

PLANNING FOR SYNERGY

Harnessing the Power of Multi-Platform Media

2012



Ehrenberg-Bass
Institute for Marketing Science





Contents

Introduction	Page 3
Approach	Page 3
A decade of change	Page 4
The power of television	Page 4
Planting the seeds to create multi-platform media synergy	Page 5
Synergy effect 1: Build cumulative reach more effectively	Page 5
1+ reach is key	Page 6
Beyond 1+ reach	Page 6
Synergy effect 2: Broaden the timing and context of consumer touch-points	Page 7
Synergy effect 3: Provide enhanced repetition (rather than just adding frequency)	Page 7
Synergy effect 4: Build a neuro-rich campaign environment	Page 8
Aligning media mix with objectives	Page 9
Summary	Page 10
Contacts	Page 10
Key sources	Page 10

Introduction

The media world is complex and fragmented, making returns from your media budget harder to maximise. Media synergy creates value over and above that delivered by each individual media platform. This exciting possibility is only starting to be fully understood. The Ehrenberg-Bass Institute and CNBC joined forces to help media agencies and advertisers understand what types of synergistic effects can occur and explain how marketers can create the conditions conducive to achieving media synergy.

In a multi-platform media plan there are three possible outcomes. These are *antergy*, *summative* and *synergy*. The conditions for *synergy* require smart goal setting and planning. Too much duplication in the media mix risks *antergy*, which is where the overall output is lower than the effort expended. This is a waste of media dollars. If the output is *summative*, then you are not really optimising the use of multi-media over a single medium (see Figure 1).

Figure 1: Three possible outcomes when creating a multi-platform campaign



Source: Ehrenberg-Bass Institute, 2012

We realise that many media agencies and advertisers are already implementing multi-platform campaigns, so we suggest you complete the following short quiz. If you answer no/unsure to any of these questions, you are probably missing opportunities to maximise the return from your media expenditure.

Does each additional medium in your multi-platform campaign....			
Help build cumulative reach more effectively than spending more in any of the individual media?	Yes	No	Unsure
Broaden the timing and context of your consumer touch-points?	Yes	No	Unsure
Provide opportunities for enhanced repetition rather than just adding frequency?	Yes	No	Unsure
Increase the Neuro-richness of your campaign by providing diverse options for consumer's processing?	Yes	No	Unsure

Approach

The Ehrenberg-Bass Institute's marketing research insights merge the rigor of academia with the practicality of the business world. CNBC is the world's leading business and financial news network offering on-air, online and mobile solutions to reach its affluent and influential audience.

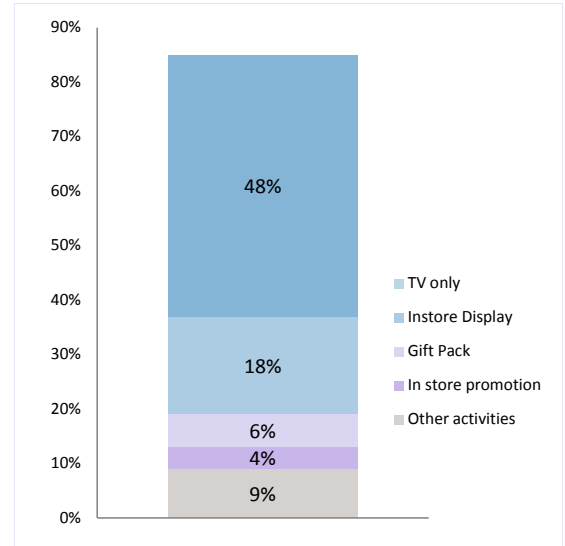
This whitepaper draws on the strengths of both organisations. We draw on knowledge about the new media world, how advertising works and neuroscience/human memory to explain how synergy can occur.

A decade of change...

The media sector around the world has profoundly changed. Digital technology continues to create an explosion of media alternatives across the web and mobile. New ways for consumers to interact are offered via social media and tablets. Traditional media such as TV, radio and outdoor are now offering new and exciting opportunities to engage consumers. These changes offer exciting possibilities for advertisers. However, more options make decision-making more complex, and increase the risk of wasting media dollars.

