

Media Strategy & Planning: What is going wrong in Media Briefing?

Abstract:

Purpose – In the light of the turbulence, innovation and complexity seen across advertising and media it is suggested that the formulation of the media strategy, traditionally the key starting point for any media plan, is changing. The focus for this paper was to look at the commencement of the strategy making process, the media briefing, to see if this still reflects the theoretical approach and best practice advice offered through the literature, or whether new issues are identified.

Design methodology – Building on the work of Cowen & Abratt (1999) the research used open ended survey technique, distributed by seeding into known agency planners and buyers within UK agencies, culminating in over 100 responses over two survey periods.

Findings – This research identifies that despite a stream of best practice advice from both academic and industry sources, briefing remains superficial, with media planners expressing frustration around unmet information needs, particularly in the area of creative content, historic data and analytic support.

Practical implications – Planning is undergoing change as digital becomes the new normal, practitioners are required to be more rigorous in the face of rising disenchantment amongst consumers, generally accredited to poor targetting, excessive personalisation, intrusive use of data and misuse of privacy (Alps, 2019). By reflecting on and improving the way teams are briefed we might move away from some of the tactical errors and regain trust.

Introduction

This research focuses on Media Planning, a specialist area within marketing communications, responsible for the selection of communication platforms to be used to transfer the organisations' messaging to their desired audience (Regan, 2014). Over the past few decades the task has become more complex with the ongoing digitisation of media channels, proliferation of media vehicles and fragmentation of audiences. This in turn has reinforced a complex, silo driven, intra-media planning environment, with channel decisions being taken in isolation via unrelated and often unconnected media measurement (Assael, 2011; Sasser, Koslow, & Riordan, 2007; Schultz, 2006). The world of media has become more complex, with new categories of paid, owned and earned media¹, and agencies expanding their range of services into areas such as analytics, activation, SEM, SEO, social media and branded content production, etc. to drive continued growth (Hodgkins, 2016; Marshall, 2011; Ragothaman, 2015). Exacerbating these are a number of changes. On the agency side there is the rise of giant agency networks, such as WPP, which are seen to have focused on trading deals and driven an over-commoditisation of tactical media buying (Farmer, 2015; Ragothaman, 2015). On the publisher side, many content providers have moved to subscription funding models, removing advertising opportunities altogether and thereby creating more clutter elsewhere, which is itself driving an industry led call for wide scale ad blocking to reduce the quantity of ads and improve engagement for fewer, more relevant, quality content (Clark, Leslie, Garcia-Garcia, & Tullman, 2018, p. 312; Coalition for Better Ads, 2019). On the consumer side, the rise of ad-blocking is seen as a response to invasive use of data and advertising clutter that disrupts customer experience, interrupts content and slows browsing (Clark et al., 2018, p. 311). In addition, IPSOS Veracity Index revealed that marketing and advertising professionals are now trusted less than any other profession - including politicians (Alps, 2019). Consumer sentiment towards advertising has hit an all-time low, described as '*Repetitive, obtrusive and irrelevant*' (Credos, 2018), and favourability towards advertising is at only 25% (Pidgeon, 2019)

Reflecting this, Healy (2016) suggests that the discipline is evolving and should focus on designing a total consumer experience rather than being orientated around these separate silos, with strategy having a crucial role to play in a technology-driven future. Echoing this, Davis (2018) noted that the role of the Media Planner has grown, and that with the tools they have developed and the expertise they offer, Media Planners are on the cusp of bringing a transformation into the media agency proposition which presents the opportunity for more outcome-based marketing solutions to be proposed.

In the light of this it is suggested that the formulation of the media strategy, traditionally the key starting point for any media plan, is changing. Therefore, this research sought to evaluate how media strategy and planning is being developed by UK agencies and identify whether the changes described in advertising are driving focused tactical innovations in planning or reflect a more profound change in the way media strategy making is being approached. The focus for this paper was to look at the commencement of the strategy making process, the media briefing, to see if this still reflects the theoretical approach and best practice advice offered through the literature, or whether new issues are identified. As such it should contribute not only to theories around media planning but also to the wider discussion around strategy and strategy making.

