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BRAND MEDIA SELECTION METHOD:
THE BRAND MANAGER BACK IN CONTROL

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MANAGEMENT SUMMARY

Research motives and goals

Brand managers currently face four main challenges in media selection. Firstly, media selection is becoming increasingly complex as the media landscape is continuously evolving and more media options become available. Secondly brand managers are unable to digest the volume of information because of the complexity of the campaign requirements and the large variety in characteristics between media. Thirdly, briefing a professional media agency proves a challenge for brand managers in practice. Finally brand managers of fast movers are unable to adequately and promptly respond to changes within campaigns. The main focus of this study therefore was to provide brand managers with a Brand Media Selection Method to regain control over the media selection process by determining which media selection methods are available and out of which steps the process of media selection should consist. The following research question was formulated to deal with this issue: *“What method could fast movers implement to regain control of the media selection process within brand campaigns?”*

Research Methods

Based on consumer purchasing decision processes five models were developed: 1. Five-step media selection model, 2. Brand Media Criteria Model, 3. Brand Media Landscape Model, 4. Brand Media Comparison Model, 5. Brand Media Formative Evaluation Model. Additionally, the Brand Media Criteria Tool and the Brand Media Comparison Tool were developed to aid brand managers during the media selection process. A qualitative research method was chosen to validate the media criteria and media characteristics that lay the foundation for these tools. For the validation of the media criteria it was chosen to conduct a document study at Douwe Egberts B.V. For the validation and weighting of the media characteristics a written online Delphi method was used among various experts of the field of marketing.

Research results and conclusions

Literature has indicated that the current media selection theories are inadequate. By focusing on consumer purchasing decision processes, an innovative five-step Brand Media Selection Method was developed by which the main research question was successfully answered. During the development of the Brand Media Criteria Tool and Brand Media Comparison Tool both media criteria and characteristics were validated. In conclusion, the Brand Media Selection Method is a clear and innovative five-step media selection method that allows the brand manager to regain control of the media selection process.

PREFACE

I am pleased to present you with the report of this research that concludes my Master Communication Studies at the University of Twente. In the following pages, the graduation research project which I worked on for the last year will be presented. The research was commissioned by Douwe Egberts Netherlands B.V. and the University of Twente and has given me the opportunity to apply my acquired scientific knowledge in practice.

The motive for this research is a number of practical issues concerning media selection that I experienced during my internship at the marketing department of Douwe Egberts Nederland B.V. Media selection is an important aspect within the campaign planning of a brand, and the fact that there are opportunities for improvement have motivated me greatly to find a practical solution. An interesting assignment that has experienced many challenges and in which I got the chance to show that I also can make an important contribution to the field of marketing. The overall process has been an interesting learning experience that will aid me in my future endeavors. More than six months I had the privilege of working with some of the best brand and marketing managers in The Netherlands at Douwe Egberts Nederland B.V. Very special thanks go out to Bram Meijer, who was kind enough to be my mentor during my entire internship. I learned a great deal of his working methods and with great enthusiasm he showed me what it meant to work as a marketer. Special thanks are also due to my graduation committee, Sjoerd de Vries and Efthymios Constantinides, who supported me with guidance and advice throughout the entire project of my master thesis. Their inspiring view of the marketing sector caused a huge motivation.

Finishing this master thesis is an important step in my career and it is the beginning of an exciting time. At the same time it stands for the end of a fantastic period. I have enjoyed my student life in Enschede very much, it was a truly amazing experience. Of course this master thesis would not have been possible without the help and support of my family, specifically my parents and brother, who have supported me during my entire study in the best and loving way that they could. Secondly I want to thank my roommates and friends in Utrecht and Enschede for all the fun, laughter and interesting discussions we have had over the years. Also my fellow-interns from Sara Lee, who I shared a lot of fun with during my working period and afterwards in the University Library. Finally a special word of thanks to Peter, who has been a great support during this entire project.

Ruben Blair

12th August 2012

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1. INTRODUCTION

1.1 Research motive

Fast moving consumer goods (FMCG or fast movers) are an integral part of Western shopping behaviour. They are sold at different shopping formulas and constitute a large part of consumers budget (Çelen et al., 2005). These FMCG have specific characteristics; frequent purchase, low involvement, low price, high volumes, low contribution margins, extensive distribution networks and high stock turnover (Kulkarni, 2011). Resulting in high demand and consequently heavy competition between the different brands of FMCG companies.

To boost the sales of their products, the FMCG companies use media campaigns for their brands with different brand objectives, such as brand awareness, brand knowledge and brand preference (Kotler & Armstrong, 2009). To optimize the effect of a media campaign and realize the highest return on investment, the responsible brand manager plans the brand campaign with great detail. For each marketing instrument, media can be used differently to effectively transfer messages. Communication objectives, target audiences, context and media characteristics are all key factors in achieving an effective marketing communication strategy with a positive return on investment (Floor & Van Raaij, 2002). Therefore media selection is an important element within the campaign planning of a brand (Calantone & de Brentani-Todorovic, 1981).

Although media selection is an important element of a brand campaign, in practice it is found that brand managers are losing control within the media selection process. Both before and after the implementation of a campaign, brand managers face critical challenges in relation to media selection.

The first challenge found in media selection is that decisions are becoming increasingly complex as the media landscape is continuously evolving and more media options become available (Rademaker, 2011). These rapid developments in the media landscape have made it essential for organisations to rethink their current media selection strategy. However, media selection within FMCG companies is still focused on traditional media and processes. Brand managers are struggling to incorporate the new media into their brand campaign. For the acquisition of Internet and social media strategies specialized media agencies are engaged. Because of the restricted relevant experience of brand managers, the use of these media is still very much sender focused (external pacing), it is often only used to submit a commercial message to a large target audience. The new and more interactive media such as social media demand a different approach in media selection, acquisition strategy and the supporting process. These points require expertise that most professional media agencies do not

possess, let alone large FMCG corporations. The much needed media marketing mix that includes traditional and new media therefore becomes very incoherent. FMCG companies and brands are struggling to find a way to analytically select the most effective media for brand campaigns in the evolving media landscape and to strategically implement the new forms of interactive media into the existing media selection process.

The second challenge for brand managers concerns the complexity of translating the campaign objectives into media characteristics. Additionally the brand manager is confronted with a wide range of options because of the large variety in characteristics between media. For example, media vary considerably in scope and target effectiveness. Additionally, the different characteristics of the media provide different opportunities in transferring a message from sender to target audience successfully. Furthermore the credibility of a medium can also have an influence in the way a message is received. For an optimal selection of media, ideally the specific characteristics of all media need to be identified and compared. The volume of information requires insight and effort on a scale which a brand manager is unable to digest. Consequently media selection is frequently based on the personal experience and judgement of brand managers, which ultimately might not always be the best choice for a successful campaign result (Coulter & Sarkis, 2005).

Brand managers make use of media agencies to assist in media selection (Davies, 2000). This trend can be found within most large FMCG corporations, where the actual acquisition of media is outsourced to professional media agencies. These media agencies have the knowledge and resources to derive the measurable goals within targets and media campaigns that are laid out by brand managers or other marketers. However, in practice hiring a professional media agency proves a challenge for brand managers. Because of the variety of customers that media agencies consult and the difference in requirements of all those organizations, difficult media briefing tools with an abundance of options and details are laid out by the professional media agencies. These media briefing tools prove to be quite unmanageable in practice and are therefore not always less time consuming. Brand managers often do not have the time or resources to completely effectuate the briefing. On the other hand, media agencies often receive inadequate information (Clements, 1984). Much information is incomplete or irrelevant. Additionally, many of these professional media agencies have different specialities and contracts with specific types of companies in their field of expertise. Hiring a media agency has a direct influence on the choice of the media that they advise and acquire.

The final challenge is that brand managers of fast movers are unable to adequately and promptly respond to changes during campaigns. Especially with the addition of social media in the media campaign mix, consumers can directly respond to brand campaigns. Economic consequences of media selection decisions are becoming of increasing importance, since they directly affect the turnover and profits of the company (Rademaker, 2011). The interactive response capability of the new media therefore poses a new threat. A negative response can lead to poor campaign results and the loss of many thousands of euro. An example of such a campaign gone wrong is the twitter campaign of fast food chain McDonald's. Instead of a positive forum, the hash tag campaign #McDStories turned into a platform with horror stories about the products of McDonald's. When McDonald's shut down the hash tag campaign a couple of hours after it started, the damage had already been done. Phone company T-mobile also received reputational damage when a Dutch comedian started tweeting about his bad experiences with the T-mobile help desk. Estimates of the reputational damage go as far as €200,000 or €300,000, on social media alone. When counting other media, this estimate becomes even higher. In another context similar damage occurred when the Dutch government introduced a compulsory vaccine against cervical cancer. The Dutch National Institute of Public Health stated that the campaign failed because of the lack of efforts to combat the negative publicity surrounding the program. The campaign called on teenage girls between the ages of 13 and 16 to take part in an inoculation program. Some scientist and parents expressed concerns on the long-term effects of the vaccine. The institute underestimated the emotional aspect and failed to reassure the public. The result was a stream of negative messages on the internet. Resulting in few girls signing up for the program. In these situations it becomes a necessity that a marketing manager can quickly and adequately intervene in a marketing campaign.

Concluding, there are four main challenges that brand managers face. First of all, media selection is becoming increasingly complex as the media landscape is continuously evolving and more media options become available. Secondly brand managers are unable to digest the volume of information because of the complexity of the campaign requirements and the large variety in characteristics between media. Thirdly, briefing a professional media agency proves a challenge for brand managers in practice. Finally brand managers of fast movers are unable to adequately and promptly respond to changes within campaigns.

To deal with these four challenges, brand managers need to get back in control of the media selection process. Gronhaug (1972) states that the degree in which brand managers determine media decisions beforehand is an influencing factor on media selection. If the selection of media is made clear in advance, the choice of a media agency, the buying of media and the overall decisions

in media planning should be more substantiated and eventually lead to a higher return on investment. Such improvement will have major financial benefits. A switch must be made from a outcome-oriented media selection method to a process-oriented media selection method (Yi, 1991). The primary focus therefore should be on four solutions that enable the brand manager to get back in control. Firstly a clear working method for media selection needs to be provided. Secondly, an overview of the current media landscape is needed. Thirdly it must be clarified which criteria codetermine media selection. Subsequently, an oversight of the corresponding characteristics of the various media is needed. Finally, an iterative evaluation method needs to be developed that offers the ability to quickly respond and switch between different types of media, depending on the situation.

1.2 Research goals

The results and conclusions of this study will contribute to scientific field on methods for media selection in brand campaigns. More specifically this study aims to give brand managers back the control of the media selection process by determining which media selection methods are available and out of which steps the process of media selection should consist. An extensive study will have to adjudicate these various steps. Additionally the motivation of this research entails four solutions to tackle four challenges concerning media selection that were experienced at Douwe Egberts Nederland B.V. To achieve these solutions an academic research approach is used and six research goals have been formulated.

1. The primary research goal is to determine which media selection methods are available, if they fit the needs of today's brand managers and out of which steps the process of media selection should consist.
2. Criteria must be examined which are necessary to conduct a media selection. These criteria need to be validated.
3. An overview of the current media landscape is needed to determine which media alternatives can be chosen during media selection.
4. The characteristics need to be researched by means of which the various media alternatives should be compared. These characteristics also need to be validated.
5. This research needs to determine how an evaluation can be incorporated in the media selection method to allow brand managers to have the ability to quickly respond and switch between different types of media .
6. On the foundations of the above a new Brand Media Selection Method should be proposed.

1.3 Main research question

The main focus of this study is to provide brand managers with a Brand Media Selection Method to regain control over the media selection process by determining which media selection methods are available and out of which steps the process of media selection should consist. An extensive study will have to adjudicate these various steps. Based on the above the following main research question is formulated:

“What method could fast movers implement to regain control of the media selection process within brand campaigns?”

Essentially in this thesis I describe a working method for brand managers to regain control of the media selection process and argue that this working method should in any case consist out of four parts: formulating media criteria, providing an overview of the media landscape, subsequently linking media characteristics and implementing iterative evaluation.

To answer the main research question it is divided into four sub questions. The first question aims to investigate the criteria that determine media selection. This allows brand managers to translate campaign objectives by asking themselves the right questions in purposefully selecting the right media. The second question investigates the current media landscape and defines the media alternatives that can be used by brand managers. The third question investigates the unique media characteristics by means of which the campaign media can be compared and selected. These unique media characteristics are linked to the media criteria, for an optimized media fit. The fourth question searches for an iterative evaluation strategy in order to optimize effectiveness of media selection after implementation.

According to this subdivision, four sub questions have been formulated to help answer the main research question:

Sub research question 1a.

“Which criteria are mandatory for successful media selection?”

The first sub question focuses entirely on the criteria that can translate the campaign objectives into a consideration set to make a media selection for brand campaigns. These criteria need to be mapped in order for brand managers to get more control of the possible outcomes of their brand campaign.

Sub research question 1b.

“Which media alternatives within the current media landscape can be used for media selection?”

The second sub question focuses on the evolving media landscape and aims to provide an overview of the media alternatives that brand managers can choose from during media selection. This overview is needed for brand managers to make a substantiated media selection with a complete set of media alternatives that can be compared. This way the brand manager can keep control of the types of media that he can choose from.

Sub research question 1c.

“What are the characteristics of media alternatives?”

The third sub question focuses on the unique characteristics of the different media alternatives within the media landscape and how they can be linked to the above mentioned media criteria. The main purpose of this research question is to find practical characteristics in order to compare the media alternatives with each other. This allows brand managers to make a thoughtful and informed selection of media for the brand campaign. Most importantly it provides brand managers with control of the briefing process with media agencies.

Sub research question 1d.

“How can evaluation enable control over media selection during and after implementation?”

The fourth and final sub question deals with brand campaign evaluation. It seeks to find an answer on how media selection can be optimized after implementation. Mainly because of the addition of new media to the media landscape and the corresponding high degree of consumer reactions, brand managers require customized evaluation methods to keep control of their campaign outcomes.

1.4 Research approach

The implication of these research questions is that a working method needs to be developed in order for brand managers to regain control of the media selection process. To realize this aim, a Brand Media Selection Method is proposed. Within this research the various steps of this method will be substantiated. The following approach is used.

First of all a review of current media selection theories is needed. Based on this review, a theoretical approach to media selection will be selected. Subsequently, the criteria that determine media selection need to be investigated and defined. In addition, contextual circumstances such as contractual obligations may be of influence on the selection of media. The media criteria will serve as a consideration set in a Brand Media Criteria Model.

Thereafter the different media alternatives will be distinguished and a Brand Media Landscape Model is provided. Subsequently the unique characteristics of the media alternatives will be mapped. By means of the consideration set these characteristics will be related to the different specific targets of brand campaigns. The media characteristics will serve as comparable factors in a Brand Media Comparison Model. To prove the validity of the models, both the criteria that form the base of the Brand Media Criteria Model and the characteristics that form the base of the Brand Media Comparison Model will be tested by means of a qualitative research method. The criteria will be validated by means of a document study at Douwe Egberts B.V., the characteristics will be validated and weighted by a panel of experts by means of a Delphi method. Both models will be further developed into a Brand Media Criteria Tool and a Brand Media Comparison Tool.

Furthermore brand managers must be able to evaluate and change the integrated media choice at any time. It is important that they can adapt to contextual circumstances at any time. This requires a continuously evaluation method of the current campaign situation that checks if the selected integrated media choice is still the best option for that time and situation. This research investigates the possibilities of summative and formative evaluation methods within a brand campaign. Ultimately, these two campaign media evaluation methods will be integrated into a Brand Media Evaluation Model.

Finally four models and two tools will combined be presented as the Brand Media Selection Method. The results will be discussed and recommendations will be made on how brand managers can practically implement the Brand Media Selection Method. The Brand Media Selection Method is a descriptive five-step working method that will allow the brand manager to regain control of the media selection process by finding the type of media that fits best in the campaign requirements.

1.5 Scientific relevance

The theoretical framework, results, conclusions and discussion of this study have a specific scientific relevance. Although much research has been conducted on the field of media selection as illustrated in chapter 2, the existing theories have proven to be inadequate. This research fills in those shortcomings in research on the field of media selection by focusing specifically on the link between media selection and consumer decision-making processes. This is a new approach to media selection research and focuses on getting brand managers back in control by means of a process-oriented method. Secondly, little is known about how new media has affected the media selection process of brand managers. This study will also make an important contribution to this specific scientific field of interest.

1.6 Reading guide

This research consists of six chapters. The first chapter has provided a brief introduction on the research motives, goals, approach, scientific relevance and research topics discussed in this study.

The second chapter contains the theoretical framework of this study. This chapter is composed of five consecutive sections, based on the research goals.

The first section provides a literature review of current media selection theories and substantiates why these theories are inadequate. The section ends with the proposal of a five-step media selection model.

The second section provides a theoretical substantiation concerning the media selection criteria. It is concluded with the proposal of a Brand Media Criteria Model.

The third section further elaborates on the third goal; a detailed overview of the current media landscape is provided by means of the Brand Media Landscape Model.

The fourth section provides an extensive literature review of the unique characteristics of the media alternatives. It is concluded with the proposal of a Brand Media Comparison Model.

The fifth section concerns the substantiation of a Brand Media Formative Evaluation Model. In this section a literature review on formative evaluation methods is provided.

Chapter Three will further examine the methodological part of this research. First a brief introduction to qualitative research is provided and why it was chosen to use this type of research. Here it will be explained how the Brand Media Criteria Model and the Brand Media Comparison Model will be validated. Two research methods will be introduced, the document study and the Delphi method.

The fourth chapter will present the results of the document study and the Delphi method. First of all the results of the validation of the Brand Media Criteria Model will be presented. These results are followed by the results of the validation of the Brand Media Comparison Model.

The fifth chapter will present the final result of this design study: the complete Brand Media Selection Method. In this chapter all components are put further into perspective. It is explained how the five-step media selection method works. Furthermore the Brand Media Criteria Tool and the Brand Media Comparison Tool are presented.