Multi-platform campaigns are now common. For example, the entrants in the 2010 IPA Effectiveness Awards averaged seven media channels. This is more than double the average of three for entrants in the 1990s (Grimshaw, 2011). However Binet and Field in their 2007 book *Marketing in the Era of Accountability* found that campaigns that used five channels were less effective than a single channel (Binet and Field, 2007). Three or four channels were optimum.

Figure 2: Multi-platform campaign reach



Source: Ehrenberg-Bass Institute, 2012

Therefore while more media options are available, spreading your budget over more media is not necessarily leading to greater effectiveness. Smart planning matters. Figure 2 presents a case study of a spirits brand, which employed 14 different campaign activities covering eight different media.

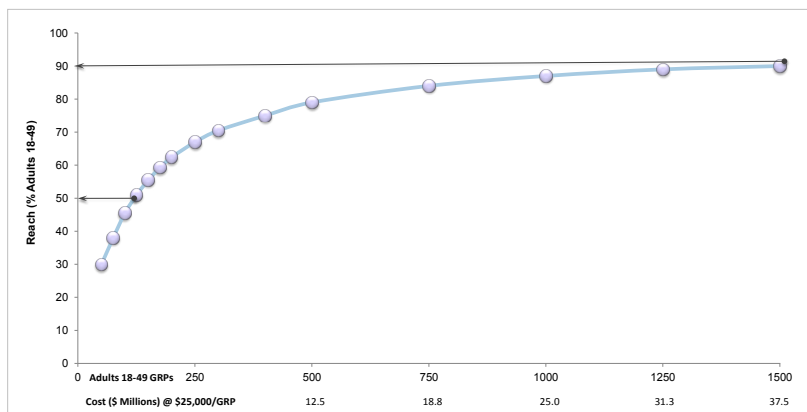
The post campaign evaluation revealed that of the 85% reach achieved, more than half was via one TV ad. Furthermore, only 4 activities were needed to achieve 76% reach, with the remaining 10 activities contributing only a further +9% reach points. To make the most of the media budget, we need to ensure that these additional media are achieving benefits other than reach to justify the additional production and implementation costs.

The adoption of new technologies has expanded at a faster rate than our knowledge about how to leverage them. To enable advertisers to make the most of multi-platform campaigns, we need to take stock of what we do know starting with the traditional cornerstone of the media industry - television.

The power of television

Despite the explosion of new media, studies continue to endorse TV's importance for advertisers (Rubinson, 2009; Sharp, Beal & Collins, 2009), and campaigns that include TV in their multi-platform media mix outperform those that omit TV. Television, where possible, should be the foundation media for any multi-platform campaign. However, using TV alone has limits. Figure 3 shows how reaching the first 50% of a target audience is effective in terms of the number of GRPs (Gross Rating Points) you need to buy, while reaching the remaining 50% needs many more GRPs (\$) for each additional reach point. This often makes campaigns using TV alone an expensive option to build further reach.

Figure 3: 1+ Reach versus GRPs and cost



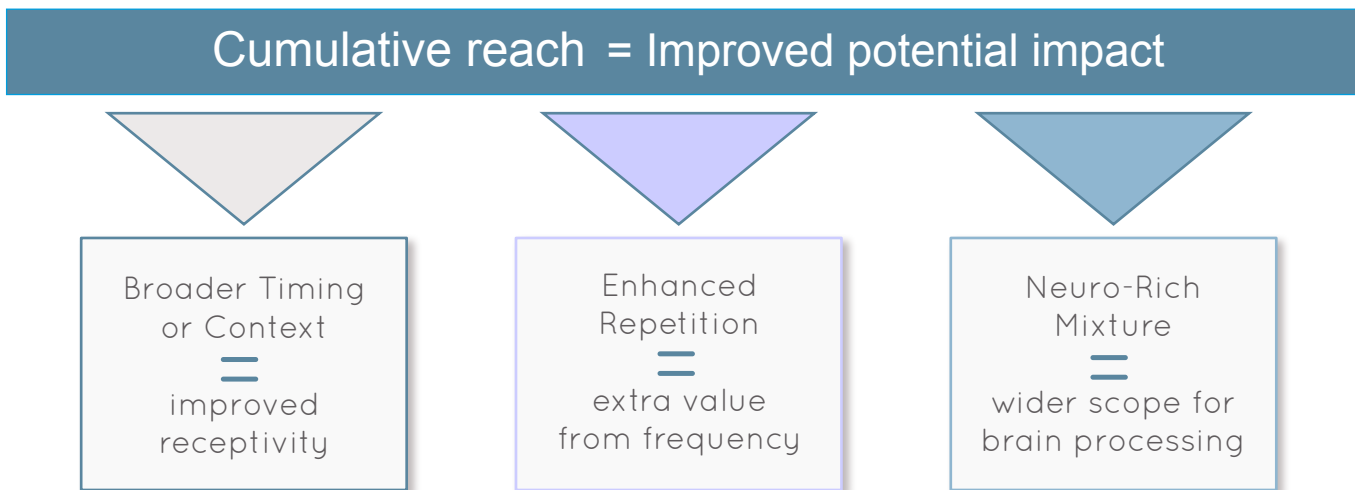
Source: Modified from Sissors & Baron 2012

