

**FACTORS AND CHALLENGES IN ADVERTISING AGENCIES BROADCAST
MEDIA PLANNING : THE CASE OF CONVENIENCE CONSUMER GOODS
IN KENYA**

UNIVERSITY OF NAIROBI
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BY

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DECLARATION

This Management Project is my original work and has not been presented for a degree in any other university.

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DEDICATION

To my family: The late **Jasper Aggrey Ogwayo Nyanjom, Mrs Grace Dorine Marenya Nyanjom, Mrs Betty Makawiti, Ms Pamela Nyanjom, Mr Michael, James and Wilson Nyanjom** who, through the years have stood by me and encouraged me in my academic pursuits.

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ABSTRACT

This study was conducted between July and August, 2002. The population of interest included media planners working in Advertising Agencies in Kenya who were members of the Association of Practitioners in Advertising.

This study was a descriptive one with two main objectives, namely:

1. To determine whether the factors that are currently considered by advertising agencies in broadcast media planning are different from pre-liberalization.
2. To determine the challenges faced by advertising agencies in broadcast media planning.

A semi-structured questionnaire was used to collect data (see Appendix 5).

The findings were as follows:-

The factors that are considered by the advertising agencies in broadcast media in order of importance currently and before liberalization include the following:-

The target audience has retained same favourability during both the pre-liberalization and post-liberalization periods. The budget has declined considerably in favour after liberalization.

Using factor analysis, before liberalization, two factors namely advertiser's marketing objectives which comprise audience demographics (.955), broadcast footprint (.908) and budgetary constraints (.869) and media house characteristics which comprise of reach (.932) and cost of media (.743) were extracted using varimax factor analysis.

After liberalization three factors namely target consumers which comprises of reach (.871) and audience (.819) and media house characteristics which comprised the cost of media (.912) and broadcast footprint (.814) and clients consideration which comprised budgetary constraints were extracted using varimax factor analysis.

From these analysis, reach and target audience are important factors considered in broadcast media planning currently, however budget constraints has lost favour currently probably due to increased competition in the convenience consumer goods market in Kenya.

With regard to the second objective, the challenges facing media planners in broadcast media planning for convenience consumer goods are media budget constraints, measuring media effectiveness, clutter and the economic environment.

A factor analysis was carried and two factors namely, increase in media vehicles which comprised of waste (.936), increased costs (.973), clutter (.680), measuring media effectiveness (.634) and media proliferation (.502)

and Media Planner experience which comprises of purchasing cycle of buyers (.891), media selection (.851) and creativity (.640) were extracted using varimax factor analysis.

These factors could probably be due to increased media vehicles after liberalization of the broadcast media in Kenya.

CHAPTER ONE

INTRODUCTION

1.1 Background

In the past ten years, liberalisation of the Kenyan economy has led to increased competition for companies in the convenience consumer goods sector in Kenya. The competition faced by these companies has been both from local and imported goods.

According to Bushan (2001), from the mid-1990's, Kenyan industry faced increased competition from imported substitutes both in price and quality, and due to this Kenyan companies have geared up to become more efficient and price conscious for domestic market and export market in order to survive. These companies therefore undertook aggressive marketing, better quality products and customer support to combat the whiplash of liberalisation. This increased competition can be seen in the convenience consumer goods industry which includes foods, beverages and tobacco, by the large number of firms which account for 20% of the total manufacturing units in Kenya in 1998 (see appendix 3 for details).

The broadcast media, which includes radio and television, has also not been spared by the liberalisation. The monopoly enjoyed by the state owned and operated radio and television station Kenya Broadcasting

Corporation (KBC) ended with the licensing of private radio and television stations by the Communications Commission of Kenya. The liberalisation of the airwaves thus opened up the broadcast media market and created competition. According to the latest position, there are 24 licensed radio and television stations in Kenya, although not all have started operating.

Media exists primarily to deliver entertainment, information and advertisements to vast audience throughout the country. According to Sissor and Bumba (1994), media carry advertisements and deliver them to individuals who buy (advertisers) or choose (media agencies) on the basis of the kind of quality entertainment, information and advertisements that they carry.

Consumers always have specialised needs that media can meet, such as seeking entertainment or information on brands and products. It is therefore important for advertisers of convenience consumer goods to place their advertisements in the media vehicle that effectively reaches there targeted consumers. It is therefore important for media planning to be undertaken to achieve this.

According to Loise Khule (1999), media agencies play a vital role, being specialists in media planning, by advising their clients on the media vehicles to use in order to effectively reach the target consumers.

According to Sissor and Bumba (1994), media planning is important since the prices for purchasing advertisements in the various media accelerated rapidly and company management usually want proof that their money is well spent.

According to Odhiambo (1986), factors such as reach, frequency and impact are very important in advertising timing. This implies that proper media planning is essential in order to achieve advertising objectives.

1.2 Statement of the Problem

Liberalization of the Kenyan economy has led to increased competition in the convenience consumer goods industry from both local and international sources. The continued survival of companies in this sector has necessitated that they adopt strategies that will enable them stay in the market and retain and seek customers in order to avoid collapse. Several companies have undertaken cost cutting measures brought about by decreased sales and the need to ensure profitability.

Increased media stations in Kenya has led to the fragmentation of audiences and as such effective media planning by advertising agencies, on behalf of their clients, is of paramount importance to help them achieve their advertising objectives for the company brands and products. It is therefore important to determine the factors that were

considered in media planning before and after liberalisation. It is also important to establish the challenges that are faced currently by media planners with the proliferation of media vehicles in broadcast media.

1.3 Objectives of the Study

The main objectives of this descriptive study were:-

- 1) To determine whether the factors that are currently considered by advertising agencies in broadcast media planning are different from pre-liberalisation
- 2) To determine the challenges faced by advertising agencies in broadcast media planning

In order to address these objectives, the study therefore sought to answer the following major questions:-

- (i) What were the factors considered important in media planning before liberalization?
- (ii) What are the factors considered important in broadcast media planning currently?
- (iii) What are the major challenges faced by media planners in broadcast media planning?

1.4 Importance of the Study

According to Steadman and Associates (1999), advertising in Kenya expenditure in Kenya has been increased from Ksh.266 million in 1998

to Ksh 3.1 billion in 1998 with broadcast media contribution increasing from 35% to 56% during the same period. The current estimates of advertising expenditures is Ksh 5 billion. The amount of money expenditures, which is utilised through media planning is important to the government, advertising agencies and media houses since it is a source of revenues through taxes, sales and commissions.

According to the World Advertising trends (2002), advertising spend in Kenya as a percentage of Gross Domestic Product measured at market prices, increased from 0.4% in 1994 to 0.5% in the year 2000. It is therefore important the economic growth of the country.

Through the efforts of media planning, advertisers in the convenience consumer goods markets are able to effectively reach their target market segments and hence improving on sales and creating awareness of the brands and products available which increases consumer choice and variety.

Media planning is also important in creating employment for planners in the advertising agencies, as well as other staff working in the creative and account development departments of the agencies.

1.5 Organization of the Study

The report is composed of five chapters. The introduction chapter covers background information on the subject of study, the statement of the problem, the objectives of the study and the importance of the study.

Chapter two reviews pertinent literature on the subject of the study. Covered in the literature review are definitions, advertising in Kenya, types of advertising agencies, broadcast media, media planning process and the factors and challenges and consumer convenience goods.

The third chapter provides the research design and included are population of interest and data collection.

Chapter four deals with the analysis of the data collected from the respondents and reported findings.

The fifth chapter highlights the summary findings of the study, discussions of the findings, conclusion, limitation of the study and provides recommendations and suggestions for future research.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter captures general trends in advertising in Kenya. It reviews literature on media planning process. The factors and challenges considered in media planning and convenience consumer goods literature are also covered in this chapter.

2.1 Definitions

The American Association of Advertising Agencies has defined an advertising agency as an independent business organisation composed of creative and business people who develop, prepare, and place advertising in the advertising media for sellers seeking to find customers for their goods and services (Cohen 1972) . An advertising agency is essentially an organization that provides one or more skills necessary in the management of an advertising campaign, and a promotion program in general (Govani et al 1986). The first definition by the American Association of Advertising Agencies was used for the study.

The advertiser is the core institution in the field of advertising management and provides the expenditure budget for undertaking the

advertising campaign (Batra et al 1996). The advertiser is the party who possess the advertising problem, for which he approaches the advertising agency to devise an advertising campaign (Cohen 1972). The study focused on advertisers in the convenience goods sector in Kenya.