In the sixth and final chapter the conclusions of the main research question and sub questions will be presented and discussed. Finally appropriate recommendations will be made for future research and practical implementation by brand managers.

2. THEORETICAL FRAMEWORK

The first introductory chapter has pointed out the challenges that brand managers face during the media selection for brand campaigns. The ambition to allow brand managers to regain control over the media selection process was substantiated and the corresponding main research question, *“What method could fast movers implement to regain control of the media selection process within brand campaigns?”*, was formulated. The second chapter searches for connecting factors in literature and further provides a foundation for the answer to this research question.

The first section will provide a review of academic research on the various media selection theories. Different theories on effective media selection that have been discussed throughout the years are highlighted. This section ends with an explanation why the current theories on effective media selection no longer meet the requirements of brand managers. Subsequently a new approach to media selection is sketched, by viewing the media selection process as a purchase decision making process. This view is further substantiated and a new Brand Media Selection Model is proposed.

The subsequent sections are based on the four research sub questions that were formulated in the first chapter. The second section seeks an informed substantiation for the answer to the first research sub question, *“Which criteria are mandatory for successful media selection?”*. In this section it is argued how an media selection consideration set can be developed. Subsequently an extensive literature review of media selection criteria is presented. This includes the criteria that influence the selection of media. The section concludes with the proposal of a practical Brand Media Criteria Model, the main solution for the first research sub question.

The third section focuses on providing an elaborated answer to the second sub research question: *“Which media alternatives within the current media landscape can be used for media selection?”*. First of all a brief introduction to the rapidly evolving media landscape is provided. Followed by a substantiation of media segments. Finally an overview of the current media landscape is provided by means of a Brand Media Landscape Model.

The fourth section provides an answer for the third sub question *“What are the characteristics of media alternatives?”*. The media selection criteria and media alternatives are placed into context by focussing on their unique media characteristics; their individual benefits and disadvantages. Furthermore the media alternatives are rated according to their characteristics. Finally a practical Brand Media Comparison Model is proposed.

The fifth section concerns the fourth research sub question: *“How can evaluation enable control over media selection during and after implementation?”*. It first provides an extensive literature review on formative evaluation and explains how this can be practically implemented with the Brand Media Formative Evaluation Model.

The final section provides the conclusions of chapter two. The conclusions of all preceding sections are highlighted in an organised overview.

2.1 Five-step media selection method

In this section a first step is taken in answering the main research question: *“What method could fast movers implement to regain control of the media selection process within brand campaigns?”*. This is achieved by substantiating why media selection is so important for the outcome of brand campaigns and providing a review of current media selection theories and elaborating on what is needed to improve the media selection for brand campaigns. Secondly it is argued why the current media selection theories are insufficient for brand managers to use. Subsequently a proposal for the Brand Media Selection Method is made.

2.1.1. Media selection theories

To understand the importance of media selection for the outcome of brand campaigns, first the overall significance of media selection for brand campaigns must be emphasized. One of the main objectives of marketing is to develop strong brands. A brand can originally be seen as an addition to a product (Floor & Van Raaij, 2002). More specifically the product is given a name that gets a certain appeal and value, for example by advertisements or packaging. This value is important for the consumer, as it provides trust in the brand. This trust and the idea that the brand performs better than its competition enables the brand to gain a preferred position within the consumer’s mind. This can result into brand loyalty. It is therefore important for organizations to respond to the emotions of consumers about a brand (Michels, 2006). A brand is not necessarily just a product, it can also refer to an entire organization, for example Shell, Philips, McDonald’s and Apple. To appeal to this consumer brand emotion and increase sales, organizations need to develop marketing campaigns. There are eight effects that marketers try to accomplish among consumers. These eight distinguishable effects in consumer purchase are: category need, brand awareness, brand knowledge, brand attitude, behavioral intention, behavioral facilitation, behavior and satisfaction (Michels, 2006). These stages are not necessarily confined to this order, but each stage requires a different marketing approach. Principally, this concerns three types of behavioral intention; knowing, feeling and acting (Awa & Nwuche, 2010). However, in contrast to what has been thought in the

traditional economics, consumers do not always act on rational motives. Advertising focuses mainly on brand awareness, brand preference and brand loyalty (Michels, 2006).

Advertising comes in the form of marketing campaigns. Media selection is very crucial in terms of the outcome of a marketing campaign. Through effective media selection, a business will be able to get the best result in a marketing campaign. A marketing campaign strategy is concerned with how a message is delivered to consumers. It involves identifying the characteristics of the target audience of market, who should receive the message, what the message is, defining the characteristics of the media that will be used for the delivery of the message and when the message should be sent (Michels, 2006). Additionally, each media has its specific strengths and weaknesses. These strengths and weaknesses demonstrate how effective a media can perform an advertising task. If these strengths and weaknesses are not utilized in the correct manner and consequently the media is not selected appropriately, the overall effectiveness of advertising campaign could be in danger. Therefore the selection of advertising media is one of the most important decisions in marketing and advertisement (Karobi, 2010). Concluding, the economic consequences of media selection decisions are of great importance, since they directly affect the turnover and profits of the company (Rademaker, 2011).

The previous paragraph explains the importance of media selection for the overall success of marketing campaigns. It has a direct influence on brand image and the return on investment of a campaign. Because of this importance, most businesses are aware of the fact that media selection must be properly substantiated in order to achieve maximal effectiveness. This sub section provides a literature review of the most popular media selection theories.

Research on media selection is mainly divided into three camps. The rational camp suggests that managers need to select media rationally by comparing the inner attributes of each communication medium. The most well known theory originating from this camp is the Media Richness Theory by Daft and Lengel (1984). The media richness theory suggests that effective communication reduces uncertainty levels by achieving a good match between the chosen media and the level of ambiguity in a message (Gu et al., 2011). By means of a media richness hierarchy, Daft and Lengel (1984) use four criteria to evaluate the richness of a medium, the medium's capacity for immediate return of feedback, the number of cues used, the number of channels used, and the personalization and language variety (Gu et al., 2011). Ranked from high to low media richness, face-to-face communication, telephone, e-mail, letter, note, memo, special report, and finally, flier and bulletin. Communication tasks high in ambiguity require richer media, such as face-to-face communication,

which can handle rich information. Simple tasks with low ambiguity are more suitable for lean media. In other words, the choice of the appropriate media will raise the overall effectiveness of a message plan (Gu et al., 2011). From a strategic management perspective, the media richness theory suggests that effective managers make rational choices matching a particular communication medium to a specific task or objective and to the degree of richness required by that task (Trevino, Daft, & Lengel, 1990).

The second camp is more focused on social influence, and states that managers should consider social influences when selecting media. One of the most important theories of this camp is the Social Influence Perspective. The social influence perspective was proposed by Fulk et al. (1987) and opposes the idea that communication richness is a constant and objective property of a communication medium and asserts that a managers' superiors and co-workers influence the manager's choice of an individual medium. It states that people's perceptions of the richness of media are different, and decision making is subjective and influenced by information provided by others (Gu et al., 2011). Another theory from the social influence camp is the channel expansion theory by Carlson and Zmud (1999). It states that experience is the key for users to convey rich information by lean media (Gu et al., 2011).

For the creation of a third camp, Higa and Gu (2007) took the ideas of both camps and proposed the media fitness framework. The media fitness framework argues that people choose a certain medium to communicate because it fits their special case. They state that within media selection, the fitness of the media with the communication task, the communication user and user group, and the supporting environment, all affect the media selection decision. The media fitness framework identifies three groups of factors. The first group mainly inherits ideas from the media richness theory, which represents rational consideration in media selection. The second group mainly inherits ideas from the social influence perspective, which represents social influence thinking in media selection. The third group are new media fitness framework ideas, which represents the real limitations of resources available to enable communication (Gu et al., 2011). Both the physical attributes and communication tasks are quantified so that for each medium a fitness score of the candidate media with the communication task can be calculated. Finally the factors of the third group are checked, to see if there are any resource limitations that affect the choice for a medium.

The media richness theory, the social influence perspective and the media fitness framework are all media selection theories with an outcome-oriented perspective on how the result of media selection can be more effective (Yi, 1991). They provide handholds as regards the communicative power of the

various media, but unfortunately all of the previously mentioned theories lack the process insight in how the brand manager should select and implement media in practice. A process-oriented approach with a practical working method for brand managers is missing. The current media selection theories lack the substantiation of which steps a brand manager needs to take to manage the media selection process.

In the previous sub sections it was explained that optimizing the effect of media selection is important and that it can be optimized in various ways in accordance to three camps of media selection theories. However it was also concluded that the current media selection theories are inadequate. The following section will suggest a new approach to media selection.

2.1.2. Consumer purchase models

As the previous section illustrates there are many different media selection theories that all have a different approach to how media selection for campaign should be addressed. Unfortunately it was also concluded that the current media selection theories are inadequate and are consequently not used by brand managers in practice. It is remarkable that the current theories do provide a handhold as regard to the communicative power of the various media, but give little practical insight in what a practical media selection procedure should look like and how media selection should be managed. It seems that the theoretical substantiation of the various media selection theories is seen as more important than the practical usability of such a theory for the brand manager who needs to make the purchase decision. Therefore a shift from outcome-oriented to process-oriented theories is needed.

This study chooses a process-oriented approach to media selection. When simplifying the media selection process in terms of what actually happens, the process becomes clear. For example, a brand manager has a certain goal (his campaign objectives) and searches for a way to realize this goal. The manager does not have the means to personally achieve this, so they need to be purchased. To know what to purchase, he needs to know by means of which resources (in this case campaign media) he can achieve his objective. Next he can compare the alternatives and is able to purchase the media he needs. This example clearly focuses on the brand manager as a person who needs to make a purchase decision. Concluding; media selection is not only part of a campaign planning, it is a fundamental purchase decision that needs to be made. A brand manager needs to make a selection of media that is subsequently purchased at a media agency. When approaching the media selection process in such a way, a different perspective occurs. The brand manager is no longer just making a selection as a manager, the brand manager becomes a consumer buying a service from a media agency. The shift in role from marketing manager to consumer is important for

the approach of the brand manager. The brand manager can now be approached as a consumer that needs to make an ordinary, but nonetheless comprehensive, purchase decision. By focusing on consumer purchasing decision processes, the media selection process becomes a far more clear and workable process for the brand manager. Literature shows several types of purchase decision models which have their foundations in behavioral intention research. The Theory of Reasoned Action or TRA (Fishbein & Ajzen, 1975) is a famous example of such a theory and states that individual behavior is driven by behavioral intentions where behavioral intentions are a function of an individual's attitude toward the behavior and subjective norms surrounding the performance of the behavior. Another example is the Theory of Planned Behavior by Ajzen (1991) which added perceived behavioral control to the TRA. Kim et al. (2008) developed a trust based consumer decision-making model in electronic commerce that recognizes that trust, perceived risk, and perceived benefit may directly influence purchase intentions and decisions, and trust may also influence purchase intentions indirectly by influencing risk perceptions. During an evaluation of consumer behavior models Rau and Samiee (1981) state that there are three well-known models of consumer behavior: The Nicosia Model (1966), the Howard-Seth Model (1969) and the Engel Kollat Blackwell Model (1973). The Nicosia model focuses on the relationship between the firm and its potential consumers. The firm communicates with consumers through its marketing messages for example advertising. And the consumers react to these messages by purchasing response (Dias, 2011).

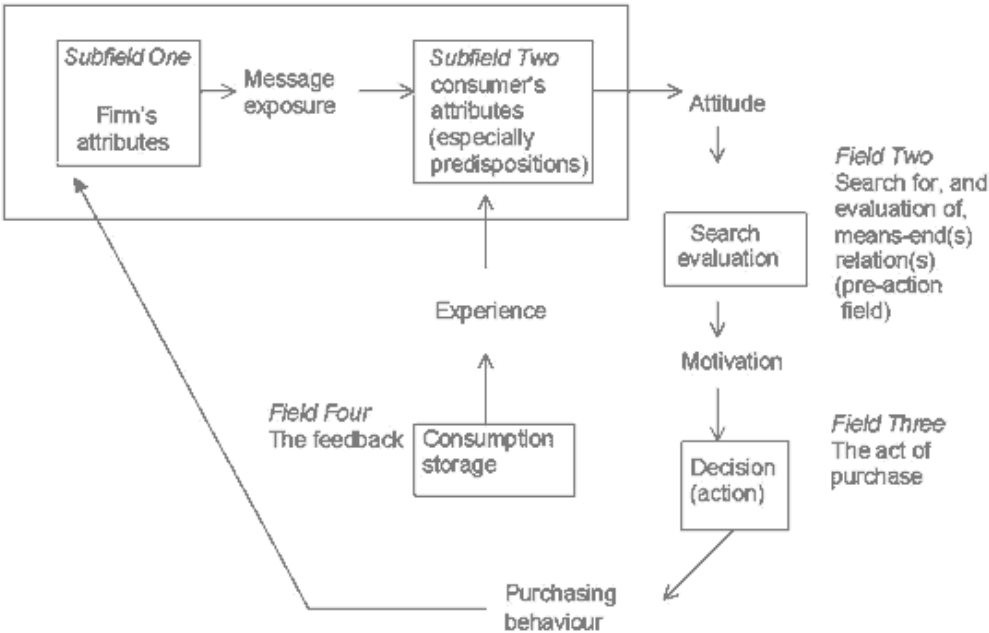


Figure 1: Nicosia Model (1966)

The Howard and Seth Model has three levels of decision making within it (Dias, 2011). The first level describes problem solving. At this stage the consumer does not have any information, knowledge or preferences for any product. During this situation, the consumer searches for information about all the different brands in the market before purchasing. The second level is problem solving. This happens to consumers who do not have enough knowledge about the market about what they want to purchase. The consumer will search more information in order to arrive at a brand preference. The third level is regular response behavior. At this level, the consumer knows the different brands very well. He can differentiate between the different characteristics of each product. He also decides to purchase a certain product (Dias, 2011).

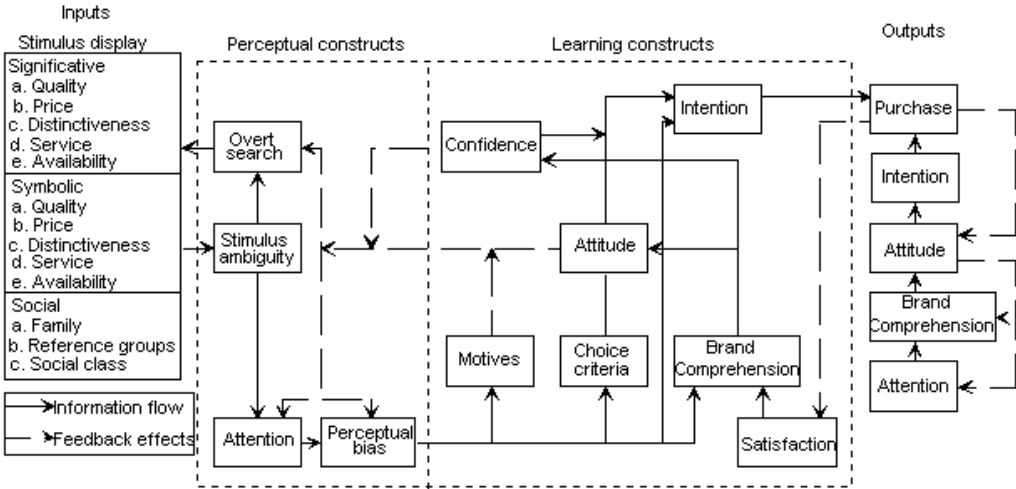


Figure 2: Howard and Seth Model (1969)

The most well known consumer decision process is the Engel-Kollat-Blackwell model of Blackwell et al. (1973). This model consists of five stages, including motivation and recognition of need, information search, evaluate alternatives, purchase and outcome. The Engel-Kollat-Blackwell Model was developed as a decision-making process model of consumer behavior which was once again concerned with brand choice and so offered a "general" theory of demand. As with the Nicosia model, buying behavior was seen to involve several inputs which result in actions (outputs) by the consumer (Mason, 1993). However, where in the Nicosia Model attitude, motivation and experience are the key elements, the Engel-Kollat-Blackwell model identifies perception, values and attributes, personality and past experience the major input variables (Mason, 1993). The following figure illustrates the five steps the Engel-Kollat-Blackwell model.



Figure 3: Engel Kollat Blackwell Model (1973)

The final consumer purchase decision model reviewed in this study is Kotler's buying decision process model, Kotler's buying decision process model consists out of five stages; need recognition and problem awareness, information search, evaluation of alternatives, purchase and post-purchase evaluation. In the first stage, need recognition and problem awareness, the consumer would recognise a problem or need. The consumer then needs to decide how much information is required. A difficult decision requires more information than a simple decision. Subsequently a consideration set is devised to determine which criteria must be fulfilled. In highly competitive markets where there is a large number of competing products or services the consumer rarely makes a choice from the entire set of alternatives available. Rather, the customer selects from a subset of the alternatives that are actually available, termed 'the evoked set' (Howard & Seth, 1969). By means of the consideration set the various alternatives are evaluated and compared. It is likely that when making judgments customers will focus on those product attributes and features that are most relevant to their needs at a given point in time. At the purchase stage the prospective customer will have arrived at a judgment about his/her preference among the evoked set and have formed a purchase intention. This stage is concluded with a sale. The final stage is the post-purchase evaluation of the decision. During this stage the consumer will evaluate the purchase that was made. If the purchase did not satisfy the needs, the consumer might return to the first stage.

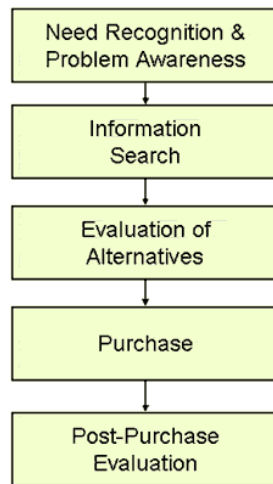


Figure 4: Buying decision process model (Kotler, 1999)

2.1.3. Five-step media selection model

The four above mentioned consumer decision-making process models do not entirely fit the desired media selection process. The Nicosia model is inadequate because it describes the consumer decision-making process from the suppliers viewpoint. The emphasis is placed on the firm and not on the person making the decision. Secondly it lacks a post-purchase evaluation. Although the Howard and Seth model describes the purchase process from a consumer point of view, it is too comprehensive for the intended purpose. Both the Engel, Kollat and Blackwell model and the Kotler model are practical models that fit within the intended purpose. However the Engel, Kollat and Blackwell model does not include a post-purchase evaluation and both lack the possibility for intermediate evaluation. Secondly both models need to be adjusted for the intended use of media selection.

