

Creating the Plan

Putting together a media plan represents the culmination of all the thinking, planning, and organizing that we have discussed in earlier chapters. That is, with sound advertising and media objectives, a knowledge of who it is we wish to reach with our messages, and a clear idea of what different media can offer us, we are now in a position to start assembling the plan. The key idea to keep in mind when doing this is your *media strategy*. What is it you are hoping to achieve by using media vehicle X as opposed to Y? How will your combination of media categories and vehicles help fulfill your advertising and media objectives? As with any process, there are several steps to the creation of the plan. These are outlined in this chapter.

Target Audience's Use of and Relationship to Media

The first step in building the media plan is finding out which media your target audience uses and what their relationship is with those media. There is not much point in putting your message about Allstate insurance on hundreds of radio stations across the country if the 25 to 54 year olds you are trying to reach tend to be heavy television viewers. Second, you can discover the media habits of your potential customers through syndicated services such as Mediamark Research, Inc. (MRI) or Simmons, or through custom studies that you conduct or solicit on your own. The third alternative, which is the cheapest but may be less accurate, is to do some mini-research on your own. You might want to start asking your clients or customers where they have seen your ads; if you have been advertising in the local newspaper for years but nobody mentions it, then that might indicate the need for a different medium.

By this point, given what you now know about what each media type can offer (and what it can't), you are probably starting to see how the various media will fit in to your particular strategy. So if your goal is to increase awareness of your beauty salon's new manicure and massage

treatments, you might turn to the media best suited to that awareness goal—television and the Internet. On the other hand, if you want to increase the frequency of visits to Pizza Hut restaurant, then local radio might be a better bet because you can place a large number of ads at a reasonable cost and keep repeating the message to remind listeners of that establishment.

Once you think you have a handle on which media are used, you should then consider more closely the *relationship* of those people with their media. This notion, as explained in Chapter 2, explores the relationship of consumers to media in order to understand how and why they use the media they select.

For example, the 25 to 54-year-old insurance prospects, mentioned above, might watch more television than average, according to the syndicated audience measurement data. But do they do so as an escape from their routines or because they are constantly looking for new information or because they cannot afford other forms of entertainment? By understanding the target's motivations for media use, the planner will be better able to select the right media types, and vehicles, to communicate the advertiser's message.

As you start to assemble your media categories and vehicles you also need to think about several other considerations—the timing of the plan, its scheduling, and its geographic variations. We consider each of these in turn below.

Timing of the Plan

For many products, the timing of the plan is self-evident. That is, you want to advertise snowblowers in winter and sunscreen in summer. Other items are tied in to specific days or weeks of the year, such as Valentine's Day candies or Thanksgiving turkeys. But for the majority of goods and services, you would ideally want to promote them continually, getting your message out on a very regular and frequent basis to reach as many people as you can as often as possible.

There are two obvious drawbacks here. First, for most advertisers, particularly small businesses, they simply cannot afford to do this. And second, there are good reasons *not* to bombard the media constantly with your message. People are going to tire more quickly of your ads, making them tune out or ignore them sooner. They may even grow so irritated by seeing or hearing them all the time that they actually develop less favorable opinions of your brand or company. Most of all, there is no point advertising something unless you have something worth saying. Remember, an advertising message has got to tell the consumer about something that they will be interested in. If all you did was place a message in the paper or on the Internet 365 days of the year

saying "I'm here," you would be unlikely to see much effect, if any, on your sales.

You need to focus your efforts on particular months, weeks, or days. Deciding when to do so is not all that difficult. Most businesses have some seasonality to them, even those that are used or frequented all the time. You probably know, for example, that people stock up on office supplies at the end of the financial period (quarterly or semi-annually); they flock to health clubs at the start of the New Year and when the weather begins turning warmer. Apartment leases tend to be signed in May and October, making the rental business busy just prior to those dates.