Planting the seeds to create multi-platform media synergy

To create the conditions that are conducive to synergy, advertisers need to select a media mix where the combination of media (see Figure 4):

1. Builds cumulative reach more effectively
2. Broadens the timing and context of consumer touch-points
3. Provides enhanced repetition rather than just adding frequency
4. Enables a Neuro-rich campaign to be developed

Figure 4: Conditions conducive to media synergy



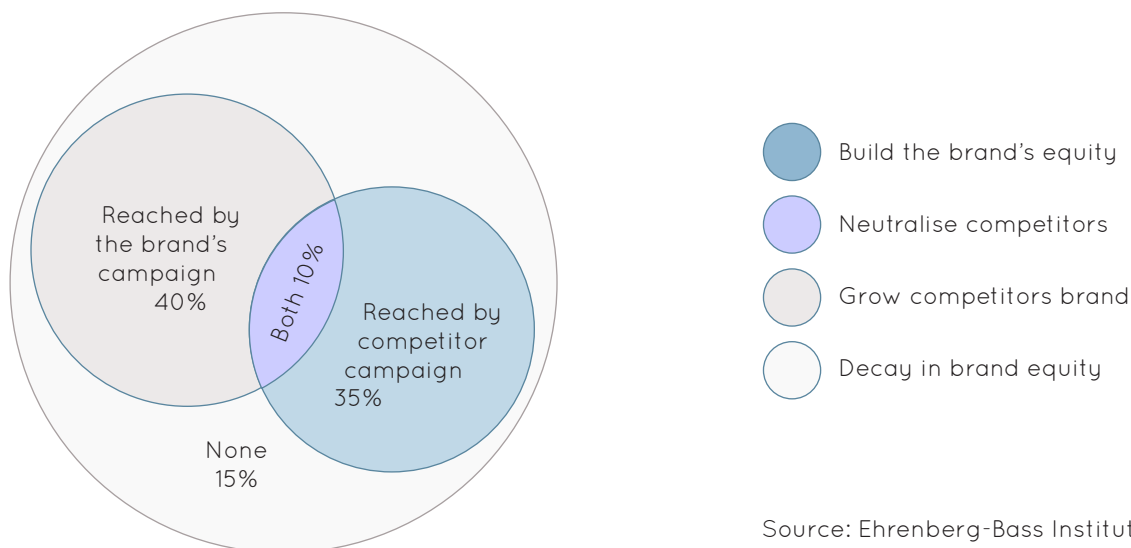
Source: Ehrenberg-Bass Institute, 2012

Synergy effect 1: Build cumulative reach more effectively

Advertising can only impact those people it reaches. So, what happens to those it doesn't reach? Non-exposure means that the equity of the brand could decay. It also opens the door for competitors to erode the brand's equity. For example, in Figure 5, if the campaign reaches 50% of the target market, then only 50% can be influenced by the advertising. 10% of this reach (the overlap) doesn't grow equity, but serves to neutralize competitive activity. Of the 50% not reached, 35% are reached by a competitive campaign, and so are likely to grow in competitor brand equity. The final 15%, who are not reached by either campaign, in the absence of any reinforcement, could suffer from brand equity decay.

Therefore cumulative reach, where you reach as many people as possible at least once, is an important campaign consideration. While engagement is a big buzzword right now, we need to remember that consumers need to be reached before they can become engaged!