To alleviate these shortcomings a new five-step model is developed, in which a working method based on the models of Both Engel et al. (1973) and Kotler (1999) is proposed. The “five-step media selection model” will be used as a basic process flowchart for the media selection process by brand managers. This model is illustrated in figure 5.

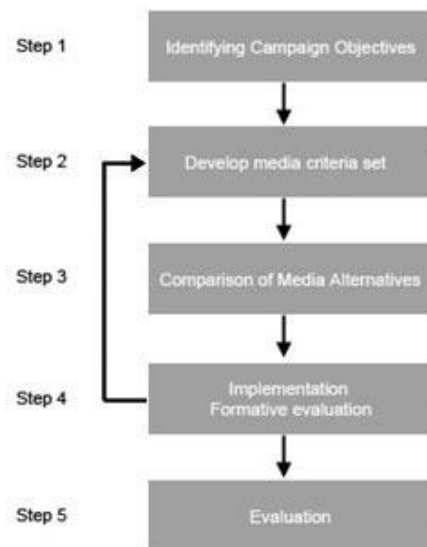


Figure 5: Five-step media selection model

The five steps of the five-step media selection model will be used to allow the brand manager to regain control of the media selection and purchase decision process. Based on the two theories, the working method will consist out of the following five steps:

Step 1. Identifying campaign objectives (Motivation and recognition of need (Engel et al., 1973))

The first step is necessary to identify the formulated campaign objectives. The campaign objectives have been formulated in advance and are a practical formulation of the marketing objectives. The brand manager needs to know the campaign budget, target audience, the key performance indicators (desired outcome) and the timeframe. These factors provide an overall framework for the campaign.

Step 2. Develop media criteria set (develop consideration set (Engel et al., 1973))

The second step is necessary to translate the campaign objectives into a set of criteria that can be used as a consideration set. The second step has proven to be difficult because there are many different criteria and the definitions of these criteria are very important for a proper link to the media characteristics. Secondly it is not easy for a brand manager to translate the campaign objectives into characteristics if it is not exactly clear what is expected from them. For this purpose the Brand Media Criteria Tool needs to be created. It translates the campaign objectives in

predetermined criteria that can be directly linked to the characteristics of media. The brand manager only needs to answer the questions of the Brand Media Criteria Tool to have a practical list of criteria which can be used in the next step. Finally all the scores need to be noted on a media criteria scorecard that can be easily compared to the characteristics of the media alternatives.

Step 3. Comparison of media alternatives (evaluation of alternatives (Kotler, 1999))

In the third step the various characteristics of the different media alternatives are laid out and compared. During this step the criteria within the consideration set that was created in the previous step are compared to the benefits and disadvantages of the various media alternatives.

Again this step is marked as a very difficult step and time consuming for brand managers to complete because of the many different types of media alternatives and the large amount of information concerning the different benefits and disadvantages of the media alternatives. A brand manager does not have the time or resources to search for all this information. To simplify this task the Brand Media Comparison Tool needs to be developed. This tool is an extensive comparison tool with a scorecard so that brand managers can compare their media criteria to the scores of the various media alternatives. When a proper match between the criteria and the characteristics has been found in one or multiple media alternatives, the brand manager can proceed to the next step.

Step 4. Implementation / Formative evaluation(purchase (Kotler, 1999))

The fourth step is the actual selection and acquisition of the brand media. Brand managers now have substantiated evidence for the optimal media fit for their brand campaign. This allows them to see the advantages, and even more important the disadvantages of different media agencies. The selection of one or several media agencies codetermines de quality of the eventual integrated media mix. After the appropriate media agency is selected the media agency needs to be briefed with the campaign objectives and the results of the media criteria analysis. Finally, the media agency will propose a deal with a creative solution for the integrated media mix. If the deal reflects the wishes of the marketing manager, the media can be purchased and the campaign can be implemented and started.

After implementing the media the consumer will come into contact with the advertising campaign of the marketing manager for the first time. Depending on the chosen media mix the consumer will be able to interact with the campaign directly. Therefore brand managers need to be able to react to claims, complaints and compliments of consumers. At this point a continuous formative evaluation method, which evaluates the situation and allows modification becomes necessary. By continuously measuring the results in a formative way, it becomes possible to find negative responses to the

campaign and to see if KPI's are jeopardized. By implementing the formative evaluation the marketing manager can see if the marketing mix is still the best fit for the job, and if there are any negative responses that might influence the campaign. If so, the campaign may need to be modified. The brand manager then needs to find out if the media criteria within the consideration set are still sufficient and returns to step 2.

Step 5. Evaluation (post purchase evaluation (Kotler, 1999))

The final step concerns the summative evaluation of the selected media. During this step the campaign stops and the results and issues found are analyzed with a summative evaluation. Summative research consists of those activities conducted to measure the program's impact, to determine the lessons learned from the study, and to disseminate research findings (Atkin & Freimuth, 2001). Summative outcome evaluation measures the effects and changes that result from the campaign. It investigates to what extent the communication campaign is achieving its outcomes in the target populations. These outcomes are the short-term and medium-term changes in the target audience that result directly from the campaign such as new knowledge and awareness, attitude change, beliefs, social norms, and behavior change (CDC, 2012).

Three basic steps in summative evaluation are proposed based in the research by Flay (1987): implementation evaluation, effectiveness evaluation and process evaluation. Evaluation of the success of the dissemination or marketing strategy is desirable. This level of research will be referred to as implementation evaluation (Flay, 1987). It serves the purpose of determining the conditions under which the campaign message was distributed/implemented, the proportion of the target audience it reached and the type of audience it reached. Effectiveness evaluation is designed to determine the effectiveness of the campaign message as disseminated. To measure the campaign effectiveness brand managers have many measuring tools available. For instance the measuring of sales by means of Nielsen (2012). Finally, it is sometimes desirable to determine why a campaign message was or was not effective, or how it produced the observed effects. This is called process evaluation (Flay, 1987).

By means of summative evaluation the brand manager has the opportunity to see if the results match objectives. In addition, the final responses from consumers are evaluated. If the campaign did not go according to plan, the media criteria need to be checked thoroughly and better formulations need to be achieved for a subsequent campaign. After an extensive summative evaluation the results need to be documented and archived.

The proposed five-step media selection model will assist the brand manager to regain control of the media selection process. Now that the five steps of the model have been identified and defined, the answers of the four sub questions will ensure the practical usability of these five steps. When looking at the type of research question, the expected answer and the practicality of the steps, a discrepancy can be observed. The answer to the second and fourth questions are theoretical models. The answers concerning the media landscape and evaluation methods are models incorporating usable facts that can be practically and immediately implemented within the five-step media selection process. However, the answers to the first and third sub questions concerning mandatory criteria and media characteristics require additional elaboration to be practically usable. These two answers will be validated in practice and further developed in to practical tools.

The following sections will further theoretically substantiate the answers on the four sub questions as formulated in the first chapter. The first section (2.2) will research the topic of media criteria. In this section it will be argued which media criteria are mandatory for successful media selection. The second section (2.3) will provide an extensive literature review of the media landscape. Within this section an overview of the current media landscape will be provided. Thirdly (section 2.4) the characteristics of the various media alternatives will be analysed and sorted so that a comparison becomes possible. In the fourth section (2.5) literature will be reviewed to find a method for the evaluation of media selection that fulfils the needs of brand managers.

2.2 Brand Media Criteria Model

The previous section has elaborated on the consumer purchase decision making process as a basis for the proposed five-step media selection model. Within this section the first sub question is dealt with. More specifically an answer to the question: *“Which criteria are mandatory for successful media selection?”* is presented. The first of the four sub questions concerns the translation of the brand campaign objectives in to usable media criteria. These media criteria form a consideration set for the brand manager during the comparison of the media alternatives and therefore need to be linked to the characteristics of the various media alternatives. The following sub section will present a literature review of media selection criteria.

2.2.1. Media selection criteria

Understanding how and why media selection decisions are made is important for all of those involved (King et al., 2004). The media selection criteria form the foundation of a media selection roadmap. To facilitate the brand manager’s needs the media criteria found in literature need to be structured and organized. Several authors have named different media selection criteria by analyzing

media selection criteria from regional advertisers to international corporations (e.g. Nowak et al., 1993; King et al., 2004; Coulter & Sarkis, 2005; Klyueva, 2009; Rademaker, 2011). In their research on how local advertisers choose and use advertising media, Nowak et al. (1993) found evidence of 12 media selection factors (table 1).

Table 1: *Local Advertisers' Assessments of Media Decision-making Factors (Nowak et al., 1993)*

Media decision-making factors
Number of people who will see your ad
Ability to target/reach specific audiences
Total cost to produce and purchase the ad
Number of times your ad will appear
Ability to generate immediate store traffic
Ability to reach the entire market
Program or editorial environment the ad will appear in
Cost per thousand people reached
Advertising rate discounts or incentives
Quality of media sales representatives
Availability of audience research
Extent your competitors use the medium

The results suggested that local advertisers media decisions were driven by a desire to reach a target audience as effectively as possible. Nowak et al. (1993) found that media costs were not the primary concern of advertisers in media selection. Local advertisers favoured the media that was most likely to reach the audience that the advertiser had in mind. Secondly, they favoured the media that was most cost-effective. Surprisingly though, local advertisers' loyalty to frequently used media made media changes unlikely.

Rademaker (2011) found budget, costs, suitability of the medium, reach, target market and special offers to be influencing factors of media selection. She also investigated the role of environmental issues and strategic models, but the respondents answered not to consider these issues when selecting advertising media. Mainly because environmental issues were mostly targeted elsewhere within the organization on another level.

Klyueva (2009) proposes a media selection model based on the media richness theory. The determinants of media selection proposed by Klyueva are based on the assumption that previous experience with a medium influences the perception of communication. The integrated model of

media selection takes into account the desired outcome (efficient versus inefficient communication and social influences (previous experiences with the channel, communication partner and topic).

King et al. (2004) identified twenty media selection criteria divided over four factors and tested them with ad managers and media specialists (table 2). Especially the factors medium effectiveness and efficiency and medium self-bolstering were seen as important factors by the interviewed ad managers. King et al. (2004) concluded that when judgments of selection criteria were compared between ad managers and media specialists, a great deal of similarity was found. Interestingly, media specialists even found the selection criteria to be more important than the ad managers, which the authors contribute to the fact that media specialists feel a great deal of pressure from clients to deliver.

Table 2: Media Selection Factors: King et al. (2004)

Groups	Factors
Factor one: Medium effectiveness and efficiency	<ul style="list-style-type: none"> Increase sales/market share Contribution to marketing program Delivery of adequate frequency Reach specific audience effectively Reproduction/presentation quality Program/editorial environment Entire target audience reach CPM of target effectively reached Promotion/ad timing coordination
Factor two: Medium based extras	<ul style="list-style-type: none"> Promotion tie-in opportunities Value-added opportunities Education of agency/client personnel Sales representative competence Ad placement/billing standardization
Factor three: Medium-generated enthusiasm	<ul style="list-style-type: none"> Produce enthusiasm among creatives Ability to sell against other media Produce enthusiasm among clients
Factor four: Medium self-bolstering	<ul style="list-style-type: none"> Provides audience research Willingness to negotiate Delivery of creative impact

Coulter and Sarkis (2005) define five primary categories in the attributes of advertising media: quality, time, flexibility, coverage and cost. These five primary categories were divided into sixteen subcategories (table 3 – 7).

Table 3: *Factors for media selection - Quality (Coulter & Sarkis, 2005)*

Quality	
Attention-getting capability (Attention)	Ability of an ad placed in this specific media to ‘grab the customer’s attention’ due to the nature of that media
Stimulating emotions (Stimulation)	Ability of an ad placed in this specific media to convey emotional content and/or elicit emotional responses
Information content and detail (Content)	Ability of an ad placed in this specific media to convey a large amount of information and/or product description
Credibility/prestige/image (Credibility)	Ability of a specific media to lend prestige to a product through association (i.e. because that product is advertised within the media)
Clutter	Degree to which it is difficult for a product advertised within a specific media to ‘stand out’ due to the large number of competitive offerings/messages

The first media selection factor of Coulter & Sarkis (2005) describes Media Quality. This factor is divided into five sub factors that each have their own influence on the final verdict on media quality. The factors are; attention, stimulation, content, credibility and clutter.

Table 4: *Factors for media selection - Time (Coulter & Sarkis, 2005)*

Time	
Short lead time	Degree to which an ad can be created and/or placed within a specific media in a relatively short period of time
Long exposure time	Degree to which the communication recipient is able to examine the advertising message within a specific media for an extended period of time

The second factor describes of Coulter and Sarkis (2005) the factor Time. It is built up out of two different sub factors; short lead time and long exposure time.

Table 5: *Factors for media selection - Flexibility (Coulter & Sarkis, 2005)*

Flexibility	
Appeal to multiple senses (Appeal)	Degree to which an ad placed within this specific media can

	communicate via sight, sound, taste, touch, and/or smell concurrently
Personalization	Degree to which an advertising message placed within this specific media can be customised in order to target a specific individual or group of individuals
Interactivity	Degree to which the customer can respond to information conveyed in an advertisement placed within this specific media

The next factor concerns media flexibility factors within media selection. It is divided by Coulter & Sarkis (2005) into three sub factors, namely sense appeal, media personalization and interactivity options.

Table 6: *Factors for media selection - Coverage (Coulter & Sarkis, 2005)*

Coverage	
Selectivity	Degree to which an ad placed within this specific media is able to target a specific group of people
Pass-along audience (Pass-along)	Degree to which an ad placed within this specific media is seen by those other than the original message recipient
Frequency/repeat exposure (Frequency)	Degree to which any <i>single</i> ad placed within this specific media may be seen by any one particular individual on more than one occasion
Average media reach (Reach)	Degree to which an ad placed within this specific media reaches a relatively wide audience

The media selection factor Coverage describes to who and by means of which channels a message comes across. It is subdivided into four factors; selectivity of a target audience, pass-along audience, the frequency or repeat exposure and media reach.

Table 7: *Factors for media selection - Cost (Coulter & Sarkis, 2005)*

Cost	
Development/production cost (Development cost)	Relative cost of developing or producing an ad for this specific media
Average media delivery cost (Delivery cost)	Average cost per thousand associated with this specific media

The final media selection factor that was found by Coulter & Sarkis (2005) are costs. It describes development costs of producing an ad and the delivery costs, which is the average cost per thousand associated with a specific media type.

Yoon and Kim (2001) recognize the Internet as an important new media choice and compare the differences between Internet and traditional media characteristics and focus on product characteristics that influence the choice of advertising media. They find that the media choice is related to the product characteristics by means of product involvement. For example, Internet is better suited of high involved products appealing to highly involved as well as rationally oriented consumers (Yoon & Kim, 2001).

Multiple researchers (Nowak et al., 1993; King et al., 2004) have agreed that the target audience reach efficiency is the most important selection criterion. Additionally recent studies show that the economic recession is affecting media expenditure. Companies are having to cut down on media investments. This has a direct influence on media selection (Rademaker, 2011). On the other hand, surprisingly respondents also found that during the economic recession the negotiation situation between advertiser and media agency had changed in favour of the first in regards of price and agency cooperation. For example, respondents experienced better prices of media offers and more flexibility of media agencies (Rademaker, 2011). This is welcomed by the brand managers, because there is a stronger need for flexibility in the adaption of the marketing mix during recessions.

2.2.2. Brand Media Criteria Model

After analyzing the various types of media criteria in literature, it can be concluded that researchers have independently identified different media selection criteria which they consider mandatory. For the main objective of this study, the practically usable and overlapping mandatory media criteria found by the above mentioned researchers have been identified and combined in the Brand Media Criteria Model. Furthermore additional criteria that were recommended by literature were also included.

The Brand Media Criteria Model is divided into two basic points of interest, the external media selection criteria and the internal media selection criteria. The reason for this two-step approach is that the marketing manager needs to analyze the context of the campaign first in order to determine which of the different media characteristics are fit to be implemented for those circumstances. It is linked to the boundary conditions in which the media selection needs to operate. Both external and internal media selection criteria are essential for a proper media fit. The external media selection criteria are external factors that influence the choice of media within a campaign. These include product characteristics and contextual influences (table 8). Environmental awareness is important in brand campaign planning, because uncertainty about contextual circumstances can be removed and

media selection can be adjusted to the actual circumstances of the campaign, allowing a substantiated media fit. Additionally, it becomes possible to adapt to new situations if necessary. The following two external media selection criteria are proposed: product characteristics and contextual influences. Product characteristics are important because they codetermine media choice by means of product involvement. The involvement of consumers with the product or brand that is promoted is directly related to the media that they normally use. This is an important factor that a marketing manager should take in to account. Secondly contextual influences are equally important to take into account when selecting campaign media. Contract obligations with media agencies or societal changes may influence the choice for a certain type of media.

Table 8: *Brand Media Criteria Model – external criteria*

Criteria	Definition
1. Product Characteristics	Criteria concerning the characteristics of the product advertised
a. Product involvement	The degree to which the product is important for the consumer
b. Rational/Affective orientation	The degree to which a consumer buys a product with rational or affective motives
2. Contextual Influences	Criteria concerning contextual issues of the campaign
a. Environmental situation	Degree to which the selected medium is under the influence of societal changes.
b. Contractual preferences and obligations	Degree to which the selected medium is influenced by contractual preferences and obligations
c. Agency stimulation	Degree to which the selected medium can educate of agency personnel and influence negotiation position
d. Stimulation of creatives	Degree to which the selected medium can produce enthusiasm among creative designers

After the external preconditions have been defined the internal media selection criteria are checked. These criteria are media characteristics that influence the choice of media by the characteristics that they have. The media criteria are directly related to the qualities and characteristics of the different media alternatives found in literature. The four proposed internal media criteria are: media perception, media options, media coverage and media cost (table 9). By mapping both external and internal media selection criteria a brand media criteria model can be established, by means of which the appropriate media for the campaign can be selected. In other words, by matching the media characteristics to the campaign objectives and contextual circumstances, a media fit can be realized.