Literature

Media selection and media modelling is described as a complex, multifaceted, multi-criteria decision making (MCDM) process, with multiple media vehicles and a considerable number of criteria to consider (Chang, Wu, Tseng, Su, & Ko, 2012; Coulter & Sarkis, 2005; Dyer, Forman, & Mustafa, 1992; Kwak, Lee, & Kim, 2005; Tafreshi, Aghdaie, Behzadian, & Abadi, 2016).

¹ Paid media: any marketing that you pay for. Owned media: content you create and publish on your own channels: website, blog, social media, etc. Earned media: content/conversation around your brand/product created by someone else, published somewhere other than your owned channels (Smith, 2016)

In terms of how best to approach this process, the overwhelming advice from the literature is that the media plan should be an extension of marketing plan, supported by hierarchically linked objectives, to ensure that it delivers against the core marketing and business goals. To support this, a wide array of internal and external background data is recommended for inclusion in the media brief – to help shape both the advertising and media objectives, and guide the development of the media plan – as shown in Appendix 1 (Barban, Cristol, & Kopec, 1993; Brown, 1967; Donnelly, 1996; Katz, 2016, p. 36; Sissors & Baron, 2010; Sissors & Petray, 1976). To test these theories, Cowan & Abratt (1999) surveyed 100 South African client and agency companies using a list of 14 core information areas (See Appendix 2), and 68 sub items, that were recommended for inclusion in the media briefing. Despite the advice offered through the literature, they found that marketers and media planners prioritised planning factors differently, with agreement around just four key factors: budgeting, communication objectives, targeting and media consumption data (ibid. pp 44). Their data suggested Media Planners were primarily concerned with communications objectives and budget constraints and failed to consider data such as marketing objectives, product consumption patterns or competitor information (ibid. pp47). Echoing the literature, their respondent clients concluding that media planners would make more rational decisions if they were aligned to the client’s priorities and marketing objectives (ibid. pp 43). Consequently, they recommended that marketers should brief agencies more comprehensively, and urged clients to use their “expectations, evaluations and compensation of advertising agencies” to drive this forward (ibid, pp 50). In terms of context, Cowan & Abratt’s work was undertaken at a time when frameworks such as integrated marketing communications (IMC) and media neutral planning (MNP) were being promoted in an attempt to deliver a more cohesive campaigns in the face of rapid fragmentation of media vehicles and audiences (Jenkinson & Sain, 2004; Kitchen, 2005; Kliatchko & Schultz, 2014; Laurie & Mortimer, 2011; Moriarty, Mitchell, & Wells, 2015; White, Grimes, Crawshaw, Regan, & Neill, 2004) and they advised that agencies should include media planners in the strategic planning teams if they were to become more IMC oriented.

When Arul (2012, 2013, 2014) replicated the study across a number of regions of India, the ranking of importance for the major briefing elements appeared to be more consistent between clients and agencies. Reinforcing the formative literature, Arul again offered best practice advice and concluded that briefing meetings should act as a checklist to guide media planners to formally evaluate the current state, progress and growth of the brand and market, to avoid diluting the client’s objectives (Arul, 2014).

Both studies support the literature and advocate that Media Briefing should include the exchange of an extensive array of marketing related information and goals, together with relevant media data and customer insights, to ensure everyone can envision what success looks like. They also highlight the need for agencies and clients to work as business partners, which reflects the narrative found in the current trade press, from media agencies and clients alike. Looking at the wider discourse, best practice in briefing was also articulated through ‘*The Client Brief best practice guide*’, jointly produced by four UK trade bodies, namely the IPA, ISBA, MCCA and PRCA (IPA & CAF, 2003). Their model advocates that marketers provide detailed written client briefs, with extensive details of the current internal and external marketing situation (Where are we now?), the overall marketing objectives (Where do we want to be?) and what the marketing team are planning to do (What are we doing to get there?) (ibid, p7).

There is therefore consensus between the literature and practitioners that media briefing should include sharing all marketing planning data and disclosing all relevant insights and issues to ensure that media planners can offer a relevant and effective media strategy aligned to client marketing goals. Combining these sources provides an extensive checklist of the information needed to make a sound media decision. However, the research indicated there are differing priorities and that clients feel media planners are not interpreting their needs appropriately.