Figure 5: Campaign reach and brand equity



Source: Ehrenberg-Bass Institute, 2012

1+ reach is key

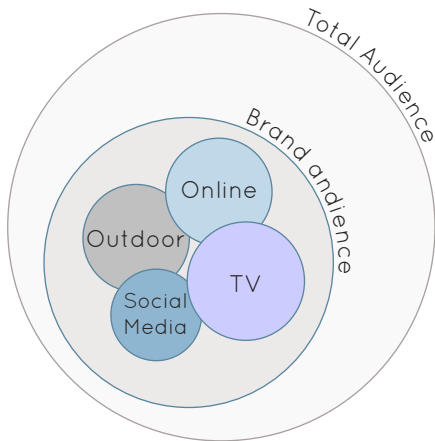
Evidence to date shows that advertising's greatest sales effect occurs when an individual moves from zero to one exposure (Wind and Sharp, 2009). Subsequent close-by exposures can have a positive effect, but the impact is much lower. Figure 6 shows the typical advertising response curve.

An effective multi-platform media mix needs to reach more people without wasting advertising dollars by hitting the same consumers multiple times with the same stimuli within a short window. The lower the overlap in audiences, the greater the synergy.

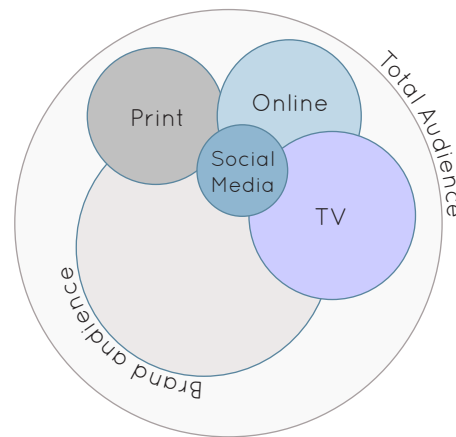
Beyond 1+ reach

The aim of multi-platform media planning is to pull fragmented audiences together to achieve a reach reflective of the brand's audience. When this has been achieved, then there is the potential for other multi-platform media synergies to emerge. Figure 7 illustrates the difference between a more and less effective multi-platform campaign for achieving reach.

Figure 7: Multi-platform campaign effectiveness for achieving reach.



More effective multi-platform mix for achieving reach: Covers most of the brand audience with minimal overlap between media

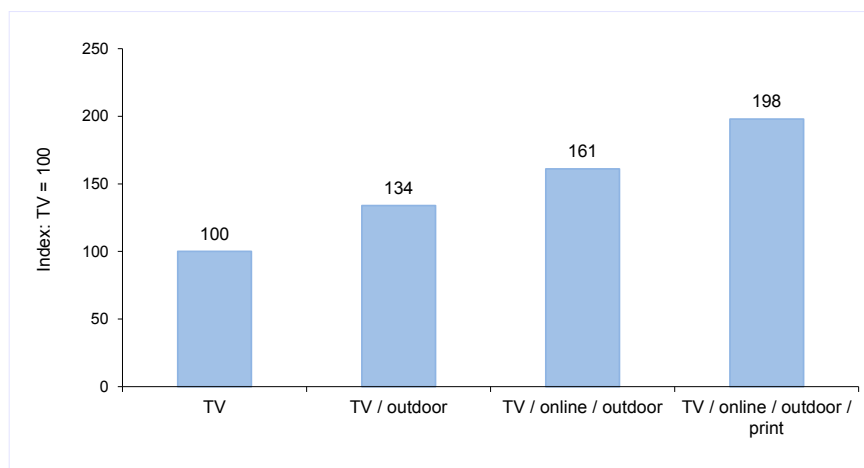


Less effective multi-platform mix for achieving reach: Large gaps in the brand audience and a great deal of overlap across media

Source: Ehrenberg-Bass Institute, 2012

CNBC's recent Executive Vision Series sponsored by Credit Suisse is a good example of an effective multi-platform campaign in action. The campaign extended CNBC's TV sponsored content across CNBC.com, outdoor, print and mobile. Research results demonstrate a gradual build in ad/sponsorship awareness across multiple platforms and a combination of x4 media doubles ad awareness vs. TV alone (see Figure 8).

Figure 8: Build in ad awareness across multiple platforms



Source: Dres Consulting 2010

We are continuing to learn more about the audiences for different media and how they 'mesh' together to drive incremental reach.

On Facebook, Coca-Cola has received more than 35 million "likes" and Wendy Clark, Coke's senior vice president of integrated marketing shared with Advertising Age that "Fans are twice as likely to consume and 10 times more likely to purchase than non-fans" (Jefferson, 2011). This tells us that Coke's Facebook activities are largely reaching heavy brand users, which most likely are reached through other media.