Table 9: *Brand Media Criteria Model – internal criteria*

Criteria	Definition
1. Media Perception	Criteria concerning how the media is received by the audience
a. Attention	Ability of an ad placed in this specific media to 'grab the customer's attention' due to the nature of that

b. Stimulation	media Ability of an ad placed in this specific media to convey emotional content and/or elicit emotional responses
c. Credibility	Ability of a specific media to lend prestige to a product through association (i.e. because that product is advertised within the media)
d. Reproduction	Degree to which an advertising message can be reproduced by the target audience
e. Appeal	Degree to which an ad placed within this specific media can communicate via sight, sound, taste, touch, and/or smell concurrently
f. Clutter	Degree to which it is difficult for a product advertised within a specific media to 'stand out' due to the large number of competitive offerings/messages
2. Media Options	Criteria concerning the manageability options of the media
a. Content	Ability of an ad placed in this specific media to convey a large amount of information and/or product description
b. Customization	Degree to which an advertising message placed within this specific media can be customised in order to target a specific individual or group of individuals
c. Opportunities	Degree to which an ad placed within this specific media can incorporate promotional tie-in opportunities and value-added opportunities
d. Interactivity	Degree to which the customer can respond to information conveyed in an advertisement placed within this specific media
3. Media Coverage	Criteria concerning the coverage of the media
a. Selectivity	Degree to which an ad placed within this specific media is able to target a specific group of people
b. Pass-along audience	Degree to which an ad placed within this specific media is seen by those other than the original message recipient
c. Frequency	Degree to which any <i>single</i> ad placed within this specific media may be seen by any one particular individual on more than one occasion
d. Exposure time	Degree to which the communication recipient is able to examine the advertising message within a specific media for an extended period of time
e. Reach	Degree to which an ad placed within this specific media reaches a relatively wide audience
4. Media Costs	Criteria concerning the costs of the media
a. Development costs	Relative cost of developing or producing an ad for this specific media
b. Development time	Degree to which an ad can be created and/or placed within a specific media in a relatively short period of time
c. Overhead costs	Relative costs of continuing an ad for this specific media

In practice, the external media criteria are used to exclude certain media alternatives and media agencies before making a comparison by means of the consideration set. The internal media criteria are used to set up a consideration set by which the brand manager can make a comparison with the unique characteristics of the various media alternatives.

2.2.3. Brand Media Criteria Tool

The first sub question “*Which criteria are mandatory for successful media selection?*” was answered by means of the “Brand Media Criteria Model” which identifies two groups of internal media criteria and four groups of external media criteria in literature. The external media criteria are product characteristics and contextual influences. The internal media criteria are media perception, media options, media coverage and media costs.

This section has argued that four groups of eighteen media selection criteria help the brand manager to translate the brand campaign objectives into a consideration set of media criteria that can be directly linked to the characteristics of the various media. As stated earlier the answer to the first sub question provides a list of criteria that are mandatory for media selection, but unfortunately the list of criteria is not directly usable within one of the steps of the five-step media selection model. An additional elaboration needs to be made. To allow the media criteria to be used in practice, they must be incorporated in to a Brand Media Criteria Tool. This tool will use the definitions of the various internal media criteria and adjust them into questions with a standardized answering score. This score will allow a later comparison with the media characteristics, that can be judged by means of the same scale. To achieve this, first of all the practical usability of the media criteria needs to be tested for the validity of the media criteria. This study will therefore test the validity of these media criteria and use this as a basis for the development of a practical Brand Media Criteria Tool.

2.3 Brand Media Landscape Model

In the previous section we identified the different criteria that form the basis for a consideration set that brand managers can use for media selection. These media selection criteria formed the basis of a Brand Media Criteria Model. They are in fact a consideration set of criteria that can be compared to the unique characteristics of each media alternative. By means of a tool the responsible brand manager is able to build a good substantiated argument for the selection of certain media alternatives.

The second sub question “*Which media alternatives within the current media landscape can be used for media selection?*” determines which media alternatives within the current media landscape can be chosen by brand managers for the use in brand campaigns. To answer this question, first a short introduction concerning the media landscape is provided. Secondly, a distinction is made between above-the-line and below-the-line advertising. The third sub section will complete the answer to the sub question by providing an overview of the current media landscape. Secondly the definitions of these media alternatives.

2.3.1. Media landscape

To optimize the effectiveness of media selection for a brand campaign, knowledge of the media landscape is essential. To achieve a new marketing communications strategy, the organization needs knowledge of its environment and its own strengths and weaknesses within the media landscape. The different types of media, or so called media alternatives that make up the marketing media landscape have to be mapped. This way the marketing manager always has a clear view of all the media alternatives that are available for use in the marketing communications plan. Unfortunately this is not a single effort, the media landscape is continuously evolving (Buijzen et al., 2010). Especially with the rapid developments in the field of Internet, mobile phone and social media, updated lists of media alternatives are hard to find and require much effort for marketing managers to reinvent themselves. Resulting in the fact that marketing managers run the risk of getting outdated. However, at sometime there must be a zero starting point, and therefore mapping the media alternatives in this research is important. This will allow marketing managers to easily update and index the media alternatives list when new alternatives are added to the media landscape.

In their media selection decision model Coulter and Sarkis (2005) propose a basic list of seven media alternatives:

1. Direct mail
2. Internet
3. Magazines
4. Newspapers
5. Outdoor
6. Radio
7. Television

These media alternatives were based on a review of advertising literature. To adapt these media alternatives for usage by brand managers of FMCG companies within the five-step media selection model, a critical analysis of these proposed media alternatives needs to be made. First of all, because of their large budgets, fast movers have access to a wide range of advertising formats. The list of alternatives provided by Coulter and Sarkis seems to lack important media advertising formats. For example, in-store promotions and package advertising are important promotional platforms for FMCG companies. Furthermore, a definition for the proposed alternatives is missing. For example, what includes outdoor media, or television? Does it include product placement, or just commercials? Secondly the alternative "Internet" as mentioned by Coulter and Sarkis (2005) can be defined in many different ways. Bannering, websites, e-mail, SEO, newsletters, Social Media, Apps, etc. Are all

used online and therefore can all be placed under the definition “Internet”, however they each have different target audience, costs and effects. Consequently, it seems that the term Internet is too broad. It needs to be specified.

2.3.2. Media segments

In the previous subsection a brief introduction to the media landscape was provided and gaps in the current theories are indicated. To provide structure between the different media alternatives sometimes a brand manager wishes to categorize them into media segments. The different media segments suit different media objectives. The choice for one the segments depends on the objectives of the brand manager. When discussing the different types of media the terms below-the-line advertising and above-the-line advertising are often used. There are many different definitions of these two terms. In this study both terms will be used to point out the difference between media alternatives that are the responsibility of the FMCG company itself and media alternatives that need to be acquired through media agencies.

A brand manager has the possibility to incorporate one or both of the advertising segments within a brand campaign, depending on the campaign objectives. Below-the-line advertising (BTL-advertising) refers to media alternatives that the fast mover develops and distributes (mainly) by itself. In this study two types of BTL-advertising are distinguished: package advertising and in-store promotion (Floor & Van Raaij, 2002). Both types of media alternatives are the responsibility of the FMCG company and are developed and distributed under strict supervision without the help of a media agency. With the choice of below-the-line advertising a brand manager will only outsource the design of the advertisement to a design agency. The actual implementation is done by the FMCG Company itself. The second type of advertising media involves above-the-line advertising. Above-the-line advertising (ATL-advertising) refers to all media that is outsourced to a media agency or that is the responsibility of an external party. These different ATL-advertising can be used in a single or integrated manner, depending on the campaign objectives. Media agencies have the main benefit that they manage contacts with all kinds of media companies such as newspapers and television channels. Above-the-line advertising is therefore almost always outsourced to a media agency.

Within literature it can be found that BTL-advertising should almost always be used in a brand campaign (Mishra, 2009). Secondly the decision of using BTL-advertising is not made in the preparation of briefing a media agency. Therefore this type of advertising will not be discussed

further in this study in relation to brand media selection, however they will be mentioned and defined in this section because of their value for brand managers.

2.3.3. Brand Media Landscape Model

The list with seven alternatives that was proposed by Coulter and Sarkis (2005) will be used as a starting point for a complete overview of the current media alternatives that brand managers are able to use. The media alternatives proposed by Coulter and Sarkis are supplemented with extra media alternatives brand managers are able to use. Additionally, if applicable a further breakdown was made to highlight individual options within a media alternative. Concluding, based on the extensive literature research on the advertising possibilities of FMCG companies, this research proposes a new set of ten media alternatives (below-the-line and above-the-line advertising combined):

Below-the-line advertising media

1. Package Advertising (Coupons, Contests)
2. In-store Promotion (Sampling, displays, shelf-edge talkers, gondola end-cards, in-store coupons, messages on the floor, TV monitors)

Above-the-line advertising media

1. Outdoor (billboards, shelters)
2. Printed Media (Newspapers, Magazines)
3. Radio (Commercials, Tag-on, Product Placement)
4. Television (Commercials, Tag-on, Product Placement)
5. Direct Marketing (Direct Mail, Telemarketing)
6. E-mail (Subscribers, other)
7. Internet (SEO, Ad-words, Bannering, Websites)
8. Social Media (Social Networks, Apps)

The following tables together form the Brand Media Landscape Model. This model provides the definitions for each of the Below-the-line and Above-the-line advertising media alternatives and will exemplify them. For reading purposes the model is divided in to ten separate tables.

The first table concerns Package advertising, the first of the two BTL-advertising media alternatives. One of the unique capabilities of FMCG companies is that they can use the packages of their own products as a means of advertising. The following table shows the definition of this alternative.

Table 10: *Brand Media Landscape Model (Package advertising)*

Media alternative	Definition
Package advertising	Package advertising can be defined as advertising placed on the package in which a commodity is sold. Examples of package advertising are coupons (in or on the package), contests and savings campaigns and discounts.

Mostly, products of FMCG companies are sold in supermarkets and other shops. These places are an interesting place for businesses to promote their brands and products and persuade consumers to buy their products. The following table will provide the definition of In-store Promotions

Table 11: *Brand Media Landscape Model (In-store Promotion)*

Media alternative	Definition
In-store Promotion	In-store Promotion can be defined as sales promotion at a retailer's location, with bundled offers, expert advice, product demonstrations, product samples, special discounts, etc. Within the shop, fast movers can also place displays, posters, messages on the floor, shelf-edge talkers, gondola end-cards , product separators etc.

The third table concerns Outdoor Media. It is one of the oldest media options. Outdoor Media is a popular but costly promotion option for FMCG brands. The following table further defines this media alternative.

Table 12: *Brand Media Landscape Model (Outdoor Media)*

Media alternative	Definition
Outdoor Media	Three forms of outdoor promotion can be distinguished. Static outdoor media, moving outdoor media and event-related outdoor media. Billboards, posters at stations and bus stops are examples of static outdoor promotion. Moving outdoor media are promotions on vehicles that move certain routes, for example on trucks, busses or taxis. Event related media has a temporal character and can be found amongst others on billboards in stadiums and on sports clothing.

The fourth table presents the definition of Printed Media. Printed media is one of the oldest and favourite media alternatives for businesses to promote their products.

Table 13: *Brand Media Landscape Model (Printed Media)*

Media alternative	Definition
Printed Media <i>(Floor & Van Raaij, 2002)</i>	Advertisements in printed media can be placed in newspapers, free advertising press (local newspapers), magazines and brochures.
-Newspapers <i>(Floor & Van Raaij, 2002)</i>	In The Netherlands almost fifty different newspapers appear each day with a combined daily circulation of 4.5 million copies. The total spending on advertising in newspapers is

approximately 720 million euro. Around 66% of the Dutch households is subscribed to a newspaper. Around 90 percent of all newspapers is sold through subscriptions. The remaining percentage is sold through newsstand sales. Although the average reading time is decreasing, still an average of four hours a week is spent on reading printed media (newspapers and magazines).

-Free advertising press
(Floor & Van Raaij, 2002)

Free advertising press are newspapers that appear less than six times a week. Most of these papers only appear once or twice per week and provide local and regional news. Free advertising press is free and is mainly paid for by local advertisers. Local advertisers spend over seven million euro in The Netherlands alone on advertisements in free advertising press. There are large differences in quality between different free papers. Some papers offer high quality local news, and some have little editorial content and only offer advertisements. Large advertisers are rarely found in free advertising press.

-Magazines
(Floor & Van Raaij, 2002)

There are many different types of magazines. Opinion Weeklies, general interest magazines, broadcasting magazines, journals and customer relation magazines. Most magazines get their revenue from subscriptions, newsstand sales and advertising. Journals and Opinion Weeklies are mostly reliant on advertising income, broadcasting magazines and general interest magazines rely more on subscription fees.

The following table concerns Radio as a means of advertising. This is a popular and often used advertising medium by FMCG companies, because in almost all Dutch households one or more radio's can be found.

Table 14: *Brand Media Landscape Model (Radio)*

Media alternative	Definition
Radio (Floor & Van Raaij, 2002; Michels, 2006)	There are almost 16 million radio's, which comes down to one radio per person. An addition there are almost 4.5 million car radio's. Therefore radio has a high reach among motorists and workers. Radio advertising is popular because of a relatively favourable pricing and low production costs. Over 315 million euro is spent on commercials and product placements on the radio. Radio advertisement is often used in combination with other media.

Many FMCG companies use television as a platform to boost sales or promote new products. Not strange considering almost every Dutch household has a television. The following table exemplifies the advertising possibilities on television.

Table 15: *Brand Media Landscape Model (Television)*

Media alternative	Definition
Television (Floor & Van Raaij, 2002; IAB, 2011; Michels, 2006; Shavitt et al., 2004)	Brands can buy timeslots within commercial blocks to boost sales, promote new products or brands. Two-thirds of all commercials have a length of twenty to thirty seconds (Floor & Van Raaij, 2002). There are also many possibilities to advertise brands outside of advertising blocks. One of the main reasons for the increase in advertisement outside of advertising

blocks, with for example product placement, is the fact that advertising within commercial blocks is getting increasingly expensive (Michels, 2006). Outside advertising blocks a distinction can be made between the billboarding, product placement, inscript sponsoring, price sponsoring, program participation and infomercials.

On average there are 1.3 TV's per household. Consequently there are many television channels to communicate with the various target groups within the population. Although the majority of the population has a television, a distinction can be made in the amount of viewing time. On average viewers watch television around 12.7 hours a week. Young and higher educated people watch less television as opposed to older and less educated people (Floor & Van Raaij, 2002). In the United States in 2012, over 39% percent of the total media ad spending was on television (IAB, 2011).

Although television is frequently used, results have shown that television was viewed as the most harmful or offensive and the least trustworthy advertisement medium (Shavitt et al., 2004). It was perceived to have the most negative impact of all media on product prices. Intrusiveness of TV advertising may be largely responsible for these negative public attitudes. Then again it should be remembered that what makes TV ads intrusive also makes them effective at reaching the largest audience.

<p>-Billboarding (Floor & Van Raaij, 2002)</p>	Billboarding is a brief reference at the beginning or end of a program that makes clear that the program is sponsored by a particular brand.
<p>-Product placement (Floor & Van Raaij, 2002)</p>	Product placement is a form of advertisement where products or services are placed in a context usually devoid of ads, for example movies, music videos and television shows. The products are displayed in a way in which they appear to be used naturally.
<p>-Inscript sponsoring (Floor & Van Raaij, 2002)</p>	In this type of advertisement the product or brand is part of the script. Where necessary the script is even adjusted to allow the product to participate in the script.
<p>-Price sponsoring (Floor & Van Raaij, 2002)</p>	This type of sponsoring usually takes place in TV game shows, where the prizes are sponsored by a brand. The brand is named specifically when filmed.
<p>-Program participation (Floor & Van Raaij, 2002)</p>	With program participation the program is developed in close consultation with the brand. Often the brand pays for a share of the production and development costs. In exchange the brand receives room for product placement, billboard or infomercials.
<p>-Infomercials (Michels, 2006)</p>	An infomercial is a prolonged direct response commercial that varies in length from three to thirty minutes. The infomercial is used as a product demonstration in which the viewer is encouraged to (directly) respond.

The next media alternative is Direct Marketing. The following table further substantiates this means of advertising.

Table 16: *Brand Media Landscape Model (Direct Marketing)*

Media alternative	Definition
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Direct Marketing	Direct marketing is a means of promotion in which potential customers are contacted directly. This can be achieved by mail (direct mail) and by phone (telemarketing). The goal is to build a direct relationship with the customer. The main benefit of this promotional medium is the fact that a direct response can be measured.
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E-mail Marketing is one of the new media advertising alternatives. It is the first elaboration on the media alternative Internet as proposed by Coulter and Sarkis (2005). E-mail Marketing is further defined and exemplified in the following table.

Table 17: *Brand Media Landscape Model (E-mail Marketing)*

Media alternative	Definition
E-mail Marketing	FMCG companies can use e-mail as a promotional medium. Many people subscribe to e-mail newsletters. These newsletters can have a promotional intent, but also a informational character or part of a loyalty program.

The second elaboration of the media alternative Internet as proposed by Coulter and Sarkis (2005) is Internet Marketing. Within the last two decades the Internet has proven itself to be an indispensable addition to the marketing promotion mix. The Internet has become a mass media vehicle for consumer-sponsored communications. It is further substantiated in the following table.

