seventh edition

ADVERTISING MEDIA PLANNING

FOREWORD BY **DAVID L. SMITH,** CEO and Founder, Mediasmith, Inc.

Apply the latest advertising technologies

Build your brand in every medium

Create the right budget for each campaign

JACK Z. SISSORS and ROGER B. BARON

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JACK Z. SISSORS and ROGER B. BARON

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PREFACE

Throughout history, the form of mass media has been determined and limited by the technology of the age. In 1439, Gutenberg's printing press first delivered words to the masses on paper. Until the 1950s, short personal messages were printed on strips of paper that were pasted to forms and handed to recipients by Western Union delivery boys. The radio first delivered audio through a large piece of furniture in the living room, only to be eventually replaced by Sony's Walkman delivering audio directly into the ear. Sight, sound, and motion used to be delivered primarily at the local movie theater or on a small black-and-white television screen in the living room.

The technology limited each of these forms to a single type of content: printed words, sound, still pictures, and moving pictures, at first in unnatural black and white. Each was limited to one-way communication from the few who produced the content to the masses who received it.

It could be argued that the digital revolution and the Internet changed all that—words, pictures, moving pictures, and interactivity are all just different kinds of digital media that have converged on the three screens of video: the television set, the personal computer, and the nearly ubiquitous mobile cell phone. The nature of the content has changed also. In addition to professionally produced material, user-generated content populates YouTube, social networks, blogs, Wikipedia, Twitter, . . . and new media forms are emerging every day. The Internet gives users the ability to search for and retrieve in seconds information about virtually any subject on earth, creating the opportunity to deliver advertising to people with a demonstrated interest in the product or service.

But the digital world is constantly changing. Media that were new in 2003, such as MySpace, are already beginning to show their age, challenged by newer options like Facebook, LinkedIn, and Twitter. Search engines like Google and Bing, now key drivers of online marketing, are vulnerable to start-ups that offer still further improvements. The list could go on and on. Furthermore, the research tools available to evaluate online media are evolving, with enhancements coming out seemingly every month.

Given this constant state of change, the reader might reasonably ask, “How can the seventh edition of a 30-year-old text remain relevant to today’s media professional?” The answer lies in the characteristics of the traditional media that continue to meet the fundamental marketing needs of advertisers. They must deliver a message to a large percent of the population in a single day, give a piece of paper or a product sample to the residents of a community, quickly create awareness of a new product nationally or in one market, reach people in their car on the way to the store, deliver a detailed message to the people most likely to use a product, place the message within a compatible editorial environment, or quickly reach a large percentage of a niche marketing target, to name just a few of the nearly infinite marketing needs.

Digital media cannot replace the ability of traditional media to meet all these needs. They will supplement traditional media’s capabilities, and in a few cases may even replace them, but only for those products and services where it makes marketing sense. Quick-serve restaurants, automobiles, and hotels have different marketing needs that the planner must match to the capabilities of the different media, regardless of whether they are traditional or digital.

As planners evaluate alternatives, they will rely on the same fundamental measures that Jack Sissors wrote about 30 years ago: coverage (the percent of the advertiser’s target in the medium’s audience), composition (the percent of the medium’s audience in the advertiser’s target), selectivity (composition of the medium compared to the population universe), campaign reach/frequency, effectiveness (however that is defined), and cost-efficiency. Planners must understand these basic characteristics of all media, including the new online venues, to ensure the most effective use of the advertising budget.

Accordingly, this seventh edition will continue to focus on the fundamentals of media planning, with an emphasis on traditional media that continue to receive the great bulk of advertising dollars. It will cover the basics of planning and buying online display advertising (banners and rich media), and it will give an overview of planning and buying search advertising on sites such as Google and Bing. But a detailed discussion of the many new forms, from mobile to Twitter to social media to blogs is simply not possible, both because of the space required and because anything said today in the spring of 2010 is sure to be obsolete over the 10-year life of this book. We will, however, show examples of how the new media can be creatively used to enhance the effectiveness of advertising delivered by traditional media.

So it is in this spirit that I begin the seventh edition of *Advertising Media Planning*. I am indebted to the many people across the industry who have helped me with this project—especially to my wife, Margi, who put up with me disappearing into the den for hours at a time, and to the people in the media department at DRAFTFCB Chicago, who continue to inspire me with their intelligence, creativity, and devotion to the media planning art.

Roger B. Baron

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FOREWORD

It is said by many that Erwin Ephron invented media planning. This was back in the 1970s when, as those of us who were in the business remember, media had backroom status in agencies. Erwin said in the foreword to the last edition of this book, "For decades planning media has had a . . . modest persona." This was true for long after the media planning concept was first practiced, but as he says, "That has changed . . . today media is one of the best career paths in advertising." Or, as far as I am concerned, any practice that is marketing related.