Current study

Unlike the previous research, this study did not seek to prioritise the data numerically for statistical comparison. In light of the complexity and turbulence described in the literature, this research took a more exploratory approach to identify whether the recommended data was being received and/or used by Media Planners and if not, why this might be. In addition, it sought to identify new areas of data and information

to consider in a media briefing checklist. The study forms part of a bigger project to understand how modern planners are defining, measuring and delivering the media strategy in this digital environment.

Methodology

Given the exploratory nature of the research mixed methods were used. An open survey, incorporating open-ended/free-response questions was used to capture the spontaneous and unprompted answers of respondents (Brace, 2010, p 45). This method was chosen over the closed questioning used in previous studies to prevent respondents merely accepting suggestions from a list of options. Recording spontaneous responses is also a good technique for determining what is at the forefront of a person's mind: being information they can easily access, which, according to Brace (2010, pp 48) can be interpreted as adding weight or importance to the items and attitudes mentioned, and potentially identifying new issues.

The survey was built via Bristol Online Survey (BOS) and tested over three iterations using think-allowed techniques to illicit real-time commentary in relation to the clarity of the survey structure. The initial pilot question was simply '*what information do you use to develop a media plan?*', but pilot respondents voiced frustration about things they did not have access to, therefore, a second question was added to the final version, '*what information would you like to have?*' As per Cowan & Abratt, respondent identification was kept short to encourage completion, requesting organisational type and role, and the final output evaluated to ensure it was analysable and usable [See Appendix 3 survey design]. The survey was distributed using non-probabilistic convenience sampling, seeded via researcher's media contacts and relevant social media groups, such as 'Those in Media' and 'Media Minds' (which have a base of over 4,000), and 'snowballed' to fellow professionals. 78 usable responses were achieved from the first round of respondents in 2014, which is comparable to previous research. The majority described themselves as Media Planners (MP), Media Directors (MD) or Marketing Managers (MktM). No Marketing Directors (MktD) responded, (see Appendix 4.) which should be explored further. A 2nd wave in 2019 has yielded 10 new responses to date, which were used to corroborate previous findings and will be continued.

The data was transferred to Excel, and, once cleaned and coded for job roles, uploaded to Nvivo. Content analysis was completed using an interpretivist approach to identify themes and code common information to the 14 categories and 68 sub-categories used by Cowan & Abratt (1999). For example, phrases such as 'competitive activity/setting' and 'competitor activity' were coded directly to 'Competitive Information'. Coding was validated using text analysis and pivot tables of the survey database in Excel. Data was separated by respondent type and indexed internally to identify which information sources were prioritized by each group, and tabulated, as per Ehrenberg (2001), using the All Respondent ranking to guide the table. Phrases or words that were ambiguous or not obviously associated with previous information terms were left as unmatched statements to be explored in greater detail. Building on Brace's proposition that spontaneous responses can be interpreted as adding weight or importance to items and attitudes mentioned (ibid), further analysis was undertaken via Nvivo to assess word density and visualised in word clouds to aid discussion.

A limitation of using unprompted data collection is that data errors may be created due to omissions in respondent recall and assumptions as to what might be 'obvious'. However, it was felt to be important to gain unprompted insight at this stage to explore current practice and identify if new data sources were being used or needed by those making the planning decisions.

Analysis

The first analysis was to compare and contrast results with the previous studies to identify similarities and differences within the statements. The first observation was that most respondents stated they received 'Budgets', 'Segmentation & Targetting', 'Objectives', and 'Timing' information, suggesting these are a priority. As would be expected, these topics were cited less in the 'information wanted' answers as detailed below.

Budget Information: over 80% of respondents identified '*budget*' or '*spend*' as information they were given underpinning how important this single aspect is. By designation, 100% of MDs said they had a

budget, with slightly less Media Planners mentioning it. Three respondents indicated a touch of frustration, wanting ‘more budget’ and to know what ‘the real budget is’ and ‘the marketing budget’.