Table 18: *Brand Media Landscape Model (Internet Marketing)*

Media alternative	Definition
Internet Marketing	Internet represents the number one source of media for consumers at work and the number two source of media at home (Mangold & Faulds, 2009). Internet has changed the traditional purchasing behavior of consumers drastically. Before the consumer goes to the store for a purchase, a growing number of consumers does research using the Internet or mobile phone (FNLI & GfK, 2012). Three out of four Internet users does online research for personal care and household items. This behavior precedes the interaction between a consumer and the product on the shelf in the shop. Because of the addition of complex product ingredients consumers have more reasons to turn to search engines to help them in their decision making. This gives marketers the opportunity for interaction between a consumer and a brand before the consumers sees the product on the shelf. (FNLI & GfK, 2012).
-E-commerce	The Internet is used by businesses in a variety of ways, mainly as a promotional medium by means of customer websites (E-commerce), display advertising (bannering), Search Engine Optimization (SEO), Search Engine Advertising (SEA) and Search Engine Marketing (SEM). E-commerce is sales over the Internet. This form of selling is becoming increasingly important. This applies to both products and services. For example products such as music, software, books, concert and festival tickets, computers and computer components, audio equipment, and services like insurance, vacations and travel are offered online (Michels, 2006).

-Display advertising

Display advertising on the Internet can be expressed in many ways, including web banners. These banners can be static in nature or be composed of moving images. Usually this type of online advertising is used for branding. One of the current developments of display advertising is that it is becoming more targeted to users, based on what they have searched for in the past. Display advertisers use cookies and browser history to determine demographics and interests of users and target appropriate ads to those browsers. There are various types of targeting possibilities, including behavioural targeting, demographic targeting, geographic targeting and site-based targeting.

- Search Engine Marketing

(Buha, 2010; Seda, 2004; Westover Group, 2012)

Search Engine Marketing

Search Engine Marketing (or promotion) is an umbrella term for marketing activities related to search engines. The main two activities are Search Engine Optimization (SEO) and Search Engine Advertising. Search Engine Optimization (SEO) is a technique that allows businesses to achieve higher rankings in search engines. Davis (2006) names it the art, craft, and science of driving web traffic to web sites. SEO is the art or science of gaining top search engine placement for relevant keyword phrases through making search engines believe the site of one company is more relevant than that of another (Buha, 2010). Optimization focuses on designing pages within your website to attract search engine spiders, the automated robots that crawl the web to include documents in the search engines' database (Seda, 2004). For marketing managers SEO is important to ensure that their products or services have a high search ranking, and thus receive greater web traffic. Search Engine Advertising (SEA) is advertising that is purchased from search engines for specific keywords that are used for search queries. The advertisement appears as a text-based ad with a headline, brief description and a link to a web page designated by the advertiser (Westover Group, 2012). Often these advertisements are on a Cost-Per-Click (CPC) basis. This is a term used with search engine advertising campaigns and represents the cost charged to the advertiser every time their advertisement on that search engine is clicked (Westover Group, 2012). Another well known type of payment within SEA is Cost Per Thousand (CPM). This is a media term that represents the cost to purchase an audience block of thousand. Historically used in radio, television and print, it is also used in association with online advertising in which ad space is sold on an impression basis (Westover Group, 2012).

The final table completing the Brand Media Landscape Model concerns Social Media. Social media is the newest medium in the marketing mix. The following table further defines and elaborates on the various types of Social Media.

Table 19: *Brand Media Landscape Model (Social Media)*

Media alternative	Definition
Social Media	Social Media are having an increasingly higher impact on various functions within organizations, such as logistics, human resources, service, innovation and marketing. Now organizations are facing the challenge to integrate "social" into their daily operations and in the digital ecosystem. This can be defined as the system of digital channels, for example

mobile and social networks like YouTube, Facebook, Twitter, Flickr, Google, BolPlaza and price comparison websites. Social media are a means for achieving the business objectives of a social business (Van Moll, 2012).

These developments have increased pressure on marketing managers to switch from mass marketing approaches towards methods allowing personalisation, interaction and sincere, direct dialogue with consumers (Constantinides, 2006). Consequently, instead of approaching consumers by the masses, the marketing managers are shifting their marketing to a more individualistic approach with greater involvement in product design. However, there is still much uncertainty concerning the return on investment of this medium, but consumers also expect a brand presence of their favourite brands. Social media have an informal character, but unfortunately they require high maintenance. Consequently this consumer expectation is not the current reality amongst FMCG companies. Of the entire top 50 rankings of brands in the social media monitor, only eight of the brands are from FMCG companies (Social Media Monitor 4, 2012).

Many businesses incorporate social media within their tactical marketing strategy to realize a higher reach and branding. Unfortunately they often lack the knowledge and the will to invest, to really add value for their consumers, employees and partners.

There are various social media applications that FMCG organisation can invest in (Constantinides & Fountain, 2008; Mangold & Faulds, 2009): blogs, microblogging, co-creation, forums and discussion boards, product reviews, social networks, content aggregators and content communities (video and photo sharing).

-Blogs
(Constantinides & Fountain, 2008)

Short for web logs: online journals, the most known and fast-growing category of Web 2.0 applications. Blogs are often combined with Podcasts, that is, digital audio or video that can be streamed or downloaded to portable devices. Examples of popular blogs are Gizmodo, Huffingtonpost, Geenstijl.

-Microblogging
(Java et al., 2007)

Microblogging is a new form of communication in which users can describe their current status in short posts (usually less than 200 characters) distributed by instant messages, mobile phones, e-mail or the web. The most famous of microblogging applications is Twitter.

Forums/discussion boards (Constantinides & Fountain, 2008): sites for exchanging ideas and information usually around special interests (for example Google Groups).

-Product reviews
(Webopedia, 2012; Dellarocas et al., 2007)

Product reviews are used on shopping sites or review sites to give customers an opportunity to rate and comment on products or services they have purchased. Other consumers can read these reviews when making a purchase decision. Often, businesses will include a link on printed literature or e-mail marketing to invite customers to review their product or service after a transaction has been completed (Webopedia, 2012). Online product reviews represent a potentially valuable tool for firms, who can use them to monitor consumer attitudes towards their products in real-time, and adapt their manufacturing, distribution, and marketing strategies accordingly (Dellarocas et al., 2007). Examples of sites with product and service reviews are Amazon, Bol.com and TripAdvisor.

<p>-Social Networks (Constantinides & Fountain, 2008)</p>	<p>Social Networks are applications allowing users to build personal websites accessible to other users for exchange of personal content and communication. Examples of social networks are Facebook, LinkedIn, Google+, Hyves, MySpace and Ning.</p>
<p>-Content (Communities) (Constantinides & Fountain, 2008)</p>	<p>Websites organising and sharing particular types of content. Examples are applications of photos sharing (Flickr, Instagram) video sharing (YouTube), music sharing (Jamendo.com, iTunes) and publicly edited encyclopaedia's (Wikipedia).</p>
<p>-Content aggregators (Constantinides & Fountain, 2008)</p>	<p>Applications allowing users to fully customize the web content to the wish to access. These sites make use of a technique known as Real Simple Syndication or Rich Site Summary (RSS).</p>
<p>-Co-creation (Prahalad & Ramaswamy, 2004a; Prahalad & Ramaswamy, 2004b; Restuccia, 2009, Sharma, 2000)</p>	<p>Co-creation of value occurs when the consumer and the firm are intimately involved in jointly creating value that is unique to the individual consumer and sustainable to the firm. Co-creation marketing involves both the marketers and the customer who interact in aspects of the design, production, and consumption of the product or service on the Internet. This process has been seen in services (e.g., business consulting) but will increasingly be also seen for physical products (Sharma, 2000). Another more comprehensive definition of co-creation was given by Restuccia (2009): co-creation of value orientation is an organizational culture, viewing the customer as ultimate judge and value creator and conceiving firm processes as support to customer value-generating processes. It is translated into practice as a process of integrating and transforming resources, which implies network and requires interaction through the offering of a customer-centric solution likely to improve firm performance (Restuccia, 2009). Prahalad and Ramaswamy (2004a) identify four building blocks of interactions for co-creation of value; dialogue, access, risk-benefit assessment and transparency.</p>

In this section an overview was provided of the current media landscape. Subsequently the Brand Media Landscape Model was proposed by mapping the various below-the-line and above-the-line advertising media alternatives, thereby providing a complete answer to the second sub question *“Which media alternatives within the current media landscape can be used for media selection?”*. The media alternatives provided by this answer can directly be included within the five-step media selection method.

In the following section the unique characteristics of each of the media alternatives found in this section will be mapped in order for a brand manager to make a comparison. This comparison is needed to find the best suitable media mix to achieve and match the campaign objectives. Furthermore the link between the media characteristics and media criteria of the previous section will be explained. Subsequently the benefits and disadvantages of the media alternatives are placed in a comparison matrix.

2.4 Brand Media Comparison Model

In chapter 2.2.2. six media selection criteria were formulated within the Brand Media Criteria Model. These media criteria are; product characteristics, contextual Influences, media perception, media options, media coverage and media costs. These media selection criteria were divided into two types, the external and the internal selection criteria. Within this section only the internal selection criteria will be used a basis for a comparison chart. Although necessary in the media selection process, the external selection criteria are all factors determined outside of the media alternatives. They are criteria that are used to exclude certain media alternatives and media agencies before making a comparison by means of the consideration set. The internal media selection criteria are all influenced by the various unique characteristics of the different media alternatives and more importantly directly influence the choice of media. Therefore this section only deals with the internal media selection criteria.

In the previous sections the media alternatives that brand managers are able to use in practice were identified and the mandatory media selection criteria that brand managers need to use to translate the campaign objectives were defined. More specifically, it is now clear which criteria the media alternatives should meet to achieve the campaign objectives and a clear sight of the media landscape was sketched so the brand manager knows which media alternatives there are. In this section each of these media alternatives is scored based on the different media selection criteria. This consideration must be made on the basis of the characteristics of the different media. This is an important step; by formulating the media characteristics in the same way as the media criteria, a direct link can be made. By means of a literature study this sub section identifies the different unique characteristics of the various media alternatives and their main benefits and disadvantages . This forms the basis for answering the third sub question. *“What are the characteristics of media alternatives?”*. These characteristics are based on and directly linked to the definitions of the media criteria that were found in section 2.2.2.

2.4.1. Benefits and disadvantages of media

Many books and papers have been written with detailed information on the benefits and disadvantages of the usage of media alternatives, for example Floor & Van Raaij (2002) and Michels (2006). Often this information is limited to the characteristics that the media alternative truly excels or fails in. This is not strange considering that these facts are the characteristics that make each media alternative unique. This section aims at providing a complete list of characteristics for all of the previously found media alternatives. This is the first step in enabling a comparison list. Firstly the unique characteristics of the media alternatives mentioned in section 2.3.1. are mapped by consulting various literature sources.

Outdoor media (Michels, 2006; Floor & Van Raaij, 2002)

The benefits of promotion by means of outdoor media are mass reach, high attention value and high contact frequency, relatively low costs, geographical selection possible, suitable as a reminder advertisement, low competition due to limited availability.

The disadvantages of outdoor advertising are: susceptible to vandalism and damages can reduce reach effectiveness, message must be short and simple, few opportunities for target group segmentation.

Print Media (Michels, 2006; Floor & Van Raaij, 2002)

As stated earlier there are many types of print media available for advertising. This study only takes in account the main benefits and disadvantages of the three most commonly used types. The print media are divided into newspapers, free advertising press (local newspapers), magazines and brochures.

The main benefits of advertising in newspapers is that they have a wide reach, are up-to-date, advertisements can be placed on short notice and readers have a strong connection with this medium.

The disadvantages of advertising in newspapers are; a low reproduction quality, national coverage is expensive, hard to reach specific target groups, short lifespan of advertisement, difficult to reach youngsters and the less educated, because they read less, often print media are read superficially.

The benefits of advertising in free advertising press is that they have a wide reach, possibility of geographical segmentation because of local editions and relative low advertisement costs.

Free advertising press also has some disadvantages, namely limited ability to communicate, only appear on certain days, often once a week, moderate paper quality.

Magazines also have some specific benefits ; the editorial content is often consistent with the products offered, the print quality is high, is a reliable information source for the target audience, has a long life span, inserts are possible (brochures or samples).

The disadvantages of advertising in magazines are the following: a long delivery time, high production costs, the reach only increases after weeks, people are sometimes subscribed to several magazines, circulation is heavily dependent on individual sales.

Radio (Michels, 2006; Floor & Van Raaij, 2002)

The benefits of radio advertisement: relatively cheap, large range amongst workers and motorists, relatively low production costs, suited to refer to the Internet, long broadcasting time possible, program sponsorship possible, target group segmentation possible.

The disadvantages of radio advertisement are, message gets little attention due to volatile processing, many repetitions are necessary for a high range and strong effect.

Television (Michels, 2006; Floor & Van Raaij, 2002)

The main benefits of television are a high attention value and communication capability by combining moving images, colour and sound, nationwide reach, forced confrontation, fast and high range, strong influence on emotion, increasing opportunities for program participation and sponsorship, opportunity to prevent channel surfing.

The disadvantages of advertising on television are high production and connection costs, volatile medium, message must be simple and clear in 20 to 30 seconds, relatively long production time, increase in the number of channels thus reducing the reach, increasing channel surfing behaviour.

Direct Marketing (Floor & Van Raaij, 2002; Belch & Belch, 1995)

Direct marketing has some very specific advantages. First of all it saves costs by eliminating the middleman. Secondly it limits the power of retailers. Individual customization of the message is possible. Geographically dispersed customers can be served by direct marketing. It allows marketers to be very selective and target specific segments of customers. It produces less waste than mass media. Accountability: the effects of direct marketing can be properly analyzed. Finally direct marketing facilitates the discrete sale of products with a taboo.

The main disadvantages of direct marketing are the lack of customer receptivity and very low response rates, clutter (there are too many messages) and image problems, particularly with telemarketing.

E-mail Marketing (Michels, 2006; Floor & Van Raaij, 2002)

The main benefits of e-mail marketing are: a direct approach saves the costs of intermediaries and advertising, the advertisement may be tuned to the wishes and preferences of individual consumers, small target groups can be accessed with targeted messages.

E-mail marketing also has some disadvantages: the quality of the address file determines the success. The creation and maintenance of the data file is labour intensive and time consuming, processing responses and providing follow-up work must be done carefully. Privacy infringement is sometimes experienced negatively.

Internet Marketing (Belch & Belch, 1995; Michels, 2006)

One of the main benefits of Internet marketing is that it can be used for a variety of integrated marketing communications functions. Secondly messages can be tailored to specific interests and needs of customers. Furthermore the interactive nature of the Internet leads to higher level of involvement. It can also provide large amounts of information to customers. Thirdly, Internet Marketing has the benefit that it is an interactive medium, however consumers can still use it at their own pace. Fourthly it is available 24 hours per day and easily updatable. Finally it is a combination of retrieving information, ordering and paying.

On the downside, Internet marketing also has some disadvantages. First of all attention to Internet advertisements is very low. Secondly there is a great deal of clutter on the Internet making it very difficult for advertisers to attract attention between the competition. Thirdly a advertiser is still very much dependent on the searching behavior of the receiver. Although more and more user information becomes available, the Internet is still a reactive medium; the consumer must find the company, the receiver has the initiative. Fourthly, maintenance costs are relatively high. Finally there still are some safety issues concerning e-commerce.

Social Media

Currently there is much discussion concerning social media and how it should be used within marketing campaigns (MAD4MARKETING, 2012; Mangold, W.G. & Faulds, D.J.,2009; Levinson, J.C. & Gibson, S., 2010; Social Media Monitor 4 ,2012). Social media can be grouped into three types of social media performance objectives; brand awareness, brand engagement and word of mouth (Hoffman & Fodor, 2010). These social media performance objectives give marketing managers insight for measuring the effectiveness of social media. Brand awareness is measured through tracking studies and surveys. Although social media needs a different approach in terms of evaluation and return on investment (Hoffman & Fodor, 2010), the selection of these media can still be based on the same media criteria as the traditional media are judged. Only the outcome of the implementation of social media should be measured in a different way. Therefore a brand manager can compare the various media characteristics of social media to those of the other media alternatives.

Many examples of the benefits of social media can be found. First of all on the reach of social media. Social media erases geographic distance between buyer and seller (Hoffman & Novak, 2012). Furthermore reach can be extended because social media is a highly magnified form of word-of-mouth communication (Mangold & Faulds, 2009). This can have a positive effect because experts or opinion formers can contribute towards credibility (Smith & Taylor, 2004). Secondly User attention and involvement is high (Belch & Belch, n.d.). Thirdly, a major benefit of social media is that websites or products can be co-created with consumers: the firm provides the tools, the customer the necessary information input (Hoffman & Novak, 2012). Therefore the interactivity factor is very high. Finally, almost anything that can be digitized (audio, video, text, etc.) can be used (Hoffman & Novak, 2012), resulting in a high appeal.

When switching to the disadvantages of social media, the following characteristics were found. First of all there is no direct control over the content of social media (Mangold & Faulds, 2009). Social media focuses on user generated content (Agichtein et al., 2008). This is risky because consumers share information and experiences in online communities and blogs (Hoffman & Novak, 2012). Negative comments are difficult to counteract. In addition, the source of information is often unknown (Hoffman & Novak, 2012). Another negative characteristic is that the costs of social media is often underestimated. Social Media Consultant, or in-house Social Media Marketing team are often needed for a professional social media approach (Collier, 2012). Furthermore there are increasing costs due to labor intensity (Burton, 2009). Finally, social media are difficult to keep up, the web is constantly changing (Hoffman & Novak, 2012).

2.4.2. Brand Media Comparison Model

Now that an overview has been given of the benefits and disadvantages that make each media alternative unique, the characteristics of the various media characteristics need to be compared. This comparison is important to select the best choice of media for the task by means of the consideration set based on the media criteria of section 2.2.2 and the media alternatives defined in 2.3.3. To facilitate such a comprehensive comparison a comparison matrix is made for each of the four media characteristics groups: media options, media coverage, media perception and media costs. As stated earlier only the unique benefits and disadvantages were mapped until now. To complete the comparison matrix, literature is consulted to fill in the final gaps. Now a completely filled in comparison matrix occurs.

For ease of reading the matrices are subdivided, but they should be considered as one. The first matrix fills in the unique media characteristics of all the media alternatives for the selection criteria “Media Perception”. This group of characteristics consists of Attention, Stimulation, Credibility, Reproduction, Appeal and Clutter. Firstly the characteristics Attention, Stimulation and Credibility are displayed.