You might want to use one of two tactics here. Either you could focus your efforts on promoting your product right before the peak period, reminding people of your existence and trying to take additional share points away from your competitors. Or you could try to build up sales at other times of the year. Or you could try a combination of the two, maintaining a strong presence during the height of your "season," but also keeping a high profile at a couple of other times during the year, too. If you do choose to advertise when people may not be thinking about your product, then it is even more important that you tell them something new and interesting. Perhaps you lower your membership rates to the health club in March or October, and announce that in local newspapers and magazines. You need not be confined to "typical" seasonal patterns either. Maybe you can "create" an event for your business. *Cooking Light* magazine sponsors an annual bus tour across the country, promoting the products of its advertisers while offering healthy recipes to those who visit the tour bus. Or you can find a charitable cause to support that can enhance your image among your target audience. Kraft Foods, for example, supports an initiative in the U.K. called "Health 4 Schools," donating funds to help the program teach elementary school students about a healthy lifestyle that not only covers diet and nutrition, but also cooking and gardening.¹ Since Kraft's key target is women with children, this is an approach that likely makes those moms think more highly of the Kraft brands when they are in the store. These kinds of special activities not only provide excellent opportunities for self-promotion in the media, but they can also generate additional coverage through public relations efforts and publicity.

It is also worthwhile considering the seasonality of the media you are planning to use. Most media categories have seasonal variations—the fourth quarter is often very tight, for example, because of pre-holiday advertising. For media sold on a supply-and-demand basis, such as radio and television, this can affect prices considerably. There are only a fixed number of minutes of commercial time available. Even for those media that have rate cards, such as magazines and newspapers, heavy media

demand for space during those months may mean it is especially important to place orders well in advance. Other events happen less frequently but have a predictable impact on media buys. Congressional elections every other year, and presidential elections every four years, mean that the spring primaries and fall elections can have a significant impact on media availability and pricing in those time periods. In the sporting world, the winter and summer Olympics, alternating with each other every two years, affect national media buys around the time of those special events.

Balancing Reach and Frequency

As you develop your media plan, it is important to keep track of how well it will perform. That is, you need to keep calculating your reach and frequency measures to compare one potential plan against another. The goal is to find the right medium, or combination of media, that will realize your media objectives given the amount of money you have to spend. You can do so using the simple calculations shown in earlier chapters, based on the size of your target audience and the ratings of the individual media vehicles.

It may turn out that you will not be able to achieve the specific number you set as your goal for reach and/or frequency. In that event, you need to consider several possibilities. It may be that a 55 percent reach of the target is acceptable, even though you had originally planned to reach 65 percent, or that a frequency of three is all right when four was the ideal. And keep in mind, of course, that we are dealing here with plan *estimates* rather than actual reach figures. You may be restricted in the actions you can take. If your client demands that his message is seen on television, then that medium must remain in the plan. But perhaps you can opt for cable TV instead of broadcast, and, by reducing the cost, be able to place the message more frequently and across more channels, thereby increasing the reach.

Alternatively, you might want to rethink your timing and scheduling strategies. Maybe instead of advertising every two weeks for six months, you could place your message every week for three or four months, concentrating your efforts on the most important period and increasing your reach and frequency within that time-span. Or maybe the addition of a third website will help boost the numbers, by reaching additional target members who are not going to see your ad in the two sites you had first selected.

ROI and Media Models

While media planners should have a good understanding of all the media concepts outlined in Chapter 3, today's advertisers and agencies rely

heavily on media models to perform the calculations. A media model is a statistical routine performed by computer software packages that goes through the data and manipulates it to project the effectiveness and efficiency of a plan. Various kinds of models are used, all with the overall goal of providing numbers to support the plan. The models are usually based on original numbers of actual audiences to a media type (magazine readership, TV viewership, etc.). They then rely on statistical techniques such as regression to project out from that data to other demographics, time periods, or markets (depending on the scope of the model).

More recently, marketers have started looking closely at econometric modeling, where statistics are used to try to figure out what marketing (and media) elements are driving actual sales. In so doing, they attempt to measure the media's Return on Investment, or ROI. The key question to be answered is: for every dollar spent on television or radio or the Internet, how much is returned in sales? The goal is to receive at least \$1 of net profit for each dollar that they invest. If they obtain much less than that, then some argue the money is being wasted. Conversely, if the ROI is much higher than \$1, it can suggest they are not spending enough because if the advertising and media are having such an impact, then they should be spending more to make the most of that effect. While the techniques used are fairly complex, the idea of holding advertising media more accountable for their performance is one that has found favor among high-ranking executives at many corporations. Some find it difficult to believe that any kind of model can truly determine the proportion of sales delivered by any form of indirect and/or brand image advertising (as opposed to truly measurable direct response, promotional, or Internet advertising). But as marketing budgets are increasingly scrutinized, these types of models will only gain in popularity and use.