‘Timing’ was also a straightforward criterion to code, with 47 respondents clearly stating they were given information relating to ‘Timing’, ‘Timeframe’, ‘Campaign Dates’, and ‘Length of campaign’. Again, MDs knew the timing, but only half of MPs and even fewer Marketing Managers, however, no respondents listed this as information they wished they could get, indicating that those that needed or used the information had access to it. It also potentially reflects the ‘always on’ nature of some of today’s media activity, especially around digital acquisition campaigns (Binet & Field, 2008b).

Segmentation and Targeting was mentioned by almost 90% of respondents, although with a much wider range of terms being used. Cowan & Abratt (C&A) listed aspects of ‘brand and product targeting, psychographics, demographics and positioning’, but the core terms used by respondents were simply ‘Audience’, or ‘Target Audience’, with a number adding ‘segments’, ‘demographics’, and ‘universe’, etc., as shown in the Fig 1 Nvivo word cloud. One listed ‘Vague Audience’ as data given, and ‘Robust Audience’ under information wanted. Echoing this, other respondents said they would like access to ‘customer profiles’, ‘target audience priorities’, and ‘detailed, up to date audience insight’, all suggesting that there is room for greater information sharing here.



Figure 1: ‘Audience information given’ word cloud

‘Objectives’ was another highly mentioned category with 64 respondents identifying ‘comms objectives’, ‘media objectives’, ‘goals’, and ‘campaign objectives’, with 14 including business objectives. One respondent summed this up: ‘Business objectives; resultant comms objectives (what’s required to hit biz objectives)’. There were also many mentions of ‘business objectives’ and wanting to know ‘marketing plan & objectives’ under the list of information wanted. Cowan & Abratt stated that MPs needed to understand the broader marketing and business objectives if they were to make more rational decisions. The data would indicate that ‘hierarchically linked’ objectives are needed but not always received, with 26% of MPs listing frustration around this area.

Building on this, the wider Communication Planning and Strategy criteria saw 12 respondents stating they received details of ‘Overall Plan’, ‘Other channels’, ‘PR Schedule’, ‘Comms Plan’, ‘wider/broader strategy & plan’ and ‘brief on other media, but twice that number called for additional data, expressing a desire for ‘longer term view’, ‘what else client/other agencies doing’, ‘overarching business strategy’ and ‘social schedules’, reflecting the expanding array of alternative media that can be used.

The next highest criterion was KPIs, with 48 respondents saying they received KPIs and 19 stating that they wanted ‘KPIs’ and ‘clear success metrics’. KPIs could be included within the objectives, but they are often viewed differently as they are about benchmark, setting interim measures to guide success and evaluation targets that contribute to the delivery of the overall objective (Binet & Field, 2008a; Saura, Palos-Sánchez, & Suárez, 2017). Alongside KPIs, respondents also noted CPA (Cost per Acquisition), AoV (Average order value) and ‘conversion rates’, indicating some of the day to day targets that were set for them. There is no mention of KPIs in the previous research, but consideration was given to Reach and Frequency (R&F), detailed by Cowan & Abratt as ‘advertising exposure and continuity/frequency required’ (1999, p. 47). R&F was often linked to recall as a proxy for effectiveness, however, today’s digital pathways allows for greater accountability and, as advocated by Binet & Field (2008), simply showing that people recall a campaign, does not prove the campaign worked. They advised that hard measures and measures of financial return are the ultimate evaluation measure for all commercial campaigns. KPIs and the other success metrics described by respondent fit with this and would offer similar guidance for media planning as the previous R&F criteria, suggesting that the category needs to be updated to ensure that Media Planners and Marketers correctly agree on the required outcomes and steps along the way.

Creative Information was the next criteria to be analysed. 37 media professionals and 5 clients said they were briefed on some form of creative information. Cowan & Abratt described ‘past marketing themes, advertising campaign strategy and related complexities of the advertising message’ as the information

required here, however the planners predominantly mentioned *'assets'* and *'formats to plan to'*, - very functional terms, with very few stating they received briefing on *'creative messaging'*. This is surprising as relevance is a key targeting goal within digital media and used to overcome the rise of consumer Ad blocking, which may be why 21 respondents wanted information on *'creative messaging'*, *'creative ideas'*, and *'what the creative looks like'*.

