

**THE FACTORS CONSIDERED DURING THE MEDIA  
PLANNING PROCESS: A CASE OF ADVERTISING AGENCIES  
OPERATING IN KENYA**

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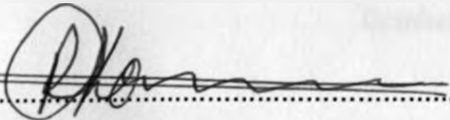
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**A MANAGEMENT PROJECT SUBMITTED IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE  
OF MASTER OF BUSINESS AND ADMINISTRATION,  
FACULTY OF COMMERCE, UNIVERSITY OF NAIROBI.**

**OCTOBER 2002**


**DECLARATION**

This Research Project is my original work and has not been submitted for a degree in any other University.

Signed  Date 18/10/2002

**KOROS ROSEMARY CHEBET.**

This Project has been submitted for examination with my approval as the University Supervisor.

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**DEDICATION.**

**“I would like to Dedicate this project to my parents –My Late father Rasto and my mother Leah without whom my academic dreams would not have been realized. To my Children Gloria and Sheila for their patience as I was unable to give them adequate time during my period of study, and to my late brother Peter Kirui who was our pillar until his death in October 1999.”**

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My special thanks go to my supervisor Mr. Tom Mutugu for the individual guidance and constant advice throughout all the stages of my project preparation.

I also wish to thank in a special way my late friend Fidelis Itibo who literally "forced " me to enroll for the MBA programme. It is a pity that the cruel hand of death snatched Fidelis as she was in her final stages of accomplishing a similar task.

I wish to register my appreciation to all my classmates for the good company and support we had for one another during our study period. Under this category, I single out my close friends – Miss Grace Atebe and Bernard Sonoiya who were my close companions and constant sources of inspiration. I would also wish to express my gratitude to the faculty lecturers and staff for their wise counsel and advice.

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Finally I register my appreciation to those various individuals and groups who I am unable to mention here. I have accomplished through you what I could not have achieved alone.

To you all I say Thank You.

## ABSTRACT

The objective of the study was to determine the factors considered by advertising agencies in choosing the media channels to use for advertising. From the findings of the survey, three factors were identified as Media Environment, Media Product Campaign, and Media Planning Strategy. This was a census survey of all the advertising agencies found in Kenya. The collection of data was done using a questionnaire and data was analyzed by frequencies, percentages and factor analysis using SPSS version 10.

The media environment was found to consist of components like the reach of the media channel, the competition, and the attention the channel attracts, the cost efficiency and the size and characteristics of each medium audience. In the Media Product Campaign it was found to consist of components like the mechanical production costs, the budget for the campaign, the geographic coverage, the government control and the 4P's of the product. In the Media Planning Strategy, the components included the overall campaign objective and strategy, the various approaches available for media selection and the target audience.

The study found out that in the advertising agency industry, majority of those employed in the industry are young between 25 – 34 years (66.7%) and are female (72.2%) and have university Education (72.2%). Those agencies, which participated in the study, slightly over half of them are relatively small in terms of the number of employees with 20–50 employees. These firms mostly advise the advertisers on the suitable media vehicle to use. The survey also identified that advertising works. Creativity was identified as the most important reason to consider when choosing an advertising agency. In choosing media vehicle, government control is a big factor to consider in choosing the media vehicle to use. This may be due to cost factors and the geographical coverage.

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## CHAPTER ONE

### 1.0 BACKGROUND INFORMATION.

#### 1.1 Introduction

Advertising is one of the major tools that companies use to direct persuasive communications to the public, and more specifically to target buyers. It is an essential part of the promotion mix for modern business. This is evidenced by the amount of money spent on advertising. The need to advertise seems to be part of human nature existing since ancient times. The recorded history of advertising runs for a period of 5000 years to present day but the most significant developments have been in the last century ( Russell and Kleppers, 1988)

Russell et al further states that in 1905, there emerged a class of advertising men in the US who recognized that their future lay in advertising legitimate products and in earning the confidence of the public in so doing. They gathered and formed advertising clubs, later to become the American Advertising Federation, A.A.F. In Britain, in 1959, the Advertising business took the decision to draw up a single unified advertising code to replace the many sometimes conflicting codes, which existed at that time.

#### 1.2 Definition of Advertising

Advertising is the non-personal communication of information usually paid for and usually persuasive in nature, about products, services or ideas by identified sponsors through various media. A company usually sponsors advertising in order to convince people that its products will benefit them. Most advertising is intended to be persuasive – to win converts to a product, service or idea. Some advertisements though such as legal announcements are intended merely to inform not to persuade. (Bovey and Arenas, 1989).

In addition to promoting tangible products such as soap and soft drinks, advertising is also used extensively to help sell the services of bankers, beauticians, and e.t.c. Increasingly, advertising is being used to sell a wide variety of ideas such as economic, political, religious and social concludes (Bovee and Arens 1989).

Advertising is widely used in both profit oriented and nonprofit oriented business firms. Despite its wide use, advertising has often been criticized on the grounds that it makes people buy what they do not need, thus leading to waste. (Packard 1962,1967) referred to advertisers as the "Waste Makers" and "the hidden persuaders". On the other hand, some executives strongly stress that advertising is essential to business.

According to (Henderson and Britt, 1988),doing business without advertising is like winking at a girl in the dark. "You know what you are doing, but nobody else does". The effectiveness of the advertising effort has however been questioned. Not until the late 1950s did advertising become a measurable contributor to the business firm. Prior to this period, it was not clear to manufacturers what economic benefits they were getting out of the money they spent to advertise. It was even less clear how they could allocate this money among advertising themes, media and markets. More often than not, they had little to show for their advertising effort beyond "a nice warm feeling" (Ramond, 1961)

Methods used by firms in allocating advertising budgets have been investigated. A survey of industrial advertising in the United States found about 60% of the companies studied used the percentage of sales method in allocating advertising budgets either singly or in combination with

other methods. According to this survey, the advertising expenditures are determined on the basis of past sales performance or on the relative difficulty in immediate cutting of the advertising appropriation (Yong; 1964).

People's feelings and beliefs towards advertising have also been studied. In Kenya a study conducted by (Waruingi, 1982) attempted to find out the attitudes of retailers, consumers and executives towards particular aspects of advertising. He found out that compared to firms in other African countries, firms in Kenya tended to spend relatively more money on advertising. All three groups studied agreed that advertising is essential to the Kenyan Economy. However, they also agree that measuring advertising effectiveness is difficult.

According to (Gilligan and Crowter, 1976) for advertising to be effective and successful, it requires the efforts of 3 institutions, namely: -

- The advertiser
- The advertising agency
- The media owner.

The advertiser possesses the advertising problem for which he approaches the advertising agency to devise an advertising campaign. The advertising agency occupies the middle position in the relationship. The American association of Advertising agencies defined advertising agency as an independent business organization composed of creative and business people who develop, prepare, plan and place advertising in advertising media for sellers seeking to find customers for

their goods and services. The media owner is one whose medium of communication is used to carry the advertising message to the target audience.

The advertising media is defined as the means by which advertisers reach their prospective customers with advertising messages. These include channels like radio, television, newspapers, magazines, direct mail, point of purchase advertising, out door advertising, transit advertising, cinema or film advertising and directory advertising. Any one may buy advertising space or time, and write advertisements if he keeps within the Law. In fact, there are occasionally displays advertisements placed by individuals – i.e. people who are making political protest or a statement of their religious beliefs. And as already noted, some manufacturers manage their own advertising (Gilligan and Crowter, 1976).

### **1.3 Reasons for use of an Agency**

Above all, to get the best possible advertisement, the Agency existence depends essentially on its ability to turn marketing objectives into words and pictures, which successfully persuade the consumers to get an independent but informed view of a marketing plan, to avoid the task of media buying and use the Agencies negotiation skill and weight, and to get access to other Agency services. The Agency is only too well aware that competition between Agencies is at least as fierce as between the products of rival manufacturers. The advertiser needs a detached view from the Agency and usually expects it. Justly or unjustly sales are the ultimate verdict on the Agencies advice (Wright et.al, 1977)

Wright et al continue to explain that, the job of the media department in the Agencies is to evaluate the different media available for a particular advertising campaign. This is partly quantitative (How

many people will see the advertisements? How often? Who are these people?) And partly qualitative (will the advertising message be delivered effectively?) Having selected media in the best interest of the advertiser, the Agency buys them at the lowest possible cost. The media owner depends on the Agency media decisions for his livelihood. He is therefore particularly concerned with how and why these decisions are taken. If he is rejected, he is quite within his rights to ask why. He can then put his case better next time, or put a case that his medium be used for some more suitable products

In most business organizations, the advertising agency plays a very important role in advertising. Advertising agencies bring together specialists such as writers, artists, media experts, researchers, broadcast producers and various other experts whose combined effort result in an improved efficiency of the advertisers communication network (Wright et.al 1977)

#### **1.4 Statement Of The Problem.**

The past trend of the Government to retain control over electronic media has been waived. The Attorney General's Task Force on Press Law was set up to give recommendations on the licensing of private radio and T.V stations, Consequently, several private radios and televisions have been launched since 1996. The first private television station KTN, was set up in February 1990, followed by STV set up in September 1996. The first private Radio station was Metro FM which was set up in September 1995, Followed by Capital FM in February 1999. There are currently 20 fully licensed and operational Radio stations and 7 Television stations. (Refer to Appendix 1)

(Steadman and Associates, 1999). There was less restriction in the print media and therefore liberalization was not an issue.

As a result of the liberalization of airwaves, Kenya has experienced coming up of several media channels both radio and television broadcast media. Advertisers are therefore faced with the problem of choosing the right media that will reach the right number of appropriate target audience, the right number of times in the right environment at minimum cost to achieve their products' and services' marketing objectives.

The study will therefore address the following questions:

1. What factors are considered when choosing media vehicles for advertising?
2. Are there unique requirements for the different media vehicles?

#### **1.5 Objectives Of The Study**

1. To determine the factors considered when choosing which media channels to use for advertising.
2. To determine the unique requirements for the different media vehicles.

## 1.6 Importance Of The Study

It is expected that the findings of this research will be beneficial to the following: -

- To producers, traders and marketers who need to know which media channels will give them value for their money.
- To advertising agencies in particular, the media planners so that they can develop specific and detailed process of reaching the target market with a positive impact at minimum cost.
- To the media owners who need to know the factors advertisers/media planners consider in choosing the media channels to use and hence they will improve their services.
- To scholars, academicians and researchers, this study is expected to contribute to the existing literature in the field of marketing specifically in media planning and therefore act as a stimulus for further research to refine and/or extend the present study.

## CHAPTER TWO

### 2.0 LITERATURE REVIEW.

#### 2.1 Media Planning and Scope

Barban et al (1993) defined media planning as the process of designing a course of action that shows how advertising time and space will be used to contribute to the achievement of market objectives. The study of media planning is of importance because it makes it necessary to dissect the collective body of knowledge into its constituent elements, but media planning in practice remains a cohesive process, goal directed toward the achievement of clearly articulated and tangible objectives. From this definition, several critical points about the nature of the media-planning task emerge: Media Planning is merely an extension of the marketing process. Media Planning is not an isolated decision or sequence of decisions, but a process designed to meet a set of predetermined objectives. Unlike creative development of the actual advertisement, media planning tends to be a formal tangible process.

According to (Muller, 1999) media planning does not exist either as an art or a science in isolation but deals in its own specific way with the problems facing the marketer or advertiser. He defines media planning as development of a specific and detailed process of reaching the right number of appropriate people, the right time, in the right environment, at the minimum cost, to achieve the brand-marketing objective.

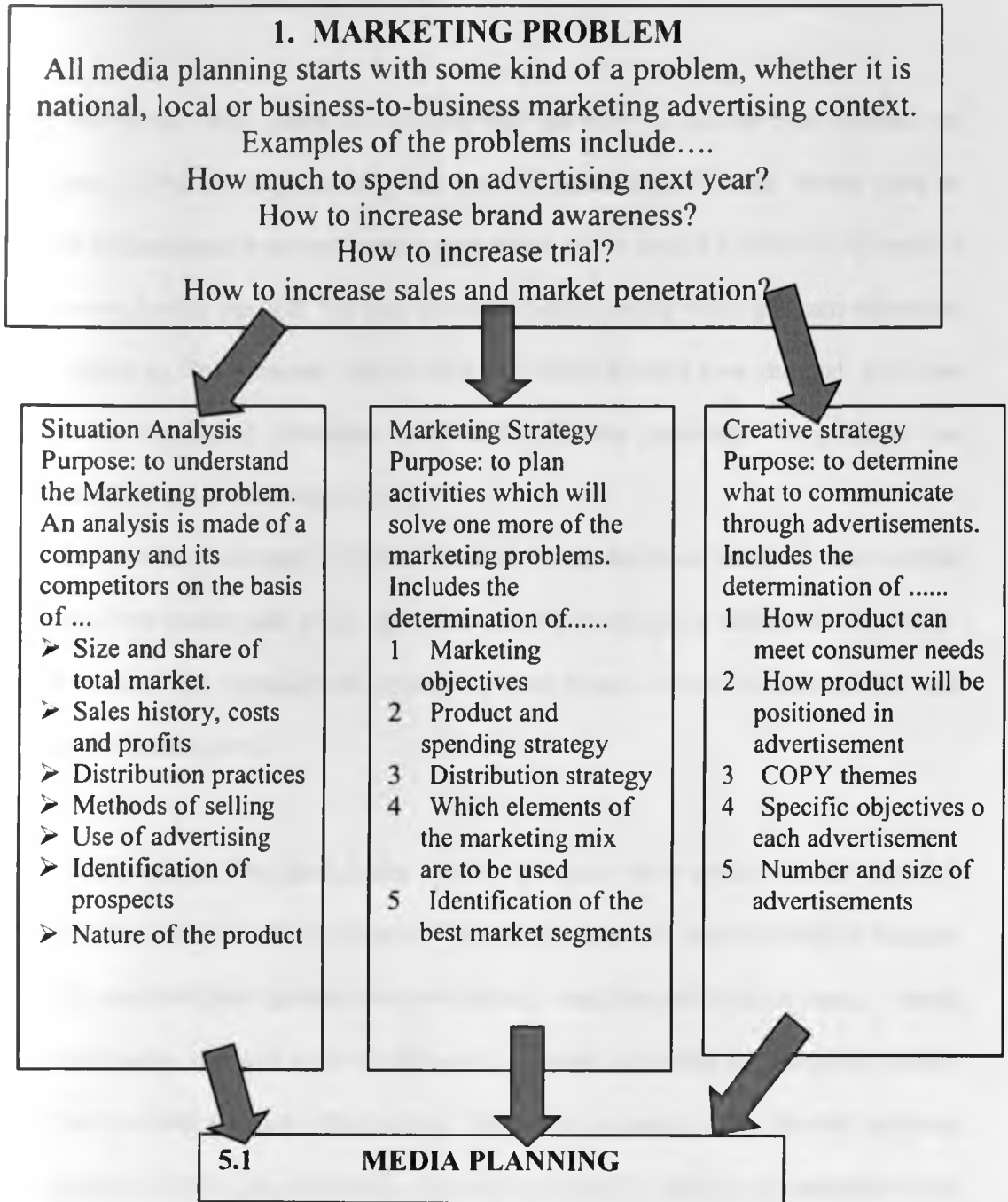
Sissours et al (1993) say that, media planning does not exist in isolation from marketing .It is concerned with finding the most effective course of action, from among alternative courses of action, that could be used to attain a specific marketing objective. Consequently, although there is a great deal of mystique surrounding the terminology of media planners, When evaluating the



marketing implications there exists an underlying simplicity, which can be expressed using a handful of basic concepts. Clearly, it is limiting to see media planning purely in terms of its relationship with creative. Certainly, media planning decisions must be taken with a view to maintaining a synergistic relationship with the creative message but ultimately, the final yardstick must be the overall marketing objectives. ( See figure next page).