The term medium refers to a 'class' of carriers such as magazines, newspapers, radio, and television used to convey news or advertising message to the public (Sissor and Bumba 1994). It is used to carry the advertisers message to the target audience. The advertising media is therefore defined as the means by which advertisers reach their prospective consumers with the advertising messages. Included in this definition are channels like radio, television, newspapers, magazines, direct mail, point-of-purchase adverts, outdoor advertising, transit advertising, cinema and directory advertising (Cohen 1972). The study focused on broadcast media , which includes radio and television medium.

A media vehicle is an individual carrier within a medium (Giovani et al 1986). Locally in Kenya, these are popularly referred to as stations. An example is Kenya television network, which is a media vehicle in television medium.

Convenience goods are goods that are generally frequently bought items, low priced and low consumer purchase involvement. They are generally packaged goods such as toothpaste, detergents, cereals and coffee.

Media planning consists of the series of decisions made to answer the question for advertisers: 'What are the best means of delivering advertisements to prospective purchasers of brand or service?' (Sissor and Bumba, 1994). The purpose of media planning is to conceive, analyse and select channels of communications that will direct the advertising message to the right people, in the right place at the right time (Arens and Bovee, 1994)

2.2 Advertising in Kenya

Kotler (1999) defined advertising as any paid form of non-personal presentation of ideas, goods, or services by an identified sponsor. He stated that advertising objective can be classified according to whether their aim is to inform, persuade, or remind consumers of the brand or product that is being advertised. Informative advertising figures heavily in the pioneering stage of a product category. Persuasive advertising is used more in the competitive stage, where a company's objective is to build selective demand for a particular brand whilst reminder advertising

is important with mature products. From the objectives of advertising, it can be noted that this is closely matched with the product life cycle concept.

According to the Advertisers Guide of Kenya (1999) published by Steadman and Associates, expenditures in Total Product Advertising had increased from Ksh. 266 million in 1988 to Ksh. 3.1 billion in 1998, a period of ten years. This trend in expenditures has been increasing from year to year despite the media and money inflation. From the trend analysis, electronic media had increased in percentage contribution from 35% in 1988 to 56% in 1998, showing a steady growth through the ten-year period. In 1997, the electronic media expenditure contribution was 61%, by far surpassing the print and business media.

Oduor (1989) in reviewing the Advertising in the Kenyan situation states that a lot of money is spent on advertising annually. She states that the figure of Ksh 266 million spent in 1988 is an understatement since Steadman does not include all the media used in to advertise in Kenya.

In terms of advertising as a percentage of Gross Domestic Product measured at market prices, Advertising has increased from 0.4% in 1994 to 0.5% in the year 2000(World Advertising trends 2002).

According to the same source, the following table shows the distribution of advertising spends according to media share.

Figure 1: Distribution of Adspend

Media share percent of total advertising expenditure

	Total	Newspaper	Magazine	TV	Radio	Cinema	Outdoor
1991	N/A	N/A	N/A	N/A	N/A	N/A	N/A
1992	N/A	N/A	N/A	N/A	N/A	N/A	N/A
1993	N/A	N/A	N/A	N/A	N/A	N/A	N/A
1994	100.0	36.9	4.2	35.6	21.5	1.8	N/A
1995	100.0	43.7	5.5	31.2	18.0	1.6	N/A
1996	100.0	38.5	6.3	33.9	19.5	1.8	N/A
1997	100.0	33.6	7.0	30.8	26.0	2.6	N/A
1998	100.0	34.3	7.1	30.3	27.3	1.0	N/A
1999	100.0	38.7	6.1	24.5	29.4	1.2	N/A
2000	100.0	38.1	4.8	21.4	33.3	2.4	N/A

SOURCE: World Advertising Trends 2002

From the above data, the trend in increased media share of radio can be attributed to the increase in the number of FM radio stations which led to the fragmentation of audience and thus a need to spread advertising

spend in the media vehicle. Television media share has declined slightly. With broadcast media expenditures in 2000 constituting 54.7% of total adspend, this translated to actual spend is US \$ 30,085,000, a significant amount of money.

In the year 2002 comparison to advertising in the African continent, Kenya's share of Africa continents spend is 3%. The major leaders are South Africa and Egypt with shares of 69.9% and 22.2% respectively. However, looking at the East Africa region, Kenya's share is double that of Tanzania and more than double that of Uganda, in US dollar terms. This fact, according to World Advertising Trend 2002 is summarised below

Figure 2: Distribution of World Advertising Expenditure by Country:2002

	2000 Adspend Current US \$m	Share of Continents Total Adspend (%)	Share of World Total Adspend (%)
Africa	1,838	100.0	0.6
Egypt	407	22.2	0.1
Kenya	55	3.0	-
South Africa	1,280	69.6	0.4
Tanzania	28	1.5	-
Uganda	20	1.1	-
Zambia	17	0.9	-
Zimbabwe	31	1.7	-

Source: World Advertising Trends 2002

2.3 Advertising Agency

The advertising agency forms the link between the advertiser or client and the media houses. The American Association of Advertising Agencies has defined an advertising agency as an independent business organisation composed of creative and business people who develop, prepare, and place advertising in advertising media for the seeking to find customers for their goods and services (Cohen 1972). According to Davis (1981), it is a service organisation, it prepares the company advertisement, buys space and time and carries out those activities essential to putting the finished advertisement in the hands of the respective media. It may perform marketing research and public relations services and in many cases it provides counsel for the advertiser, not only in advertising but overall marketing strategy.

Ogutu (1983) looking at the advertising agencies in Kenya, notes that the modern advertising agencies perform the following three basic functions to their clients:

- 1) They help the client plan the advertising campaign
- 2) They prepare the advertisement for the client
- 3) They help in the placement of the advertisement in the most suitable media

The advertising agencies perform other functions not limited to the three above. Newton (1965) states that in response to client needs and competitive pressure of their own, most agencies offer a wide range of services not directly connected with the creation, placement and verification of paid advertising. Batra et al (1996) and Govani et al (1986) listing the range of services offered by advertising agencies classify them depending on the services offered as follows:

1) Full service agency

These provide a broad spectrum of services, which include market research, new product introduction, plans creative services and media purchases for the advertiser and are usually large with independent ownership. Examples of media agencies in Kenya include Mccann Eriksson, Ogilvy and Mather.

2) A la Carte Agency

These are agencies, which sell each service to the advertiser on an optional basis. They charge a separate fee for each service desired by the client based on service charge rather than media commission.

3) In-house agency

These are internal departments in the advertisers organisation. Like full service agency, they perform all of the creative and media services. The in-house full service agency type is usually used by companies that are

big and have a lot of advertising work that they deem fit to undertake internally so as to be cost effective.

4) Creative-Boutique agency

These offer only creative services and are much more specialised.

In Kenya, there are 14 advertising agencies that are member of the Association of Practitioners in Advertising and 15 others that are not members of this organisation as 18th February 2002.

2.4 Broadcast Media

Broadcast media refers specifically to the television and radio mediums that are used in disseminating information, entertainment and advertisement to a vast audience throughout the country. Radio and television have been used by many advertisers of convenience consumer goods all over the world in order to achieve the marketing strategy, due to the unique offers that can help in conveying messages and creating a point of differentiation with competitive products. It is therefore important for media agencies to consider the advantages and disadvantages offered by the radio and television medium

2.4.1 Advantages of Television and Radio

The relative strengths of television are broad reach to dispersed audiences, creative opportunities for demonstration through use of audio and visual aspects, immediacy of message transmission, geographical

selectivity for local television stations, negotiable costs due to advance booking and frequency of messages aired according to Fajen (1978). Dynamism of television's audio and video characteristics give it a unique ability to deliver commercials using movement and sound and as such commercials delivered through television are alive with action and more exciting and entertaining than those in any other medium (Govani 1986). He further stated that television can generate attention-grabbing scenes, establish moods to complement a products image and fully demonstrate a products benefits.

Radio has the advantage of lower absolute costs due to dispersed reach and national coverage, immediacy of message, highly portable medium with the increase of transistor radios and good geographic selectivity for local radio stations (Govani 1986). According to Keegan et al (1992), radio can be target selective, good frequency builder and the costs of producing advertisements is relatively lower than other medium.