Product & Brand and Market Size data were mentioned more frequently by marketing managers than media professionals. Clients talked of *'branding guidelines'*, *'company product portfolio'* and *'company performance'*. This would indicate it is of higher priority to clients, which matches Cowan & Abratt's findings. However, if media professionals are to interpret business objectives 'more rationally' and are striving to deliver greater relevance in ad placement, then having a deeper understanding of the market, product and brand would appear to be useful.

Under Media information, C&A listed 14 sub-criteria including 'cost per thousands, geography, available measures, vehicles primary function and reproduction quality', but within the current study it gained few mentions until the definition was expanded to include paid, owned and earned media (Pringle & Marshall, 2011; Smith, 2016). 23 respondents mentioned getting data such as *'role of display'*, *'keywords'*, *'media owner case studies'*, *'role of channels'*, *'platforms in use'*, *'channel details'*, *'available channels'*, *'costs'* and *'digital landscape'*. Reflecting the focus on trading, a number of media professionals also mentioned *'platforms/share'*, *'understanding key agency deals'*, *'trading targets'* and *'trading calendar'*. On the information wanted side, there were several mentions of *'client requests'*, *'restrictions'*, *'channel preferences'*, and *'client preferences'*, perhaps suggesting a degree of frustration from not knowing client preferences in advance.

Historic information is another area that changed dramatically once the definition was broadened to include owned media data, and terms such as *'social listening'*, *'social media monitoring'*, *'tracking being used'*, and *'Google analytics'* were interrogated and judged to match with C&As' descriptions of 'past history of responsiveness to advertising'. Based upon this it ranked highest amongst the data wanted, with requests for *'response data'*, *'previous campaign results'*, *'customer data match-backs'*, *'digital analytics'*, *'key conversion times'*, *'learning from other campaigns'*, and *'tracking data'*. These are important factors that feed into targeting decisions which are increasingly based upon behaviour rather than demographics, especially where digital programmatic tools are available (Lin, Venkataraman, & Jap, 2013). The coding however also seemed to overlap with Sales information, because the sales function is also closely attributed to digital advertising. A new category of 'Client Owned media and sales data' might be useful to ensure that aspects of *'tracking'*, *'attribution modelling'*, *'econometric modelling'*, *'web stats'* and other client data can be clearly identified.

Other criteria such as Consumer Behaviour and Competition information being used was mentioned only a few times by respondents.

The final collection of unmatched terms was clustered around the concept of 'Briefing', with a number of respondents saying they received a brief. However, most comment around this were in the information required, with a lot of comments around 'better briefing' and 'with more insight from the marketing plan'. Similarly, respondents wanted *'feedback'*, *'more time'*, with one respondent asking, *'who's making the decisions; who's doing the briefing'*.

Looking at the 2019 data, the key issues appear to have been amplified. The list of commonly received data remained the same, with comments that the *'Budgets, objectives and timeframe generally come from the client Brief'* (MP2)

Media frustrations seem to remain, as shown in the quote from MD1 below, however, it is unclear if this is a frustration with clients having media preferences or with internal trading deal restrictions.

"More control over partners that can be used for the media delivery" (MD1)

Likewise, there is still a demand for more historic information, including the client back end data, to improve targeting, drive efficiency and to set or monitor KPIs:

“It would be great to get more back end client data. Web traffic/click stream to show how leads are converting and whether the AOV/value differs” (MD1)

“If digital - owner access of the adserver to allow more data/analytics input. More granular KPI outcomes from the previous media activity.” (MD2)

“Internal historical sales data on the product/service, e.g. Audiences, time they purchased, lifetime value etc. (MP1)

Some of the Media Directors offered insight into why this might be, commenting:

“clients see this as sensitive data that can give them an advantage but unsure how to use it and whether to give it to us” (MD1)

“clients don't think [we] are the right person to have it (MP1)

One of the most interesting comments indicated that there is a move amongst clients to recruit in-house analysts you are now filtering the information that is given to agencies. One reason offered for this was from MD5, who stated “I think all the bad press over the last few years makes them cautious & they are unsure of the value of the data”. Therefore, there are a variety of reasons that might be responsible for why clients are not sharing the required data with agencies.