Much of the interest in ROI has been driven by the growth in digital spending. With Internet advertising, for example, it became possible to look at the behavioral response to an ad. How many clicked on it? And of those, who went through to purchase the product (or take some other action)? Over the past few years, most traditional media have been looking for ways to demonstrate a similar level of accountability. Some, such as radio or magazines, have relied primarily on custom research using the mix models, to show sales driven by ads in their platforms. In television, the development of set top box data collected at the household level has provided new ways to measure the impact of TV spots. One company in particular, TRA, has linked that data to frequent shopper cards in the same household, thereby measuring directly the link between TV ad exposure and product (supermarket) sales.

Indeed, in an increasingly cost-conscious world, marketers want to know precisely what they get back in return for each dollar that they spend in media. Most accountability studies focus on the short-term

impact of the advertising. Did it generate immediate sales of the brand? It is much harder to measure precisely the long-term impact. Let's say your ad for Razor Sharp razors appears in a magazine in one month. Your target does not need any razors for the next three months, but in the fourth month, when he is at the store, he sees the product, remembers the ad, and decides he will try it. Many accountability models would not be able to capture that kind of longer-term effect.

Another typically unmeasured effect is what is called the halo effect of advertising. You might see an ad campaign for Fantastik cleaning spray that talks about how SC Johnson, its manufacturer, cares about keeping families healthy by removing germs from their homes. Your favorable impression of the brand may be transferred to other cleaning products made by the same company, such as RAID or Pledge, even if they are in other cleaning product categories. That "halo" is very hard to capture in statistical models, simply because it is hard to measure with any degree of accuracy. How much of the sales results for RAID, for example, can be attributed to consumers' reaction to the Fantastik advertising?

Indeed, advertising's impact is not always reflected solely in terms of sales. Many brands use the media to convey a message that is designed to improve awareness or enhance brand loyalty or increase brand consideration. If every ad was supposed to generate an immediate sale, companies that make cars or computers or other high-ticket items would be wasting the vast majority of their ad dollars! Despite these reservations, more and more advertisers are asking questions about the ROI of their media spending. While you as a media specialist may not have simple answers, you should at least be aware of the discussions going on around the topic.

Scheduling Your Ads

You may have a good idea about when to start running your ads. The next question to think about is how to schedule them. Do you want them running each week for six weeks (continuity), or twice a month all year (bursts), or for alternating six-week periods (flighting)? The answer to this question will depend primarily on two interrelated factors: your media objective and your sales pattern. There should always be a timing component stated in your objective, which will give you some guidance for the scheduling of the plan. If you hope to reach 60 percent of your target during the next six months with the message that your hospital was rated the number one pediatric hospital in the city by a *U.S. News* survey, then you may want to disperse your ads throughout the period to reach as many different people in your audience as possible. For H&R Block that wants to expose people to its message about its electronic tax filing capabilities, there would be good reason to schedule most of the ads in the three months prior to the April 15 tax deadline date, building up

the frequency of the message at the time of year when it is most appropriate.

You should also think about the scheduling of different media, and their combination. Perhaps you could advertise your Subway store in the local newspaper every week of the year, and supplement it with local cable, Internet or mobile ads around the time of each special promotion.

Much of what we know about scheduling tactics comes from our general knowledge on reach and frequency. That is, if you wish to reach as many *different* people as possible in your target audience, then you want to disperse your messages across media, vehicles, or days and dayparts, for example. On the other hand, if you want to ensure that your audience hears or sees your ads several times in a given period, you would concentrate them in fewer media, vehicles, days or dayparts.