This suggests that adding Facebook to the multi-platform mix might not be an effective strategy to build cumulative reach, but might help with one of the other synergy effects, once reach has been achieved. This also raises an important consideration; if a major global brand like Coke attracts mainly heavy users, what does this mean for smaller more niche brands?

Synergy effect 2: Broaden the timing and context of consumer touch-points

Timing can be everything and advertising has a higher impact the closer the exposure is to purchase. Evidence from observation, diary and survey methods points to different media types peaking at different times of the day. Newspaper exposure is higher in the morning, radio and mobile dominate the commute to work, social media peaks in the afternoon and early evening, while consumer TV and tablet use peaks in the evening. Media users tend to gravitate to the best available screen – mobile video is great on the move – enhanced by the iPad and other tablet devices – but will be replaced by the big screen TV at home or the computer screen in the office. By placing your advertising in a multi-platform mix you can insert the advertising into people's lives, enhancing receptivity around varied purchase consideration points.

For example, viewers of CNBC's Executive Vision Series who saw the programme on TV at home also viewed at work online (27%), on their mobiles (17%) and during in-flight entertainment (15%). In addition to delivering incremental reach, the varied multiple platform experience reinforced the sponsor's message and enhanced brand equity.

Synergy effect 3: Provide enhanced repetition (rather than just adding frequency)

In pursuing the goal of cumulative reach, some frequency is inevitable, but rather than be at the mercy of the advertising response curve (Figure 6), a multi-platform mix will enhance the impact of repetition rather than achieving the lower impact of ordinary frequency. Close-by repetition of similar stimuli in the same media is largely excess frequency. The two ways to help turn frequency into enhanced repetition are to vary the context and to space out the exposures.

1. Vary the context

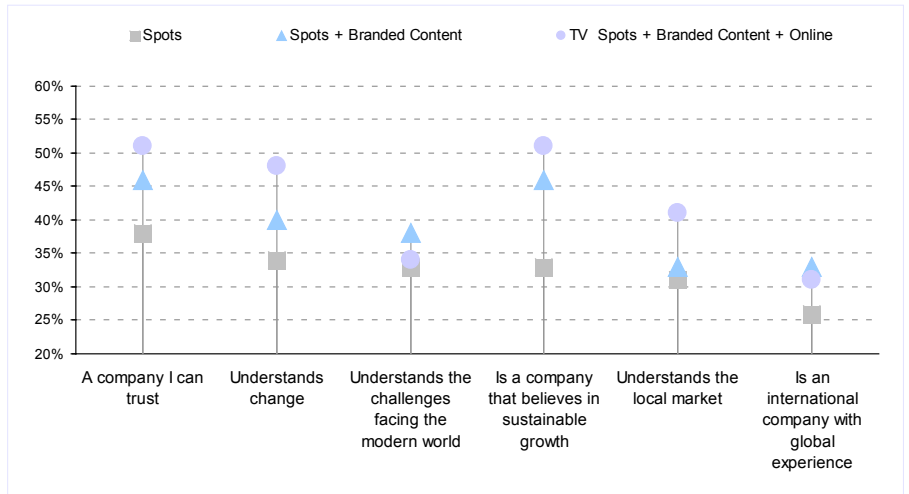
Exposure to advertising messages across multiple media can stimulate *forward encoding*. This is when an ad in the first medium improves the performance of the ad in the second medium (as in Voorveld et al., 2010). Multi-media campaigns heighten forward encoding in two ways:

- a. The subsequent exposures in different media platforms gain more attention from the viewer as the brain is tricked into thinking the stimuli is more novel than familiar.
- b. The varied contexts, like an advertisement around a branded content program, is seen as two separate, rather than repetitive, exposures and processed as such.

These both improve consumer's memory of the activity, and as a result, a campaign's performance. An example of this is recent research that found TV advertising, via forward encoding enhanced the effectiveness of subsequent online exposures. Levels of long-term-memory encoding were found to be 30% to 40% higher when participants were exposed to online activity (pre-rolls, web browsing and banners) after they had been exposed to the corresponding TV campaign (Brennan, 2011).