## The Scope of Media Pre-Planning Activities Sissour's & Bumba Media Planning Model



Adopted from (Muller, 1999)

Figure 1.10 highlights the inter-relationship between media planning and not just the creative process, but also the entire marketing process.

(Shultz and Barnes, 1995) states that as advertising planning has become more complex, the development of the campaign strategy has become increasingly important. Where once an advertiser could succeed in the market with a neat slogan, a nifty jingle or a clever play on words, it now takes much more than that. The days of mass marketing, mass media and mass advertising are far behind us. The consumer market place and media systems have changed; they have become more fragmented. Information overload has become intolerable. The consumer has become less and less involved in advertising.

Today, it is advertising campaign strategists (planner), not just the clever wordsmith, who is critical to success in the market place. In our high tech world, it is the advertiser with the best consumer oriented plan, not the advertiser who spends the most money or wins the most awards, who dominates the market place.

(Muller, 1999) explains that good media planners are good sales people and will unflinchingly recognize the role of consumer or customer. They will recognize the need constantly to reassure clients that decisions taken represent the best options to meet the client's unique needs. A media plan should always represent a specific answer to a specific advertising and marketing problem and set out to provide solutions to that problem. There are of course, a number of useful guidelines for the layout of a media plan, but what is more important than the rules are the exceptions to the rule. Every planner will or should, develop a unique style of documentation, which should concisely and clearly map out the sequence of logic (logical creativity), which has produced the specific

recommendation. Regardless of the presentation style, however, the critical point of reference should always remain the client.

Muller (1999) continues to say that in practice, this means that the media plan is a living document that should constantly be revised to reflect development in the media and market place and to take into consideration the changing needs of the client. Advertising decision makers need to recognize that revised strategies and re-worked media schedules are the lifeblood of such documents and media planning that such change is the transfusion without which the document will ultimately die.

The advertising medium is the carrier of the advertising message. Before the days of the printing press, about the only means the advertiser had for transmitting his message were signs and carriers. Today our vast array of printed publications, radiostations, and television stations offer the advertisers so many ways of communicating this message to the public that the problem of developing a media plan, including choosing an appropriate medium, is of major importance. The planning and selection of media is important. Should magazines, newspapers, radio, television, direct mail or some other medium be used to carry the advertising message to the consumer? If magazines, what kind of magazines? Women's general, trade or professional? And most importantly, how does such a selection relate to the advertising goals? It is the function of the Agency's media department to answer these questions (Sandage and Fryburger, 1975)

Sandage and Fryburger (1975) continue to note that a close harmony should exist between this and the research department. A satisfactory answer to the above questions can come only from knowledge of the location of prospective customers, their tastes and their living and buying habits. To be successful, an advertising program must be based upon a plan. It is necessary to know

specifically what the advertising is intended to accomplish and then to determine the best means of reaching the goal.

Without such planning, the advertising funds of any store are likely to be dissipated on all kinds of facing trimmings or the advertising will be launched at the wrong time or in the wrong direction. The chief difference between the successful store and its less successful competitor is often to be found in the fact that the first store plans its merchandising (and its advertising), while the second operates on a basis of whims and opportunism. If advertising is to be handled on a planned basis and is to achieve maximum results, it is important that an annual advertising budget be established. This is a major selling job for the media planner, particularly, dealing with smaller business firms. Large successful stores plan their entire merchandising program for many months ahead and usually set a fixed percentage or lump sum budget on an annual basis. One important result from the establishment of an annual advertising budget and a planned advertising program is the elimination of waste. When there is no plan, there is a tendency to fritter away large sums of money on all kinds of marginal advertising deals the kinds that are sold by high-pressure salesmen. One of the key ideas that the media planner must impress on the advertiser is that advertising is an investment not just an expense. It is an investment in more business and better profits for the store, now and in the future (Lund, 1949).

Each of the major media newspapers, magazines, radio, television, direct mail, outdoor advertising and others, has unique capabilities and unique audiences characteristics. Each therefore appeals to the needs of the advertiser seeking to reach specific target audiences. The advertiser and Agency must plan which media to use to convey the message to those consumers identified as their target audience. Then the task of the media planner is to select from these media the

particular radio stations, TV programs, newspapers and so on that will reach the target audience most effectively. The media function, therefore involves two basic processes; Media Planning and Media Selection (Bovee and Arens 1989).

## **2.2 Media Buying**

### **2.2.1 Definition.**

(Barton, 1990) defines media buying as the purchasing of advertising space and time for a client. Any advertiser or advertising manager who contracts for such purchases may be considered to be a media buyer.

(Bovee and Arens, 1989) defined media buying as the purchasing of space in print media and time in broadcast media. It involves the negotiating of price and position of adverts. Traditionally, media departments have been divided into two clear and complimentary functions—media planning and media buying. The function of media buying has consisted largely of the scheduling, booking and the administration of the media plan, the media plan was developed, often to the degree of scheduling by the planner and then passed along to the media buyer for implementation. Pre-campaign and post-campaign performance analyses were the exclusive responsibility of the media planner.

Recent developments in terms of both media ownership and the restructuring of advertising agencies have however drastically restated the relationship between the media planner and the media buyer. Increasingly, media planners are looked upon as the custodians of the media strategy and the formulators of the media objectives, while media buyers are the custodians of the

actual campaign delivery over and above the administration of the above media plan. (Muller, 1999).

### **2.3 Media Planning and Advertising**

According to (Jugenheimer, 1991) media planning and buying are complicated processes but should be understood for the total media function to fit into the overall advertising campaign. Objective involves what is to be accomplished, while strategies are the plans to meet those objectives and tactics are the implementations of those strategies. Before beginning the media plan, it is important to discover what the competition is doing with its advertising. The amount of money budgeted for advertising must also be considered. Finally the plan can be established. Estimating the cost of the plan is an essential part of the process. Only after the media plan is approved can the actual process of buying media begin. This involves contacting individual media vehicles and negotiating for the best rates, advertisement placement, timing and discounts. Other miscellaneous steps finish up the media planning and buying procedure.

According to (Muller,1999) .One of the most important and perplexing questions confronting advertisers, is how much to spend on advertising. If too little is spend, the most brilliant campaign can fail. Conversely if too much is spent on advertising, money will be wasted. No matter how effective the campaign is, how much to spend on advertising is a strategic decision. The budget must be viewed as a function of the marketing and selling objectives of the brand or company. Modest budgets and ambitious goals are irreconcilable, ambitious budget for modest goals are inexcusable. One must clearly define the role of advertising and its task, must be decided before setting on the budget. Until planners have positioned the advertising task. Theycannot apply the necessary discipline of how much money is required.

According to a report from Steadman and Associates (1999), a media monitoring services firm, many advertisers are careful with whom they advertise and if they think that a media house will not reach a great portion of their potential customers, they would rather not take the risk. According to People newspaper (24/1/2001), most organizations will still prefer media houses that cover the whole country and reach as many prospective customers as possible.

The Standard (29/7/1999) states that advertising is the most powerful agent for selling images, values and concepts, which shape our attitudes and behavior. Advertising according to experts, promotes a consumer's lifestyle by nurturing desires, which must be satisfied through consumerism, and this is good for everyone. It creates jobs, sponsors, sports and arts, helps provide affordable mass media, keep prices low and enables people to make informed buying choices. Communication experts say that to be effective, advertising must be targeted at a specific audience, in terms of how they think and behave and what they desire and dream of. It is important that advertisers know exactly who their audience is, so that they may know how to persuade them to consume their products.

According to Lund (1949), in planning the Advertising campaign, two closely related basic questions must be answered. How frequently should the ads be run, and how large should they be. There is no one simple answer to these questions that can be applied to all kinds of business under all conditions. Large department stores have found the best policy is to insert an ad every single day, whether it is large or small. In considering the problem of frequency and size of insertion for a retail store, several factors must be taken into account: -

- 1 Size of the Advertising budget



- 2 Appropriation for the advertising expenses (administrative expenses if the store has an advertising department)
- 3 Reserve for unexpected promotion opportunities.
- 4 Month to month fluctuation in sales volume.
- 5 Annual or seasonal sales and special events.

Lund (1949) continues to say that even though advertising is planned on what appears to be a sound basis, it must always be in a position to benefit from experience. An advertising plan, both in its long-range and its short-range phases should be flexible. If experience indicates that one idea does not work, a new one should be developed and substituted. Conversely, when a technique is developed that works well, it should be given priority. It should be played for all it is worth while it works and attempts made to develop variations to keep it fresh. The individual advertising situation largely determines the complexity of media selection. A retailer in a small town where there is only a weekly newspaper doesn't have much of a problem. However a retailer in a major metropolitan area has a problem of choosing media from among newspapers, radio, television, outdoor, transit and direct mail. The complexity of the problem of media selection is even more discernible in the case of the national advertiser who sells to a broad nationwide market. What type of media should he use? Magazines, newspapers, television, Radio, Outdoor? If magazines what classes? General interest magazines? Women's magazines which specific ones? Ladies home journal? Good house keeping? If newspapers, in which cities? If television, should he use a nationwide network or selected stations for local coverage in individual markets? What network? What stations?

There are no rules-of-thumb or part formulas for solving these selection problems. Each advertising situation presents its own unique set of circumstances. Each type of medium has its own character

and each specific medium, in turn, differs from the next. There is no single "best" medium for all advertising situations. Each media decision must be made in light of the particular requirements of a particular situation. Even competitors selling nearly the same products to nearly the same markets employ different media strategies.

A limited factor that always must be taken into account is the budget or amount of money available for advertising. There is never enough money to fully exploit all the media opportunities available. Therefore, the Advertiser must be selective. He seeks to maximize the return on his advertising investment by selecting those media that will deliver the messages most: -

#### **a. Media Planning**

According to Muller (1999), in developing a media plan the media planner must answer the following questions.

- How many prospects (for purchasing a given brand of product / service) do I need to reach?
- In which medium (and vehicles) should the advertisement be placed?
- How many times should the prospect see each Advertisement?
- In which markets or regions should the Advertisement appear?
- How much money should be spent in each medium?

#### **b. Media Buying.**

Once media planning has been developed, highlighting the deployment of funds across and on a micro scale, within media types, the plan is passed on to the media buyer for implementation. Very often, the final responsibility for the interface with the media owner lies with the media buyer, who

internally, will also be responsible for the interfacing with the production department in actually ordering and dispatching the physical material used to print, or broadcast, the advertisement (Muller, 1999).

## **2.4 Advantages and disadvantages of various media channels.**

### **2.4.1 Using Newspapers in the Creative Mix**

Advertising people are constantly looking for creative solutions to their clients' marketing problems. However many factors besides advertising creativity are involved in sales; the product value offered, price, availability, competitive pressures and timing. The printed page in general and the newspaper in particular provide a unique flexible medium for the maker of advertising to express this creativity (Bovee and Arens, 1989).

#### **2.4.1.i Advantages of Newspapers.**

In their book, Contemporary Advertising, Bovee and Arrens (1989) list the following advantages of Newspapers: -

- Newspapers are a *mass* medium penetrating every segment of the society. Everybody who can reasonably be thought of as a consumer reads them.
- Newspapers are a *local* medium covering a specific geographic area that comprises both a market and a community of people showing common concerns and interests.
- Newspapers are *comprehensive* in scope, covering an extra-ordinary variety of topics and interest.
- Newspapers are read *selectively* as readers search for what is personally interesting and useful.
- They are *timely* since they are primarily devoted to the news.