The pattern of scheduling does not seem to make a difference, however, in terms of total reach. So whether your ads appear in two sequential weeks or alternate weeks (one week on, one week off), or are placed one week a month over four months, the final reach will be approximately the same. One thing to keep in mind, however, is that if you schedule too many ads within a short timeframe, your audience is likely to ignore or tune out those messages, because they are tired of seeing them, a phenomenon known as *wearout*. The timing element could be critical, depending on your product. It would not make much sense to spread ads for a highly seasonal item such as suntan lotion or Christmas decorations across many months; but if you are promoting your Charles Schwab office through newspaper ads and on the Internet, there is something to be said for having a fairly constant presence during the year (perhaps changing the message to tie in to the financial cycle).

Two television scheduling tactics that are sometimes used among major advertisers are *double-spotting* and *roadblocking*. Double-spotting refers to placing two spots within the same program. The effect of this technique is to increase the likelihood of multiple exposure to your ad message (i.e., increased frequency). Often these ads appear at the beginning and end of the commercial break, a tactic known as *bookending*. Part of the expectation is that, even if you have tuned away at the start of the break, you will see the ad at the end of the break when you are returning to watch the program content. *Roadblocking* means placing the same ad across as many channels as possible at the same time, so that when Joe Smith is watching television at 8:06 p.m. on a Friday night, whichever channel he turns to, he'll see the same ad. That has become harder and harder for advertisers to do as the number of available channels grows higher, making it a much more expensive proposition to undertake. The impact, however, is going to be an increase in reach, as your spot will be seen not only by Joe, but by everyone who was watching those other channels at 8:06 p.m.

In the 1990s, considerable research was conducted on how best to schedule ad messages to impact sales. A study done by John Philip Jones examined the purchase records of households who also had their TV viewing captured via TV set meters (to record what channels were viewed). The results clearly showed that to achieve the greatest “short term advertising strength,” or STAS, the best scheduling tactic was to place at least one message per week across as many weeks as possible. In this way, the plan could impact more people closer to the time of purchase. While the study had some significant limitations (it only looked at packaged goods, only dealt with television advertising, and only examined households rather than people), its impact was profound. Advertisers began switching their scheduling, moving away from trying to achieve a 3+ reach in a month. Instead, they began looking at a 1+ reach per week, a strategy known as *frequency planning*. Here, the schedule calls for fewer GRPs per week, spread across more weeks of the year. While this doesn’t make sense in many categories, especially those that require lengthy or high-involvement decisions by consumers (cars, houses, financial services), for many packaged goods manufacturers, frequency planning has become the norm.

Cost Efficiencies

Costs are obviously very important for the media plan. So, in addition to keeping track of reach and frequency figures as you create the plan, you must also consider the costs involved. Of course, these are closely related. If you need to increase the frequency of your message, it is going to require more media time or space, which means more money. But as we noted above, it might be possible to find a cheaper medium or vehicle to help your funds go further. Cost efficiencies can be calculated in terms of cost per thousand of the audience reached (CPM) and through cost per rating points (CPP). These were explained in Chapter 6. The more “mass” the medium, the cheaper it will be on a CPM basis, but the less targeted it will be for your situation. That is, there will be a lot of “waste” exposures of people who are probably not interested in what you have for sale. For a widely used product or service, such as car tires or a muffler shop, that might not be a bad thing. But if you are trying to reach a narrower group of people, such as Corvette car owners, to offer them a specially designed luggage rack that sits on the roof of the car, then you would be better off with a higher CPM in a more targeted environment, such as car magazines or car enthusiast websites. The introduction of addressable TV advertising, noted in Chapter 4, is designed to reduce, if not eliminate completely, this waste, by only sending ads to the people you really want to talk to.

Tactical Considerations

As you develop your plan, there are probably going to be numerous additional considerations that are specific to your product or service. These might include trade merchandising, consumer merchandising, national–local integration, and testing.

Trade Merchandising

For many goods and services, the trade plays a critical role in the brand’s development and sales. Many media plans that are geared primarily to the consumer market also have some side benefits for the trade. When Frito-Lay promotes its Doritos corn chips, it is telling its distributors and retailers that it is pushing the brand and helping to increase their revenues too. A national ad for McDonald’s restaurant is also designed to help the local franchisee.