But the role that Mr. Ephron described, that of planning and strategy being the reason "an agency can provide continuity in brand advertising management," has been achieved today. Mr. Ephron's many other thoughts on media can be read on his website at www.ephrononmedia.com.

So if you are opening this book to begin a career in media planning, further your professional or academic education, or use it as a tool to teach others, you will find it instructive and hopefully complete. Media options change so rapidly, even exponentially, but the fundamentals you'll find here are timeless.

How Has Media Planning Changed?

The first serious moves for digital advertising as we know it today started in 1995 with Yahoo! (portal), I/PRO (metrics), and InfoSeek (search). But a bubble had to burst and then recover before there was enough consumer critical mass for media planners to take the Internet seriously. Today, options include Web display (HTML banners, rich media, flash, and streaming audio and video), search, social media, emerging media technologies, and many others we cannot begin to foresee, which will eventually become commonplace by the time you read this book.

Digitization

We have gotten to the point where the digitization of TV is a *fait accompli*. The way three-dimensional television will further unfold, whether the medium will have the ability to deliver a custom creative message to individual homes or neighborhoods, whether it will be primarily delivered through cable companies, phone companies, or Internet service providers—these are among the many interesting battles that have yet to be fought during the age of digitization. The fastest growing of all digital media types are digital out-of-home displays in gas stations, shopping malls, retail stores, and so on. Other media, in fact, *all* media will leverage all of their digital capabilities in the upcoming years.

Digital advertising also brings with it new challenges when it comes to metrics and measurement. Historically, media research has emphasized the front-end metrics of audience and audience effectiveness. Back-end metrics have been left to market research (attitude, usage, and awareness research) and the world of direct response for sales purposes. The Web allows for more sophisticated options on the front end, although getting industry agreement on a standard way of measuring these options is still a challenge.

Types of targeting abound. Just a short time ago, targeting was primarily about demographics. It still is, especially in traditional media, but the types of targeting available in the digital space include demographic, product usage, sociographic (lifestyle/psychographic), contextual, behavioral, relevancy, social (birds of a feather), retargeting people who have previously responded, keyword search, and more.

Digitization is inherently about technology; media planners today must be technologically astute. They must know how to deploy ad-serving tags, understand the value of rich media versus banners, and be able to advise creative groups on these issues. They must understand the technical considerations regarding banner specification and be prepared to lead the team, including the creative group, account management, and clients, on their execution.

The media planner must also understand the back-end metrics that define return on investment (ROI), because they represent the success or failure of a campaign in the eyes of the advertiser and the agency. These do not include just sales, but engagement metrics such as Cost-Per-action, CPinquiry, CPdownload, CPregistration, CPvisitation, or CP whatever other metrics are deemed relevant.

Search

Search is today the largest and fastest-growing part of the interactive marketplace, yet it is not necessarily controlled by the media planner or even the chief marketing officer (CMO). For many companies, the website and search are the responsibility of the information technology (IT) department. We expect this to change over time as advertisers recognize their importance to the overall marketing plan.

Emerging media technologies abound. It is problematic to predict which will receive critical mass, but for some the future is clear. There is not much advertiser acceptance yet, but mobile has consumer critical mass and is sure to grow. Applications, also known as apps, widgets, or gadgets, have the potential to become major advertising units. We are also sure to see video everywhere (on smart phones, mobile, and out of home). Nevertheless, television is expected to remain the principal place where video is watched, although the ways in which it is delivered to your living room or family room may change.

Social media has become a fact of life for the advertiser. The biggest aspect of social media turns out not to be as a major advertising medium, however. It is that consumers now feel they have permission to comment on everything from ad campaigns to products and services to corporate policy. The consumer engagement in communications will probably affect creative more than media, although the media planners' tools for measurement should come in handy here.

How Has Media Planning Stayed the Same?

As much as it is popular to talk about how media has changed or evolved, it is important to realize how much has remained the same—the basics and fundamentals of media planning still need to be practiced. It has never been more important to understand who your target audience is and then to properly implement the plan to reach them. Accurately translating the advertiser's marketing objectives into the advertising message and then into the media objectives and strategy remains crucial.

While many new metrics for measuring media effectiveness have been proposed, such as the continued "fuzzy" metric of engagement, tools like reach (how many of your target has the opportunity to see your message) and frequency (how many times are they exposed) remain the best way to compare the impact of alternative plans. Reach and frequency and their building block, the gross rating point (GRP), are expected to survive in the new world of digital metrics, as are important concepts like audience composition and the value of a medium's content. Digital media have learned from their traditional media forbearers the value of having commonly accepted, standard ways of defining and measuring advertising exposure.