Table 20: Brand Media Comparison Model – Media Perception 1

	Attention	Stimulation	Credibility
Outdoor Media	High attention value (Michel, 2006; Floor & Van Raaij, 2002)	Enhances messages of other media (Floor & Van Raaij, 2002)	Lack of involvement, no connection to external environment (Wilson & Till, 2011)
Printed Media	High Attention value, people have a close bond with newspapers Newspapers: often read superficially (Michels, 2006; Floor & Van Raaij, 2002). Magazines: High attention value (Floor & Van Raaij, 2002) Psychology of attention (Walker, 2011)	Magazines: high involvement Free Advertising Press: low communicative power Michels, 2006)	Newspapers: Strong connection with readers (Floor & Van Raaij; Michels, 2006), Broadly accepted, printed words are highly believable (Walker, 2011) Free advertising press: Printed words are highly believable (Walker, 2011) Magazines: Reliable source for target audience (Michels, 2006) Ad is consistent with content, which enables positive attitude (Floor & Van Raaij, 2002), Printed words are highly believable (Walker, 2011)
Radio	Low attention value (the “Half heard” medium) (Armstrong et al., 2009)	Mainly supportive medium (Floor & Van Raaij, 2002)	Positive credibility/loyalty (Media Miser, 2012)
Television	High attention value (Michels, 2006) Psychology of attention (Walker, 2011)	High stimulation, high impact, forced confrontation (Michels, 2006) Possible to transfer emotion and drama (Floor & Van Raaij, 2002)	High authority (Floor & Van Raaij, 2002). Distrust and negative evaluation (Shavitt et al., 2004)
Direct Marketing	Low attention value (most is seen as junk) (Walker, 2011)	Appeals of importance, urgency, exclusiveness, gratitude, price and non-price incentive (Amos & Paswan, 2009)	Could be found intrusive (Michels, 2006)
E-mail	Promising subject line, Incentive linking, (Rettie, 2002)	Messages that spark strong emotion: humour, fear, sadness, inspiration are more likely to be forwarded (Phelps et al., 2004)	Credibility in question due to abuse of medium (Media Miser, 2012)
Internet	Low attention getting (Walker, 2011)	Amusing, creative and surprising content; useful information (Kwiatkowska, 2009)	Could be found intrusive (Walker, 2011)
Social Media	User attention and involvement (Belch & Belch, n.d.)	Providing exclusivity; stimulating word-of-mouth and social-media based conversations; engaging customers in online social locations (Mangold & Faulds, 2009)	Experts or opinion formers can contribute towards credibility (Smith & Taylor, 2004)

In the subsequent table the final three characteristics of “Media Perception” are displayed: Reproduction, Appeal and Clutter.

Table 21: *Brand Media Comparison Model – Media Perception 2*

	Reproduction	Appeal	Clutter
Outdoor Media	Quality Reproduction (Media Miser, 2012)	Contemporary blasé attitude (Cronin, 2006) Lack of consumer processing (Baack et al., 2008)	Low: no competing advertisements (Michels, 2006; Walker, 2011) Many distractions (Walker, 2011) Environmental Clutter (Media Miser, 2012)
Printed Media	Newspapers: Low/poor (Michels, 2006; Floor & Van Raaij, 2002) Magazines: high quality reproduction (Floor & Van Raaij, 2002). Reproduction quality (Walker, 2011)	Newspapers: Not always possible to print full color. (Floor & Van Raaij, 2002)	Free-advertising-press: High clutter (Floor & Van Raaij, 2002) Magazines: high clutter, can be skipped easily (Floor & Van Raaij, 2002)
Radio	Little recall (Stauffer, et al., 1981)	Low: only audio (and mental imagery) (Floor & Van Raaij, 2002; Walker, 2011)	Messages stand alone – obtrusive medium (Media Miser, 2012)
Television	Recall of a television ad significantly higher than for a print ad (Dijkstra, 2005)	High appeal through combination of image, colors and sound (Michels, 2006; Floor & Van Raaij, 2002) Appeals to senses, combination of sound, motion and sight (Walker, 2011)	Messages stand alone – obtrusive medium (Media Miser, 2012)
Direct Marketing	Consistent quality of reproduction (Media Miser, 2012)	Visual characteristics: personalization, standardization, official (Amos & Paswan, 2009)	Competition (Walker, 2011) No competition with other ads or editorial content (Media Miser, 2012)
E-mail	Buzz Marketing, viral Marketing (Phelps et al., 2004)	Text, video, audio, images (Rettie, 2002) Creative flexibility (Media Miser, 2012)	Unsolicited commercial e-mail or ‘Spam’ (Cranor & LaMacchia, 1998)
Internet	Combination of advertising, followed by viral marketing, to ensure successful word-of-mouth effects (Armellini & Villanueva, 2012)	Ability to enhance information richness through multimedia (Johnson & Ambrose, 2006)	Competition among advertisers can be fierce for certain keywords (Media Miser, 2012)
Social Media	Focus on acquiring and engaging fans; significant secondary effect: exposure among Friends of Fans (Rich, 2011)	Anything that can be digitized (audio, video, text, etc.) (Hoffman & Novak, 2012)	Wide array of non-content information (Agichtein et al., 2008) Source of information is often unknown (Hoffman & Novak, 2012)

The second matrix fills in the media characteristics of all media alternatives for the selection criteria “Media Options”. This first table contains the characteristics Content and Customization.

Table 22: *Brand Media Comparison Model – Media Options 1*

	Content	Customization
Outdoor media	Only short and simple messages (Floor & Van Raaij, 2002; Michels, 2006)	Rarely main media within campaign, only supportive of other media (Floor & Van Raaij, 2002)
Print media	Different sizes of advertisements may be submitted (Floor & Van Raaij, 2002)	Newspapers: difficult to make agreements on page or section where ad is displayed (Floor & Van Raaij, 2002)
Radio	Many different sizes of advertisement possible, long broadcasting time possible (Michels, 2006)	Advertising flexibility, ability to reach specific consumer segments (Gerth, n.d.)
Television	Message must be simple and needs to be transferred within 20 to 30 seconds (Michels, 2006; Floor & Van Raaij, 2002)	Currently only possible once the following challenges in enabling personalized television have been addressed: viewer modelling; viewer identification; program processing; program representation and reasoning; presentation generation and tailoring; interaction management and evaluation (Ardissono et al., 2004)
Direct Marketing	Virtually unlimited choice of format (Stone, 1996) Shorter sales letters superior (Beard et al., 2006) Two-sided messages more credible; special attention to positive and negative elements in two-sided messages (Sherman et al., 2006)	Allows personalization (Walkers, 2011) Offers more control (Stone, 1996)
E-mail	Short message (Rettie 2002) Messages consistent with viral strains appropriate to their cause (Phelps et al., 2004) Complex information can be communicated (Media Miser, 2012)	Individual consumer customization options possible (Michels, 2006)
Internet	High information content (Walker, 2011)	Can be customized for specific audiences (Michels, 2006)
Social Media	No direct control (Mangold & Faulds, 2009) User generated content (Agichtein et al., 2008)	Co-creation of websites or products with consumers: the firm provides the tools, the customer the necessary information input (Hoffman & Novak, 2012)

The subsequent table contains the characteristics Opportunities and Interactivity.

Table 23: *Brand Media Comparison Model – Media Options 2*

	Opportunities	Interactivity
Outdoor media	Regularly new types of outdoor media (Floor & Van Raaij, 2002) Limited creatively (Walker, 2011)	Outdoor media has benefited from an explosion of relevant interactive technologies from Quick Read (QR) codes to Near Field Communication (NFC), Technologies such as Augmented Reality (AR) are also allowing advertisers to experiment with traditional billboards and to think about using Outdoor Media in different and more creative ways. (CBS Outdoor, 2012)
Print media	Newspapers: Creative limitations Magazines: Add ins, inserts possible (Michels, 2006; Floor & Van Raaij, 2002)	Mentioned by McLuhan as a hot medium, therefore low in participation and low in interactivity (McLuhan, 1964)
Radio	Creative limitations, appropriate to refer to Internet. Program sponsoring possible (Michels, 2006; Floor & Van Raaij, 2002)	Low interactivity (Cho et al., 1999)
Television	High creativity, opportunities for sponsoring and program participation (Michels, 2006; Floor & Van Raaij, 2002)	Interactive television: “Lazy interactivity” (Bernhoff et al., 1998): interactive formats and genres including electronic program guides; shopping; news and weather programming; sportscasts; talk and games shows (Jensen F., 2005)
Direct Marketing	Multichannel marketing (Rangaswamy & Van Bruggen, 2005) Building consumer trust (Hoffman et al., 2006)	Interactive system of marketing which uses one or more advertising media to effect a measurable response and/or transaction at any location (Wanneger et al., 1997)
E-mail	Relationship building and retention; targeted permission marketing (Rettie, 2002) Repeat exposures (Belch & Belch, n.d.)	Processing response and providing follow-up must be done carefully (Michels, 2006)
Internet	Direct, real-time individualised consumer interaction and opportunity to express this individuality within homogeneous groups (Simmons, 2008) Tribal marketing (Bernard & Véronique Cova, 2002)	Initiative at consumer (two sided information exchange) (Michels, 2006) Interactive (Walker, 2011)
Social Media	Highly magnified form of word-of-mouth communication (Mangold & Faulds, 2009)	Consumer control of online experiences; social networking sites, blogs and sharing information in online communities (Hoffman & Novak, 2012)

The third matrix fills in the unique media characteristics of all the media alternatives for the selection criteria “Media Coverage”. This includes the media characteristics Selectivity and Pass-along Audience.

Table 24: *Brand Media Comparison Model – Media Coverage 1*

	Selectivity	Pass-along Audience
Outdoor Media	Geographical selection possible (Floor & Van Raaij, 2002), few opportunities for target group segmentation (Michels, 2006) No audience selectivity (Walker, 2011)	High 'noise' level distracting audience (Longenecker et al., 2009)
Printed Media	Newspapers: Difficult reaching specific target audiences and less educated (Michels, 2006; Floor & Van Raaij, 2002) Free Advertising Press: Geographic segmentation possible through regional editions (Michels, 2006) Magazines: Demographic and geographic selectivity (Walker, 2011) Specific targeting possible (mainly for professional magazines and special interest) (Floor & Van Raaij, 2002)	Newspapers: High (except for youth and less educated) (Michels, 2002) Does not get passed around much (Walker, 2011) Free Advertising Press: High Magazines: Readers will pass around magazines (Walker, 2011)
Radio	Target group segmentation possible (Michels, 2006), high geographic and demographic possibilities (Walker, 2011; Floor & Van Raaij, 2002)	Portable medium, inside and outside home (Media Miser, 2012)
Television	No selectivity of audience (Walker, 2011)	Attention getting, mass coverage (Belch & Belch, n.d.)
Direct Marketing	High: tuned to wishes of individual consumers, small target groups (Michels, 2006) Select your audience (Walker, 2011)	Reader controls exposure (Belch & Belch, n.d.)
E-mail	Small target groups can be approached with targeted messages (Michels, 2006)	Positive pass-along audience (Media Miser, 2012)
Internet	High: Ads can be placed in select locations (Walker, 2011) Specific information for specific target audiences (Michels, 2006)	Relies on provocative content to motivate unpaid peer-to-peer communication (Porter & Golan, 2006)
Social Media	Erases geographic distance between buyer and seller (Hoffman & Novak, 2012)	Virtual communities are naturally formed as customers self-segment (Hoffman & Novak, 2012)

The subsequent table shows the second part of the media characteristics of the group Media Coverage: Frequency, Exposure Time and Reach.

Table 25: *Brand Media Comparison Model – Media Coverage 2*

	Frequency	Exposure-Time	Reach
Outdoor Media	High contact frequency (Michels, 2006; Floor & Van Raaij, 2002) Repeat exposure (Walker, 2011)	Short exposure time (Floor & Van Raaij, 2002) , high repeat exposure (Michels, 2006)	Wide reach (Michels, 2006; Floor & Van Raaij, 2002)
Printed Media	Newspapers: High (every day) (Michels, 2006) Free advertising press: only on certain days (usually once a week) (Michels, 2006) Low circulation (Floor & Van Raaij, 2002). Magazines: Low (primarily single-copy sales) (Michels, 2006) Consumer can determine frequency (Floor & Van Raaij, 2002)	Newspapers: Short life span ads (Michels, 2006), Looses value after a day (Floor & Van Raaij) Are read superficially (Floor & Van Raaij, 2002). Hastily read, short life (Walker, 2011) Magazines: Long life span (Michels, 2006; Floor & Van Raaij, 2002), Multiple confrontations (Floor & Van Raaij, 2002)	Newspapers: Wide reach (Michels, 2006; Floor & Van Raaij, 2002) Free Advertising Press: Large reach (Michels, 2006) Magazines: Wide reach only after weeks (Floor & Van Raaij, 2002), lot of waste (Floor & Van Raaij, 2002)
Radio	Many repetitions needed for high reach and strong effect (Michels, 2006; Floor & Van Raaij, 2002)	Low due to volatile processing (Michels, 2006; Floor & Van Raaij, 2002) Short life (Walker, 2011)	Large range amongst workers and motorists (Michels, 2006) High reach (Floor & Van Raaij, 2002) Massive Use (Walker, 2011)
Television	Many repetitions possible for a quick and high reach (Floor & Van Raaij, 2002)	Volatile Medium (fleeting) (Michels, 2006; Floor & Van Raaij, 2002) Short life, impressions are fleeting (Walker, 2012)	Nationwide Reach (Michels, 2006) Market to a mass audience (Walker, 2011)
Direct Marketing	Number of exposure times is dependent on three factors: brand familiarity, message complexity and message novelty (Tellis, 1997)	Most of the time regarded as junk and directly thrown away (Walker, 2011)	High reach; potential delivery delays; advertiser control over circulation (Media Miser, 2012)
E-mail	Lack of synchronicity, self-chosen times and places (Van Dijk, 2006)	Short life; can be read at leisure (Media Miser, 2012) Allowed to think longer about reply (Van Dijk, 2006)	Internet users (Rettie 2002)
Internet	Can be consulted 24 hours a day (Michels, 2006)	Short message life Low (audience controlled) (Walker, 2011) Can be consulted at own pace. (Michels, 2006)	High, increasing popularity (Walker, 2012)
Social Media	Engaging in multiple Social Media environments will increase the level of consumer engagement and frequency of exposure (Levinson & Gibson, 2010)	Web is constantly changing (Hoffman & Novak, 2012)	Allows individuals to reach large groups (Hansen et al., 2010) Multiple Social Media for larger reach Company guidelines for Social Media usage (Kaplan & Haenlein, 2009)

The fourth and final matrix fills in the unique characteristics of all media alternatives for the selection criteria “Media Costs”. The group Media Costs consists out of three characteristics: Development Costs, Development Time and Overhead Costs.

Table 26: *Brand Media Comparison Model – Media Costs*

	Development Costs	Development Time	Overhead Costs
Outdoor Media	Relative low costs (Michels, 2006) Inexpensive (Walker, 2012)	Requires a creative development process and a separate disciplined production process (Burton, 2009)	Inexpensive (Walker, 2012)
Printed Media	Newspapers: National coverage expensive (Michels, 2006; Floor & Van Raaij, 2002) Free Advertising Press: Low advertising costs (Michels, 2006) Magazines: High production costs (Michels, 2006)	Newspapers: Ads can be placed on short notice, ads can respond to actuality (Michels, 2006; Floor & Van Raaij) Magazines: Long advertisement delivery time (Floor & Van Raaij, 2002) Closing periods are long (Walker, 2012)	Newspapers: For local reach not only national, but regional newspaper needed (Floor & Van Raaij, 2002) Magazines: Premium fee for best spots (Walker, 2012)
Radio	Low Production Costs (Michels, 2006; Floor & Van Raaij, 2002; Walker, 2012)	Short lead time; production can be free (Media Miser, 2012)	Relatively cheap (Michels, 2006; Floor & Van Raaij, 2002, Walker, 2012)
Television	High production costs (Michels, 2006; Floor & Van Raaij, 2002). Expensive (Walker, 2012)	Long production time (Michels, 2006)	High connection costs (Michels, 2006); Demands high budget for repetition (Floor & Van Raaij, 2002) Expensive (Walker, 2012)
Direct Marketing	High cost per exposure, lower costs due to elimination of intermediaries (Michels, 2006) Relatively high costs (Walker, 2012)	Much of the actual production occurs through external third-party vendors (Burton, 2009)	Relatively high costs (Walker, 2012)
E-mail	Saving costs of intermediary by direct approach (Michels, 2006)	Creating and maintaining database demands a lot of time (Michels, 2006)	Creating and maintaining database is labour intensive (Michels, 2006)
Internet	Low cost per exposure (Walker, 2012)	Shift of external traditional production responsibilities to in-house agency resources (programmers, developers, etc.) in the Digital space (Burton, 2009)	High maintenance costs (Michels, 2006)
Social Media	Social Media Consultant, or in-house Social Media Marketing team (Collier, 2012)	Very fine line between the digital development and production processes (Burton, 2009)	Increasing costs due to labor intensity (Burton, 2009)

Within this section the characteristics of the various media alternatives have been listed under each of the four groups of media criteria. This results in a complete overview of all the characteristics that can be compared to the media criteria that were formulated in section 2.2.2.

2.4.3. Brand Media Comparison Tool

Within the previous sub section it was stated that a standardized scorecard for media alternatives, linked by their score on the media selection criteria is needed for a brand manager to be in control of the media selection process. All the different unique media characteristics were described in the previous section and combined in a comparison matrix. A combined Brand Media Comparison Model was developed consisting of the four selection criteria; media coverage, media perception, media options and media costs. For each of the selection criteria the matrix was filled in accordance with the characteristics found. The Brand Media Comparison Model provides a complete answer to the third sub question *“What are the characteristics of media alternatives?”*. Although the brand manager now has a complete overview of all the media characteristics, because of the volume of information caused by the large variety in characteristics the Brand Media Comparison Model still is not directly usable within one of the steps of the five-step media selection model. An additional elaboration needs to be made. To allow the Brand Media Comparison Model to be used in practice, the information must be incorporated in to a practical Brand Media Comparison Tool. This tool will use the positive and negative characteristics of the various media alternatives and adjust them into a standardized answering score. This score can be compared to the score obtained by the Brand Media Criteria Tool. To achieve such a Brand Media Comparison Tool, the practical usability of the media characteristics needs to be demonstrated by means of a validity test of the media characteristics. The results of this study will be used as a basis for the development of a practical Brand Media Comparison Tool.