2.4.2 Disadvantages of Television and Radio

According to Keegan et al (1992), the television medium suffers the disadvantages in that the production costs of producing spots is relatively expensive and there are long production leadtime required to produce adverts. Limited availability of slots, short advertisement life in that once the advertisement has been aired, the consumers who missed

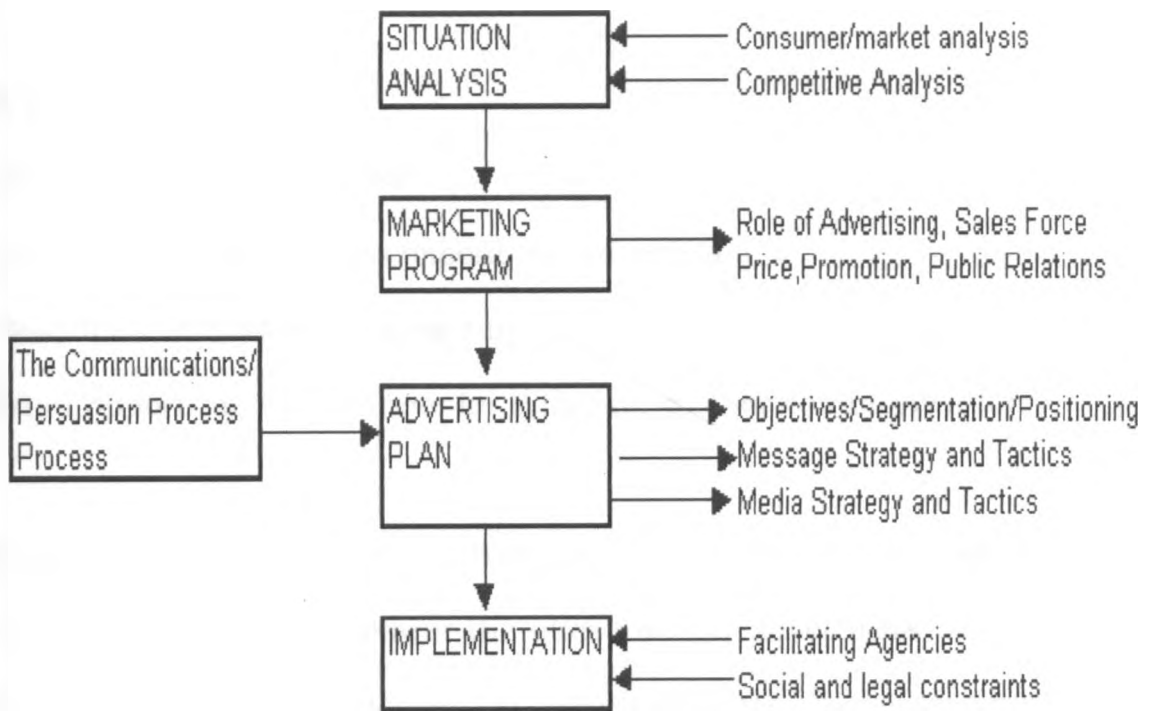
the advert are lost and the lack of well defined segments due to its reach to a wide audience make it hard for advertisers who wish to focus on one group are some of the reasons put forward as limiting in the use of television Keegan et al (1992). Fajen (1978) stated that television has the disadvantage in that there usually is commercial clutter and long term commitment advertiser commitments(usually a year advance booking), are some of the disadvantages of television medium in comparison with other media.

The disadvantages of radio medium are that there is no visual treatment, short advertising life of messages, commercial clutter and limited demographic selectivity in that the same message is transmitted to all without regard to consumer differences according to Fajen (1978). Govani adds that in the case of local stations, such as the FM stations in Kenya, limited geographical reach can be a hindrance. He further stated that there is need to air advertisements more than once in order to effectively reach the target audience.

It is important for media planners to take into consideration the advantages and disadvantages of the broadcast media in general and the media vehicles or station in particular when undertaking planning for convenience consumer goods.

2.5 Process of Media Planning

Batra et al (1996) illustrated the relationship between marketing plan, advertising plan and media planning diagrammatically as shown below



Framework for Advertising planning and decision making

From the diagram, advertising planning, which is a derivative from the marketing program, involves objective setting and target market identification, message strategy and tactics and media strategy and

tactics. The media strategy and media tactics and implementation form the core basis of media planning.

The purpose of media planning is to conceive, analyse and select channels of communications that will direct the advertising message to the right people, in the right place at the right time, according to Arens and Bovee (1994). It involves decisions on:

- 1) Where to advertise
- 2) Which media vehicle to use
- 3) When during the year to concentrate advertising
- 4) How often should advertising run
- 5) What opportunities are there for integrating other communication

According to Sissor and Bumba(1994), media planning consists of the series of decisions made to answer the questions for advertisers: “ What are the best means of delivering advertisements to prospective purchasers of my brand or service?”

When all questions have been asked and decisions made, the recommendations and rationales are organized into a written document called a media plan. The plan, when approved by the advertiser, becomes a blueprint for the selection and use of media.

The process of media planning involves various stages. Media planning grows out of the marketing problem that needs to be solved and as such marketing considerations must precede media planning. The process of the media plan can be broken into pre-media planning process which include the marketing problem, market situation analysis, marketing strategy and plan and advertising creative strategy. What follows after is the media planning solutions which includes media objectives, media strategies and the decisions to implement the strategy (tactics) and finally implementing the plan through media buying. A post analysis of the media strategy is also important in finding out whether the strategy worked (Sissor and Bumba 1994)

The starting process of a media plan should be an analysis of the marketing situation which involves the analysis of the environment that a company operates against competitors in the total market. The purpose of the situation analysis is to understand the marketing problem and an analysis is made of a company and its competitors on the basis of size and share of the total market, sales history, costs and profits, distribution, methods of selling, use of advertising, identification of prospects and the nature of the product.

Marketing strategy plan are the activities which will be undertaken to solve the marketing problems. This includes the determination of marketing objectives, product and spending strategy, distribution strategy, elements of the marketing mix to be used and the identification of the "best market segment".

The creative strategy plan, the fourth step in the process, involves the determination of what to communicate through advertisement and includes the determination of how product can meet the consumer needs, how product will be positioned in advertisements, copy themes, specific objectives of each advertisement and the number and sizes of advertisements

After the pre-planning process, the next stage is the media planning phase which follows once the marketing plan is in place. The media planning process involves setting media objective, followed by media strategy and tactics and then implementation and It The media plan, according to Sissor and Bumba (1994) then sets the tone and guides the direction of the media decisions to follow. They state that the first thing in the media plan is the statement of the media objectives. Media objectives are the goals that are most important in helping to attain marketing objectives. The goals include the determination of which targets-those who persons most likely to purchase a given product or

service are most important, how many of those target need to be reached, and where the advertising should be concentrated at what times. A typical media objective will include goals such as the percentage of target consumer market that the advertising should reach, and their geographic, psychographic and demographic profiles

Media strategies develop from the objectives. The media strategy concerns decisions on how much media dollars to spend on an advertising campaign (Batra et al 1996).The media strategy is a series of actions selected from possible alternatives to best achieve the media objectives (Sissor and Bumba 1994). The strategies are a number of broadly conceived media decisions, organized in a unified plan of action aimed at attaining media goals. It is the media strategy that issues related to frequency and reach of the target consumer market are determined.

Media tactics, which relates to a number of very specific decisions that implement the media strategy follows next in the media planning process. In many cases, the media tactics decisions serve as a basis for media buying (Sissor and Bumba 1994). It is at this stage that the decision on which media and media vehicle to be used that matches the target audience of the advertising campaign are made. It is crucial at this stage to use information from research in order to ensure that the

overall marketing plan for the consumer brand or product is achieved. The actual purchasing decision involves the selection and use of media. The decision to purchase is made in the best alternative media according to the specifications laid down in the strategy and tactical plans as well as any other creative considerations, for example where the use of sound and sight is required, the best medium to be used would be television. A post analysis of whether the strategy worked or failed follows and the reasons for success or failure are important, not only for the advertising campaign that is currently being executed, but for other future campaigns of a similar nature.

2.5.1 Factors considered in Media Planning

Factors considered in media planning are the important measures and tools utilised by advertising agencies that must be taken into account in developing an effective advertising plan.

Media planning is an aspect of the advertising plan involves the media strategy and tactics. According to Engel et al (1991), the main problems faced in media strategy are the selection of media vehicles and the preparation of a media schedule. .

There are other factors that are fundamental in media selection which include; requirements of creative strategy, reaching the proper audience,

reach versus frequency, competitive factors, cost efficiency, distribution requirements and media scheduling emphasizing geographical and seasonal scheduling (Sissor and Bumba 1994).

In the creativity aspect, the advertising requirements may eliminate certain media. Where sound and sight is required, it would be inappropriate to use newspapers and magazines since the intended effects cannot be transmitted in this medium.

Reaching the target audience with minimal waste coverage requires that media planners undertake selectivity of media vehicle used. This ensures that the media budget allotment is properly utilised since the objective is to reach the target audience so as to increase sales of the brand. Waste of media funds must therefore be avoided.