In putting the plan together, therefore, it is important to look at what trade-merchandising elements may be attached to it. Perhaps for a chain of Jiffy Lube oil-lube shops, you can bring all the operators together for a kick-off party when the media campaign begins. Even something as simple as buttons with your new campaign slogan can help give the trade a sense of being part of the program. Sending them copies of the new ads and/or materials lets them know what message is being promoted to customers. The media can help here as well, particularly if you are one of their valued customers. They may be willing to co-sponsor an event for your distributors or retailers, for example.

One particular type of trade merchandising is cooperative (coop) advertising. With this, two groups agree to divide the cost of the advertising space or time. This may be as simple as a tag placed at the end of a retailer’s commercial that mentions the address of the local store. Or it can be a joint promotion of a theme park and a soft drinks company, where the latter is helping fund the ads of the former since it makes money on the drinks sold in the park. For local businesses there are significant benefits to this type of merchandising. If you are a small health food store in Madison, Wisconsin, your ability to advertise on cable TV or in the Wisconsin tourism guide is going to be greatly enhanced if you can get supporting (coop) funds from the Clif Bar company, whose products you sell in your store. Not only would it allow you to promote your business in more, or more expensive, media, you will also most likely be able to afford better-looking ads! There are potential disadvantages, however. Sometimes the manufacturer will impose restrictions on the ads, in terms of both their content/appearance and their distribution and scheduling. But even with those limitations, the coop approach works well in many cases.

Consumer Merchandising

Although we focus here almost exclusively on advertising media, it is important to keep in mind many of the other ways in which you can gain additional exposure for and mileage out of your media plan. There are a multitude of communications possibilities available, from coupons or sampling to press releases and exhibitions and displays. If you are promoting a line of gourmet preserves, then perhaps in addition to the magazine ads that you run, you can talk to the local grocery stores to set up sampling booths in their stores, and feature the dates and locations in the ads. For a wireless phone company promoting the latest cell phones, you could go to local community festivals and let consumers see them, letting people know through local cable or radio ads at which events you will be present. The possibilities for these kinds of tie-ins, or integrated marketing, are almost endless. Whatever you do, however, should remain within the overall communications objectives of your plan—increasing awareness, obtaining customer preference, encouraging brand selection, and so on.

To gain as much advantage as possible from consumer promotions, you might also consider increasing other media weight when a coupon is dropped, or placing more newspaper or Internet ads the week that you are holding the promotion.

National–Local Integration

While some products, such as new movies or product launches, are advertised solely on a national level, and others, such as the local coffeehouse, appear only in local ads, the majority of name brands include both national and local advertising in their media plans. If that is the case, you need to ensure not only that the message is consistent (something handled by the creative team), but also that the media placements are aligned. There are different ways of doing this. For some, particularly the bigger spending advertisers, the local media weight is added to make an even greater impact on the national spending, such as buying spot TV on top of network, or local newspapers in addition to national ones. For others, typically with smaller budgets, the addition of local media helps to stretch the media dollars further, creating the illusion (in selected markets) that the advertiser has a constant presence. In either situation, you should ensure that there is not unwanted duplication, and that the messages do not drown out each other to the point of irritating the consumer or be so inconsistent with each other that the consumer is faced with competing messages.

Testing

For smaller advertisers, the notion of testing a plan may seem unnecessary. If you only have a few thousand dollars to spend, then it doesn't seem worthwhile. However, if you are about to change your entire marketing and media strategy, it is a good idea to see first—on a small scale—whether your new approach is likely to increase sales or harm them. For example, Toys R Us, which traditionally advertised primarily in local newspapers to announce whatever was on sale that week or month, changed its strategy to increase awareness of the wide range of items by moving into national television (broadcast and cable). The potential impact of such a media move could be estimated by placing a few of these ads and including some kind of response mechanism, such as a toll-free number or website address. That way, the company could test how effective the TV ads are.

Testing is also a good idea for making changes in media weight (GRPs). If you are trying to persuade your client to increase annual spending from a few hundred dollars to several thousand, and you face resistance to the idea, then you might suggest a test of the proposed strategy in one or more markets, to see what impact those added dollars would have to the bottom line.