CNBC's 'Good Entrepreneur' global campaign sponsored by Allianz is a good example of how varying the context of a campaign can create forward encoding. Research results showed how viewers exposed to a combination of spots, branded content and online (rather than just spots), had an enhanced perception of Allianz – particularly for statements that related to the content and messaging of the campaign (see Figure 9).

Figure 9: Brand Image of Allianz among campaign exposure groups



Source: Dres Consulting 2009

2. Space out your exposures

Extensive research in psychology reveals the 'spacing effect' (Sawyer, Noel & Janiszewski, 2009). Longer intervals between exposures result in better learning and up to 20% improvement in memory, than shorter intervals.

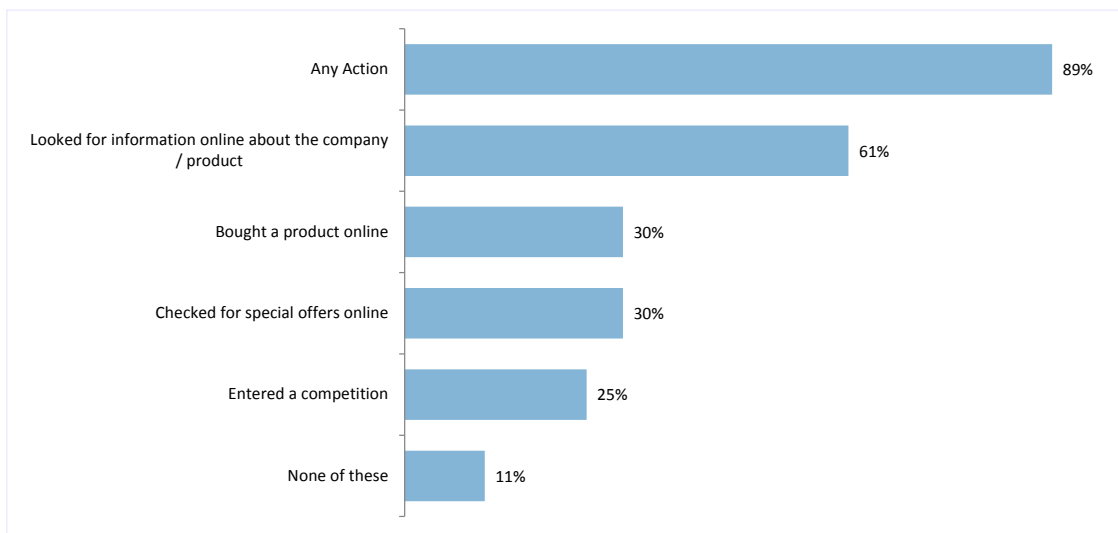
Allowing time in between exposures means the stimuli is processed more deeply. This is why heavy bursts are not always an efficient way to gain reach. Since each extra reach point is at the cost of grouped frequency. Multi-platform campaigns give advertisers more opportunities to spread out advertising and take advantage of this spacing effect.

Synergy effect 4: Build a neuro-rich campaign environment

Maximising reach through better placement and timing of advertising can be termed the *science of media synergy*. The *art* of the media mix is drawing on the strengths of each medium and choosing media that mesh together and provide a wide scope for stimulating consumer senses. The manner and rate at which audiences process stimuli from various forms of media is a useful distinction, such as whether it is *external* or *self-paced* media. *Self-paced* media like print and online allow the audience to process the content at their own speed while the pace of external media such as TV and radio is dictated by the medium.

One multi-platform media strategy is to use external push media to generate interest to drive audiences to seek more detail in pull media – particularly online. The combination of emotionally rich broadcast media and a direct response channels, such as online, has also been found to be particularly powerful (Binet & Field, 2009). Figure 10 demonstrates how TV can drive online action among those who viewed content of interest on international television.