- Newspaper readership is *concentrated* in time – virtually all the reading of a particular day's paper is done that day.
- They represent a *permanent* record that people use actively. The advertiser's printed message stands still for rereading and reconsideration, for clipping and for showing.
- Newspapers provide the opportunity for massive same day exposure of an advertising message to a large cross section of any market. That means very broad *reach*.
- Newspapers combine reach with selective attention from the very small number of active prospects who, on any given day are very interested in what the advertiser is trying to tell or sell them.
- Newspapers provide a great creative flexibility to the advertiser. The Ad's physical size and shape can be chosen and varied to give the degree of dominance or repetition that suits the Advertiser's purpose. The advertiser can use black-and -white, color, Sunday magazine, Friday magazines or loose inserts. The newspaper therefore is almost a media mix by itself.
- With newspapers, the advertiser can go where the customers are. That may mean concentrating the messages in one market or spreading them over a national schedule. It may mean running the Ad in one part of the paper, in several sections, or just in central demographic areas served by a single paper.
- The newspaper is an active medium rather than a passive one. Readers turn the pages, clip and save write in the margins and sort through the contents, screening out what they don't want from those things they want to concentrate on. This reader- involving quality of newspapers offers unlimited creative opportunities to advertisers. (Bovee and Arens 1989)

#### **2.4.1.ii Disadvantages of newspapers.**

They also list the following disadvantages: -

- Newspapers enable advertisers to be geographically selective, but they do not isolate and cover specific socio-economic groups. Instead, most newspapers need broad, diverse groups of readers. The desires and needs of these broad groups may not be compatible with the marketing segmentation objectives of the Advertiser.
- Daily newspapers have a short life span. Unless a reader clips and saves a newspaper ad or coupon, it may be lost forever.
- Newspapers lack production quality. There is no time to use high-quality reproduction techniques, and the coarse paper used for newspaper generally creates a finished product far less impressive than can be achieved with magazines that have slick, smooth paper stock. Moreover, many large metropolitan newspapers, including the New York Times are not equipped for a run-of-press color printing (color throughout the whole paper), and those that do have color capabilities have yet to match the quality of color printing readers are used to seeing in magazines.
- Each Ad competes for notice with every other ad on the same page or spread. So many advertisements appear in a single issue of a newspaper (63 percent of the average daily paper) that's the potential for any one ad to capture major attention is minimized. A related problem is that unless advertisers pay a premium rate for special placement, they have no control over where in the newspaper their ad will run.
- Newspapers that have overlapping circulation serve many areas; that is some residents read not one but two or more different newspapers. Thus advertisers may be paying for circulation that their ads have already reached in a different newspaper.
- Newspapers are trying to overcome some of these shortcomings by providing special services to advertisers. For example, many papers offer "zoned" editions that go to specific neighborhoods or regions of the market area and are doing extensive market research to help

link advertisers with target audience. They are also attempting to broaden their own audience appeal by including material of interest to contain demographic segments of their market area and by changing their focus to adapt to changing lifestyles. (Bovee and Arens 1989).

## **2.4.2 Electronic Media**

### **2.4.2.1 Television**

#### **2.4.2.1.i Advantages of Television.**

➤ Broadcast television has grown faster than any other advertising medium in history. From its beginning after world II, TV has emerged as the medium that attracts the largest volume of national advertising – totaling over \$15 billion in 1986 why? Because contemporary television offers advertisers unique advantages over competing media i.e.

#### **a. Mass coverage and low cost**

A substantial portion of broadcast televisions national advertising revenue comes from the packaged goods industry (food and drugs) Procter and Gamble for instance has led all other advertisers in spending since 1951. Its broadcast TV expenditures in 1986 were nearly \$800 million of which more that \$450 million went to network programs. In Procter and Gamble's nationwide distribution of high volume, low –profit products in supermarkets; It uses television to reach a mass audience and presale its brand names at a very low cost per thousand.

A full 98% of all American homes have a TV set, and most have more than one of the households that own TV sets, 88% view TV at least once during the average day. More than 94 % television households tune in during an average week. The amount of viewing time for the average household has increased over the past few decades, from five hours six minutes per day in 1960 to more than seven hours per day today.

Broadcast television, therefore has historically been a mass medium for a mass consumption products. Despite the often huge initial outlays for commercial production and advertising time, televisions equally have huge audiences bring the per-exposure cost for each commercial down to a comparatively low level.

**b. Selectivity**

In spite of the fact that television audiences are mass audiences, they can vary a great deal depending on the time of day, day of the week and the nature of the programming. This permits the advertiser to present the message when the potential audience is best.

**c. Impact.**

The ability to bring a moving picture with sound into the living rooms of America is tantamount to having an army of door-to-door sellers. Television offers an immediacy that other forms of advertising are unable to achieve with the product being demonstrated in full color right before the customers' eyes. Seeing a hamburger being cooked and eaten on the living room screen has sent many a viewer off to the fast food outlet for a similar meal.

#### **d. Creativity**

Only the commercial creativeness talents limit television creative potential. The various facets of the television commercial – sight, sound, motion and color permit an infinite number of original imaginative appeals.

#### **e. Prestige**

Hallmark, Xerox, Mobil and IBM have all experienced an increase in prestige and corporate awareness by sponsoring dramatic presentations and other cultural programs. Potential distributors, the company's sales force and a products' association with quality programming impresses customers.

#### **f. Social dominance**

Television has exhibited a power that goes beyond impact and prestige. TV screening of the Olympic games, Space travel, assassinations, wars and political scandals, has emotionally stirred the entire nation. Most Americans under age 35 don't know what life is like without television they have grown up with it as an important part of their environment (Bovee and Arns 1989).

#### **2.4.2.1. ii. Disadvantages of Television**

Although television's power as a creative tool may be unmatched, broadcast television still has many drawbacks that keep it from being used by most advertisers. In many instances, television doesn't "fit" in creative mix. This may be because of:

##### **a. Cost.**

Broadcast television suffers its greatest handicap from the high cost of producing commercials and buying airtime. The production cost for a television spot vary with how the advertiser chooses to



present the product. Most national advertisers film their commercials and normally pay \$50,000 or more for each.

The second major area of expense is network time. A single 30-second commercial during prime time may cost as much as \$400,000 for top rated shows; the average cost is about \$120,000 (Bovee and Arens, 1989).

#### **b. Lack of Selectivity**

Many advertisers are seeking a very specific, small audience. In these cases, broadcast television is not cost effective and is therefore at a disadvantage. In other cases, broadcast television is losing some of the selectivity that advertisers have historically found appealing. For example, daytime television used to deliver a large female audience but now fewer women are tuning in to network shows during the day, either because they are working or watching programs on cable or independent stations. This is frustrating to advertisers who have traditionally promoted their products on soap operas to reach target audiences of women under age 50.

#### **c. Brevity**

An advertising message on broadcast television is brief usually lasting only 30 seconds. The objective is to grab viewers' attention and leave them with a favorable attitude toward the product (or at least make them remember it). But in 30 seconds, that's a tall task. Studies have shown that most TV viewers can't remember the product or the company promoted in the most recent TV ad they watched even if it was within the last five minutes. Recall is improved with the length of the commercial. 60 second spots are remembered better than 30 second spots.

#### **d. Clutter**

One major drawback to television advertising is that a commercial is seldom in isolated position. It is usually surrounded by station break announcements, credits, public service announcement and "billboard" (just the name or slogan of a product) not to mention six or seven other commercials. With all these messages competing for attention, the viewer often come away annoyed and confused and with a high rate of products misidentification.

#### **e. Zipping and Zapping**

With the advent of videocassette recorders (VCR's) and other home electronic gadgets. Television advertising is faced with additional challenges of zipping and zapping. Zipping refers to the ability of VCR users to skip through commercials when replaying programs they have taped; Zapping refers to the tendency of remote control users to change channels at the beginning of a commercial break .To counteract the problem of zipping and zapping, Clutter and brevity, the creators of TV commercials will need to concentrate their effort on devising messages that immediately capture the viewer's attention. Present a single message in an entertaining way and avoid irritating or insulting the intelligence of their audience. However, what is an advertiser to do, when his brilliantly created, captivating message has been sandwiched in with four or five other advertisements during a commercial break? The viewer may already be gone and the advertisers dollars wasted (Bovee and Arens, 1989).

### **2.4.2.2 Radio**

#### **2.4.2.2.i Advantages of Radio.**

Radio is an integral part of our daily lives .We rely on clock radios to wake up in the morning. At breakfast, we tune-in the morning news Radio informs and entertain us while we drive to work or to

school or to do household chores and chances are that if you work in an office or plant, you enjoy background music supplied by a local radio station. With its unique ability to relax, inform and entertain, radio has become the daily companion of millions at work, at play and on the highway.

In an average week, 95.2 per cent of people in the United States listen to radio over 80 per cent on an average day. The average adult spends 3 hours and 21 minutes per day listening to radio. In fact radio leads all other media in both daily and weekly reach.

This has tremendous implications over advertisers and as result, radio's advertising revenue have grown steadily.

#### **a. Reach and Frequency**

Radio offers an excellent combination of reach and frequency. With the average adult listening more than three hours a day, radio builds a large audience quickly and a normal advertising schedule easily allows repeated impact on the listener. This ability to quickly expose people a sufficient number of times to motivate them to buy makes radio particularly attractive to local merchants.

#### **b. Selectivity**

The wide variety of specialized radio formats available, with their prescribed audiences and coverage areas, enable advertisers to select just the market they want to reach. Commercials can be aimed at listeners of a specific sex, age group, ethnic or religious background, income group, employment category, educational level or special interest.

### **c. Cost Efficiency**

Radio's strong appeal to advertisers is largely its economy. Radio has ability to offer its reach, frequency and selectivity at one of the lowest costs per thousand. Thus the budget needed for an effective radio schedule is often less than that needed for newspapers, magazines or television.

Radio production is also relatively inexpensive. National spots can usually be produced for one-tenth the cost of a TV commercial. And in some cases, there are no production costs at all since local radio stations frequently produce commercials free for their local advertisers (Bovee and Arens 1989).

#### **2.4.2.2.ii Disadvantages of Radio.**

In spite of its great advantages radio has traditionally suffered from certain limitations; it is only an aural medium, its audience is highly segmented. The advertiser's commercials are short lived, and often they are only half heard and each ad must compete with the clutter of other advertisements.

##### **a. Limitations of sound**

Radio is heard but not seen. This fact can limit the effectiveness of commercials for products that need to be seen to be understood. Advertising Agencies often prefer the freedom of creating with sight sound, colour and motion as in television. Some see radio as restricting their creative options. Notwithstanding, many brilliant creative efforts have been achieved with radio through the use of "theatre-of-the wind" techniques.

##### **b. Segmented Audiences**

Radio's ability to deliver highly selective audiences can also be a handicap to some advertisers. The large number of radio stations competing for the same audience may make the purchase of effective airtime difficult for the advertiser.

### **c. Short lived and Half-hard Commercials.**

A radio commercial is brief and fleeting .You can't keep it like a newspaper or a magazine ad. It lasts only moments and then it's gone. For many listeners, radio provides only a pleasant background sound while they are driving to work, reading, studying or entertaining. Thus radio must compete with other activities for their attention and it does not always succeed.

### **d. Clutter**

The more successful a radio station is, the more commercials it carries. Therefore stations that have the greatest appeal for advertisers also offer the most competition from other commercials. The challenge is to produce a commercial that will stand out from the rest (Bovee and Arens, 1989).

## **2.4.3 Magazines**

### **2.4.3.1 Advantages of Magazines.**

Magazines offer flexibility in both readership and advertising. They cover the full range of products with a wide choice of regional editions as well as national coverage. Each magazine leads itself to a variety of lengths, approaches and editorials tones. The advertiser therefore has the choice of using long copy, black-and-white, editorial adverts; short copy colorful poster ads; humorous cartons or any of an infinite variety of approaches.

Magazines color spreads visual pleasure before the reader. Nowhere can better color reproduction be seen than in the slick magazine. If the advertiser wants to speak with authority and believability, magazines can enhance the message. People believe what magazines say. Their influence affects people's ideas, opinions and desires.

Magazines offer permanence. For the advertiser who wants to communicate lasting information and enjoyment, magazines give the reader more opportunity to appraise ads in considerable detail. Advertisements can deliver more complete educational sales messages and effectively communicate the total corporate personality. Magazines also enable advertisers to generate reprints and materials that further promote their advertising campaign. Advertising a product in certain magazines can also provide the advertiser with the prestige for the product.

Perhaps the most important, magazines are the most selective of all media except for direct media. The predictable editorial environment selects the audience and enables advertisers to pinpoint their sales campaign. Most magazines are written for special interest groups. Finally, magazines can be very efficient. By selecting the specific magazines and editions that reach prospects; the advertiser can keep wasted circulation to a minimum. The selling power of magazines has been proven and results are measurable, so they are the growing choice of many leading advertisers.

#### ***2.4.3.2 Disadvantages of Magazines***

Although magazines offer excellent creative capabilities for advertisers in a print medium, they do have drawbacks. The immediacy of newspapers, for example is lost in magazines. Likewise magazines don't offer the depth of geographic coverage or the local reach of newspapers, nor do they offer the national reach of newspapers. They also suffer from inability to deliver high frequency figures or mass audience at a low price. The disadvantages of magazines are several.

Advertising in magazines requires long lead-time, space must be purchased and the advertisement prepared well in advance of the date of publication. Sometimes as long as three months. Weekly magazines, particularly those that have color advertisements, often require that advertising

materials be in their hands weeks in advance of the publication date. And once the closing date has reached, no changes in copy or art can be allowed. Some magazines are trying to overcome this drawback by offering a "fast-close" service at no extra cost to the advertiser.

Magazines have problems offering reach and frequency. Where selectivity is not a major marketing consideration, using selective magazines is very costly for reaching broad masses of people. Magazines that are popular have the problem of heavy advertising competition. This can deter other advertisers. The cost of advertising in magazines can be very high. Magazines also have to contend with the problem of declining circulation. In particular, newsstand sales have dropped 10 per cent over the past five years. The loss of single copy sales has been attributed to a number of things, including increased subscription sales, the ever-increasing number of magazines on the stands, changing consumer buying patterns and competition from VCRs.

The Media planner's job is to match the right media vehicles with the right audiences at the right time in the best environment and in the most logical place so that advertising message will not only achieve the desired exposure but also attract attention and motivate customers to some action.

In considering specific media vehicles for use, the planner must study several influencing factors.

## **2.5 Factors Considered during the media planning process**

The media planners must take many factors into consideration to make the most efficient media selection and then weigh a variety of other criteria to schedule these media appropriately. They have the task of matching the right media vehicles with the right audiences at the right time in the best environment and in the most logical place so that the advertising message will not only

achieve the desired exposure but also attract attention and motivate customers to some action.

The planner must do this with cost efficiency so that the reach, frequency and continuity goals can be met. (Courtton and William, 1989). They further say that, in choosing the specific media vehicles for use, the planner must first study several influencing factors i.e.