Presenting the Plan

Whenever you present your completed plan, whether it is to upper management at your own company or to your client, you need to keep three points in mind. The first is to *be visual*. Most people either hate or fear media because they believe it is a morass of numbers, most of which they don't understand. So the more you can do to present the information in ways that they can *see* what is going on, the better off you will be. That means using charts, graphs, pictures, photos, or video to liven things up and bring the numbers to life. For instance, if you are presenting the demographic statistics on your target, then perhaps you can make a short video that depicts these people in real life, or present charts or photos that demonstrate who they are.

The second point to remember is to be brief. Although you want to have all of the back-up materials and numbers to support what you are doing, when you make a presentation you should focus on the key points. Assuming you have an interested audience, they will look at the details afterwards or ask you questions as you go along. Again, the common perception of media is that it is a mind-numbing experience, filled with mathematical formulas and statistics that are, quite simply, boring.

Third, and perhaps most importantly, remember the consumer. Ultimately, your plan is designed to help your client sell more widgets *to the*

consumer. So if your plan simply recites a hundred different statistics and presents all of the numbers in charts, tables, and flowcharts, it may be totally accurate but will seem completely removed from the marketing reality that your client lives in.

Fortunately, there are ways around these problems. The first, keeping it visual, can be accomplished through the use of a flowchart. This can show, at a glance, when the ads will run, in which media and vehicles, at what cost, and to what effect (reach and frequency). It can be done for each target in a given plan, and be broken out by medium, if desired. An example is shown later in this chapter. There are numerous ways of creating a flowchart. You can simply draw one yourself, or use a spreadsheet computer program, or a custom media flowchart package (see Appendix for details).

Being brief is harder to do. It usually comes down to practice. Running through your presentation with a friend or colleague and asking for their advice can be useful. It is particularly helpful to present your work to someone outside of your area—if they can understand your concise explanations of media terms, then you are doing fine! Remember, however, to include all of the pertinent information (including calculations for how you arrived at your conclusions) in the deck of materials you leave behind. In addition, you have to show how your media plan fits in with and enhances the brand's marketing and advertising objectives and strategies.

Learn as much as possible about the end-user of your product, and include some of those findings in your presentation. You might want to spend some of your own money, for example, to survey some of the customers or do a couple of focus groups to find out how they currently use media and advertising in your category. Include a few of the verbatims (what consumers actually said, in their own words), or even some video of your conversations with customers, to remind your client that you know you are, in the end, dealing with people.

Last but not least, it is crucial to remind your audience that you are dealing with estimates. Some of those may be informed by years of experience, but many are based on your best judgment, syndicated data sources, or mathematical reasoning. People tend to believe that because you, as the media specialist, have placed a number on something, that turns it into "reality." If that were so, media planning would be completely automated and done by rote, a pure science, rather than the combination of art and science that it remains today.

A Media Plan Example

Let's go through an example for a fictitious brand of breakfast cereal, BeneFlakes. This is a nationally distributed health-oriented brand that was first introduced in 2009. It competes primarily with Kellogg's and General Mills' healthier cereals.

Situation Analysis

Through the end of calendar year 2011, BeneFlakes sales are up 10 percent versus a year ago. This is the second year of positive sales growth.

Marketing Objectives/Strategies. Increase BeneFlakes penetration among frequent cereal eaters in two ways:

- Year-round focus on health benefits of cereals, with
- Heavy-up during primary cold cereal months (spring/summer).

Advertising Time Period. January through December 2011

Media Budget. \$30 million

Promotional Activity. Free-standing inserts (FSIs) in mid-March and late-June.

Marketing Background

Competitive Analysis²

- Kelloggs: Total spending: \$250 million. 30% network television; 30% cable TV; 15% magazines; 15% syndicated TV; 10% Internet
- General Mills: Total spending: \$240 million. 15% network television, 35% spot TV, 40% cable TV, 10% Internet
- Post: Total spending: \$90 million. 40% magazines; 20% cable TV; 15% network television; 5% syndicated TV, 5% Sunday magazines; 5% Internet
- Category total: Total spending: \$660 million. 25% network television; 30% cable TV; 15% magazines; 15% spot TV; 5% syndicated TV; 3% Spanish-language TV; 4% Internet; 1% Sunday magazines; 1% radio; 0% newspapers; 1% outdoor.