To reach the proper audience, media data is required. Engel et al(1991) state that at least six categories of media audience data is necessary for media planning and evaluation . These include:

- 1) Media distribution-the number of television/ radio sets available to carry the advertisement.
- 2) Media audiences- people actually exposed to the medium
- 3) Advertising exposure-people exposed to the advertising units

- 4) Advertising perception-people aware of the message
- 5) Advertising communication- people affected by the advertising
- 6) Consumer response-people who make the purchase

Reach and frequency are important once the extent to which a media schedule reaches the desired target market has been established. Reach refers to the number of different target audience, both individuals and households exposed to the advertisement during a given period (usually four-week period). Frequency refers to the average number of exposures to the advertisement per individual or household target audience member during the same period. These two factors are important considerations that media planners have to take into account when developing media plans. Gross rating points (GRP) , which combines reach times frequency, is widely used in advertising as an indication of advertising weight or tonnage generated by the media schedule and represents the achieved communication objective. It should be noted that the GRP can be used to develop alternative media plans and is a guide to estimate budget levels. Media research from syndicated research companies is important to establish the reach and frequency of media vehicles and the data should be current in order to guide media planners in making correct decisions on media buys.

Competitive activities in advertising in general and broadcast media is a factor that cannot be ignored in media planning. As has been indicated, the advent of liberalisation opened floodgates for cheap imports into Kenya. This led to increased competition in the convenience consumer goods markets targeting similar consumer with brands and products that need to be positioned using advertising so as to create competitive advantage over competing brands and products. Monitoring of competitor media activities and plans is therefore important since they compete for the key and prime time schedules in the broadcast media. Issues regarding “share of voice” which is the amount of advertising spend in the brand category are deemed important. Failure or ignorance of competitor considerations may lead to decline in brand awareness and ultimately sales.

The factor of Cost contributes a major part in media planning, especially since advertisers have limited budgets from which the media planners can utilise to make media purchase. The cost consideration stems from the fact that media houses charge different rates according to day parts and programming. Prime-time segments are much more expensive than night-time since at this time segment, the audiences are larger. Media planner therefore has the tasks to develop a schedule that does not compromise the target audience, yet is cost effective.

Distribution geography refers to the density of distribution. Most of the convenience consumer goods are usually distributed nationally. The decision on the use of national versus local media must therefore be taken into consideration by the media planner. In the case of broadcast media in Kenya, various media vehicle have different coverage capabilities. As has been noted, it is only Kenya Broadcasting Corporation in the radio media that has a national reach. The FM stations have limited coverage, as per the licenses provided by the communication commission of Kenya. Most of the FM stations primarily cover urban areas, with Nairobi having the most number of stations. This in itself creates competition for airtime within the medium. Although the variety of media vehicles gives the planner a wider choice, it also creates a dilemma due to fragmentation of the target consumer audiences.

After the medium and media vehicle has been selected, media scheduling decision have to be made. Engel et al (1991) state that special importance are:

- 1) scheduling by geographical region
- 2) seasonal scheduling
- 3) fighting (concentration of efforts in restricted time periods)
- 4) scheduling within a chosen medium (size and location of insertions)

In geographical scheduling, brand development index and category development index is taken into consideration. These two measures give an indication of the relative sales possibilities on a market-by-market basis and serve to give an indication on the geographical allocation of advertising budget. The general principal is to allocate in proportion to market potential., all other things being equal. It should however be noted the sufficient data usually does not exist in Kenya on potential market. Most companies in the fast moving consumer goods industry use past sales and the use of potential sales is usually unavailable.

Seasonal scheduling is utilised since many convenience consumer goods usually show seasonal variations in demand. An example is in the carbonated soft drink industry in Kenya where in the warm or 'summer' months in January through to March and October to December high sales are recorded. The cold or "winter" months from April to September, low sales are noticed. In planning, modifications have to be considered in the timing schedules of advertising throughout the year. Some companies increase media weight just prior to a seasonal upsurge so those maximum sales are generated at the beginning of the season.

Flighting is used by media planners when they are forced to concentrate media money in certain times and cutting back at other times. This is

done so as to avoid spending at an inadequate level throughout the year. The objective of flighting is to achieve higher reach and frequency levels in more limited period with the hope that the impact generated will carryover in the remaining period. Most media planners use this when there are inadequate budgets.

The size of the advertisement refers to the amount of time or space in the media. Usually there are 30 and 45 second commercials used in Kenya. Cost considerations must be taken into account by the planner since the longer the commercial, the more the cost. This should however not compromise the effectiveness of the commercial.

2.5.2 Challenges in Media Planning

Challenges in media planning referred to the problems or difficulties that media planners encountered in media planning. These difficulties may be internal, in which case the media planner has some control, or external to the organisation.

Media planners usually face various challenges in planning. Principal challenges stated by Sissor and Bumba (1994) include media proliferation, insufficient media data, time pressure, external influences on media decision which include pressure to produce “creative” media

plans and institutional influences on media decision, lack of objectivity and measuring advertising effectiveness.

Media proliferation in which the number of media is growing fast and media options increasing poses a challenge to media planners. In Kenya, with the advent of liberalisation of the airwaves, there has been a tremendous increase in available media vehicles. Although this gives the planner options to get the right vehicle to place advertisements, most of these media do not have measurements of their audience sizes. Media proliferation has also brought about a new phenomenon of flipping. Flipping refers to the habit of television watchers flipping around to some degree rather than watching a show from beginning to the end. White (1993) citing a landmark study by J. Walter Thompson states that gross rating points should be reduced by 30 percent to 50 percent to account for remote control channel zappers, button pushers and those who do other things during commercial breaks. This phenomenon creates challenges to the media planner since the gross rating points used in planning may be overstated.

Another challenge faced by media planners is clutter due to the increased number of media vehicles. With so many advertisements in so many media vehicles, the effect may actually lead to a reduction of the number of advertisements actual seen. Fajen (1974) lamented that, today

there is little guarantee that a competitors as will not run near yours. Such production protection, once guaranteed at 30 minutes, was reduced to 15 and then less. Advertising clutter became visible as 30-second commercials replaced 60s and movies enabled the networks to squeeze in an extra commercial minute each hour.

Availability and timing of media data is essential for media planning according to Sissor and Bumba, 1994. They note that media planners require more data about markets and media than are available. This is usually due audiences not being able to be measured or data being too expensive. Timeliness of data in terms of current trends in the market is essential. In Kenya, lack of sufficient and timely data has posed a challenge to media planning.

Time pressures affect media planning in that gathering detailed information on competitive media spend analyse is time consuming or unavailable hence this may lead to media analysts and planners skipping this and writing a plan quickly. Also related to this is the limited time of broadcast times and programs available to be purchased. If the client is slow in approving budgets, this may lead to the advertiser losing out on the most desirable broadcast time period or programs.

Creativity problem revolves around trying to be different in the changing environment and is more an internal pressure of account managers wanting something different. Institutional influences on media decisions from client pressures to use or not to use certain media is a challenge media planners undergo. This is especially so since the client is the final decision maker stemming from the fact that he is the provider of the advertising budget.

Media planners are usually over-reliant on statistics and numbers for the media plans. This may usually lead to lack of objectivity since the numbers provided may be wrong due to errors of omission or commission. Data collected may have used samples that were not representative or are too old to reflect current media reality. In some cases, due to the experience over years in the media planning field, planner may also ignore the numbers and use intuition based on experience that may be wrong and thus negatively impact on the client's brand in not directing the advertising message to the target audience.

Measurements of media effectiveness are usually lacking and it is often difficult to prove that media decisions were effective

2.6 Convenience Consumer Goods

Consumer goods can be classified as convenience, shopping and speciality goods. Convenience goods are goods that are generally frequently bought items, low priced and low consumer purchase involvement (Aldershot 1980). These goods are usually branded and low priced and the consumer does not visit many stores to compare prices states Assael (1993). He further states that the consumers of convenience goods continually receive new information inputs through radio and television advertisements, billboards and word of mouth communication regarding the goods. Since the price of most convenience goods is low, trial purchase of competing brands or products can be made with little financial risk and perhaps develop new habits due to brand switching. Retailers usually carry several competing brands of convenience products and are unlikely to promote any particular brand hence the promotional burden falls on the manufacturer and the firm must advertise extensively to develop consumer acceptance of its products (Assael 1993). Examples of convenience goods include packaged goods such as toothpaste, detergents, cereals and coffee. Because a convenience good must be readily accessible when consumer demand arises, a manufacturer must be prepared to distribute it widely and rapidly (Aldershot 1980).

Due to the nature of consumer goods, there exists intense competition since the product differences are slight. Usually, the firms selling these goods usually undertake high levels of advertising to create positive consumer perceptions for their products. The high advertising levels require efficient media planning and execution in order to reach the intended market segment and protect the fragile loyalty by ensuring that the product is equally available(Assael 1980).