- Overall campaign objectives and strategy.
- Competitive factors
- Size and characteristics of each medium's audience.
- Geographic coverage
- Control considerations
- Attention, exposure and motivation value of the media being considered.
- Cost efficiency.
- Creative considerations
- The various approaches available for media selection.
- Mechanical and production factors
- Budget of the campaign.
- Reach of the media channel
- Target audience

#### **I). Overall campaign objectives and strategy**

According to (Bovee and Arens, 1989) The media planner must review the nature of the product and service, the intended objectives and strategies that have been developed and the primary and secondary target markets and audiences. The nature of product itself may suggest the type of media to be used. For example, when a product such as a perfume has a distinct personality or



image, it might be advertised in media that has personality traits that reinforce its image. Some magazines are regarded as feminist or masculine, highbrow or lowbrow, serious or frivolous.

If one of the objectives of the marketing and advertising campaign is to gain greater product distribution, the media selected should be those that influence consumers and potential dealers. For example, if the goal is to stimulate sales of a nationally distributed product in certain isolated markets, advertisements should be concentrated in the local and regional media that penetrate those markets. The price of the product and the pricing strategy may influence media choices too. Pricing is often a key consideration in product positioning, for example, a prestigious product may require the use of prestigious or "class" media to support the market image adds (Bovee and Arens, 1989).

Reviewing the product target market and the campaign target audience is another vital step in media selection. The more the media planner knows about the market, the better the media selections are likely to be. Demographic profile, Such as age, sex, education, occupation, income and religion. Psycho-graphic characteristics such as lifestyle, personality and attitudinal traits and behavioral characteristics, such as purchase circles, benefits sought and product use habits should be studied. The task of the media planner is then:

- To select from this data the characteristics relevant to the acceptance, purchase and use of the product.
- To match these data to the characteristics of the audiences reached by the specific media vehicles under consideration (Bovee and Arens 1989).

## **II). Characteristics of media audiences**

When we speak of a medium's audience, we are referring to the total number of people reached by the medium. The media planner needs to know how many people are reached by a station or a publication to make a realistic judgment of a medium's potential effectiveness. In addition, the planner will want to know the degree of interest people have in the publication or programs and how closely the characteristics of the medium's audience match the profile of the target market (Bovee and Arens, 1989)

The content of a medium will also reflect the type of people in its audience. For instance, some radio stations emphasize in depth news or sports, others jazz or rock and still others symphonic music or opera. Each type of programming attracts a different audience, the character of which can be determined by analysis.

## **III). Geographic coverage**

The geographic coverage of a medium is often the determining factor in selection – there is no point in advertising to people who don't live in an area where the product or service is sold. Thus airlines select media that covers the cities they serve and quit media that are circulated in other areas.

Since many national brands face tougher competition in certain areas than others, extra advertising dollars are often concentrated in areas where competition is stiffer. Geographic consideration have also given rise to the popularity of regional editions of magazine, greater use of cable and spot T.V instead of network T.V and the use of local media for local advertisers instead of national media.

#### **IV). Exposure, Attention and Motivational values.**

As pointed out earlier, the goal of the media planner is to match the right media with the target audience so that the advertisements not only achieve the desired exposure but also attract attention and motivate prospective customer to act. This task is not easy but it is made even more difficult by the fact that little reliable data have ever been developed to accurately measure the relative strength of one medium over another in terms of exposure, attention or motivational value. However, there are still important issues that media planners must consider everyday (Bovee and Arens, 1989).

#### **Exposure**

To understand the concept of exposure, think in terms of how many people see your advertisement i.e. if you place an advertisement in a magazine with 3 million people how many of those 3 million will see your ad? If a television program has an audience of 10 million viewers, how many people will see your commercial? Assessing the exposure value of one publication, radio station, or TV program over another is a very difficult task. And without statistics, it is up to the media planner to use his or her best judgment – based on experience.

#### **Attention**

The degree of attention paid to ads by those exposed to them is another consideration. If you are not interested in motorcycles or cosmetics, you probably do not even notice ads for them when you see them.

#### **Motivation**

These same factors affect a medium's motivation than to attention and vice versa, for instance familiarity with the advertiser's campaign may affect attention significantly but

motivation very little. On the other hand, good – quality reproduction and timeliness can be very motivating to someone interested in the product. Therefore attention value and motivation value should be considered separately when assessing alternative media. Concludes (Bovee and Arens 1989).

#### **(V). Cost Efficiency**

The final step in determining what media to select is to analyze the cost efficiency of each medium available. A common term used in media buying is “cost per thousand”. For example if a daily newspaper has 300,000 subscribers and charges \$5,000 for a full page ad, then the cost per thousand is calculated as

$$\text{Cost per thousand} = \$5,000 \text{ Divided by } 300 = \$ 16.67$$

$$\text{Cost per thousand} = \$16.67$$

## **(VI). Various Approaches Available For Media Selection**

According to Bovee and Arrens (1989), several media are attractive to use because each contains a segment of prospects for the product. Therefore the best strategy is the media mix. The reason for using the media mix include the following:

- i). To reach people not reached with only one medium
- ii). To provide additional repeat exposure in a less expensive secondary medium after optimum reach is obtained in the first medium
- iii). To utilize some of the intrinsic values of a medium to extend the creative effectiveness of the advertising campaign (such as music or radio or long copy in print media)
- iv). To deliver coupons in print media when the primary vehicle in the media plans is broadcast.
- v). To produce synergism, an effect achieved when the sum of parts is greater than that expected by adding the individual parts.

## **VII). Mechanical Consideration**

(Bovee and Arens, 1989) noted that considerations of how to use the selected media may greatly affect the overall media strategy. For example, greater attention can usually be gained from a full colour ad than a black and white ad. Likewise, a full page ad attracts more attention than a quarter page ad, with limited advertising budgets, though, large units of space or time cost dearly in terms of such things as reach, frequency and continuity. Is it better for a small advertiser to run a full-page ad once a month or a quarter page once a week? Should TV advertising use some occasional 60-second announcement or a lot of 15-30- seconds commercials. The answer to those

questions are not simple, concludes (Bovee and Arens 1989). Some messages require more time and space to be explained. Competitive activity often dictates more message units. The nature of the product itself may demand the prestige of a full page or full color. On the other hand, the need for high frequency may demand smaller units. It is sometimes better to run several small ads consistently than to run one large ad occasionally.

Other mechanical considerations include using the preferred positions of the magazine advertisements on front and back covers or sponsoring prime -time television shows, special positions sponsorships and other mechanical opportunities are usually sold at a premium by the media. The media planner must, therefore, carefully weigh the benefits of these additional costs in terms of the potential sales impact against the loss of reach and frequency.

#### **VIII). Competitive Strategy and Budget Considerations**

Media strategy must consider what competitive advertisers are doing, particularly if their advertising budgets are larger. (Bovee and Arens, 1989) noted that one general rule is to by pass media that competitors dominate and to chose instead those that offer a strong ordominant position. The reach frequency and continuity of any media plan are greatly limited by the advertising budget; of great importance therefore is an understanding of how to use their budgets most effectively.

When the selection process begins the media planner's first job is to review the nature of the product or service, the intended objectives and strategies that have been developed, and the primary and secondary target markets and audiences. The nature of the products itself may suggest the type of media to be used. If one of the objectives of the marketing and advertising campaign is to gain greater product distribution, the media selected should be those that influence

both consumers and potential dealers. For example, if the goal is to stimulate sales of a nationally distributed product in certain isolated markets, advertisement should be concentrated in the local and regional media that penetrate these markets rather than in national media. On the other hand, if the goal is to elevate product usage or company reputation, the advertiser might be willing to sacrifice the sales potential of popular local programming in favor of the prestige of high quality programmes on network television (Courtland and William, 1989).

The price of the product and the pricing strategy may influence the media choices, too. Pricing is often a key consideration in product positioning for example, a premium-priced product may require the use of prestigious or "class" media to support its market image. Reviewing the products target marketing and the campaign's target audiences is another vital step in media selection. The more the media planner knows about the market the better the media selections are likely to be. Data gathered on the target market should include its size, location, and demographic profile, such as sex, education, occupation, income and religion. Psycho graphic characteristics, such as lifestyle, personality and attitudinal traits and behavioral characteristics such as purchase cycles, benefits sought and product use habits should be studied. (Courtland and William, 1989)

## 2.6 Challenges Faced In Media Planning

Media Planning today is much more complicated than it was 5 or 10 years ago. One reason is that there are more media to choose from and each medium offers an increasing number of choices. Television, for Example, has fragmented into Network Television, Local television etc. There are now magazines aimed at every possible population segment, and even qualified national magazine produce editions for particular regions of the country or specific demographic groups, offering advertisers literary hundreds of insertion choices. In addition, nontraditional media from videotape and theatre-screened advertising widen the scope of choice. (Bovee and Arens 1989) noted that also complicating the media planner's job is the increasing fragmentation of the audiences into demographic segments. As Valerie Zenithal of Texas AandM University has put it, "The toughest job for today's media buyer may be figuring out how to reach market segments without expanding 10 times as much effort as was traditionally required. Another factor contributing to media planning difficulties is the increasing cost of all media. From 1981 to 1985, Advertising cost in all major media out stripped inflation. The average media unit cost increase was about 6% in 1986, still outfacing inflation lower than the percent increase in prior years.

Finally, the job of media planning has been made more difficult by changes in the way advertising is bought and sold, notes (Bovee and Arens, 1989). Prices on media rate cards are no longer carried in store, and negotiation has become a must and services that specialize solely in media buying are taking over many of the tasks that used to be handled by agencies or in-house buyers.

(Muller, 1999) noted that the media planning process experience the following challenges.

- There are many instances where the choice of a medium is restricted by practical problems. For instance the larger booking lead times for magazines (4-6 weeks) eliminate



them from snap tactical campaigns, which tend to go into newspapers because of the shorter deadlines (24-48 hours). Availability of commercial time is sometimes a problem on television, particularly where popular programmes are proffered.

- The high cost of utilizing some media types makes them an inappropriate option for small budget advertisers. Often it is the high cost of production (e.g. producing a T.V. Commercial) rather than the buying of the advertisements themselves, which is the restricting factor.
- The media activities of competitors create the frame within which the media strategy must be developed. The need to match the media activity of competitors, for instance, will suggest a strategy, which mirrors their current media selection.
- To produce an effective media plan today, planners need to move away from computer analysis into the field of communication options. How, why, where and when, consumers come into contact with the media they use is of greater importance than total readership or circulation. The greater the value consumers place on a medium, the greater the impact the advertising carried in that medium, will have on them.
- Media planners also need to know that the consumer's relationship with a medium has a huge effect on determining optimal frequency levels and on how many curative versions of the advertising campaign need to be produced. Placing a single creative interpretation six times over a twelve-month period, in a magazine with a high six out of six reader quotient in relation to its total audience may result in a very little added value for the brand. After second or third insertion the readers could well switch off.
- In a rapidly changing market like our own, the void between the typical media decision-maker and the man in the street, the market is growing. The greater danger is always that

media planners only evaluate media options with which they are familiar, and not necessarily those options, which are familiar to the target market.

- Outdoor remains a “medium for all seasons” and all people and this particular strength should ensure that outdoor continues to gain in value as one advertising vehicle. The advertising industry, as with radio however needs to make sure it understands fundamentals of the medium better and, perhaps more importantly the environment and micro-conditions under which the medium will be exposed.

- Many advertising campaigns, and the media plans that shape their direction and parameters fail because they do not have a well defined selling strategy, or lack a selling strategy altogether. The media brief needs to highlight the key elements of this selling strategy or at least direct the planner to a source where such information is available.

(Muller, 1999) concluded that without a sound selling strategy, media planning may represent wasted effort. Media planning does not exist as an activity unrelated to marketing... It is a service function of marketing and selling. The fact that media are often selected and used without being based on a sound selling strategy demonstrates poor logic and inefficient modes of operation.

- According to (Bovee and Arens, 1989), the goal of the media planner is to match the right media with the target audience so that the advertisements not only achieve the desired exposure but also attract attention and motivate prospective customers to act. This task certainly is not easy, but it is made even more difficult by the fact that little reliable data have been developed to accurately measure the relative strength of one medium over another in terms of exposure, attention or motivation values. However, these are still important issues that experienced media planners must consider every day.

- According to (Broadbent, 1979) media planning is always a compromise; to meet one objective adequately is to fall short at another. There is always a tug of war of which the media planner is at the center. The advertiser and the creative group may call for longer commercials, or bigger spaces in the press. They often prefer colour to black and white, they may want special positions. In other words, they want impact. But the same advertiser is likely to say that he wants a longer campaign. He is not satisfied with 24 weeks, he wants 36 weeks. The benefit should last not three weeks at a time but for weeks. At the same time it is important to get high cover. There is pressure to put more publications on a press schedule, to add a second medium. And there must not be too long between impressions. More insertions and dominations are asked for each medium used. It is only when the choices available are seen as mutually exclusive, requiring reconciliation within a fixed budget, that repetition, a second medium, the extra cost of advertisements in the press and so on can be sensibly discussed. It is the planner's job to find the point of balance. Again, this has to be by judgment, just as the main medium was chosen.
- According to (Sandage and Cott, 1998) the individual advertising situation largely determines the complexity of media planning and selection. A retailer in a small town where there is only a weekly newspaper does not have much of a problem. However, a retailer in a metropolitan area has the problem of choosing media from among newspapers, radio, Television, outdoor transit and direct mail. There are no rules of thumb or set of formulas for solving these selection problems. Each advertising situation presents its own unique set of circumstances. Each type of medium has its own character and each specific medium in turn, differs from the next. There is no single "best" medium for all advertising situations. Each media decision must be made in the light of the particular requirements of a particular situation. A limiting factor that always must be taken into

account is the budget or amount of money available for Advertising. There is never enough money to fully exploit all the media opportunities available. Therefore, advertisers must be selective. They seek to maximize the return on investment by selecting those media most efficiently and effectively.

## CHAPTER THREE

### 3.0 RESEARCH METHODOLOGY.

#### 3.1 Research Design

This study was a census survey aimed at determining the factors considered during media planning process by the advertising Agencies operating in Kenya. A Census survey was thus deemed to be a suitable.

#### 3.2 Population

The target population of interest in the study was a census of all the advertising Agencies operating in Kenya. There is a comprehensive list obtained from Steadman and Associates Report 2000 and updated with one from Nation Media Group's Agency Clients' List 2002. This gave a total of twenty advertising Agencies. It was felt that a census survey would provide a more accurate picture for an exploratory study such as this one.