The following section will provide an extensive substantiation on implementing an evaluation method within the five-step media selection method. It will be explained how the media selection can be adjusted so that the brand manager stays in control after implementation.

2.5 Brand Media Formative Evaluation Model

In the previous sections an answer was provided on the first three sub questions. Firstly, the Brand Media Criteria Model was developed that helps the brand manager in translating the campaign objectives into a consideration set of media criteria. Secondly the Brand Media Landscape Model was developed which provided an overview of the current media landscape. Lastly the Brand Media Comparison Model was created which provided an extensive overview of the individual media characteristics of the media alternatives.

This section provides an answer to the fourth sub question *“How can evaluation enable control over media selection during and after implementation?”*. Firstly the importance of media evaluation will

be substantiated and an overview of media evaluation methods is provided. Secondly the choice for a formative media evaluation is substantiated. Thirdly it is elaborated how the formative evaluation can be practically implemented by brand managers. Finally a Brand Media Evaluation Model is designed.

2.5.1. The importance of evaluation

As stated in the introduction, evaluation is an integral component for the successful implementation of any brand media campaign. An evaluation is the systematic application of research procedures to understand the conceptualization, design, implementation and utility of interventions (Valente, 2001). It determines whether a campaign was effective, how it did or did not achieve its goals, and the efficiency with which it achieved them. Evaluation is an essential component of any communication campaign because it improves the probability of achieving campaign success by forcing marketing managers to explicitly specify the goals and objectives of the campaign (Valente, 2001).

Practically an evaluation has multiple functions. First of all to determine the degree to which a campaign has reached its objectives. Secondly to help marketing managers understand why a particular campaign worked. A third function is to provide information on how a campaign can be optimized for future use. Evaluation contributes to the knowledge base of how campaigns reach and influence their intended audiences so that researchers can learn lessons from these experiences and implement more effective campaigns in the future (Valente, 2001). The following effects can be measured by means of a communication evaluation: first of all changes in brand awareness, knowledge, attitude and purchase interaction, secondly consumer purchase behaviour and thirdly sales and market share (Floor & Van Raaij, 2002).

Coffman (2002) identifies four basic types of evaluation: formative, process, outcome and impact evaluation. She defines formative evaluation as front-end evaluation and process, outcome and impact as back-end evaluation. Subsequently, Michels (2006) mentions three types of evaluation; process evaluation, product evaluation and effect evaluation. These types of evaluation serve the purpose of measuring if the campaign objectives translated by the media criteria have been reached. During a process evaluation the course of events is discussed, for example to know what went wrong during the distribution of a brochure, how the coordination of the campaign was carried out and if the preparations of the campaign started early enough. A product evaluation concerns the valuation of the campaign product. For example what is the opinion of the target group about the contents of the brochure or the clarity of the verbal communication. Finally an effect evaluation revolves around

the effect that the communication has brought about in the target population (Michels, 2006). One of the most widely recognized types of evaluation is that of formative and summative evaluation (Behrman, 2006). The following types of evaluation within formative and summative evaluation can be distinguished: formative needs assessment, formative process evaluation, summative outcome evaluation and summative impact evaluation (CDC, 2012).

This research recognizes the importance of both formative and summative evaluation approaches. These evaluation methods allow the brand manager to keep control over the media selection after it has been implemented. The formative and summative evaluation offer the brand manager the ability of evaluating media at an intermediate stage by means of a formative evaluation and after the campaign has been stopped by using a summative evaluation. The formative evaluation gives brand managers the opportunity to directly react to changes within the campaign. The summative evaluation gives brand managers the opportunity to evaluate the return on investment of the campaign and to draw lessons for a next campaign. The following section will elaborate further on formative evaluation. It will be argued why it is important to implement a formative evaluation and how this can be realized in practice.

2.5.2. Formative evaluation methods

By means of formative and summative evaluation an evaluation can be performed at an intermediate stage or after a campaign has been completed (Michels, 2006). This section will focus on formative process evaluation. Formative process evaluation measures effort and the direct outputs of the campaign, what and how much was accomplished (i.e., exposure, reach, knowledge, attitudes, etc.). It examines the process of implementing the communication campaign and determines whether it is operating as planned. It can be done continuously or as a one-time assessment. Results are used to improve the campaign (CDC, 2012). A key determinant of success is the development of sophisticated strategies based on formative evaluation research. Formative research includes data on possible intervention strategies, target audience and possible threats (Atkin & Freimuth, 2001). Formative research is also used as a means to test message strategy, test the effectiveness of possible communication channels and to learn about target audience beliefs, motivations and perceptions. Formative evaluation should identify shortcomings within the implemented brand campaign. Essential for formative evaluation is that information on the progress of the brand campaign is collected during the campaign at regular intervals. This information includes sales figures, visitor numbers and user opinions. Formative evaluation is not an aim in itself, but provides a basis for remedial action if necessary. To insert a continuous formative evaluation of selected media within a brand campaign, a sidestep to the quality management literature was made.

With the addition of e-mail marketing, online marketing and social media in the list of media alternatives, consumers are in control and can directly respond on brand campaigns (Constantinides & Fountain, 2008; Constantinides, 2006). These types of new media cause brand managers to lose control over the campaign progress. This can have a negative impact on the campaign results as was illustrated by the case of McDonalds in the introduction. The ability of organizations to adequately respond to these issues has been an important topic of discussion (Morrison et al., 2008). On top of that the limited knowledge on the possible return on investment of social media makes companies reluctant to use social media. This uncertainty surrounding the usage, return on investment and risks needs to be addressed. The brand manager therefore needs to regain control over media selection during and after implementation.

The highly responsive nature of online media requires that a campaign using these types of media alternatives can be evaluated at any point in time. Such a continuous formative evaluation is a new phenomenon within media campaign planning, but has become a necessity due to the rapid developments in the media landscape. Communication between advertiser and target group has become an interactive process, instead of a one-way transmission. The latter only required standardized evaluation moments. The new media landscape requires companies to be able to respond and react to changes in the campaign instantly. This can be a change in pace or tone-of-voice, but it can also imply a change in the types of media selected for the task. These changes require a continuous monitoring and evaluation of the campaign and implemented media. A continuous evaluation process during the campaign deals with responses instantaneously, but also costs time. When selecting media like e-mail, online marketing and social media within the marketing mix, the initial development costs are low. However brand managers must be aware of the fact that the implementation of these types of media requires more effort and budget than initially planned. A continuous evaluation process requires resources to continuously monitor all the messages on the Internet concerning the brand campaign and to adequately respond to messages of the online consumers. Monitoring already exists in multiple forms. For example Continuous Information Tracking (CIT) is designed for tracking mass communication campaigns and is fairly labour intensive. It provides useful monitoring information. A typical study using this method requires fifty to one hundred interviews each week with members of the target audience for the duration of the campaign (Donovan & Henley, 2003). Although there is an increase in monitoring efficiency, mainly due to the development of software packages that can aid brand managers in scanning social media, brand managers are still needed to filter the consumer responses and to see which messages require a direct response. However the previous section has also shown that online media can have a

positive influence brand awareness, brand engagement and word of mouth. Additionally, most consumers expect an online presence of their favourite brands. If a brand manager chooses to add online media to the marketing mix, an appropriate continuous campaign evaluation must be developed. Brand managers need to be able to continuously evaluate media during the campaign period and should have the ability to intervene to keep control of media selection.

There are also factors that can influence monitoring outcome. Five factors were identified that influence the use of marketing research: conformity to expectations, clarity of presentation, research quality, political acceptability and challenge to the status quo (Deshpande & Jeffries, 1981). Consequently, it was also found that these five factors are significantly related to research use (Deshpande & Zaltman, 1982).

A well known quality management method for continual process improvement is the Plan-Do-Check-Act (PDCA) cycle of Deming (Moen & Norman, 2006). The PDCA cycle is a concept for creating improvement and development. It is a strategy that can be used in formative evaluation and assists the marketing manager in continuously evaluating the situation and adapting if necessary. It also provides the marketing manager with a useful, time-saving and optimized process for media campaign planning. Originally a method for problem solving, the PDCA cycle emphasises continuous improvements based on a circular and repeated pattern. The first PDCA cycle was developed in the thirties by Walter A. Shewhart and was later modified by William E. Deming. The base of the strategic framework is the continuous improvement of processes. Shewhart argued that the cycle draws its structure from the notion that constant evaluation of management practices, as well as the willingness of management to adopt and disregard unsupported ideas, is key to the evolution of a successful enterprise (SkyMark, 2010). The model consists of four important consecutive phases: plan, do, check and act (figure 2).

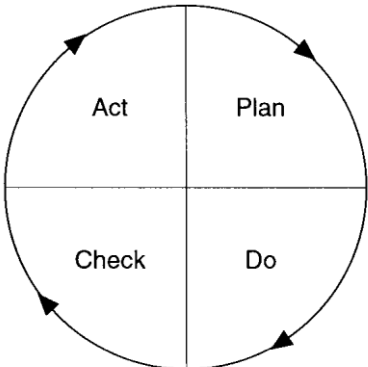


Figure 6: Plan-Do-Check-Act Cycle of Deming by Moen & Norman (2006)

Deming described the plan-do-check-act phases as follows (Moen & Norman, 2006):

Plan

- Objective
- Questions and predictions
- Plan to carry out the cycle
(who, what, where, when)

Do

- Carry out the plan
- Document problems and unexpected observations
- Begin analysis of the data

Check

- Complete the analysis of the data
- Compare data to predictions
- Summarize what was learned

Act

- What changes are to be made?
- Next cycle?

Concluding, this section has explained the importance of formative evaluation within brand campaigns. Especially with the introduction of online media it has become a necessity to monitor and evaluate campaigns frequently during their life span. The-plan-do-check-act cycle is a strategy that fits the needs of brand managers in their desire to continuously monitor and evaluate campaigns and it can provide a practical framework for a formative brand campaign evaluation strategy. Formative evaluation allows brand managers to keep control of their brand campaigns and intervene at an intermediate stage if necessary. The following section will further elaborate on the formative evaluation with the design of the Brand Media Formative Evaluation Model.

2.5.3. Brand Media Formative Evaluation Model

The same cycle and four phases devised by Deming can be implemented to demonstrate the continuous formative evaluation within a brand campaign. The interpretation of the four phases will be altered for the purpose of formative evaluation in brand campaigns. The initial phase “plan” is performed during the second step of the five-step media selection model. In this phase the brand

manager needs to determine the media criteria by means of the Brand Media Criteria Model. These criteria form the basis of the following steps and form the basis for the formative evaluation.

The second phase “do”, involves the actual implementation and start of the media campaign. During this phase the consumer will come into contact with the advertising campaign of the marketing manager for the first time. Depending on the chosen media mix the consumer will be able to interact with the campaign directly. At this point the brand manager starts monitoring.

The third phase “check” emphasises the monitoring and measuring of campaign responses. Results are documented and data that is returned from the media campaign is analyzed by the brand manager. During this phase there is an active search for positive or negative responses. The data that is collected from the consumer is compared to the media criteria that were formulated during the “plan” phase. Different types of media require different monitoring tools and intervals. The intensity of this phase may vary extensively per media alternative.

During the final phase “act” the results and issues found are evaluated. This phase can have two results. If the campaign goes according to plan, the brand manager returns to the third phase, where he or she keeps monitoring the results of the campaign until the campaign ends. If deviations are observed and the campaign needs to be modified, the media criteria will be reselected during a new “plan” phase. This “plan” phase can review which of the criteria still match the campaign objectives. During this new “plan” phase the media selection can be adjusted to the altered context. This is illustrated in the Brand Media Formative Evaluation Model (figure 7).

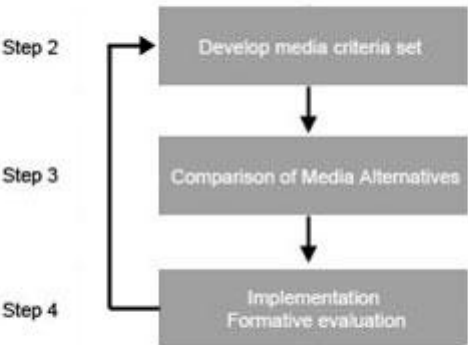


Figure 7: Brand Media Formative Evaluation Model

Concluding, this section has elaborated on the fourth sub question *“How can evaluation enable control over media selection during and after implementation?”*. An introduction on the importance of evaluation was provided and subsequently formative evaluation was substantiated. It was explained that by incorporating the new types of media into the selection of media alternatives a different need in monitoring and evaluation has emerged. A practical elaboration was provided by the proposal of a formative evaluation by means of the Plan-Do-Check-Act cycle. Subsequently the Brand Media Evaluation Model was designed as answer to the fourth sub question.

2.6 Conclusions

In chapter two, an extensive literature study has provided the first step in answering the main research question *“What method could fast movers implement to regain control of the media selection process within brand campaigns?”*. The answer to this question was sought in the consumer purchase decision-making literature by approaching the role of the brand manager as a consumer. Consequently a five-step media selection model was proposed. To ensure the practical usability of the five steps, the four research questions formulated in the introduction were answered. First of all a media criteria set was created that allowed a translation of the campaign objectives into a consideration set with measurable criteria. Secondly the current media landscape was mapped to see which media alternatives are available for brand managers. Thirdly a link was made between the media criteria and the media characteristics and for each of the media alternatives the main benefits and disadvantages were determined. These characteristics were thereafter organized for each of the media alternatives in four comparison matrices. Finally a formative evaluation method was proposed to keep the brand manager in control during and after implementation. Concretely the answers of these four sub questions were incorporated in to four Brand Media Models: the Brand Media Criteria Model, the Brand Media Landscape Model, the Brand Media Comparison Model and the Brand Media Formative Evaluation Model (table 27).

Table 27: *Models developed for the Brand Media Selection Method*

Models	Definition
Model 1	Five-step Media Selection Model
Model 2	Brand Media Criteria Model
Model 3	Brand Media Landscape Model
Model 4	Brand Media Comparison Model
Model 5	Brand Media Formative Evaluation Model

Within sections 2.2.2 and 2.4.3 an additional elaboration was announced concerning the Brand Media Criteria Model and the Brand Media Comparison Model. For these models to be used in

practice, the information must be incorporated in to a practical Brand Media Criteria Tool and a Brand Media Comparison Tool. To realize these tools the practical usability of the media criteria and the media characteristics need to be demonstrated by means of a validity test. The results of these studies will be used as a basis for the development of both tools.

The five models have formed the first step in answering the main research question. The second step is to design and propose a complete working method for brand managers that also incorporates the two tools. Combined, the five models and the two tools will compose the Brand Media Selection Method. This method will allow brand managers to regain control of the complete media selection process. To achieve this the following chapter will substantiate how the practical usability of the media criteria and the media characteristics was tested.

3 METHODOLOGY

In chapter two, five models were developed that lay the foundation for a practical working method for media selection by brand managers. It was observed that the answers to the first sub question *“Which criteria are mandatory for successful media selection?”* and the third sub question *“What are the characteristics of media alternatives?”* required additional elaboration to be practically usable.

In chapter three the first step for the further development of the two models, Brand Media Criteria Model and Brand Media Comparison Model is taken. This chapter describes and explains two qualitative methods that were used to find empirical evidence for the media criteria and media characteristics. Firstly, a short introduction to qualitative research and an extensive substantiation why this method was chosen are provided. Secondly the document study is introduced, which was used to validate the media criteria. This document study was completely conducted at Douwe Egberts Nederland B.V.. Thirdly an introduction on the Delphi method is given, a method used to validate the media characteristics. This study was conducted among experts of various companies, academic institutions and governmental organizations.

3.1 A qualitative research approach

The following section explains why a qualitative empirical research method was chosen in this study. Additionally it is explained what qualitative research entails.

Depending upon the desired outcome of a research, social scientists may choose between quantitative or qualitative designs (Lowhorn, 2007). The main difference between qualitative and quantitative research is that qualitative research methods permit the evaluator to study selected cases, or events in-depth and in detail. The fact that data collection is not constrained by predetermined categories of analysis contributes to the depth and detail of qualitative data. Quantitative research methods use standardized methods that fit various opinions and experiences into predetermined response categories. Quantitative research uses experimental methods and quantitative measures to test hypothetical generalizations. Each represents a fundamentally different inquiry paradigm, and researcher actions are based on the underlying assumptions of each paradigm (Patton, 1990). The main advantage of quantitative research is that it measures the reactions of a great number of people to a limited set of questions. Which facilitates comparison and statistical aggregation of the data. In contrast, qualitative data provide depth and detail through direct quotation and careful description of program situations, events, people, interactions and observed behavior. In other words, qualitative research uses a naturalistic approach that seeks to understand phenomena in context-specific settings, such as a real world setting where the

researcher does not attempt to manipulate the phenomenon of interest (Patton, 2001). Unlike quantitative researchers who seek causal determination, prediction, and generalization of findings, qualitative researchers seek instead illumination, understanding, and extrapolation to similar situations (Hoepfl, 1997). Qualitative analysis is guided not by hypotheses, but by questions, issues and a search for patterns. Qualitative inquiry accepts the complex and dynamic quality of the social world (Cronbach, 1975). It is a subjective way to look at life as it is lived and an attempt to explain the studied behavior (Walsh, 2003). Qualitative research, which relies on interpretations and is admittedly value-bound, is considered to be subjective. In the world of conventional research, subjectivity leads to results that are both unreliable and invalid (Hoepfl, 1997). However this is highly debated. Patton (1990) believes that the terms objectivity and subjectivity have become ideological ammunition in the paradigms debate. He prefers to avoid using both terms and to stay out of futile debates about subjectivity versus objectivity. Instead, he strives for "empathic neutrality" (Hoepfl, 1997). When subjectivity is seen as distortion and bias, the literature offers more or less prescriptive advice; when seen as an interactional quality, we learn about personal, reflexive, or political and theoretical stances" (Jansen & Peshkin, 1992). Therefore a researcher needs to look beyond the binary of objectivity and subjectivity and focus on how qualitative research methods can gain access to valuable information. Concluding, qualitative methods are appropriate in situations where one needs to first identify the variables that might later be tested quantitatively, or where the researcher has determined that quantitative measures cannot adequately describe or interpret a situation (Strauss & Corbin, 1990).