In Kenya, as mentioned earlier, the infiltration of cheap imported goods after the liberalization in the 1990's created immense competition for companies that produce convenience goods. The recent trends in Unilever selling their brand Kimbo to Bidco and the closure and subsequent transfer of bottling license by Castle Breweries to East African Breweries characterizes the intense competition in the convenience goods markets, whilst decreasing demand of the beer market, Coca-Cola company in the soft drinks industry has undertaken heavy advertising expenditures in the broadcast media due to the entry of ready to drink juices and water in the Kenyan market. The threat has been so intense that the company recently announced its departure from concentrating in the carbonated soft drinks market to diversifying into water and cordials by the year 2003-2005.

With the intense competition in the convenience goods industry and the heavy expenditure advertising budgets, the need for executing effective media plans cannot be understated. Advertising agencies, acting on behalf of the advertisers must therefore ensure the media planning is effectively undertaken to ensure proper utilization of clients fund as well as reduction of wastage, despite fragmentation brought about by the increase in media stations in the Kenyan market.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This study was a descriptive one which investigated the factors and challenges that are faced by advertising media agencies in broadcast media planning for convenience consumer goods in Kenya.

More specifically, the study investigated whether the factors that are currently considered by advertising agencies in broadcast media planning are different from the pre-liberalisation period in Kenya.

3.1 The Population

The population of concern included all the advertising agencies who are members of Advertising Practitioners Association (APA) as at 31st December, 2001. The total number of agencies was 14 (see appendix 4 for details). Since there are only 14 agencies, it is found necessary to study all of them in a census survey, to be able to get an exact position of broadcast media planning for convenience consumer goods. The personnel targeted to answer/fill in the questionnaires were senior management staff at the agencies whose job tasks are directly related with media planning function in the respective agencies.

These are the people engaged in media planning and are therefore experienced and knowledgeable on the factors and challenges faced in broadcast media planning for convenience consumer goods in Kenya.

3.3 Data Collection

The pertinent data of this study were collected from media planners working in the advertising agencies using a semi-structured questionnaire (see appendix 5)

The questionnaire was delivered by a personal visit and picked up at a later date. Part 1 of the questionnaire provided 9 questions which covered pertinent demographic details regarding the advertising agencies.

Part 2 of the questionnaire provided 11 open-ended and likert-scale questions which covered the two objectives of the study, namely the factors and challenges faced by advertising agencies in broadcast media planning for convenience consumer goods in Kenya.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.0 Introduction

This chapter highlights how the questionnaire was scored and analysed. The data gathered in the study are analysed in this chapter using descriptive statistics which include frequencies, percentages and factor analysis.

The data is analysed under two main headings in line with the two main objectives of the study

Part 1 of the questionnaire addressed general demographic data regarding the agencies and the various sectors of the convenience consumer goods that the various agencies undertake media planning for their clients.

Part 2 of the questionnaire addressed the first and second objectives of the study, namely determining the factors considered by the advertising agencies in broadcast media planning, both at the current period and pre-liberalization and the second objective regarding the challenges faced by advertising agencies in broadcast media planning for convenience consumer goods in Kenya.

The responses received back were 12 giving a response rate of 86%.

4.1 Factors considered important in broadcast media planning before liberalization

Table 1 below summarizes the factors listed as important by media planners in the pre-liberalization period.

Table 1: Factors in order of importance before liberalization.

FACTORS IN ORDER OF IMPORTANCE IN MEDIA PLANNING BEFORE LIBERALIZATION	RESPONSE %		
	NO.1	NO.2	NO.3
Budget.	44.4%	11.%	22.%
Target audience	33.3%	22.%	11.%
Distribution requirements.	11.1%	22.%	0.0%
Reach.	11.1%	0.0%	22.%
Competitive activity	0.0%	22.%	0.0%
Programming of the station.	0.0%	11.%	11.%
Audience/Listenership/Demographics.	0.0%	11.%	0.0%
Appropriateness of media.	0.0%	0.0%	22.%
Timing	0.0%	0.0%	11.%
Timing	0.0%	0.0%	11.%

Table 1 above shows the percentages of the responses of the first three highest mentioned factors that were considered important before liberalization by media planners, in order of importance. From the response, budget scored the highest with 44.4%, followed by target audience at 33.3% and distribution requirements and reach both scored 11.1%.

4.2 Factor Analysis for factors considered before liberalization

Before liberalization, the factors that were considered by advertising media planners were extracted using factor analysis. Two factors were extracted as shown in table 2 below:-

Table 2: Factors Considered in Broadcast Media Planning before liberalization

FACTOR	Rotated Component Matrix	
	1	2
Audience Demographics	0.955	
Broadcast footprint	0.908	
Budgetary Constraints	0.869	
Reach		0.932
Cost of Media		0.743

Extraction method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Normalization
Rotation converged in 3 iterations

Factor 1 was named Advertisers marketing objectives. Factor 2 was named Media house characteristics. Factor 1 is comprised of audience demographics (.955) , broadcast footprint (.908) and budgetary constraints (.869).

Factor 2 is comprised of reach (.932) and cost of media (.743).

4.3 Current Factors in broadcast media planning

Table 3: Current Factors in order of Importance first three choice Positioning

FACTOR IN MEDIA PLANNING	RESPONSE %		
	NO.1	NO.2	NO.3
Target audience	33.3%	16.%	16.%
Reach.	25.0%	8.3%	0.0%
Competitive activity	16.7%	8.3%	8.3%
Budget.	8.3%	8.3%	16.%
Product type	8.3%	0.0%	16.%
Distribution requirements.	8.3%	0.0%	0.0%
Cost of Media.	0.0%	25.%	8.3%
Programming of the station.	0.0%	8.3%	0.0%
Efficiency and Effectiveness.	0.0%	8.3%	0.0%
Audience/Listenership/Demographic	0.0%	8.3%	25.%
Appropriateness of media.	0.0%	8.3%	0.0%
Broadcast footprint of the Broadcaster.	0.0%	0.0%	8.3%

Table 3 above shows the percentages of the responses of the first three highest mentioned factors that were considered important after liberalization by media planners, in order of importance. From the response, target audience scored the highest with 33.3%, followed by reach at 25% and competitor activity 16.7%. Product type and distribution requirements scored 8.3%

4.4 Factor Analysis for factors considered after liberalization

After liberalisation, the factors that were considered by the advertising media planners were extracted using factor analysis. Three factors were extracted as shown in table 4 below:-

Table 4. Factors considered in Broadcast Media Planning Currently

FACTOR	Rotated Component Matrix		
	1	2	3
Reach	0.871		
Audience	0.819		
Cost of Media		0.912	
Broadcast footprint		0.814	
Budgetary constraints			0.956

Extraction method: Principal Component Analysis
 Rotation Method: Varimax with Kaiser Normalization
 Rotation converged in 7 iterations

Factor 1 was named Target consumers. Factor 2 was named Media house characteristics. Factor 3 was named clients considerations. Factor 1 comprised of reach (.871) and audience (.819). Factor 2 comprised of cost of media (.912) and broadcast footprint (.814). Factor 3 comprised of budgetary constraints (.956).

From the analysis using percentages of the factors considered before and after liberalisation, the factors that were considered before liberalization in broadcast media planning for the convenience consumer goods are the same as those that are currently considered. The only change noticed is in order of importance in which target audience is the most important factor considered after liberalization with a score of 33.3%. Budget has declined in importance from 44.4% before liberalization to 8.3% after liberalization. Competitor activities has increased in importance to 16.7% from 0% before liberalization, indicating that the increased competition has influenced media planning. The factors that are listed in table 1 are factors that were considered before liberalization. The order of importance after liberalization are given in table 2.

From the factor analysis, the order of importance before liberalization was advertisers objectives and media house policy.

After liberalization, the order was targeted consumer for convenience goods, followed by media house policy and finally clients' consideration.

From the study results, it can therefore be seen that after liberalization, the target consumer audience has taken paramount importance in considerations by media planners. Media house policy has maintained the same ranking and the clients/ advertiser considerations dropping in ranking.

4.5 Important factors considered by media planners

Table 5: Important Factors in Broadcast Media Planning.