#### 3.3 Data Collection

Data was collected by use of a questionnaire. The questionnaires were administered to the respondents by the researcher. They were delivered to the respondents who filled them themselves and then collected later when fully completed. The target respondents were the persons in charge of the media department in the advertising agencies i.e. media directors, media managers, media planners or media buyers. Questions were derived from the literature review on factors considered during media planning process. The questionnaire consisted of four sections:

**Section 1 -** Contained questions targeted to capture specific Agency data.

**Section 2 -** specific media planning information.

**Section 3 -** agency/ client relationship.

**Section 4 -** challenges faced by advertising agencies in handling clients.

### 3.4 Data Analysis.

Data collected was cleaned for errors and coded. Data was analyzed by using descriptive statistics such as percentages, and frequencies. These enabled the researcher to summarize and organize data in an effective meaningful way as they provide tools for reducing information to an understandable form. Factor analysis was used to determine the factors that are considered when choosing media channels to use for advertising.

## CHAPTER FOUR.

### 4.0 ANALYSIS, FINDINGS AND DISCUSSIONS.

#### 4.1 RESPONDENT PROFILES

##### 4.1.1 Age, Gender and Education.

From the responses of the survey, 66.7% of those who represented their agencies in responding to the questionnaire were aged between 25 and 34 years. 22.2% were aged between 35 and 40 years and only 5.6% were aged over 40 years. Of these respondents, 72.2% were female and 27.8% were male. 72.2% of them had University education compared to 22.2% who had college education and 5.6% who had secondary school education.

**Table 1. Age, Gender and Education.**

| Age              | Frequency | Response % |
|------------------|-----------|------------|
| 18 - 24 years    | 1         | 5.60%      |
| 25 - 34 years    | 12        | 66.70%     |
| 35 - 40 years    | 4         | 22.20%     |
| Above 40 years   | 1         | 5.60%      |
| <b>Gender</b>    |           |            |
| Male             | 5         | 27.80%     |
| Female           | 13        | 72.20%     |
| <b>Education</b> |           |            |
| Secondary        | 1         | 5.60%      |
| College          | 4         | 22.20%     |
| University       | 13        | 72.20%     |

##### 4.1.2 Size of the Advertising Agency

The agencies that participated in the survey, 55.6% of them had 20 – 50 employees. 22.2% had less than 20 employees and another 22.2% of the respondents had 50 – 100 employees.

## **4.2 ROLE OF THE AGENCIES.**

### **4.2.1 Role of the agencies in the media market.**

40% of the agencies in the media market advise advertisers on suitable media vehicles to use. 33.3% do media planning and buying to the clients. 26.7% act as a link between the advertisers and media audiences.

### **4.2.2 Advertising.**

All the agencies that responded (94.4%) indicated that advertising works. Only 5.6% of the targeted population did not respond. We may speculate that there is total agreement in the industry that advertising works.

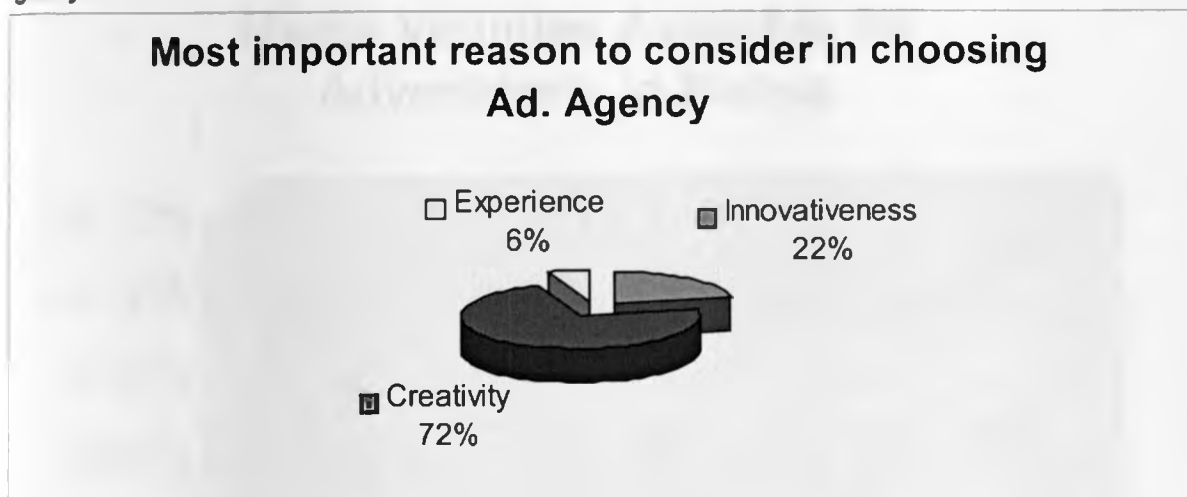
37.5% of these respondents indicated that advertising act as a constant reminder to consumers about particular brand. 37.5% indicated that research has shown that advertising works. 25% indicated that advertising increases sales.

### **4.2.3 Reasons to Consider when choosing an advertising agency.**

As Figure 1 below shows, 72.2% of the respondents indicate that creativity is the most important reason to consider when choosing an advertising agency. 22.2% indicated that innovativeness of agency in media planning proposal as the most important reason to consider while 5.6% of the respondents indicated that experience is the most important reason to consider when choosing an advertising agency.



Figure 1: Pie – chart: Most important reason to consider when choosing an advertising agency.



#### 4.3 INTERNATIONAL VS LOCAL AGENCIES.

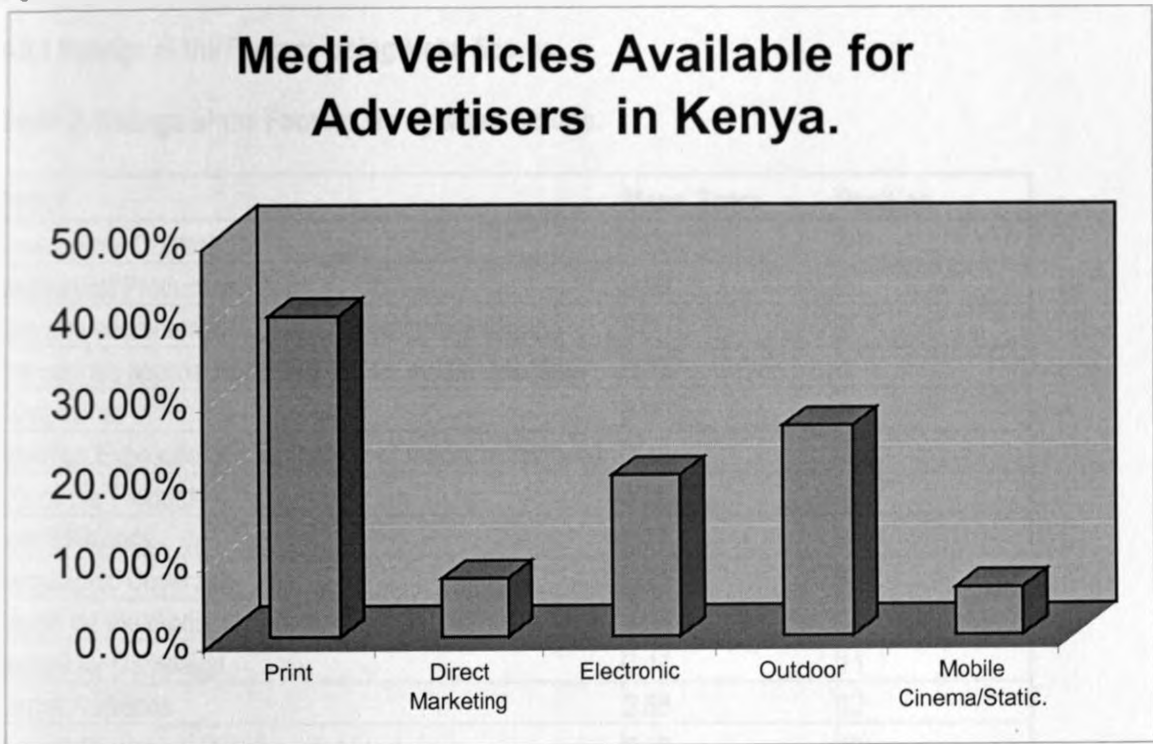
47.1% of the respondents consider local agencies worse than international advertising agencies. 29.4% of the respondents consider both the local and the international agencies to be the same and 17.6% of the respondents consider local agencies to be better than the international counterparts.

#### 4.4 MEDIA VEHICLES AVAILABLE IN KENYA FOR ADVERTISORS.

##### 4.4.1 Media Vehicles.

Figure 2 next page shows the media vehicles available for advertisers in Kenya. 40.07% of the respondents indicated that Print media. 26.35% indicated Outdoor, 20.35% indicated Electronic media, 7.33% indicated direct marketing and 6% indicated Mobile cinema/static media.

Figure 2: Bar Graph: Media Vehicles available for Advertisers in Kenya.



#### 4.4.2 Preference by Agencies.

57.1% of the respondents indicated that they have a preferred media vehicle while 42.9% did not indicate any preference. Of these respondents, 37.5% indicated that they prefer Outdoor media vehicle, 25% prefer Electronic media, 25% prefer Mobile Cinema/Static, and 12.5% prefer Print media. All the respondents who showed preference indicated that they prefer their media vehicle because of the Visual Outlook.

## 4.5 RATINGS OF FACTORS TO CONSIDER WHEN CHOOSING MEDIA VEHICLE.

### 4.5.1 Ratings of the Factors Using Mean Scores.

Table 2: Ratings of the Factors Using Mean Scores.

| Factor  | Mean Score | Position |
|---|------------|----------|
| Government Control                                    | 11.33      | 1        |
| Mechanical Production costs                           | 9.50       | 2        |
| Size and characteristics of each medium's audience    | 8.50       | 3        |
| The various approaches available for media selection  | 8.33       | 4        |
| Competition   | 8.00       | 5        |
| Attention Exposure and Motivation of media considered | 7.42       | 6        |
| 4Ps of the Product                                    | 6.92       | 7        |
| Cost Efficiency                                       | 5.77       | 8        |
| Geographic Coverage                                   | 5.71       | 9        |
| Reach for the media channel                           | 4.33       | 10       |
| Budget for Campaign                                   | 3.44       | 11       |
| Target Audience                                       | 2.88       | 12       |
| Overall Campaign objective and strategy.              | 2.00       | 13       |

From the table above it is shown that Government control is rated as the first with a mean score of 11.33, as factor to consider when choosing a media vehicle. This is followed by Mechanical production costs with a mean score of 9.50, Size and characteristics of each medium's audience with a mean score of 8.50, various approaches available for media selection with a mean score of 8.33. The other ratings are shown in the table above.

### 4.5.2 Factor Analysis.

By using factor analysis to determine the factors to consider during media planning process, the findings came up as follows. Three factors were extracted from the analysis using principal component analysis and rotating it using Varimax. The factors extracted were as follows.

Factor was named Media Environment. It comprised of the following components.

1. Reach of the media channel.

2. Competition.
3. Attention
4. Cost Efficiency
5. Size and characteristics of each medium audience.

Factor 2 was named Media Product Campaign and it comprised of the following components: -

1. Mechanical production costs.
2. Budget for campaign.
3. Geographic coverage
4. Government controls
5. 4P's of the product.

Factor 3 was named the Media Planning Strategy and it comprised of the following components: -

1. Overall Campaign objectives and strategy.
2. The various approaches viable for media selection.
3. Target audience.

## **4.6 BRANDS/CLIENTS and BRAND CATEGORIES DEALT WITH.**

### **4.6.1 Brand Categories.**

The table below shows the major brand categories dealt with by the advertising agencies. From the table it is shown that Alcohol is dealt with by 28.79% and this brand takes the highest share of advertising agencies. Personal care products or brands take second share with 9.15% of the agencies. Third is the motor brand with 8.21% of the share of agencies. The others are shown below;

**Table 3: Brand Categories Dealt with by Agencies.**

| <b>Brand Category</b>         | <b>Response %</b> |
|-------------------------------|-------------------|
| Alcohol                       | 28.79%            |
| Personal Care                 | 9.15%             |
| Motor                         | 8.21%             |
| Oil and Energy                | 7.70%             |
| Finance and Insurance         | 6.63%             |
| Food                          | 5.70%             |
| Transport                     | 5.56%             |
| Household                     | 5.36%             |
| Toiletries                    | 5.35%             |
| Office Equipment and Services | 4.87%             |
| Health/Pharmaceuticals        | 4.52%             |
| Publishing/Media/Education    | 3.29%             |
| Tobacco                       | 3.09%             |
| Soft Drinks                   | 1.27%             |
| Wearing Apparels              | 0.59%             |

#### **4.6.2 Brands/Clients Dealt with.**

The major clients or brands dealt with by the agencies include Coca-cola, Safaricom, Mobil, Brookside, NSSF, Unilever, BAT, DT Dobie, Unga, British Airways, Resincot, etc. These clients share of the agencies market is shown in the table next page.

**Table 4: Major Brands/Clients Dealt With.**

| <b>BRANDS/CLIENTS</b> | <b>Response %</b> |
|-----------------------|-------------------|
| Banking Services      | 19.43%            |
| Safaricom             | 12.03%            |
| Kenya Postel          | 8.33%             |
| Dairy Products        | 8.33%             |
| Cars                  | 6.47%             |
| Unilever              | 5.57%             |
| Drugs                 | 4.63%             |
| Flamingo              | 3.70%             |
| Unga                  | 2.77%             |
| Travel                | 2.77%             |
| Telekom               | 2.77%             |
| Resincot              | 2.77%             |
| D.T. Dobie            | 2.77%             |
| British Airways       | 2.77%             |
| Procter and Gamble    | 1.87%             |
| NSSF                  | 1.87%             |
| Mobil                 | 1.87%             |
| Insurance             | 1.87%             |
| Hot Beverages         | 1.87%             |
| Coca-Cola             | 1.87%             |
| Brookside             | 1.87%             |
| BAT                   | 1.87%             |

From the table above it is shown that Banking service take a major share with 19.43% of the agency share, followed by Safaricom with 12.03% of the agencies' share. Kenya Postel and Dairy products share the third spot in agencies' share with 8.3% each. The others are as shown in the table above.

88.9% of the agencies have regular contact with their major clients. 11.1% have both regular contact and ad-hoc contracts.