At first, the Web planners resisted standards; they wanted to talk about the improved metrics that the Web could provide. Over time, the digital industry has come to realize that standards do not reduce the value of the new media. Instead, they bring comparability and order to the marketplace so that all are talking the same language and are on the same page. Efforts to standardize metrics are expected to continue through important organizations such as the Interactive Advertising Bureau (IAB), American Association of Advertising Agencies (4As), the Media Rating Council (MRC), and many others. A budding media planner could do no better for his or her career than to get involved with these organizations as they work to develop standards. It not only represents a great learning opportunity, but also provides exposure to the leaders in the industry.

What About a Career in Media Planning?

As mentioned earlier, this book is a great resource if you are contemplating a career in media.

Starting a career as a media planner can prepare you for many different marketing and advertising roles, including that of a media strategist, media researcher, or media director on either the agency or client side. Many go on to successful careers in advertising sales. More than a few CMOs had their first job in media.

Some benefits you gain with a career in media planning include the following:

1. An understanding of marketing and media data and analytics. The business world is driven by data today; data is the new creative in the media business.
2. An understanding of marketing strategy.
3. An understanding of the creative process and the knowledge of what works and what doesn't. Even CEOs need this.
4. Some great lessons on dealing with others. Everything is a learning experience, a negotiation experience, or both.
5. How to prepare an effective and persuasive written or oral presentation. After all, you have to sell your work every day.

As a media planner and buyer, you will be responsible for ensuring that the substantial amounts of money you are entrusted with are properly spent and accounted for. Beyond that, you will come to understand the value of honesty and fair dealing as you work with your client, your coworkers, and the media sales representatives.

Enjoy this book—it is a great resource. For those of us who have spent a career in media and love it, the book Jack Sissors started has been and always will be a primary reference because of its solid and in-depth information on everything you want to know about advertising media planning. This new edition is expected to carry on that tradition. Thanks to Roger Baron for making this happen.

David L. Smith
CEO and Founder
Mediasmith, Inc.

CHAPTER ONE

Introduction to Media Planning

The Art of Matching Media to the Advertiser's Marketing Needs

It was the client's annual advertising review at a large Midwestern advertising agency. The creative team was presenting digital animatics of the new campaign from the flat-screen monitor on the wall. The media director was glancing at the BlackBerry in his lap below the table, waiting for a response from ESPN about the base package for this client. The light in the corner was still blinking green as the creative director finished up, but he could see from the smile on the client's face that it was a success. The creative director had sold the campaign. Now it was media's turn.

The client turned to the media director and said, "This creative is great. Now I want to know how you're going to spend the $100 million I'm giving you so my customers will see it. I want to know what my competition is doing, who you are targeting, what media you are going to use and why, where it will run, and when it will run. I want to know how many of the target audience will see the campaign and how often they will see it. But mainly, I want to see how you plan to creatively integrate this campaign across all the different platforms we have today—the conventional TV set, the PC, the online search, and the mobile, social, and other opportunities from emerging media that didn't exist just a few years ago. If you make a good case, I'll authorize the $100 million. So let's see your media plan."

A bit overdrawn perhaps, but it is the job of the media planner to answer these questions and to develop a plan that delivers the creative message to the target as effectively and efficiently as possible. It is a fascinating job that combines marketing, psychology, show business, law, research, technology, and the planner's sensitive, creative insights into the human condition. It has the planner playing the dual roles of both salesperson and client—sometimes alternating between the two from one minute to the next. In the sales role, planners must convince the advertiser and his or her own agency team that they have developed the most effective media plan. Then with a ring of the telephone, a planner becomes the client of the media sales representatives who want their website, cable television network, magazine, or other medium included on the plan—that is, included so they receive an order for some of that $100 million budget. These are the outward manifestations of the core job of the media planner: to make the most effective use of the advertiser's media budget.

Media: A Message Delivery System

Media exist primarily to deliver message content—entertainment, information, and advertisements to a vast audience. Media should be thought of as both carriers and delivery systems. They carry advertisements and deliver them to individuals who buy or choose media first on the basis of the kind and quality of entertainment and information and second on the kinds of advertisements they deliver. Advertisers find media to be convenient and relatively inexpensive delivery systems compared to direct mail or other channels that do not carry entertainment and information.

This definition applies to online media as well as traditional mass media—the banner ads on websites and the sponsored links that accompany paid search keywords serve the same function as the commercials and printed advertising that accompany information and entertainment in traditional media.