Implications

This research shows that media planning has developed over the last decade, not only due to the increasing complexity of the digitized media environment but also by expanded their remit through the investment in research and technology solutions, and as Davis (2018) suggests, media planning may be on the cusp of transformation. This would challenge Cowan & Abratt's (1909, p50) assertion that the media planner's job is to take a budget and target audience handed down by others and then select media vehicles with the closest match in audience profile to the target market. The planners' role has been elevated by the complexity and their ability to control more of the information and data.

It also shows that to make the best decisions, a full briefing should include all aspects of the marketing plan – this data being advocated in the literature, the trade press and by the practitioners, specifically guided by hierarchically linked objectives to ensure that the media planner is cognisant of business and marketing aims that should guide their planning.

However, the study indicates that the full list of information advocated in the previous literature is not being shared, and that there are new information demands to add to the media briefing checklist.

Media Planners seem to be frustrated by both a lack of basic data and newer technology analytics, voicing unmet information needs particularly in the areas of:

1) creative messaging relating to immediate plans, which impact on their ability to place ads cleverly at a time when increased relevance and quality is demanded.

2) information about the client's wider communication activity and marketing plans. The need to consider the broader communication plans and take a more integrate approach is however not new, with many papers dedicated to the subject of IMC, and it would appear that the increase in media vehicles has merely exacerbated the problem in that area. Media Directors seem to be less worried with this aspect than Media Planners, which may suggest that they are more aware of the bigger picture issues but fail to ensure that this information flows through the organisation to media s planners. This could be a conscious or unconscious failing and might reflect the siloed working environment described earlier. Further research around this area is needed to review internal briefing procedures and assumptions that might indicate why this aspect is a problem.

3) client metrics and analytics data around ongoing activity, previous campaigns and clients' owned media seems to be still in demand but not being received. However, the latest research shows that this could be for a variety of reasons, including the client being unable, unwilling or unprepared to give the agency the information as it is seen to hold the mystique of yet, unrealised competitive advantage.

Limitations and further research

Further research needs be undertaken to understand why these information sources are not being provided and used by clients and agencies when looking to determine their media plans. The practical implications are that agencies and clients alike need to review their briefing and knowledge management processes to see how information can be stored and shared to enable greater access to those that needed it, especially if they are to produce more outcome-based marketing solutions.

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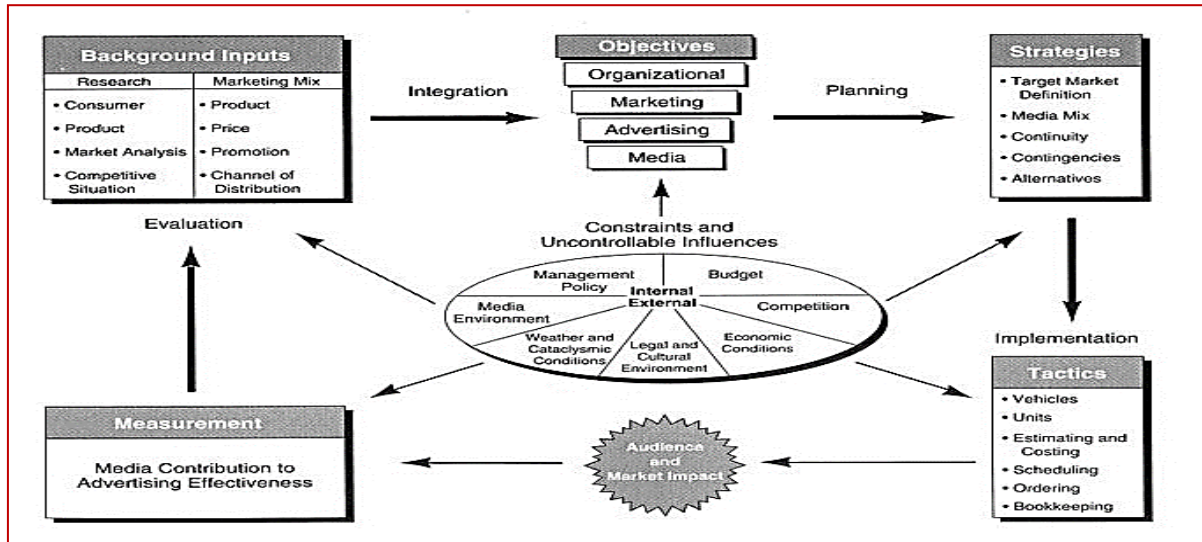
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Appendix