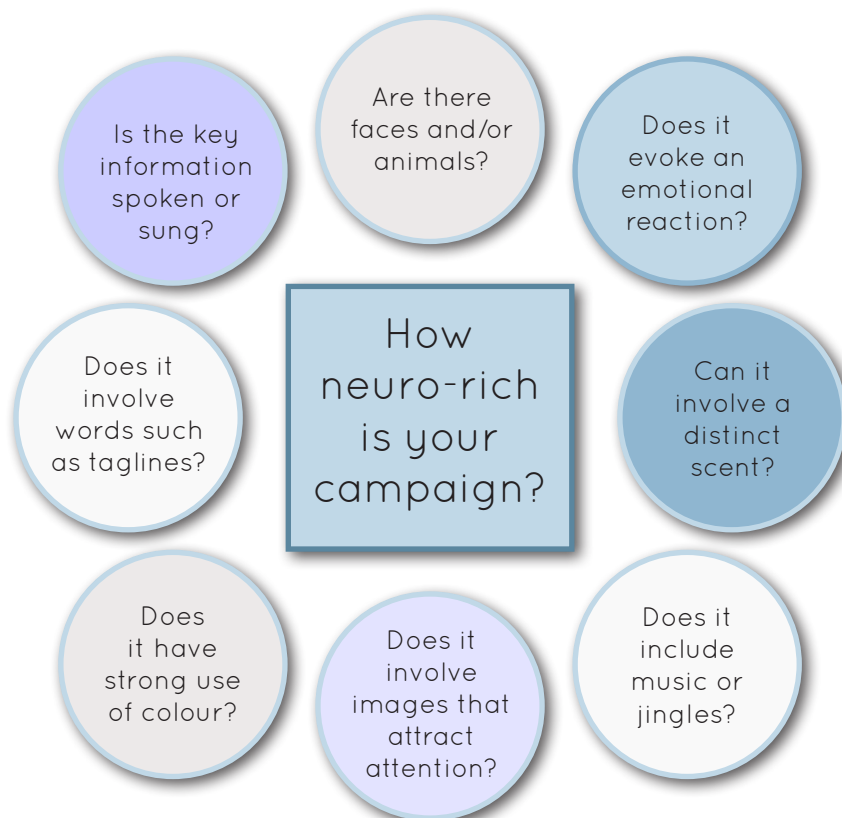
Figure 10 Action taken as a result of seeing content on International TV



Source: Project Engagement INTV 2009/2010

Different media types provide opportunities to expand the possible ways consumers can process the campaign exposure. The key is to choose media that combine together to reach the target audience in varied ways. The aim is to have a broad palette, so the campaign can be 'neuro-rich', heightening the long-term processing of the campaign in memory. Figure 11 highlights some questions you can ask when evaluating the neuro-richness of a communications campaign.

Figure 11: Questions to ask when evaluating a campaign to increase neuro-richness



Source: Ehrenberg-Bass Institute, 2012

Aligning media mix with objectives

As a final step in understanding multi-platform campaigns, we examined the objectives and media used by 235 Effies award winners in the US and UK from 2005 to 2009. On average, campaigns drew on seven different media, however TV, magazines and online advertising dominated media choice addressing objectives, particularly brand growth. So award winners draw on traditional as well as new media.

In addition, we discovered that certain media were more popular when marketers wanted to achieve specific goals and some useful patterns in multi-platform campaign structure.

- Social networking and Consumer involvement activities were more likely to be used to re-energise the customer base
- Websites, PR and Events were more popular when rectifying negative publicity or declining equity
- When challenged with a low budget, marketers turned to a wider range of alternative media to complement TV ads. In particular, marketers combined TV with Viral videos, Word-of-mouth initiatives, Website activities and TV program sponsorship/branded content
- Direct email sits between traditional and new media - it was more likely to be used in conjunction with WOM/ Viral and online activities as well as more traditional Direct mail
- Campaigns with WOM/Viral and Social Networking were more likely to also draw on PR and events

Summary

It's a new media world out there, and it is important that we expand our thinking to understand the new opportunities that have been created. This paper provides the pointers required for achieving multi-platform synergy and outlines the need for a detailed evaluation of the cause and effect of multi-platform campaigns. The following are a set of key tactics to take away:

1. Start with achieving as much 1+ reach as possible among relevant target audiences, as only those who are reached by the campaign can be influenced by it.
2. Match your media audience to your brand audience with as much coverage but as little overlap as possible. Use the media mix to gain reach without excess frequency.
3. To enhance timing, draw on media combinations that increase your footprint over the media day.
4. Chose media combinations that together offer visual, auditory and text options that are as diverse as possible. Aim to hit as many parts of the collective consumer brain as possible.

Contacts

Mike Jeanes

Director of Research, CNBC
mike.jeanes@cnbc.com

Virginia Beal

Senior Research Associate
Ehrenberg-Bass Institute for Marketing Science
University of South Australia
Virginia.Beal@MarketingScience.info

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