in mind.

STEPS IN MEDIA MANAGEMENT

(MEDIA PLANNING AND DESIGNING PRODUCTION PROCESS)



Every 'draft' message should be pre-tested in actual field situation and on the audience for its understanding, comprehension in intended meaning, reliability, validity and foremost acceptance by the target audience before it is finally produced for mass dissemination.

Buying Behaviour

Understanding audience behaviour can help the advertisers develop advertisement campaigns effectively. Audiences will pass through a series of steps before making a purchase. These steps include problem recognition, information search, alternative evaluation, and acceptance/adoption decision and post acceptance/adoption evaluation. Problem recognition occurs when there is considerable difference between the actual state of affairs and desired state of affairs of the audience.

IV. Media evaluation and feedback

Pre and post execution feedback: Two types of feedback are:

1. **Immediate Feedback:** Immediate order, buying, asking questions, queries, or interacting in same or other way to get more information after a message is launched.
2. **Delayed Feedback:** Response given at a later time. This does not mean that the message has no impact but, for example, in advertising the impact comes at points when the audience is planning a purchase or making final decision.

Strength and Weakness of Major Media

Medium	Strength	Weakness
Newspaper	Reading, education and income	Poor reproduction especially colour
	Tangible	Decreasing readership
	Readers, habit, loyalty involvement	Clutter
	Short lead time	Media waste
	Low production cost	Mass audience
	High one time reach	
	Good for detailed copy	

Magazines	Audience selectivity	Long lead time
	Expertise environment	Low mass reach
	High quality reproduction	
	Long life	
	High credibility	Costly production
		Low frequency
		Weekly, Monthly or Quarterly
Television	Impact: sight sound mention	Broad audience
		High production cost
	Local and national	Intrusive
	Targeted cable channels	Message short lives
Radio	Audience selectivity	Background (low attention)
	Theatre of the mind	Low reach
	Frequency builder	Sound only
	Relatively low product cost	Messages short lived
Outdoor	Localised	Low attention
	Frequency builder	Short exposure time
	Directional signage	Poor reputation (visual pollution)
		Zoning restrictions

Direct Mail	Highly selective	Clutter/ junk mail perception
	Measurable results	High cost per message
	Can be personalised	Long lead time
	Demands attention	
Telemarketing	Personalised	Costly
	Real time interaction	
	Attention getting	Intensive
	Measurable results	
Internet	Mass addressable	Clutter
	Can be personalised	Limited reach
	Extremely low cost	Limited creative options
	Can be interactive	

SCOPE

The discipline of communication exposes its students to media management, i.e., through case studies and internships. Students assignments include the analysis of the history of how media got to become an important impact component within and on our society, and also the way in which it developed and progressed.

Many existing businesses, even though they are not especially focussed on the media as their primary business, also require people who can handle the use of media for advertising, promotion, image building, and growing their industry share so that they can use this as a tool to improve and expand their companies. Therefore, people with media planning and management experience and degree in, communication will be valued in a lot of industries.

Careers in media have become careers of choice today. Print media, advertising, mass media, electronic media, web publishing, social media, planning and design, Digital media and mass communication have opened up a new spectrum of job opportunities to young college graduates with the drive to succeed. The chances of growth,

both vertical and lateral, are very bright and with the explosion of television channels, the faceless media persons have acquired the status of household personalities. The proliferation of TV channels, particularly a number of 24/7 channels and options like Netflix and many others have opened up career opportunities in electronic media. Career options are present in public broadcasting agencies like Doordarshan and All India Radio or in private broadcasters. One can be a field reporter, writer, editor, researcher, correspondent and in-studio anchor, presenter and news analyst. These professionals also can work in a number of fields like direction, production, camera, graphics, editing, sound, programme research, script writing etc. Moreover one can open his/her own TV/FM Radio channel.

Anyone desirous of entry in the media must be very hard-working, self-confident, well-versed in the required skills and, above all, must possess excellent communication skills. Notwithstanding one's score in the academics, i.e., examinations, only those will be able to enter the media field who can project themselves effectively right from group discussion to interview to actual working on the desk and in the field. They must be able to think clearly, write creatively for print/electronic/internet/web media with an eye on the readers', viewers' and users' requirements and their level of understanding. Their written 'copy' should mean value addition to its target audience.

It is, therefore, clear from the above narration that there are vast opportunities for employment and also of entrepreneurship in the Media and Media-related fields. Media requires competent and result-oriented professionals. Here comes the important role of universities, colleges, professional institutions and bodies imparting education and training in diverse fields under the overall umbrella of Media.

CAREERS IN MEDIA MANAGEMENT, DESIGN AND PRODUCTION

- Businesses and industries require people to handle use of media for advertising, promotion, image building, enlarging and expanding their companies.
- With print media, advertising, mass media, electronic media, web publishing. Doordarshan and All India Radio or with private broadcasters.
- As a field reporter, writer, editor, researcher, correspondent and in-studio anchor, presenter and news analyst.
- Work in fields like direction, production, photography, graphics, editing, sound, programme research, script writing etc.
- Entrepreneurial initiatives.

KEY TERMS

Key terms: Media, media planning, feedback, media research, media design and management.

REVIEW QUESTIONS

1. Why has media planning become important for communication for persuasion?
2. What are the essential steps in media planning?
3. Plan a media campaign for young school going children to promote the idea of safe use of internet/promoting the idea of no smoking, as per the process explained in media planning and designing productions.

PRACTICAL 1

Theme: Study of Print Media

Tasks: Read editorials/sports page/front page/entertainment page/social message of three newspapers for one week.

Purpose: Develop the ability in students to grasp and understand the selected section of print media with reference to focus, presentation, technology and cost.

Conduct 1. Divide the class in groups of 5–10 depending on strength of the class.

Let each group select a section of a newspaper. The newspapers must be different and of different dates. No two students should be studying the same article.

2. Selected section of the paper should be studied from the point of view of focus, presentation, technology and cost. The students should record their opinions and reactions. This should be followed by reactions of others in the form of a discussion. A sample for record is given below. Make your own on similar lines.

Parameters for Content Analysis

PRINT MEDIA		
	Name of the Newspaper/Magazine	
	Date	
	Advertisement Size	
	Frequency of Advertisement of Development Issue	
	Page No.	
CONTENT		
	Issue	
	Key Message	
	Message Conveyor/organisation	
	Clarity of Message	
	Legibility	
PRESENTATION		
	Presence of Visual	
	Presence of a caption supporting the visual	
	Area Coverage	
	Colour Scheme	
	Balance	