Seasonality

Cereal usage tends to peak in spring/summer months, but the product is used throughout the year.

<i>BeneFlakes</i>					
J/F	M/A	M/J	J/A	S/O	N/D
74	105	126	128	100	63
<i>Cereal Category</i>					
J/F	M/A	M/J	J/A	S/O	N/D
92	96	115	118	102	80

Advertising Objectives

Raise awareness of the health benefits and good taste of BeneFlakes cereal among target from current level of 30% to goal of 36% during calendar year 2011.

Media Objectives

1. Advertise to frequent cereal eaters. The demographics and psychographics of this target are:

- Women 18 to 49, Household Income (HHI) \$75,000+
- Well educated, professional or managerial, nutrition-oriented

The target consists of 14 million women who can be defined as natural cereal users (1+ individual portions in past seven days). They represent 20 percent of all women.

2. Achieve the following communication goals:
Average 4-week delivery

<i>Peak period</i>	<i>Rest of year</i>
3+ reach + 35%	3+ reach 10%

3. Provide year-round media support to stimulate usage throughout year, with additional weight during the peak summer months.
4. Schedule advertising to run Wednesday–Sunday to complement key grocery shopping days.
5. Provide national advertising support.

Media Strategies

Following the success of the brand during the past two years, the 2011 media plan recommends a continuation of the media strategy, using television as the primary medium with magazines and the Internet as the secondary media. BeneFlakes has multiple presences on the Web, from its own site, to spaces on parenting sites and blogs, where consumers can get diet and nutrition information.

Television

As the primary medium, national TV provides:

- High reach/awareness builder
- Sight, sound, and motion
- Immediacy of message
- Targetability (niche networks)
- Continuity (lower cost cable networks)
- Contextual relevance
- Emotional connection to viewer/consumer.

The following cable networks are more likely to be viewed by the target:

- Bravo
- Food Network
- ABC Family
- Cartoon Network
- The Learning Channel
- Discovery Channel
- Travel Channel
- Lifetime.

One-half of the weight will be in prime time, with the remainder split between weekend daytime and early morning. Prime time offers the greatest reach, while weekend daytime provides suitable context to reach the target when they are relaxing yet likely to be making grocery shopping trips. The early morning weight provides a more news-oriented context to promote the health benefits of the product.

As a smaller brand, BeneFlakes will only include a small amount of broadcast network TV during peak periods.

Magazines

As the secondary medium, magazines provide:

- Long message life
- Repeat exposure
- Targetability—ability to provide contextually relevant and engaging message
- Editorial compatibility
- Inserts
- Website linkage.

All magazine ads will be 1P4C (one-page, four-color). Preferred position will be:

- Health and fitness—Fitness section

- Food—Front of book
- Parenting—News section.

The recommended magazines will include:

	Coverage	Index
<i>Shape</i>	6.7%	140
<i>Self</i>	6.7 %	139
<i>Real Simple</i>	7.6 %	140
<i>Family Fun</i>	5.3%	137
<i>Food & Wine</i>	5.1%	133
<i>Martha Stewart Living</i>	12.0%	132
<i>Cooking Light</i>	11.3%	130

Internet

As the third medium, the Internet provides:

- Response-based advertising
- Contextual relevance
- Behavioral targeting.

A combination of portals, websites, and key word searches will be utilized. The following sites and portals will be included:

Portals	Sites
AOL Health	Myrecipes.com
Yahoo! Health	Fitness.com
	Webmd.com

In addition, Google AdSense will be used to drive Search on natural health-related keywords.

The final plan

The total cost of this plan will be: \$30.0 million (including a 6 percent amount as contingency).