#### **4.7 MEDIA PLANNING.**

##### **4.7.1 Product/Brand the agency would prefer to advertise in National Radio.**

25% of the agencies would prefer to advertise Drugs in the national radio. 18.8% would prefer to advertise Safaricom products in the national radio and another 18.8% would prefer to advertise FMCG products in the national radio. 6.3% of the respondents for each of the following would prefer national radio; Coca-Cola, Banking services, Mobil, NSSF, Aids Awareness Campaign, and Oil.

The reason for preference of the national radio was given by 77.8% as the mass market. The other 22.2% did not indicate any reason.

##### **4.7.2 Product/Brand they would prefer to advertise in the Regional Radio.**

In the regional radio, 41.7% of the respondents would prefer to advertise Drugs. 16.7% of the respondents would prefer to advertise Safaricom products in the regional radio. 8.3% of the respondents for each of the following would also prefer regional radio; Travel, Mobil, FMCG, Aids Awareness Campaigns.

The reason for preference of the regional radio for the advertisement was given by 70% of the respondents as Mass Market, 20% indicated the reason as regional usage and 10% indicated that it was because of unavailability in some regions.

##### **4.7.3 Product/Brand would prefer to advertise in the National TV.**

27.3% of the respondents would prefer to advertise Drugs in the national TV. 18.2% respondents for each of the following would prefer to advertise in the national TV also; Banking Services, Safaricom, and Cars. 9.1% respondents for each of the following would prefer to advertise in the National TV; Hot Beverages and FMCG.

The reason for preference of the National TV according to 77.8% of the respondents is because of mass market, 11.1% indicated that they use the TV because it is unavailable in some regions, while another 11.1% indicated that they use the national TV because they require visual impact.

#### **4.7.4 Product/Brand they would prefer to advertise in the Regional TV.**

20% of the respondents would advertise Safaricom and another 20% would advertise Flamingo on the regional TV. The other respondents, 10% for each of the following would advertise on the regional TV; Banking Services, FMCG, Cars, Drugs, Always, and Aids Awareness Campaign. The reason that 85.7% give is that it is because of Mass Market, 14.3% cite unavailability in some regions.

#### **4.7.5 Product/Brand to Advertise in National Dailies.**

23.1% of the respondents would advertise Banking services in the national dailies. 15.4% would advertise Safaricom and another 15.4% would advertise Cars. 7.7% of the respondents for each of the following products would advertise in the national dailies; Dairy products, Kenya Postel, Services, Drugs, Insurance, and B.A..T. The reason for preference was given by 71.4% of the respondents as mass market and 10% of the respondents indicated that it was because it acts as frequent reminder to general public.

#### **4.7.6 Product/brand would advertise in the National Monthly magazine.**

30% of the respondents would advertise drugs on the national monthly magazine. 20% would advertise banking services and another 20% would advertise Safaricom on the national monthly magazine. 10% of the respondents for each of the following would also advertise on the national monthly magazine; services, Kenya Postel, and insurance. The reason for advertising in the national monthly magazine was given by all the respondents as mass market.



#### **4.7.7 Product/Brand would advertise in Billboards.**

28.6% of the respondents indicated that they would advertise Safaricom on the Billboards. 14.3% of the respondents for each of the following products/brands would advertise also in the Billboards; Unilever, FMCG, Cars, Drugs, and Del Monte. The reason for preference of the billboards is 88.9% indicated it is because of mass market, and 11.1% indicated that it acts as a frequent reminder to the public.

#### **4.7.8 Product/Brand would advertise on a Bus.**

40% of the respondents would advertise Cars on a Bus. 20% of the respondents for each of the following products would advertise on the bus also; Safaricom, British Airways, and Drugs. The reason for the preference of a bus according to 75% of the respondents is because of the mass market and according to 25% it is because it acts as a general reminder to the public.

#### **4.7.9 Opinions about Media Planning.**

The table below shows the mean scores of the statements that the respondents agreed or disagreed with. From the table below, the respondents agreed that the consumers are an important factor in advertising design with a mean score of 5.72. It is followed by the response that they respondents like their job with a mean score of 5.61. Reach is an important consideration for media planning with a mean score of 5.39. The brand determines the media vehicle to be used in advertising with a mean score of 5.22. The other factors are as shown in the table below.

**Table 5: Opinion about media planning.**

| <b>Factor</b>  | <b>Mean Score</b> |
|--|-------------------|
| The consumers are an important factor in advertising design  | 5.72              |
| I like my work   | 5.61              |
| Reach is an important consideration for media planning       | 5.39              |
| The brand determines the media vehicle to be used in Ad      | 5.22              |
| Electronic media has more reach than print media             | 4.94              |
| FMCG's are best advertised on electronic media               | 4.67              |
| Training is Available for my kind of work                    | 4.11              |
| The agency makes the final decision on which media to use.   | 4.00              |
| Products costs determine the cost of advertising in any idea | 3.59              |
| The client makes the final decision on which media to use    | 3.44              |
| Cost is not a hindrance to my clients                        | 2.94              |
| Clients determine the media type to be used                  | 2.89              |
| Television is suitable to advertise any brand                | 2.47              |
| Print media is most effective to advertise any brand         | 2.39              |
| Radio is not effective advertising media                     | 1.61              |

#### **4.7.10 Preferred Media for advertising (for greater impact in Marketing).**

71.4% of the respondents indicated that the radio is the preferred media for advertising for greater marketing impact. 21.4% indicated that the TV is the preferred media of advertising for greater marketing impact while 7.1% indicated that newspapers and magazines were the preferred media of advertising for greater impact in marketing.

61.5% of the respondents indicated that the reasons for the preference was because of higher marketing penetration and 38.5% indicated their reason of preference that it is cheaper in cost per thousand.

61.1% of the respondents were fairly satisfied with the level of quality of service from the preferred media. 16.7% of the respondents indicated that they are neither satisfied nor dissatisfied with the level of quality of service from the preferred media. 11.1% indicated that they were very satisfied with the level of quality of service from preferred media.

According to 33.3% of the respondents, the greatest challenge in choice of media vehicle in planning is the regular research on all media. 55.6% indicated that the greatest challenge is effectiveness and 11.1% indicated the challenge as reach.

#### **4.8 RATINGS ON EFFECTIVENESS TOWARDS THE USE OF DIFFERENT MEDIA IN MARKETING APPROACH FOR THE CLIENTS.**

##### **4.8.1 Effectiveness as a permanent record of advertisements rating.**

By using the mean scores to rate the effectiveness of the media as a permanent record in marketing, the respondents rated the following media as shown in the table below.

**Table 6: A permanent record of advertisements.**

| <b>A Permanent Record of Advertisements</b> | <b>Mean Score</b> |
|---|-------------------|
| Other                                       | 6.50              |
| Branded                                     | 5.67              |
| City Clocks                                 | 5.00              |
| Wall  | 4.83              |
| TV  | 4.67              |
| Radio                                       | 4.54              |
| Bus Shelters                                | 4.42              |
| Newspapers                                  | 4.38              |
| Billboards                                  | 3.67              |

The table above shows that other media apart from the ones named were more effective in marketing. The Branded products were indicated as the second effective media in marketing with a mean score of 5.67. City Clocks had a mean score of 5.00 and thus third most effective medium of advertisement with a permanent record of advertisement. The rest are shown in the table above.

#### 4.8.2 Effectiveness as a Comprehensive in Scope in marketing.

Table 7: Comprehensive in Scope.

| Comprehensive in Scope. | Mean Score |
|-------------------------|------------|
| Other                   | 7.00       |
| City Clocks             | 5.50       |
| Wall                    | 5.42       |
| Branded                 | 5.33       |
| Bus Shelters            | 5.27       |
| Billboards              | 4.00       |
| Radio                   | 3.92       |
| TV                      | 3.58       |
| Newspapers              | 3.25       |

From the table above the other media apart from the listed media, were more effective in comprehensive scope in marketing with a mean score of 7.00. The next most effective in comprehensive scope in marketing was City Clocks with a mean score of 5.50 and Walls followed this with a mean score of 5.42. Branded products were also effective in scope in marketing with a mean score of 5.33. Bus shelter had a mean score of 5.27 and thus was also effective. The others are as listed in the table above.

#### 4.8.3 Effectiveness as a Local medium covering specific geographic areas.

**Table 8: A local medium covering specific geographic areas.**

| A Local Medium Covering Specific Geographic Areas | Mean Score |
|---|------------|
| Billboards  | 9.20       |
| Other   | 7.25       |
| Branded   | 6.11       |
| TV  | 5.86       |
| Bus Shelters                                      | 5.64       |
| Newspapers  | 4.85       |
| Radio   | 4.50       |
| Wall  | 4.21       |
| City Clocks                                       | 3.71       |

From the table above, with a mean score of 9.20, the billboards were found to be the most effective medium in marketing as a local medium covering a specific geographic area. Other media apart from the ones listed were also effective with a mean score of 7.25. Branded products with a mean score of 6.11 was third most effective medium in marketing as a local medium covering a specific geographic area. The other media are as given in the table above.

#### 4.8.4 Effectiveness as a mass medium of communication.

**Table 9: A mass medium of Communication.**

| A Mass medium of Communication | Mean Score |
|--------------------------------|------------|
| Bus Shelters                   | 30.75      |
| Other                          | 11.92      |
| Wall                           | 6.38       |
| TV                             | 5.82       |
| City Clocks                    | 5.08       |
| Billboards                     | 4.58       |
| Newspapers                     | 4.17       |
| Branded                        | 3.58       |
| Radio                          | 3.00       |

From the table above, it was found that Bus shelters rank high as an effective mass medium of communication in marketing with a mean score of 30.75 while Other media which were not

specified rank next with a mean score of 11.92. The other media ranking high include, Wall, TV and City Clocks. The details of means scores are shown in the table.

#### 4.8.5 Effectiveness as an Offer of concentrated medium of Communiation in terms of time.

**Table 10: Concentrated Medium of Communication in terms of time.**

| Concentrated Medium of Communication in terms of time. | Mean Score |
|--|------------|
| Wall   | 6.86       |
| City Clocks  | 5.60       |
| Billboards   | 5.60       |
| TV   | 5.33       |
| Bus Shelters   | 5.00       |
| Radio  | 4.00       |
| Newspapers   | 3.82       |
| Branded  | 3.50       |
| Other  | 3.25       |

From the table above it was found that Wall ranks high as a concentrated medium of communication in terms of time with a mean score of 6.86. City Clocks was next with a mean score of 5.60 and Billboards tying with 5.60 mean score. TV. was also found to be effective as a concentrated medium of communication with a mean score of 5.33. The details of the media effectiveness as a concentrated medium of communication in terms of time are shown in the table above.

#### 4.8.6 Effectiveness as a medium with a wider reach.

Table 11: A medium with a wider reach.

| Have a Wider Reach | Mean Score |
|--------------------|------------|
| Branded            | 6.50       |
| Other              | 5.67       |
| City Clocks        | 5.50       |
| Bus Shelters       | 5.09       |
| Wall               | 5.08       |
| TV                 | 4.08       |
| Radio              | 3.92       |
| Billboards         | 3.92       |
| Newspapers         | 2.86       |

From Table 11 above, it was found that Branded products are effective medium with a wider reach with a mean score of 6.50. The respondents indicated that other media, which were not specified, also ranked high with a wider reach, with a mean score of 5.67. City Clocks ranked next with a mean score of 5.50. The others, which were found to be effective as a medium with a wider reach, were, Wall, Bus shelters, TV etc. The details are shown in the table above.

#### 4.8.7 Effectiveness as a medium that Targets a given Customer segment.

Table 12: Targets given customers segment.

| Targets Given Customer Segment | Mean Score |
|--------------------------------|------------|
| Other                          | 8.33       |
| Branded                        | 6.75       |
| Wall                           | 5.92       |
| Bus Shelters                   | 5.62       |
| City Clocks                    | 4.54       |
| Radio                          | 4.15       |
| Billboards                     | 4.15       |
| TV                             | 3.92       |
| Newspapers                     | 3.62       |

From Table 12, it was found that Other media ranked high in targeting a given customer segment with a mean score of 8.33. Also found to rank high were branded products with a mean score of 6.75, Wall with a mean score of 5.92, and bus shelters with a mean score of 5.62. The other details are given in the table above.

#### 4.8.8 Effectiveness as Timely and Devoted to a particular topic.

**Table 13: Timely and Devoted to a particular topic.**

| <b>Timely and Devoted to Particular Topic.</b> | <b>Mean Score</b> |
|--|-------------------|
| Branded  | 7.00              |
| Other  | 6.33              |
| Bus Shelters                                   | 6.17              |
| Wall   | 5.75              |
| City Clocks                                    | 5.42              |
| Billboards                                     | 4.33              |
| Newspapers                                     | 3.67              |
| TV   | 3.25              |
| Radio  | 3.00              |

From the table above, it was found that Branded products were effective in marketing as timely and devoted to particular topic with a mean score of 7.00. Other unspecified media were ranked next with a mean score of 6.33. Bus shelters were ranked next with a mean score of 6.17. The other details are as shown in the table above.



## 4.9. ISSUES IN CLIENT SATISFACTION AND MEDIA PLANNING.

### 4.9.1 Timing and Delivery of Results (Delay)

Table 14: Timing and Delivery of Results (Delay)

| Issues in Client Satisfaction.                         | Mean Score |
|--|------------|
| High Cost  | 5.92       |
| Closer understanding of Client business.               | 5.62       |
| Irrelevant creative development for strategic audience | 5.38       |
| Competence of Agency staff                             | 5.33       |
| Inaccurate creative development for product strategy   | 4.92       |
| Lack of Target customer understanding                  | 4.42       |
| Ineffective Choice of media campaign                   | 4.23       |
| Interpretation of Client Briefs                        | 4.07       |
| Timing and Delivery of Results (Delay)                 | 3.19       |

From the table above, the issues in client satisfaction were ranked using their mean scores. The finding was that, High cost ranks high in the issues affecting customer satisfaction with a mean score of 5.92. Closer understanding of the client business ranks next with a mean score of 5.62. Irrelevant creative development for strategic audience ranks next with a mean score of 5.38. Competence of agency staff also is an issue in customer satisfaction with a mean score of 5.33. The other details are as shown in the table above.