FACTOR	TOTAL SCORE	AVERAGE SCORE %
Reaching target market	54	90%
Impact of Media	49	82%
Cost of Media	48	80%
Gross Rating Point	48	80%
Vehicle Coverage	46	77%
Creative Strategy	46	77%
Reliability	44	73%
Product Characteristics	44	73%
Timing Schedule	42	70%
Consumer Response	42	70%
Advertising Communication	42	70%
Impressions	39	65%
Distribution Requirements	39	65%
Competitor Strategies	38	63%
Advertising Perception	36	60%
Availability of Slots	35	58%
Broadcast Policy	31	52%

Score:

Extremely Important = 5

Very Important = 4

Important = 3

A little Important = 2

Not Important = 1

Table 5 above shows that reaching target market was the highest ranked factor in terms of importance with 90%. This was followed by impact of media at 82%. Cost of media and Gross Rating points each scored 80%. Availability of slots and broadcast policy factors with 58% and 52% respectively ranked the lowest. This shows that due to increased number of broadcast media vehicles, media planners do not consider these two factors important.

4.6 Factor Analysis of the Important Factors in media planning

By using factor analysis, two factors were extracted to analyse the rating of importance of factor considered by media planners as shown in table 6 below:-

Table 6: Factors considered important in Broadcast Media Planning by Media Planners

Rotated Component Matrix

FACTOR	COMPONENT	
	1	2
Reaching Target Audience	0.962	
Reach	0.917	
Cost of Media	0.909	
Impact of Media	0.867	
Timing Schedule	0.792	
Availability of Slots		0.931
Impressions		0.701

Extraction method: Principal Component Analysis
 Rotation Method: Varimax with Kaiser Normalization
 Rotation converged in 3 iterations

Factor 1 was named media vehicle characteristics and comprised of target audience (.962), reach (.917), cost of media (.909), impact of media (.867), and timing schedule (.792).

Factor 2 was named media vehicle suitability. It comprised of availability of slots (.931) and impressions (.701).

The rating by media planners is consistent with the factors considered after liberalization because target audience and reach rate as extremely important, and the media house characteristics are second in the order of rating.

4.7 Challenges faced in media planning

The challenges faced by media agencies were surveyed and identified. These challenges are diverse and have different effects to different agencies. They include: -

1. Fragmented audience
2. Media proliferation,
3. Insufficient media data
4. Time pressures,
5. Measuring media effectiveness,
6. Waste,

7. Increased costs,
8. Clutter,
9. Economic environment
10. Light viewing television viewer,
11. Media selection, creativity,
12. Flippers,
13. Purchasing cycle of buyers,
14. Media budget constraints,
15. Stage of product life cycle,
16. Impact of media vehicle,
17. Seasonality of products.

Table 7: Challenges of Media Planning.

CHALLENGES IN MEDIA PLANNING.	TO A VERY LARGE EXTENT ENCOUNTERED	TO A LARGE EXTENT ENCOUNTERED	FAIRLY ENCOUNTERED	NOT ENCOUNTERED	NOT ENCOUNTERED AT ALL
Media budget constraints,	66.7%	8.3%	25.0%	0.0%	0.0%
Measuring media effectiveness,	50.0%	25.0%	8.3%	8.3%	8.3%
Clutter,	33.3%	58.3%	8.3%	0.0%	0.0%
Economic environment	33.3%	16.7%	33.3%	8.3%	8.3%
Fragmented audience,	25.0%	50.0%	16.7%	8.3%	0.0%
Waste,	25.0%	33.3%	16.7%	8.3%	16.7%
Insufficient media data,	25.0%	25.0%	16.7%	16.7%	16.7%
Time pressures,	25.0%	16.7%	33.3%	16.7%	8.3%
Flippers,	20.0%	20.0%	20.0%	10.0%	30.0%
Impact of media vehicle,	18.2%	36.4%	27.3%	9.1%	9.1%
Increased costs,	16.7%	41.7%	41.7%	0.0%	0.0%
Seasonality of products.	16.7%	33.3%	16.7%	16.7%	16.7%
Media selection,	16.7%	16.7%	33.3%	16.7%	16.7%
Creativity	16.7%	16.7%	16.7%	16.7%	33.3%
Media proliferation,	9.1%	54.5%	36.4%	0.0%	0.0%
Purchasing cycle of buyers,	9.1%	27.3%	18.2%	36.4%	9.1%
Stage of product life cycle,	8.3%	33.3%	16.7%	25.0%	16.7%
Light viewing television viewer,	0.0%	9.1%	27.3%	27.3%	36.4%

Table 7 above shows the summary of the challenges that were identified in order of importance.

Table 7 shows that in media planning the challenge that is most experienced is that of media budget constraints. This is faced by 66.7%

of the agencies to a large extent. Then measuring the media effectiveness is another serious challenge with 50% of the agencies encountering it to a large extent. Clutter and economic environment follow with 33.3%. The other challenging factors are summarized in the table 7.

4.8 Factor Analysis of the Challenges of broadcast media planning

By using factor analysis, seven factors were extracted as shown in table 8 below:-

Table 8: Factor Analysis of the Challenges in Broadcast Media Planning

FACTOR	Rotated Component Matrix						
	1	2	3	4	5	6	7
Waste	0.936						
Increased Costs	0.773						
Clutter	0.68						
Measuring Media Effectiveness	0.634						
Media Proliferation	0.502						
Purchasing Cycle of Buyers		0.891					
Media Selection		0.851					
Creativity		0.64					
Stage of Product Life Cycle			0.966				
Seasonality of Product			0.936				
Impact of Media				0.804			
Economic Environment				0.79			
Time Pressures					0.932		
Insufficient Media Data					0.732		
Fragmented Audience						0.922	
Flippers						0.647	
Media Budget Constraints							0.926

Extraction method: Principal Component Analysis
 Rotation Method: Varimax with Kaiser Normalization
 Rotation converged in 11 iterations

Factor 1 was named Increase in media vehicles and comprised of waste (.936), increased costs (.773), clutter (.680), measuring media effectiveness (.634) and media proliferation (.502).

Factor 2 was named Media planner experience. This comprises of purchasing cycle of buyers (.891), media selection (.851), and creativity (.640).

Factor 3 has been named product characteristics and comprised of product life cycle (.966) and seasonality of product (.936).

Factor 4 has been named media impact and comprised of impact of media vehicle (.804) and economic environment (.790).

Factor 5 has been named Time and information availability. This is comprised of time pressure (.932) and insufficient media data (.732).

Factor 6 was named Consumer fragmentation and it comprised of fragmented audience (.922) and flippers (.647).

Factor 7 was named budget and it comprises of media budget constraints (.926).

4.9 Profile of Advertising Agencies

4.9.1 Years of Existence.

The years of existence refers to the number of years that the advertising agency has been undertaking media planning and other media related services on behalf of their clients’.

Table 9: Years of existence

NO OF YEARS	FREQUENCY	PERCENTAGE
1-5 years	2	17%
6-10 years	2	17%
11-15 years	1	8%
16-20 years	2	17%
Over 21 years	5	42%
TOTAL	12	100%

Table 9 shows that most of the advertising firms surveyed have been in existence for quite some time. 42% of these agencies have been in existence for over 21 years. 17% of the agencies have been in existence for between 16-20 years. 8% have been in existence for 11-15 years, another 17% have been in existence for between 6-10 years and the last 17% and the youngest, have been in existence for between 1-5 years.

From this a total of 83% of the agencies were in existence during the pre-liberalisation period.

4.9.2 Services Offered.

Table 10: Services offered and Personnel in the departments.

The services offered by the advertising agencies include Account Services, Creative Services, Research services, Sales Promotion services, and Media planning services.

SERVICES OFFERED	AGENCIES OFFERING Service	NO. OF EMPLOYEES IN DEPARTMENT				
		1-5	6-10	11-15	16-20	OVER 21
MEDIA PLANNING SERVICES	100%	91.7%	8.3%	0.0%	0.0%	0.0%
CREATIVE SERVICES	91.7%	18.2%	72.7%	9.1%	0.0%	0.0%
ACCOUNT SERVICES	83.3%	50.0%	50.0%	0.0%	0.0%	0.0%
OTHER SERVICES	33.3%	50.0%	25.0%	25.0%	0.0%	0.0%
RESEARCH SERVICES	16.7%	66.7%	33.3%	0.0%	0.0%	0.0%
SALES PROMOTION SERVICES	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%

Table 10 shows the services offered . 83.3% of the agencies offer Account services, 91.7% offer Creative services, 16.7% offer Research services, None offers, sales promotion services, 100% offer media planning services, and 33.3 % offer other services. All the advertising agencies offer broadcast media planning services to their clients

Table 10 also shows the number of employees in the different departments of the advertising agencies. In the Account services department, 50% of the agencies have 1 – 5 personnel, and 50% other agencies have between 6 – 10 personnel.

In the Creative services department, 18.2% of the agencies have between 1 – 5 employees, 72.7% have between 6 –10 employees, 9.1% of the agencies have between 11 – 15 employees.