It is important to recognize that consumers have specialized needs that media can meet, such as providing information about certain kinds of products and brands. Readers can browse a magazine or newspaper, stopping to look at any advertisement that seems interesting. When there is a clear need for information, 15 minutes spent with Google, Bing, Wikipedia, and the other search engines will give a person top-line knowledge about any topic on earth.

Advertisers who want to reach both a mass and a specialized audience find it is more expensive to buy media that reach the specialized audience. However, no matter which kind of audience advertisers want to reach, it is imperative that someone plans the purchase of media as far ahead of publishing or broadcast dates as possible. Advertisers cannot afford to buy media impulsively or capriciously. Therefore, the planning function is a major operation in advertising and media agencies and at client companies. There is too much money involved to not plan ahead of time, and this book concentrates on the planning function.

Two words are sometimes used as if they mean the same thing: *medium* (the plural is *media*) and *vehicle*. They are not exactly the same. A *medium* refers to a class of carriers such as television, newspapers, magazines, and so on. In other words, it refers to a group of carriers that have similar characteristics. A *vehicle* is an individual carrier within a medium. For example, the website CNN.com is a vehicle within the online medium. “60 Minutes” is a vehicle within television. *Martha Stewart Living* and *People* are vehicles within the magazine medium.

Media Planning

Media planning consists of the series of decisions made to answer the question, “What are the best means of delivering advertisements to prospective purchasers of my brand or service?” This definition is rather general, but it provides a broad picture of what media planning is all about.

A media planner attempts to answer the following specific questions:

- How many prospects (for purchasing a given brand of product) do I need or can I afford to reach?
- In which media should I place ads?
- How many times a month should prospects see each ad?
- During which months should ads appear?
- Where should the ads appear? In which markets and regions?
- How much money should be spent in each medium?

When all the questions have been asked and the decisions made, the recommendations and rationales are organized into a presentation (usually PowerPoint) and a written document called a *media plan.* The plan, when approved by the advertiser, becomes a blueprint for the selection and use of media. Once the advertiser has approved the plan, it also serves as a guide for actually purchasing the media.

It would be a mistake, however, to think of media planning as nothing more than finding answers to a list of questions about media. Such a view is too narrow to provide the necessary perspective. Rather, it is better to assume that each question represents certain kinds of problems that need to be solved. Some problems are relatively simple, such as, “On which day of the week should television commercials be shown?” Other problems are much more difficult, such as, “In which media will ads most affect the prospect’s buying behavior, resulting in the most additional sales?”

Media planning should be thought of as a process or a series of decisions that provides the best possible answers to a set of problems. It is the planner’s recommended way to balance the many trade-offs within a given budget. A planner might find that a recommended solution to a given marketing problem does not make sense when other factors are considered. Finding the best solutions to a set of marketing problems represents the main task of planners. That is what makes media planning such an intellectually challenging activity. In a sense, media planners are marketing professionals with media expertise.

The Changing Face of Media Planning

Some marketers believe the traditional media forms such as television, newspapers, magazines, and radio are passé. This is a mistake. Although the Internet as a whole is now accessible to 86 percent of the U.S. population,[1] its fragmentation across thousands of sites (the so-called Long Tail) makes it costly to deliver advertising to large numbers of people with enough frequency to communicate the message. Mass media, especially the top-rated television programs and large-circulation magazines such as *People*, continue to define popular culture in the United States and in the world. Mass media are essential to create broad awareness of new products and services and to reinforce awareness of existing brands. But today's consumers want more information than can be communicated with the traditional media. Because they expect to get this information from the Internet, marketing plans must consider how this medium, and especially search tools such as Google and Bing, will be used to build on the awareness that has been created with mass advertising.

At the same time, advertisers want to reinforce awareness with frequent brand mentions in media that are part of the target audience's daily life. Exhibit 1-1 on pages 6–7 presents the example of Coors Light's use of ESPN cable television, *ESPN: The Magazine*, mobile advertising on cell phones, and online exposure to men of legal drinking age during the annual personnel draft of the National Football League (NFL).

Traditionally, media planning has asked questions revolving around how media can reach the right persons. The "right" persons came from broadly aggregated data, such as "women ages 18–49" or "men ages 25–54." But these broad demographic characterizations were developed to accommodate the sale of broadcast media, radio, and television, where the available research dictates that age and gender demographics are the currency of a buy. They obscure an almost unlimited array of lifestyles, interests, and even media habits that are relevant to marketers if they want to deliver advertising to their best prospects. Today's media planning requires planners to identify smaller groups of product users and the media that

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[1] Mediamark Research & Intelligence, LLC, Spring 2009.

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