### 4.9.2 Key issues in client satisfaction in media planning.

From the findings of the survey, 35.3% of the respondents indicated that in media planning the key issue is accuracy in target reach. 29.4% of the respondents indicated that the key issue is justification of media placement. 17.6% of the respondents indicated that the key issue is Innovation, while 11.8% indicated that the key issue is the selection of medium for the product and 5.9% indicated that the key issue is cost.

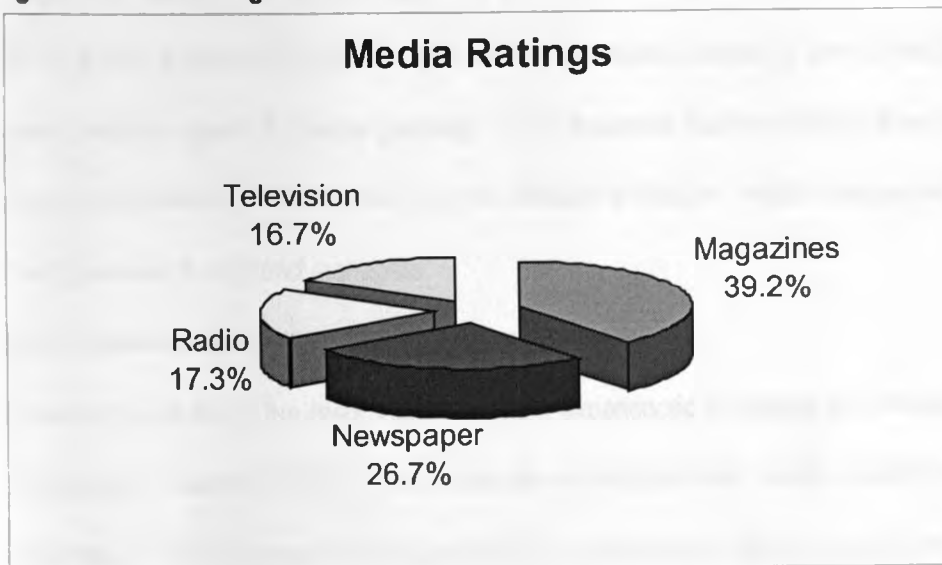
### 4.9.3 Media Type Rating.

The survey also investigated the ratings for the types of media. The types of media investigated included the Television, the radio, Newspapers, and magazines. The ratings in mean scores were as follows. The table shows the mean scores of the media and the pie – chart shows the scores in percentage.

**Table 15: Media Ratings.**

| Medium     | Mean Scores |
|------------|-------------|
| Magazines  | 3.92        |
| Newspaper  | 2.67        |
| Radio      | 1.73        |
| Television | 1.67        |

**Figure 3: Media Ratings.**



From the table and the pie chart above Magazines are rated highly as a medium with a rating of 39.2% or a mean score of 3.92. Newspapers are rated second with a mean score of 2.67 or 26.7%, while Radio has a rating of 17.3% and TV a rating of 16.7%.

#### **4.9.4 How Costing of Media Buying Affect Planning Decisions.**

85.7% of the respondents indicated that in media planning, the cost of media buying affect the desired reach objectives. 14.3% indicated that the expectations of media discounts affect the planning decisions.

#### **4.9.5 Greatest challenge Facing media planning process in Kenya.**

27.8% of the respondents indicated that the greatest challenge facing media planning process in Kenya is choice of media. Another 27.8% of the respondents indicated the greatest challenge is cost. 22.2% indicated that the greatest challenge facing media planning process in Kenya is lack of frequently updated research, while another 22.2% indicated that the greatest challenge is the lack of reliable data.

#### **4.9.6 Difficulties faced in handling clients in media planning**

29.9% of the respondents indicated that Lack of adequate budgets is one of the difficulties faced when handling clients in media planning. 15.1% indicated that the difficulty they face is lack of proper media briefs. 37% indicated that the difficulty is frequent media changes and another 18% cited ignorance from brand managers.

#### **4.9.7 Problems experienced dealing with media owners.**

According to 36.5% of the respondents, problem experienced in dealing with media owners is lack of interest in clients. 19.8% of the respondents indicated that media owners are unwilling to negotiate. 15.65% indicated that the problem they experience is that the owners are ignorant of the advertising industry. 12.5% cited the problem of costs while 9.45 cited the problem of short notices on media events. 6.25% cited the problem of too many media vehicles to choose from.

## CHAPTER FIVE

### 5.0 SUMMARY AND CONCLUSIONS.

#### 5.1 SUMMARY

The aim of this study was to study how the advertisers operating in Kenya choose the right Media that will reach the right number of appropriate target audience, the right number of times in the right environment at minimum cost to achieve their products and service marketing objectives.

The objective of study was determine the factors considered when choosing the media channels to use for advertising. The population of study was 20 advertising agencies operating in Kenya. This was a census. There was a response rate of 90%.

The objective of the study was to determine the factors considered by advertising agencies in choosing the media channels to use for advertising. From the findings from the survey, three factors were identified.

1. Media Environment
2. Media Product Campaign.
3. Media Planning Strategy.

The media environment was found to consist of components like the reach of the media channel, the competition, and the attention the channel attracts, the cost efficiency and the size and characteristics of each medium audience. From these, the size and the characteristics of each medium audience ranked high with a mean score of 8.50 followed by competition with a mean score of 8.00 and then the attention, exposure and motivation of media considered with a mean score of 7.42 and the reach of the media channel with a mean score of 4.33.

In the Media Product Campaign it was found to consist of components like the mechanical production costs, the budget for the campaign, the geographic coverage, the government control

and the 4P's of the product. From these, Government control ranked high as a factor to consider when deciding on media channel to use with a mean score of 11.33. The second rated factor or component was the mechanical production costs with a mean score of 9.50 and followed by the 4P's of the product with a mean score of 6.92. Geographic coverage is ranked fourth with a mean score of 5.71 and the budget for the campaign is ranked last with a mean score of 3.44.

In the Media Planning Strategy, the components included the overall campaign objective and strategy, the various approaches available for media selection and the target audience. The various approaches available for media selection rated high with a mean score of 8.33. Second rated was target audience with a mean score of 2.88 and last rated was the overall campaign objective and strategy with a mean score of 2.00.

## **5.2 CONCLUSION.**

In conclusion the study addressed and came up with important findings. The study found out that in the advertising agency industry, majority of those employed in the industry are young between 25 – 34 years (66.7%) and are female (72.2%) and have university education (72.2%).

Those agencies, which participated in the study, slightly over half of them are relatively small in terms of the number of employees with 20 –50 employees. These firms mostly advise the advertisers on the suitable media vehicle to use. The survey also identified that advertising works.

Creativity was identified as the most important reason to consider when choosing an advertising agency. In choosing media vehicle, government control is a big factor to consider in choosing the media vehicle to use. This may be due to cost factors and the geographical coverage.

### **5.3 LIMITATIONS OF STUDY.**

This study was limited by the fact that, there was very little time to exhaustively study the problem.

It was also a very taxing affair collecting data because most of the agencies were suspicious of the study that whatever they may divulge will find its way to the competitors.

### **5.4 RECOMMENDATIONS FOR FURTHER RESEARCH.**

The researcher recommends that further study be done on the following.

1. The Effects of government controls of media vehicle on the advertising.
2. The advertising agencies competitive practices.
3. The factors considered by advertising agencies in choosing clients.

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# APPENDICES

## APPENDIX 1: QUESTIONNAIRE

### CHAPTER 1. SPECIFIC AGENCY DATA

Respondent's name: \_\_\_\_\_  
Agency Name: \_\_\_\_\_  
Telephone \_\_\_\_\_  
Respondents Address: \_\_\_\_\_  
Job Title \_\_\_\_\_

#### AGE:

Under 18-----1>Close  
18-24-----2  
25-34-----3  
35-40-----4  
40+ -----5

#### GENDER

Male-----1  
Female-----2

#### EDUCATION

Primary-----1>Close  
Secondary-----2  
College-----3  
University-----4

| Size of advertising agency |   |
|----------------------------|---|
| 1. LESS THAN 20 EMPLOYEES  | 1 |
| 3. 20 – 50 EMPLOYEES       | 2 |
| 5. 50 – 100 EMPLOYEES      | 3 |
| 7. MORE THAN 100 EMPLOYEES | 4 |

**Q001.** The statements below are about the role agencies play in the media Market, which **ONE** statement do you agree with **MOST**? [Tick one]

01. Advise advertisers on suitable media vehicles.
02. Media planning and buying for clients.
03. Act as a link between advertisers and media audiences.
04. Determine media content in the various vehicles.

05. Nothing.

**Q002. Does advertising really work?**

01. Yes                      02. No

**Q002B. If yes, Why?**

-----  
\_\_\_\_\_

**Q003. Which is the most important reason that an advertiser should consider when choosing an agency?** \_\_\_\_\_

\_\_\_\_\_

**Q004. In your view how do agencies without international linkages compare with those that have?**

01. Better  
02. Same  
03. Worse  
04. Don't know

**Q005. What media vehicles are currently available in Kenya for advertisers?**

1. \_\_\_\_\_  
2. \_\_\_\_\_  
3. \_\_\_\_\_  
4. \_\_\_\_\_  
5. \_\_\_\_\_

**Q006A. Does your agency have a preferred media vehicle for its use in advertising?**

01. Yes                      02. No

**Q006B. If yes, which one?** \_\_\_\_\_

**Q006C. Why?** \_\_\_\_\_

-----

**Q007. What do specific agencies consider MOST when choosing a media vehicle for use in advertising? [Please tick in order of importance from 1- where 1 is the most important]**

|   |                            |  |
|---|----------------------------|--|
|   |                            |  |
| 1 | Budget for the campaign    |  |
| 2 | Reach of the media channel |  |
| 3 | Target audience            |  |
| 4 | Geographic coverage        |  |

|     |   |  |
|-----|---|--|
| 5   | Cost efficiency   |  |
| 6   | 4Ps of the product  |  |
| 7   | Competition   |  |
| 8   | Size and characteristics of each medium's audience                |  |
| 9   | Government control  |  |
| 10  | Attention, exposure and motivation of the media being considered. |  |
| 11  | The various approaches available for media selection.             |  |
| 12  | Mechanical production costs                                       |  |
| 13. | Overall campaign objectives and strategy.                         |  |

**SECTION 2. SPECIFIC MEDIA PLANNING INFORMATION**

The survey is designed to measure your own personal experience with media planning in your profession. Please answer the following questions .....

Q008. *Which of the following brand categories do you deal with? Please tick accordingly.*

|                                       |           |
|---------------------------------------|-----------|
| <b>Alcohol</b>                        | <b>1</b>  |
| <b>Transport</b>                      | <b>2</b>  |
| <b>Health/Pharmaceuticals</b>         | <b>3</b>  |
| <b>Foods</b>                          | <b>4</b>  |
| <b>Finance and insurance</b>          | <b>5</b>  |
| <b>Publishing/media/education</b>     | <b>6</b>  |
| <b>Office equipments and services</b> | <b>7</b>  |
| <b>Oil and Energy</b>                 | <b>8</b>  |
| <b>Personal care</b>                  | <b>9</b>  |
| <b>Toiletries</b>                     | <b>10</b> |
| <b>Wearing apparels</b>               | <b>11</b> |
| <b>Soft drinks</b>                    | <b>12</b> |
| <b>Stores /supermarkets</b>           | <b>13</b> |
| <b>Motor</b>                          | <b>14</b> |
| <b>Household</b>                      | <b>15</b> |
| <b>Tobacco</b>                        | <b>16</b> |
| <b>Others (specify)</b> _____         |           |

Q009. *Who are your three current major client products/ Brands?*

|          |  |
|----------|--|
|          |  |
| <b>1</b> |  |
| <b>2</b> |  |
| <b>3</b> |  |

Q0010. How would you classify your relationship with your major clients?

|                         |          |
|-------------------------|----------|
| <b>Regular contract</b> | <b>1</b> |
| <b>Ad hoc contracts</b> | <b>2</b> |
| <b>Both</b>             | <b>3</b> |

From this point onwards, we shall assess your relationship with your clients media planning.

**ANSWER THE FOLLOWING QUESTIONS BASING THEM ON MEDIA PLANNING AS YOUR PROFESSION.**

Q0011. Which products/Brands would you prefer advertising MOST in the following media vehicles? Why?

|    | <b>MEDIA</b>                      | <b>PRODUCT / BRAND</b> | <b>WHY?</b> |
|----|-----------------------------------|------------------------|-------------|
| 1  | <b>National Radio</b>             |                        |             |
| 2  | <b>Regional Radio</b>             |                        |             |
| 3  | <b>National Television</b>        |                        |             |
| 4  | <b>Regional Television</b>        |                        |             |
| 5  | <b>National Dailies</b>           |                        |             |
| 6  | <b>National Weekly magazines</b>  |                        |             |
| 7  | <b>National Monthly magazines</b> |                        |             |
| 8  | <b>Billboards</b>                 |                        |             |
| 9  | <b>Bus</b>                        |                        |             |
| 10 | <b>Other specify _____</b>        |                        |             |

Q0012. Below are statements about media planning, Please read each one carefully and indicate your level of agreement with each statement. Check only one box for each statement.

|    |   | 1                   | 2        | 3                 | 4              | 5     | 6                |
|----|---|---------------------|----------|-------------------|----------------|-------|------------------|
|    |   | Completely disagree | disagree | Slightly disagree | Slightly agree | Agree | Completely agree |
| 1  | <i>I like my work</i>   |                     |          |                   |                |       |                  |
| 2  | <i>Training is available for my kind of work</i>                            |                     |          |                   |                |       |                  |
| 3  | <i>Electronic media has more reach than print media in Kenya</i>            |                     |          |                   |                |       |                  |
| 4  | <i>Clients determine the media type to be used.</i>                         |                     |          |                   |                |       |                  |
| 5  | <i>The brand determines the media vehicle to be used in advertising.</i>    |                     |          |                   |                |       |                  |
| 6  | <i>FMCGs are best advertised on electronic media</i>                        |                     |          |                   |                |       |                  |
| 7  | <i>Reach is an important consideration in media planning</i>                |                     |          |                   |                |       |                  |
| 8  | <i>Cost is not a hindrance to my clients</i>                                |                     |          |                   |                |       |                  |
| 9  | <i>Production costs determine the cost of advertising in any media type</i> |                     |          |                   |                |       |                  |
| 10 | <i>Television is suitable to advertise any brand</i>                        |                     |          |                   |                |       |                  |
| 11 | <i>Radio is not an effective advertising media</i>                          |                     |          |                   |                |       |                  |
| 12 | <i>Print media is most effective to advertise any brand.</i>                |                     |          |                   |                |       |                  |
| 13 | <i>The client makes the final decision on which media to use</i>            |                     |          |                   |                |       |                  |
| 14 | <i>The agency makes the final decision on which media to use</i>            |                     |          |                   |                |       |                  |
| 15 | <i>The consumers are an important factor in advertising design</i>          |                     |          |                   |                |       |                  |