In the Research department, 66.7% of the agencies have between 1 – 5 employees and 33.3% have between 6 –10 employees. In the sales promotion department, all the agencies have between 1 – 5 employees.

In other services, 50% of the agencies have 1 – 5 employees, 25% have 6 –10, and 25% have 11 – 15 employees.

In the media-planning department, 91.7% of the agencies have between 1 and 5 employees and 8.3% have between 6 – 10 employees. From this, media planning department is small in most of the agencies in terms of personnel employed. This may infer that it is a very specialized area in the advertising agencies operations.

4.9.3 Advertising Agencies Clients

The Advertising Agencies clients refers to the advertisers that the advertising agencies provide broadcast media planning services for in the convenience goods sector.

4.9.3.1 No. of Clients in the Convenience Consumer Goods.

Table 11: Percentage of Clients.

NO OF CLIENTS	AGENCIES
1-5	58.3%
6-10	16.7%
11-15	25.0%
16-20	0.0%
OVER 21	0.0%

Table 11 shows that the numbers of clients the agencies serve in the convenience consumer goods were found to be varied. 58.3% of the agencies have between 1 and 5 clients, 16.7% had between 6 – 10 clients, and 25% had 11 – 15 clients.

4.9.3.2 Sectors where the Agency clients operate in.

The sectors refer to the industry that the advertising agency clients operate in.

Table 12: Sectors where Clients in media planning are.

SECTORS	RESPONSE
BEVERAGE	75.0%
FOODS	50.0%
PHARMACEUTICALS	50.0%
TOBACCO	25.0%
PERSONAL CARE	66.7%
OTHER SECTORS	20.0%

Table 12 shows the various industry sectors that the agencies clients operate in. The clients that are shown in table 13 are spread in several sectors of the economy. These sectors include the Beverage, Foods,

Personal care, Pharmaceuticals, Tobacco and other sectors. From the table, the need for broadcast media planning is greatest in the beverage sector with 75% and personal care with 66.7%. This shows that competition in these two sectors is high and hence the need to brand and communicate to consumers.

4.9.3.3 Broadcast Media used in Promoting Convenience Consumer Goods

All the 12 firms that participated in the survey use broadcast media in promoting convenience consumer goods. All these agencies use both the radio and the television as broadcast media vehicle.

4.9.3.4 Television Stations.

The Television stations are the various media vehicles that are utilized by media planners for the dissemination of their client's advertisement.

Table 13: TV Stations used by broadcast media planning agencies.

TV STATIONS USED	RESPONSE %
KBC	91.7%
KTN	83.3%
NATION TV	66.7%
STV	58.3%
OTHER TV's	27.3%
METRO TV	16.7%
FAMILY TV	16.7%
CITIZEN TV	0.0%

Table 13 shows that there are seven TV stations in the country that were listed by the researcher. The findings as to which TV stations are used by the agencies. The TV stations include - KTN, KBC, Nation TV, CITIZEN TV, Family TV, Metro TV, and STV. The most used TV station is KBC with 91.7% , followed by KTN and Nation with 83.3% and 66.7% respectively. The high usage of KBC is due to its reach since it has a national reach.

4.9.3.5 Radio stations.

The Radio stations are the various media vehicles that are utilized by media planners for the dissemination of their client's advertisement.

Table 14: Radio stations used for promotion.

RADIO STATIONS USED	RESPONSE %
METRO FM	100.0%
NATION FM	91.7%
KISS FM	91.7%
KBC	91.7%
KAMEME	83.3%
CAPITAL FM	83.3%
BARAKA FM	66.7%
METRO EAST FM	58.3%
FAMILY FM	33.3%
OTHER RADIO.	27.3%
IQRA FM	25.0%
CITIZEN RADIO	16.7%

Table 14 shows that there were 11 radio stations that were listed by the researcher. These are the radio stations that are used by the agencies in promotion of the convenience consumer goods. The radio stations include: - KBC, Kameme, Nation, Kiss FM, Capital FM, Metro FM, Baraka FM, Family FM, IQRA FM, Metro East FM, Citizen radio. The responses on the usage of these radio stations show that metro scored 100%. Nation FM, Kiss FM and KBC had an equal score. This may be attributed to the reach and popularity of the stations. Family TV which specializes on religious broadcast scored 33.3%. Iqra scored a low 25% which may be due to its limited scope.

4.9.4 Broadcast Media Planning for Convenience Consumer Goods

4.9.4.1 Frequency of media planning.

The findings on the frequency of media planning was that, the agencies that undertake media planning do that on different periods of time. 75% of the agencies do their media planning monthly.

41.7% undertake media planning quarterly, 8.3% half yearly, and 41.7% undertake media planning annually.

4.9.5.3 Billing for Advertising Services.

The agencies' billing for advertising services was determined from the survey. The rates are given in a table below. The table is sorted from the highest frequency to the lowest. 50% of the agencies charge between 51 – 100 million per year for services offered. 16.7% received between 151 – 200 million and another 16.7% receive between 1-50 million. 16.7% charged between 101 –150 million.

Table 15: Billing for advertising by agencies.

BILLING FOR ADVERTISING	RESPONSE
51-100 MILLION	50.0%
151-200 MILLION.	16.7%
1-50 MILLION	16.7%
101-150 MILLION	16.7%

CHAPTER FIVE.

SUMMARY AND CONCLUSION

5.0 Introduction

In this concluding chapter, the results of the analysis are summarized, findings discussed and conclusions drawn.

The order of presentation is in terms of the objectives that were addressed in the study. The chapter also contains limitations of the study and suggestions for future research on the subject.

5.1 Summary, Discussions and Conclusions

The project was aimed at studying the factors and challenges in the advertising agencies in broadcast media planning in Kenya. The specific area of study was the convenience consumer goods in Kenya. The objectives of the study were as follows: -

The first objective set to determine whether the factors that are currently considered by advertising agencies in broadcast media planning are different from preliberalization factors.

The second objective set to determine the challenges faced by advertising agencies in the broadcast media planning. A questionnaire divided into two parts was used. Part 2 of the questionnaire addressed the first and second objective while part 1 addressed demographic factors. Other information was gathered through literature review. Data analysis was mainly through percentages and factor analysis.

5.1 Summary of Factors current and before liberalization.

The summaries as per the objectives above are therefore given below. For the first objective the factors that are considered by the advertising agencies in broadcast media in order of importance include the following, the current factors and the factors before liberalization. The factors that were ranked first during the two periods are given in a table to compare.

From the summary table above it is evident that Target Audience as a factor has retained constant the same favourability currently and before liberalization with 33.3%. The others are; reach, competitive activity, budget, distribution requirements, and product type. Some of the factors have declined in favour.

According to Sissor and Bumba, reaching the proper audience is an important factor that is fundamental in media selection.

Odhiambo J.B. (1986) indicated that reach/frequency and impact is important in advertising timing.

5.2 Summary of Challenges in broadcast media planning.

The summary of challenges that the agencies face in broadcast media planning was ranked by the challenge that affects the agencies to a large extent. The challenges that were encountered to a large extent are summarized below.

The most challenging factor affecting the agencies is the media budgeting constraint affecting 66.7% of the agencies. 50% of the agencies are affected by the challenge of measuring media effectiveness.

In conclusion it has been found that there are several factor which are considered by the advertising agencies in broadcast media. These are Target audience, Reach, Competitive activity, Product type, Distribution requirements and Budget.

The major challenges faced by the advertising agencies in media planning among others include the media budget constraints, measuring media effectiveness, Clutter, economic environment, fragmented audience.

5.3 LIMITATIONS OF STUDY.

The major limitation encountered in this study was that it was focussed on broadcast media only. Other media such as print, outdoor, cinema and others were excluded.

Media planners that were not members of The Advertising Practitioners Association were excluded from the study.

5.4 SUGGESTIONS FOR FURTHER RESEARCH.

Arising out of the limitation of the study, the following are suggested areas for further research.

Future research should be carried out to include other media namely print, outdoor and others.

Future research should also include media planners who are not members of the Advertising Practitioners Association.