Appendix 1: Summary of background inputs for effective media planning (Barban et al. 1993, pp5)



Appendix 2: Categories of information used for media decisions (Cowan & Abratt 1999, p.44-47)

Budget information	Communication planning and strategy information
Competitive information	Consumer behaviour information
Creative information	Historic information
Media information	Information concerning objectives
Product /brand information	Reach/frequency information
Sales information	Segmentation and target market information
Timing information	Market size information

Appendix 3: Survey design

Section 1	
<u>A little about you</u>	
In this section you will find some very simple profiling data that will help to analyse the data collected	
1. Please indicate which of the following most closely describes your current role and experience	
Select an answer ... If you selected Other, please specify: <input type="text"/>	Choices offered: Marketing Director, Marketing Manager Media Agency Board Director, Media Director, Media Manager, Media Planner Other
2. Please list the data and information types that you are given and have access to use for the development of your media plans.	
	<u>More info</u> This information should only include the data that you do have access to - not what you wish you had access to :-)
Section 3	
3. Please list the data and information types that you would like to have access to for the development of your media plans.	
	<u>More info</u> This should include information or data that you feel would improve your ability to plan effectively, whether that be more creatively or efficiently, that you know exists and that could be shared with you but is not. So please list your frustrations! If you are feeling creative and there is information that is just not available but would be of great benefit to all, please put in brackets.

Appendix 4 Respondent Base by Designation with comparison to Cowan & Abratt sample base:

Respondents by Designation		2014 data		2019 update to be continued*		C&A Profile Comparison	
		No.	%	No	%	No	%
Sample Marketers	Designation						
	Marketing Director					7	21
	Marketing Manager	18	100			16	47
	Product/Brand Managers					11	32
	Total	18	100			34	100
Media Personnel	Media Agency Board Director	6	10	1	10		
	Media Director	8	13	4	40	9	27
	Media Manager	32	54	2	20		
	Media Planner	14	23	3	30	24	73
	Total	60	100	10	100	33	100

Appendix 5: Information sources used to develop media planners by coded incidents of mentions (All Respondent Base 78 = 100)

Information Sources (Cowan& Abratt, 1999)	Media Directors	Media Planners	Total Media	Marketing Manager	All Respondents
Seg & Target	79%	91%	88%	83%	87%
Budget	100%	78%	83%	89%	85%
Objectives	71%	85%	82%	83%	82%
Timing	100%	57%	67%	39%	60%
Creative	64%	61%	62%	28%	54%
Market Size	29%	41%	38%	50%	41%
Media	50%	41%	43%	28%	40%
Historic	14%	41%	35%	44%	37%
Product & Brand	21%	24%	23%	78%	36%
Sales	7%	33%	27%	44%	31%
Communications Planning	36%	26%	28%	17%	26%
Consumer Behaviour	7%	28%	23%	17%	22%
Competitive	14%	13%	13%	22%	15%
Reach & Frequency	0%	0%	0%	0%	0%

Appendix 6: Information sources wanted to develop media planners by coded incidents of mentions (All Respondent Base 78 = 100)

Information Sources (Cowan & Abratt, 1999)	Media Directors	Media Planners	Total Media	Marketing Manager	All Respondents
Historic	64%	37%	43%	72%	50%
Communications Planning	43%	26%	30%	33%	31%
Creative	50%	28%	33%	22%	31%
Media	29%	28%	28%	33%	29%
Sales	14%	26%	23%	28%	24%
Cons Behaviour	14%	24%	22%	28%	23%
Objectives	7%	26%	22%	6%	18%
Seg & Target	14%	20%	18%	17%	18%
Market Size	7%	9%	8%	33%	14%
Competitive	14%	11%	12%	17%	13%
Product & Brand	14%	9%	10%	17%	12%
Budget	7%	2%	3%	6%	4%
Reach & Frequency	0%	0%	0%	0%	0%
Timing	0%	0%	0%	0%	0%