Q0013. If one of your clients asked you to recommend an effective vehicle for greater impact in the market, which media would you recommend and why?

|                             |  |
|-----------------------------|--|
| <i>Radio</i>                |  |
| <i>Television</i>           |  |
| <i>Newspapers/Magazines</i> |  |
| <i>Other (specify)</i>      |  |

Q0013B. Why? \_\_\_\_\_

Q0014. Overall, how satisfied are you with the quality of service you receive from the Media already mentioned to your clients business?  
**GIVE ONLY ONE ANSWER**

|   |  |
|---|--|
| <i>Extremely satisfied</i>                |  |
| <i>Very satisfied</i>                     |  |
| <i>Fairly satisfied</i>                   |  |
| <i>Neither satisfied nor dissatisfied</i> |  |
| <i>Fairly dissatisfied</i>                |  |
| <i>Not very satisfied</i>                 |  |
| <i>Not at all satisfied</i>               |  |
| <i>Don't know</i>                         |  |

Q0015. What would you say is the greatest challenge in THE CHOICE OF MEDIA vehicle in planning? \_\_\_\_\_

*This part of the questionnaire shows different statements which we think are important and relevant in Media Planning amongst others*

**Q0016. Which of the following statements reflects effectiveness towards the use of different media in your marketing approach for your clients? [Please rate each attribute on a scale of 1-9 against each media type]**

|  | Newspaper | Radio | Billboard | City clocks | Wall branding | Branded | TV | Bus shelters | Other(Specify |
|--|-----------|-------|-----------|-------------|---------------|---------|----|--------------|---------------|
| <i>A permanent record of advertisements</i>  |           |       |           |             |               |         |    |              |               |
| <i>Comprehensive in scope</i>  |           |       |           |             |               |         |    |              |               |
| <i>a local medium covering specific geographic areas</i>                             |           |       |           |             |               |         |    |              |               |
| <i>A mass medium of communication</i>  |           |       |           |             |               |         |    |              |               |
| <i>Offer a concentrated medium of communication as is where is, in terms of time</i> |           |       |           |             |               |         |    |              |               |
| <i>Have a wider reach</i>  |           |       |           |             |               |         |    |              |               |
| <i>Targets a given consumer segment</i>  |           |       |           |             |               |         |    |              |               |
| <i>Timely and devoted to a particular topic</i>                                      |           |       |           |             |               |         |    |              |               |

**Section 3. SPECIFIC AGENCY/CLIENT RELATIONSHIP**

**Q0017. What are the most important issues raised by your clients in as far as media planning is concerned [Please rate each on a scale of 1-10]**

|   |  |
|---|--|
| <i>Timing of delivery of results (delay)</i>                        |  |
| <i>Interpretation of client brief</i>                               |  |
| <i>Competence of agency staff</i>                                   |  |
| <i>High cost</i>  |  |
| <i>Ineffective choice of media for campaign</i>                     |  |
| <i>Inaccurate creative development for product category</i>         |  |
| <i>Lack of target consumer understanding</i>                        |  |
| <i>Irrelevant /complex creative development for target audience</i> |  |
| <i>Closer understanding of client business</i>                      |  |
| <i>Others (specify)</i>   |  |

**Q0018. What is the key issue in client satisfaction that clients insist? on in media planning? \_\_\_\_\_**

**Q0019. What are the most preferred media types by your clients? Please indicate them in order of preference (1 to3)**

| <b>MEDIA TYPE</b>      | <b>PREFERENCE</b> |
|------------------------|-------------------|
| TELEVISION             |                   |
| RADIO                  |                   |
| NEWSPAPER              |                   |
| MAGAZINES              |                   |
| OTHERS (SPECIFY) _____ |                   |
|                        |                   |

**Q0020.** How does costing for media buying affect media planning decisions for your clients today? \_\_\_\_\_  
 \_\_\_\_\_

**Section 4. CHALLENGES**

**Q0021.** What do you consider to be the greatest challenge facing the media planning process in Kenya today? \_\_\_\_\_  
 \_\_\_\_\_

**Q0022.** List down three difficulties you face in handling your clients in as far as Media planning is concerned?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**Q0023.** What problems do you experience in dealing with media owners?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**THANK YOU VERY MUCHI.THIS IS THE END OF THE QUESTIONNAIRE.**





**APPENDIX 3: LETTER OF INTRODUCTION**

**MS. KOROS ROSEMARY CHEBET**

**C/O MBA OFFICE  
UNIVERSITY OF NAIROBI  
P.O BOX 30197,  
NAIROBI.**

**1.7 JULY 2002**

Dear Respondent,

I am a postgraduate student studying for a master of Business and Administration Degree at the Faculty of Commerce, University of Nairobi. I am currently conducting a research in media planning. The topic is: *The Factors considered during the media planning process. The case of advertising Agencies operating in Kenya.*

The purpose of this letter therefore is to request you to respond to the attached questionnaire. The information you give will be treated with strict confidence and at no time will your name or that of your organization be referred to. The information will be used for academic purposes only.

**1. THANK YOU**

Yours sincerely

**KOROS ROSEMARY CHEBET.**

Student Number: D/61/P/8508/98

#### **APPENDIX 4: LIST OF ADVERTISING AGENCIES OPERATING IN KENYA**

1. McCann Erickson
2. Ogilvy and Mather
2. Scanad Marketing
3. Thompson
4. Media Initiative
5. Ayton Young and Rubicam
6. Adapt / TBWA
7. MCL Saatchi and Saatchi.
8. Century Advertising
9. Media Com
10. The Creative Business
11. SS Marketing
12. Spread Marketing
13. Nu-turn Bates Advertising
14. Kenwide Media
15. The Advertising Company
16. Creative Artists
17. DDB-CCL
18. Access - Leo - Burnett
19. Bondesign

**APPENDIX 5: TOP ADVERTISING SPENDERS IN 2001**

| <u>Name / Brand</u> |                          | <u>Agency</u>     |
|---------------------|--------------------------|-------------------|
| 1                   | Kenya Breweries          | McCann            |
| 2                   | Kencell                  | AYandR            |
| 3                   | Unilever                 | Media Initiative  |
| 4                   | Coca Cola                | McCann            |
| 5                   | SmithKline Beecham       | Ogilvy and Mather |
| 6                   | Safaricom                | Adapt             |
| 7                   | World Space              | Ogilvy and Mather |
| 8                   | Kenya Airways            | McCann            |
| 9                   | Eveready                 | Ogilvy and Mather |
| 10                  | Mumias                   | Nu-turn           |
| 11                  | Colgate Palmolive        | AYandR            |
| 12                  | Castle                   | AYandR            |
| 13                  | Kenya Postal Directories | Adapt             |
| 14                  | Mobil                    | CCL               |
| 15                  | Reckitt and Colman       | McCann            |
| 16                  | Stanchart                | Access            |
| 17                  | Dstv Supersport          | Ogilvy and Mather |
| 18                  | Nescafe                  | Media Initiative  |
| 19                  | Barclays                 | Century           |

|    |                           |                   |
|----|---------------------------|-------------------|
| 20 | Super doom                | McCann            |
| 21 | Western union             | Nuturn            |
| 22 | Kenya Commercial Bank     | TAC               |
| 23 | British Airways           | Thompson Kenya    |
| 24 | Telcom                    | Media Initiative  |
| 25 | Emirates airlines         | Creative Business |
| 26 | Caltex                    | MCL               |
| 27 | Family Finance            | AYandR            |
| 28 | Consolidated Bank         | Nuturn            |
| 29 | African Online            | Ogilvy and Mather |
| 30 | Kiwi                      | Ogilvy and Mather |
| 31 | Galsheet                  | Creative Business |
| 32 | Commercial Bank Of Africa | AYandR            |
| 33 | Postbank Ltd              | Nuturn            |
| 34 | Marshals                  | CCL               |
| 35 | Firestone                 | Scanad            |
| 36 | D T Dobie                 | Adapt             |

APPENDIX 6.

Factor Analysis Extraction Tables.

Communalities

|   | Initial | Extraction |
|---|---------|------------|
| Ratings - Budget for campaign                                 | 1.000   | .774       |
| Ratings -Reach for the media channel                          | 1.000   | .933       |
| Ratings-Target audience                                       | 1.000   | .611       |
| Ratings -Geographic coverage                                  | 1.000   | .546       |
| Ratings -Cost efficiency                                      | 1.000   | .869       |
| Ratings-4ps of the product                                    | 1.000   | .499       |
| Ratings-Competition   | 1.000   | .827       |
| Ratings -Size and characteristics of each medium's audience   | 1.000   | .859       |
| Ratings-Govt control  | 1.000   | .982       |
| Ratings-Attention exposure & motivation of media considered   | 1.000   | .923       |
| Ratings -The various approaches available for media selection | 1.000   | .839       |
| Ratings -Mechanical production costs                          | 1.000   | .871       |
| Ratings-Overall campaign objectives and strategy              | 1.000   | .934       |

Extraction Method: Principal Component Analysis.

### Total Variance Explained

| Component | Initial Eigenvalues |             |            | Extraction Sums of Squared Loadings |             |            | Rotation Sums of Squared Loadings |             |            |
|-----------|---------------------|-------------|------------|-------------------------------------|-------------|------------|-----------------------------------|-------------|------------|
|           | Total               | of Variance | Cumulative | Total                               | of Variance | Cumulative | Total                             | of Variance | Cumulative |
| 1         | 4.922               | 37.860      | 37.860     | 4.922                               | 37.860      | 37.860     | 4.075                             | 31.343      | 31.343     |
| 2         | 3.421               | 26.318      | 64.178     | 3.421                               | 26.318      | 64.178     | 3.261                             | 25.083      | 56.427     |
| 3         | 2.124               | 16.337      | 80.515     | 2.124                               | 16.337      | 80.515     | 3.131                             | 24.088      | 80.515     |
| 4         | .986                | 7.584       | 88.099     |                                     |             |            |                                   |             |            |
| 5         | .773                | 5.948       | 94.047     |                                     |             |            |                                   |             |            |
| 6         | .515                | 3.958       | 98.005     |                                     |             |            |                                   |             |            |
| 7         | .173                | 1.334       | 99.339     |                                     |             |            |                                   |             |            |
| 8         | 1.26E-02            | .471        | 99.810     |                                     |             |            |                                   |             |            |
| 9         | 4.67E-02            | .190        | 100.000    |                                     |             |            |                                   |             |            |
| 10        | 7.54E-16            | 2.119E-15   | 100.000    |                                     |             |            |                                   |             |            |
| 11        | .16E-16             | -2.429E-15  | 100.000    |                                     |             |            |                                   |             |            |
| 12        | .60E-16             | -3.538E-15  | 100.000    |                                     |             |            |                                   |             |            |
| 13        | .28E-15             | -9.851E-15  | 100.000    |                                     |             |            |                                   |             |            |

Extraction Method: Principal Component Analysis.

### Component Matrix<sup>a</sup>

|   | Component |           |           |
|---|-----------|-----------|-----------|
|   | 1         | 2         | 3         |
| Ratings-Govt control  | -.946     | -.126     | .269      |
| Ratings -Reach for the media channel                          | .895      | 4.495E-02 | .360      |
| Ratings-Competition   | -.867     | -4.68E-03 | -.274     |
| Ratings -Size and characteristics of each medium's audience   | .819      | -.434     | -2.92E-03 |
| Ratings -Cost efficiency                                      | .717      | .433      | .410      |
| Ratings -Geographic coverage                                  | .551      | .394      | -.296     |
| Ratings-4ps of the product                                    | -.536     | -.278     | .366      |
| Ratings - Budget for campaign                                 | .220      | .840      | -.140     |
| Ratings -Mechanical production costs                          | -.151     | -.817     | .425      |
| Ratings -The various approaches available for media selection | -.386     | .755      | .347      |
| Ratings-Target audience                                       | -.137     | .700      | .320      |
| Ratings-Overall campaign objectives and strategy              | .435      | -.433     | -.746     |
| Ratings-Attention exposure & motivation of media considered   | .520      | -.419     | .691      |

Extraction Method: Principal Component Analysis.

a. 3 components extracted.



### Rotated Component Matrix<sup>a</sup>

|   | Component |           |           |
|---|-----------|-----------|-----------|
|   | 1         | 2         | 3         |
| Ratings -Reach for the media channel                          | .941      | -.213     | -5.08E-02 |
| Ratings-Competition   | -.873     | .224      | .122      |
| Ratings-Attention exposure & motivation of media considered   | .840      | .461      | -7.10E-02 |
| Ratings -Cost efficiency                                      | .794      | -.367     | .323      |
| Ratings -Size and characteristics of each medium's audience   | .710      | -6.99E-02 | -.592     |
| Ratings -Mechanical production costs                          | .160      | .869      | -.298     |
| Ratings - Budget for campaign                                 | 5.199E-02 | -.747     | .461      |
| Ratings -Geographic coverage                                  | .272      | -.684     | -6.85E-02 |
| Ratings-Govt control  | -.633     | .661      | .380      |
| Ratings-4ps of the product                                    | -.228     | .641      | .190      |
| Ratings-Overall campaign objectives and strategy              | -1.83E-02 | -.341     | -.904     |
| Ratings -The various approaches available for media selection | -.181     | -.134     | .888      |
| Ratings-Target audience                                       | 1.592E-02 | -.223     | .749      |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

### Component Transformation Matrix

| Component | 1     | 2     | 3     |
|-----------|-------|-------|-------|
| 1         | .834  | -.441 | -.331 |
| 2         | -.066 | -.675 | .735  |
| 3         | .548  | .591  | .592  |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.