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APPENDIX 1

LICENSED AND ASSIGNED RADIO AND TELEVISION STATIONS

1. KTN BARAZA LIMITED
2. MARITIME MEDIA SERVICES
3. SAUTI YA REHEMA RTV
4. KITAMBO COMMUNICATIONS LIMITED (FAMILY FM & TV)
5. PROVISIONALLY ASSIGNED
6. CAPITAL GROUP LIMITED (CAPITAL FM)
7. PROVISIONALLY ASSIGNED
8. IQRA BROADCASTING NETWORK
9. UNIVERSAL ENTERTAINMENT
10. REGIONAL REACH BROADCASTING LTD (KAMEME)
11. STELLAGRAPHS LTD (STV)
12. FEBA RADIO
13. NATION MEDIA GROUP (NATION FM & TV)
14. STANGY BOYZ PROMOTIONZ
15. ROYAL MEDIA SERVICES (CITIZEN RADIO & TV)
16. BIBILIA HUSEMA STUDIOS
17. SIRWO ENTERPRISES LTD
18. BBC WORLD SERVICE
19. PETE AVIATION & ELECTRONICS
20. SUNRISE TRANSMISSIONS LTD
21. NAIROBI PENTECOSTAL CHURCH
22. WORLDSpace KENYA LTD
23. KENYA BROADCASTING CORPORATION
24. VOICE OF AMERICA

SOURCE: Communications Commission of Kenya

APPENDIX 2

Mr. Martin Nyanjom,
C/O M.B.A. Office,
University of Nairobi,
P.O. Box 30197,
NAIROBI.

August, 2002

Dear Respondent,

I am a postgraduate student studying for a Master of Business Administration Degree at the Faculty of Commerce, University of Nairobi. I am currently conducting research in the area of Advertising. The topic is: "Advertising Agencies Broadcast Media Planning: Factors and Challenges for Convenience Consumer Goods 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 in strict confidence and at no time will your name or that of your organization be referred to directly. The information will be used for academic purposes only.

Thank you very much in anticipation.

Yours sincerely,

NYANJOM S.M.U

APPENDIX 3

NUMBER OF LARGE FIRMS-1998

-	FOODS	719
-	BEVERAGES	2
-	TOBACCO	1
-	TEXTILES	94
-	GARMENTS	508
-	LEATHER PRODUCTS	31
-	FOOTWEAR	13
-	WOOD PRODUCTS	201
-	FURNITURE	262
-	PAPER	58
-	PRINTING	352
-	INDUSTRIAL CHEMICALS	37
-	OTHER CHEMICALS	140
-	PETROL REFINERIES	2
-	RUBBER	63
-	POTTERY	1
-	GLASS	1
-	NON-METALLIC MINERAL PROD	43
-	FABRICATED METAL PROD.	342
-	NON-ELECTRICAL MACHINERY	67
-	ELECTRICAL MACHINERY	45
-	TRANSPORT EQUIPMENT	140
-	MISC. MANUFACTURING	241

Kenya has just over 3,500 manufacturing units of which a sixth are large firms. After the build-up in 1992, large firms declined significantly in 1995 due to economic slowdown and low-priced imported goods

Source: Kenya Factbook 2000-2001

APPENDIX 4

THE MARKETING INDUSTRY

ASSOCIATION OF PRACTITIONERS IN ADVERTISING

- AYTON YOUNG & RUBICAM
- ACCESS ADVERTISING LTD.
- ADVERTISING DESIGNERS LTD.
- ADAPT/ TBWA ADVERTISING.
- CENTURY ADVERTISING/ GREY WORLDWIDE LTD.
- DDB-COMMUNICATION CONCEPTS LTD.
- MARKETING COMMUNICATIONS SAATCHI AND SAATCHI LTD.
- McCANN ERICKSON KENYA LTD.
- NU-TURN BATES LTD.
- OGILVY & MATHER EA LTD.
- LOWE SCANAD MARKETING LTD.
- THE ADVERTISING COMPANY LTD.
- THE CREATIVE BUSINESS
- THOMPSON KENYA LIMITED

Source: Association of Practitioners in Advertising.

Appendix 5

QUESTIONNAIRE FOR ADVERTISING AGENCIES

Part 1

Please answer the following questions according to the instructions given.

Q1. Name of advertising agency _____

Q2. How long has your advertising agency been in existence?

Please tick as appropriate.

- less than 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- over 21 years

Q3. What services does your agency offer to advertisers?

Please tick as appropriate

- Account services
- Creative services
- Marketing services
- Research services
- Sales promotion services
- Media planning services
- Other, Please specify _____

Q4. How many employees are employed in these services departments in your organisation. Please tick.

Number of employees:	1-5	6-10	11-15	16-20	Over 21
Account services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creative services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Research services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sales promotion services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Media planning services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other, Please specify _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q5. How many clients does your advertising agency service in convenience consumer goods? Please tick as appropriate.

- less than 1
- 1-5
- 6-10
- 11-15
- 16-20
- over 21

Q6. If your firm has clients in convenience consumer goods, in which sectors are these clients.

Please indicate the absolute numbers under the following sectors:

- Beverages
- Foods
- Pharmaceuticals
- Tobacco
- Personal Care
- Other, (please specify)_____

Q7. Is your advertising agency firm affiliated to an international advertising agency?

- Yes
- No

Q8. If your answer to Q3 is yes please specify the firm your agency is affiliated to.

Q9. What is your yearly billings, in Kenya Shillings, for advertising services to your clients in the convenience consumer goods market?

- 1-50 Million
- 51-100 Million
- 101-150 Million
- 151-150 Million
- Over 201 Million

Part 2

Q1. Does your firm use broadcast media for promoting convenience consumer goods?

YES NO

Q2. Which of the following broadcast media does your firm use in promoting convenience consumer goods?

Television
 Radio
 Both

Q3. What currently are the factors you consider important in broadcast media planning in promoting convenience consumer goods? (please list)

Q4. From the factors listed in number question 3 above, kindly rank the factors in order of importance(1 being most important)

1 _____
2 _____
3 _____
4 _____
5 _____
6 _____
7 _____
8 _____
9 _____
10 _____
11 _____

Q5. Before liberalisation (1990) what were the factors you consider important in broadcast media planning in promoting convenience consumer goods? (please list)

Q6. From the factors answered in question 5 above, please rank the factors in order of importance (1 being most important)

1 _____
2 _____
3 _____
4 _____
5 _____
6 _____
7 _____
8 _____
9 _____
10 _____
11 _____

Q7. Which television station does your firm use in promoting convenience consumer goods?

- Kenya Television Network (KTN)
- Kenya Broadcasting Corporation(KBC)
- Stellagraphic Television Network (STV)
- Family Television
- Metro Television
- Citizen Television
- Nation Television
- Other (Please specify)_____

Q8. Which radio station does your firm use in promoting convenience consumer goods?

Kenya Broadcasting

Kameme

Nation

Kiss FM

Capital FM

Metro FM

Baraka FM

Family FM

Iqra FM

Metro East FM

Citizen Radio

Other (Please specify) _____

Q9. How often does your firm undertake media planning?

monthly

quarterly

Half-yearly

Annually

Q10. How important is each of the following factors in your media planning?

	Extremely important	Very important	Important	A little important	Not important
a) Impressions	()	()	()	()	()
b) Reach	()	()	()	()	()
c) Cost of the media	()	()	()	()	()
d) Timing schedule	()	()	()	()	()
e) Reaching target Market	()	[]	[]	[]	()
f) Impact of media	()	()	()	()	()
g) Availability of slots	()	()	()	()	()
h) Gross Rating Point (GRP)	()	()	()	()	()
i) Reliability	()	()	()	()	()
j) Competitors strategies	()	()	()	()	()
k) Product characteristics	()	()	()	()	()
m) Broadcast policy	()	()	()	()	()
n) Vehicle Coverage	()	()	()	()	()
o) Distribution requirements	()	()	()	()	()
p) Advertising perception	()	()	()	()	()
q) Consumer response	()	()	()	()	()
r) Advertising communication	()	()	()	()	()
s) Creative strategy	()	()	()	()	()
t) Other (Please specify)_____					

Q11. Rate the extent of the challenge that you encounter from each of the following factors in your broadcast media planning for convenience consumer goods. Use a 5 point scale where 5=extremely important and 1= not important at all.

	5	4	3	2	1
a) Fragmented audience	()	()	()	()	()
b) Media Proliferation	()	()	()	()	()
c) Insufficient Media Data	()	()	()	()	()
d) Time Pressures	()	()	()	()	()
e) Measuring media effectiveness	()	()	()	()	()
f) Waste	()	()	()	()	()
g) Increased costs	()	()	()	()	()
h) Clutter	()	()	()	()	()
i) Economic environment	()	()	()	()	()
j) Light viewing television viewers	()	()	()	()	()
k) Media selection	()	()	()	()	()
l) Creativity	()	()	()	()	()
m) Flippers	()	()	()	()	()
n) Purchasing cycle of buyers	()	()	()	()	()
o) Media budget constraints	()	()	()	()	()
p) Stage of product life cycle	()	()	()	()	()
q) Impact of media vehicle	()	()	()	()	()
r) Seasonality of products	()	()	()	()	()