The flowchart in Exhibit 7.2 depicts how the plan would be laid out during the year

Although this is a very generalized and simple version of what to include in a plan, it provides the basic information that has been covered earlier in this book. You should note that all of the recommendations need to be backed up by research data, wherever possible, beyond simple tables showing indices or coverage for individual media vehicles or gross expenditures for the year. Here is a brief list of the kinds of analyses that could be included in the “back-up” for this plan:

- Media usage.
- Cable TV network comparisons
- Magazine comparisons
- Website comparisons
- CPM comparisons (e.g., cable versus print versus online)
- Daypart/program rankings by target
- Detailed reach and frequencies by medium
- Media quintiles
- Purchase volume for brand and category
- Demographic/lifestyle analysis of users
- Brand geographic analysis (BDI vs. CDI by DMA)
- Seasonality analysis
- Grocery shopping patterns
- Historical media plans.

Summary

When creating a media plan, it is crucial to consider first the target audience's use of media, in terms of which categories and vehicles they use. You then must determine the plan's timing, if there are seasonal sales or other elements of the marketing mix (pricing, promotion, distribution or product changes) that will affect the plan's timing. For scheduling of your chosen vehicles, financial considerations and reach and frequency goals will help determine when, and how often, your ads appear. Tactical elements are important, too, particularly trade and consumer merchandising, to receive maximum support from dealers, distributors, and retailers, and maximize the impact of the advertising. If funds permit, or major changes to the plan are being contemplated, it is recommended that the plan be tested on a small scale before being launched in its entirety.

Exhibit 7.1 Sample Flowchart: BeneFlakes 2010 Media Plan

	January					February					March				
	3	10	17	24	31	7	14	21	28	7	14	21	28		
BeneFlakes Television															
Cable: Prime time	15	15	15	15						15	15	15	15		
Broadcast: Prime time															
Total TRPs	15	15	15	15	0	0	0	0	0	15	15	15	15		
Total Cost (\$000)						\$4,000									
Magazines															
All Titles															
Total TRPs										40 TRPs/month					
Total Cost (\$000)										\$950					
Internet															
All Sites															
Total Cost (\$000)										\$400					
	April					May					June				
	4	11	18	25	2	9	16	23	30	6	13	20	27		
BeneFlakes Television															
Cable: Prime time	15	15	15	15	15	25	25	25	20	25	25	25	25		
Broadcast: Prime time															
Total TRPs	15	15	15	15	15	25	25	25	20	25	25	25	25		
Total Cost (\$000)															
Magazines															
All Titles															
Total TRPs										120 TRPs/month					
Total Cost (\$000)										\$1,500					
Internet															
All Sites															
Total Cost (\$000)										\$700					
	July					August					September				
	4	11	18	25	1	8	15	22	29	5	12	19	26		
BeneFlakes Television															
Cable: Prime time	20	20	20	20	25	25	25	20	20	20	20	20	20		
Broadcast: Prime time	50	50	50	50											
Total TRPs	70	70	70	70	25	25	25	20	20	20	20	20	20		
Total Cost (\$000)															
Magazines															
All Titles															
Total TRPs										100 TRPs/Month					
Total Cost (\$000)										\$1,350					
Internet															
All Sites															
Total Cost (\$000)										\$750					
	October					November					December				
	3	10	17	24	31	7	14	21	28	5	12	19	26	Totals	
BeneFlakes Television															
Cable: Prime time						10	10	10	10					705	
Broadcast: Prime time														590	
Total TRPs	0	0	0	0	10	10	10	10	0	0	0	0	0	1295	
Total Cost (\$000)														\$21,400	
Magazines															
All Titles															
Total TRPs										50 TRPs/month				660	
Total Cost (\$000)										\$900				\$4,700	
Internet															
All Sites															
Total Cost (\$000)										\$300				\$2,150	
														TOTAL GRPs	3,250
														TOTAL \$	\$28,250

Checklist—Creating the Plan

1. Have you found out as much as possible about your target audience, either through syndicated services, or primary research you yourself conduct?
2. Have you determined the appropriate timing for your messages?
3. How will your messages be scheduled—continuously, in flights, or in bursts?
4. Will your reach and frequency goals be met by your timing and scheduling strategies?
5. Are there merchandising possibilities for your brand, with either the trade or with consumers?
6. Do you need to test the plan first in a smaller location before rolling it out?
7. Can you present your plan in a visually interesting and succinct fashion?
8. Do you have a flowchart or schematic that summarizes the distribution, delivery, and cost of your media plan?