As the main research question *"What method could fast movers implement to regain control of the media selection process within brand campaigns?"* states, this study aims to develop a practical working method to allow brand managers to regain control of media selection within brand campaigns. Both media criteria and media characteristics fall within the specific topic of this main research question. With this in mind a qualitative research approach was chosen for three reasons.

Firstly, the process of media selection is a process that is specific for the field of FMCG marketing and is only used by brand and marketing managers within the planning of a brand campaign. Although, as chapter two shows, many different aspects of media selection have been researched in the past, brand and marketing managers do not seem to apply this information in practice. These managers still rely on gut feeling and experience. It is important to understand why and how brand managers and marketing managers currently make media selection choices.

Qualitative methods are used to better understand any phenomenon about which little is yet known. They can also be used to gain new perspectives on things about which much is already known, or to gain more in-depth information that may be difficult to convey quantitatively (Strauss & Corbin, 1990).

Secondly, the ability of qualitative data to more fully describe a phenomenon is an important consideration not only from the researcher's perspective, but from the reader's perspective as well (Hoepfl, 1997). "If you want people to understand better than they otherwise might, provide them information in the form in which they usually experience it" (Lincoln and Guba, 1985). This is an important factor in this research since currently the brand and marketing managers do not use any of the existing findings of media selection research. Qualitative research reports, typically rich with detail and insights into participants' experiences of the world, "may be epistemologically in harmony with the reader's experience" (Stake, 1978) and thus more meaningful (Hoepfl, 1997).

Thirdly, the current ad hoc, unsubstantiated process of media selection might also unveil different factors that are taken into account by brand and marketing managers. Research problems tend to be framed as open-ended questions that will support discovery of new information (Hoepfl, 1997).

Consequently, this research does not mean to test hypothetical generalizations in a quantitative manner. The exploratory and descriptive nature of the desired outcome of the research expressed in the main research question, the specificity of the media selection background, the importance of the participants' results in the eventual implementation of the working method and the discovery of new information are sufficient grounds to choose a qualitative research approach for this study.

Qualitative research methods usually consist of three kinds of data collection: in-depth and open-ended interviews, direct observation and written documents, including questionnaires, diaries and program records (Patton, 1987). The data from open-ended interviews consists of direct quotations from people about their experiences, opinions, feelings and knowledge. The data from observations consists of detailed descriptions of program activities, participants' behavior, staff actions and the full range of human interactions that can be part of program experiences. Finally, document analysis incorporates excerpts, quotations, or entire passages from records, correspondence, official reports, and open ended surveys. Fieldwork is the central activity of qualitative evaluation methods. Qualitative approaches emphasize the importance of getting close to the people and situations being studied in order to understand personally the realities and minutiae of daily life (Patton, 1987).

The validity and reliability of qualitative data rely greatly on the extent of methodological skill, sensitivity, and training of the evaluator (Labuschagne, 2003). When quantitative researchers speak of research validity and reliability, they are usually referring to a research that is credible while the credibility of a qualitative research depends on the ability and effort of the researcher (Golafshani, 2003). This is the most important quality factor that needs to be taken into account when reviewing the value of this study. The following sections will elaborate further on how the validity and reliability is ensured per research element.

This section has substantiated the choice for a qualitative research approach in this study and has explained what qualitative research generally entails. The following chapters will further elaborate on the various qualitative methods that are applied in this study to answer the main and sub research questions.

3.2 Document study

3.2.1. Introduction

The answer to the first research sub question *“Which criteria are mandatory for successful media selection?”* needed further elaboration. This was achieved by the inclusion of a document study. This document study was performed at the largest Dutch coffee brand Douwe Egberts, previously part of the American Sara Lee corporation which became an independent Dutch company again in mid-2012 trading under the name D.E. Masterblenders 1753 N.V. The company is listed on the Euronext stock exchange and is a leading coffee and tea company with an extensive portfolio in retail and out of home products sold in Europe, Brazil, Australia and Thailand. The company is market leader in coffee in The Netherlands, Belgium, Denmark, Hungary and Brazil and is number two in France and Australia. In tea the company is market leader in The Netherlands, Denmark, Hungary and the Czech Republic and the number two in Spain (DE Masterblenders, 2012). In 2011 the company had a revenue of € 2.602 million and a profit of € 276 million (Wikipedia, 2012). In accordance with the main goal of the document analysis, the media briefing process around different campaigns was observed, for example that of the Burendag 2011 campaign (English translation: Neighbours’ day) and the D.E. Pauze application campaign. Briefing specifications for media brand campaigns are stored in documents made by brand managers and campaign presentations. Decisions are often documented in briefing documents and meeting minutes. Those documents are therefore a valuable source of information concerning media selection criteria, which a content analysis of the document study can gather. The use of a document study or document analysis has three main benefits. Firstly, document research is non-reactive, meaning that the documentation is not set up for research

purposes. It is unlikely that the material will have an influence on the method of data collection. Secondly, because of a participatory role of the researcher, research is possible in areas where the researcher would otherwise not have direct access. Finally, documentation is almost always abundantly available (Jochems & Joosten, n.d.).

A distinction can be made between two types of documents, personal and non-personal documents (Baarda et al., 2009). Personal documents are documents that are written in a personal capacity, for example journals and letters. Non-personal documents are documents that are written for others, and often for third parties. These documents include minutes of meetings, articles in books and journals, policy documents, leaflets and advertisements. Non-personal documents are often written from a very specific perspective on reality. This fact can make them less useful for general research purposes, but also much more useful for studies with a specific objective. Often they are written for a specific audience with a specific purpose. Important for the usability of the documents is that they are unprovoked materials. Unprovoked materials have the benefit that the image is not distorted by feelings or prejudices of the researcher (Baarda et al., 2009).

To answer the sub question *“Which criteria are mandatory for successful media selection?”* it was necessary to find out which media criteria for selection are used in practice, without influencing the marketing environment. The main advantage of a document study is that documents are unobtrusive and can be used without imposing on participants; they can be checked and re-checked for reliability (Robson, 1993). A document study is one of the most common forms of qualitative data collection (Hsieh & Shannon, 2005). Subsequently documents with media criteria that were not prepared for the purpose of evaluation (Lincoln & Guba, 1985) were analyzed in a specific marketing context at fast mover Douwe Egberts Nederland B.V. These document in practice constitute a framework for the selection of media within the campaign of a FMCG company. More specific, the content of documents concerning media briefings of various campaigns were analysed.

3.2.2. Goal

To find an answer to the first research sub question, *“Which criteria are mandatory for successful media selection?”*, the documents concerning media briefings within a complete marketing division were observed in a real life FMCG context at Douwe Egberts Nederland B.V. This was carried out by means of a document study. The main goal of this document study was to validate the different media selection criteria found in the literature review of chapter two by observing them in a real context during the development of real brand campaigns. Literature has indicated that these media selection criteria should be at the basis of every media selection procedure. Secondly the document

study was used to reveal if there are other criteria used in practice that are not yet mentioned in academic research. By means of this document study an attempt was made to find evidence of the validity and degree of importance of these media selection criteria within this specific context.

3.2.3. Approach

To optimize the reliability of the results of the document study, documents of multiple large national brand campaigns were analyzed to find the various criteria used within the media selection. By comparing these results to the criteria found in literature, differences in practical and academic approach could be exposed. The structure of this document study was based on the step model of deductive category application by Mayring (2000). The following figure shows the model in detail.

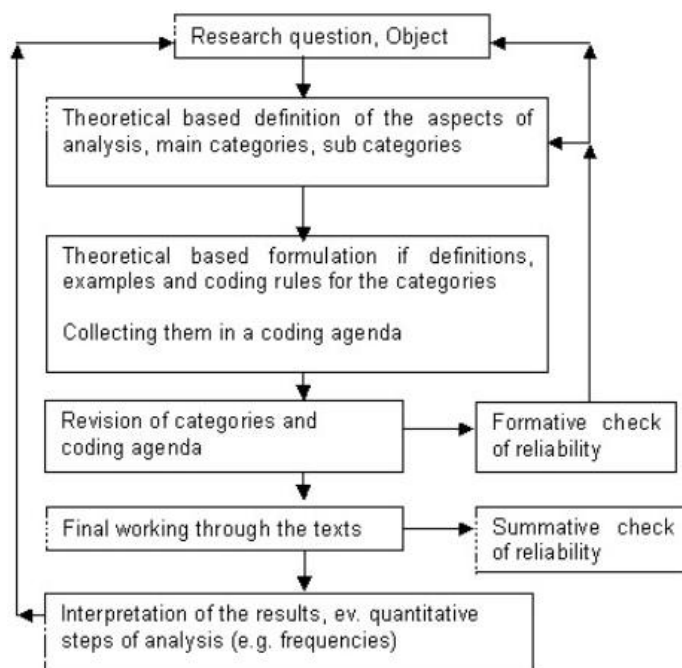


Figure 8: Step model of deductive category application by Mayring (2000)

Mayring (2000) describes a procedure consisting of eight steps. This study will follow seven of those steps. This has to do with the fact that the media criteria and the media characteristics need to be linked at a later stage in the working method. Mayring uses the term categories, but in this research the term labels will be maintained. The first step concerns the creation of a theoretical based definition of the aspects of the analysis, main labels and sub labels. Within this research this theoretical based definition was already found in literature and can be found in chapter two. Secondly a theoretical based formulation of the definitions, examples and coding rules for the labels was developed, determining exactly under what circumstances a text passage can be coded with a label. Subsequently all codes were collected in a coding agenda. As stated all of the labels concerning media criteria need to be linked to those of the media characteristics labels in the Delphi method,

therefore the codes and categories were not revised with a formative check and this step was skipped. The following step is to work through the texts and apply the labels. Followed by a summative check of the reliability. Finally the results were interpreted by means of frequencies.

3.2.4. Analysis procedure

As within most large corporations, due to fierce competition not all data for a document study is freely accessible to everyone. Most fast movers have a strict confidentiality policy concerning the acquisition and the publication of company data. Therefore all acquired data needed to be anonymised in order to be replicated. To acquire the necessary documents for the document study, the researcher participated in the role of a novice marketing intern and therefore had to sign a confidentiality agreement. During the acquisition of the documents the observation role of the researcher was not to be exposed to avoid observation bias, which is mandatory for the acquisition of unprovoked material (Baarda et al., 2009). The researcher was not denied access to any document, and the use of all documents in this study has been approved. The documents were systematically analyzed by means of a standard qualitative research method. The first step in the analysis of qualitative data in a document is the coding of selected fragments (Baarda et al., 2009). Coding is an interpretative method that collects, relates and organizes qualitative data into an analytical framework (Swanborn, 2010) and provides a means to introduce the interpretations of qualitative case descriptions into quantified variables (Larsson, 1993).

Coding is the process of combining data for themes, ideas and categories and then marking similar passages of text with a code label so that they can easily be retrieved at a later stage for further comparison and analysis. Coding the data by means of labels makes it easier to search the data, to make comparisons and to identify any patterns that need further investigation (Taylor & Gibbs, 2010). Coding should lead to a meaningful reduction of the research material, where each label says something about an individual, situation, group or process (Baarda et al., 2009). The main research question, the research goals and the perspective from which the research is performed provide the starting point underlying the classification and ordering of labels.

The second step is to have a proper substantiation for the classification of the labels. The main research question of this study *“What method could fast movers implement to improve media selection within brand campaigns?”* has a descriptive nature, resulting in a coding based on the relationship between labels (Baarda et al., 2009). Practically, a search for themes is performed, which are then organized, resulting in a hierarchical structure of labels, themes and core concepts. By following these steps an empirically grounded theory is developed. This can be achieved by a grounded theory approach (Baarda et al., 2009), where the labeling process is grounded in the empirical, or by using existing theories to ground the classification of labels, a so called a priori

approach (Taylor & Gibbs, 2010) or template-approach (Baarda et al., 2009). For this study a coding based on a priori ideas was used. These a priori codes were identified in the extensive literature research of chapter two and already had a clear definition which made them useful for this purpose. More specifically the media criteria and their underlying sub criteria are used as a template for the labels of the different media characteristics. The following four groups of media criteria were defined in literature: media perception, media options, media coverage and media costs. Each of the sub criteria in those four groups received a label. The following table shows the labels that were designated to the various media criteria.

Table 28: *Coding Labels Document Study*

Labels	Criteria
Media Perception	
Label 1	Attention
Label 2	Stimulation
Label 3	Credibility
Label 4	Reproduction
Label 5	Appeal
Label 6	Clutter
Media Options	
Label 7	Content
Label 8	Customization
Label 9	Opportunities
Label 10	Interactivity
Media Coverage	
Label 11	Selectivity
Label 12	Pass-along audience
Label 13	Frequency
Label 14	Exposure time
Label 15	Reach
Media Cost	
Label 16	Development costs
Label 17	Development time
Label 18	Overhead costs

Within this study axial coding is used to further organize the labels. Axial coding is the ordering of labels and reducing them back to core concepts (Baarda et al., 2009). Through axial coding the relations between the different themes are further explored.

Finally, an additional label was formulated. This label was formulated for the case that additional criteria were found.

Table 29: *Coding Label Extra Criteria*

Extra labels	
Label 19	Additional Criteria

These nineteen labels were sought within the different media briefing documents found at Douwe Egberts Nederland B.V.. Whenever a label was found the specific text section was documented in an overview document. Next to the mapping of the criteria, evidence was sought for their individual significance. This was achieved by tallying the labels. The found data was then placed within an organized table containing the type of source, writer(s), main purpose of the document, name of document, date found and the name of the campaign it belonged to. The final two variables are the names of the found criteria and additional information.

Table 30: *Document study report*

Name of document	Type of Source	of Writer	Main purpose	Date	Campaign	Number of Criteria found	Total References
XX	XX	X. XXX	XX	DD-MM-YY	XX	XX	XX

3.2.5. *Validity and reliability*

In qualitative research it should be clear on what research conclusions are based. They must be verifiable and insightful. Therefore, coincidences need to be excluded. Within a document study these coincidences may occur in the material and the instrument or the researcher (Baarda et al., 2009). This subsection will explain how the reliability and external validity of this document study was ensured.

First of all literature sends a strong warning to researchers to be cautious concerning the usage of material during a document study, because often documents can be incomplete and information on the context is missing which could lead to incomparability. In addition, there is always the possibility of elite bias, because documents are often produced by a small upper layer that has easier access to means of communication. Thirdly, documents can be confidential and only accessible for people in certain layers of the corporate hierarchy (Jochems & Joosten, n.d.). As stated earlier, to acquire the necessary documents for the document study, the researcher participated in the role of a novice marketing intern and therefore had to sign a confidentiality agreement. The researcher was therefore not denied access to any document, and the context of each of the documents was clear.

Additionally there was no limit on the acquisition of documents, so enough complete documents could be obtained. By not exposing the role of researcher observation bias was avoided, and unprovoked material could be obtained (Baarda et al., 2009). Elite bias was prevented by obtaining documents written by multiple brand and marketing managers, from multiple campaigns, and external media agencies. The value of a qualitative research method such as a document study is codetermined by its external validity. The external validity of the classification and ordering of the newly formulated labels therefore was an important indication to determine the value of this study (Baarda et al., 2009). To investigate whether the formulated labels were valid, the labels were tested on new data from a similar situation. The labels proved to be valid for another situation, which made them generalisable, which is an important indicator for external validity. Secondly, by adding definitions to the labels, complete concepts are introduced. This was achieved by basing the labels on literature. A definition of each of the labels was therefore already available.

In qualitative research the researcher is the main instrument. He determines which questions are asked, what observations are recorded and which sections of text are coded and receive a label. The researcher should therefore prevent that data and conclusions are colored by his experiences and considerations in gathering and analyzing data. In addition, coincidence can also arise because of inconsistency. Therefore, checking if the results would be different when another researcher would analyze the same qualitative data would be an important indicator of consistency in coding. Within qualitative research, not reliability, but intersubjectivity is the most used indicator for the value of a qualitative research (Baarda et al., 2009). This inter-rater reliability needed be measured by means of a sampling. Such a sample should not be less than ten percent of the full sample size (Lombard et al., 2002). A second researcher therefore labeled a sample of the ten percent of the total results and subsequently the differences between the original labeling and secondary labeling were examined by means of a coding comparison query. If there was a difference in the labeling of the text fragments, both researchers needed to find out how these differences originated. By jointly clarifying and adjusting the definitions of the labels these problems were solved. Inter-rater reliability was measured in two ways; the percentage agreement and Cohen's Kappa coefficient (QSR, 2012). The percentage agreement is the number of units of agreement divided by the total units of measure within the data item, displayed as a percentage. The Kappa coefficient is a statistical measure which takes into account the amount of agreement that could be expected to occur through chance. The following table shows how the Kappa coefficient will be interpreted (Landis & Koch, 1977).

Table 31: *Cohen's Kappa Interpretation*

Kappa	Interpretation
< 0	Poor agreement

0.0 – 0.20	Slight agreement
0.21 – 0.40	Fair agreement
0.41 – 0.60	Moderate agreement
0.61 – 0.80	Substantial agreement
0.81 – 1.00	Almost perfect agreement

If all three external validity conditions: generalisability, complete label concept and inter-rater agreement were met, the study was seen as valid (Baarda et al., 2009).

As soon as the coding of the qualitative data was complete, the analyst prepared a report via a mix of: summarizing the prevalence of the codes, discussing similarities and differences in related codes across distinct original sources/contexts, or comparing the relationship between one or more codes (Leshan, n.d.). To answer a descriptive research question, the description of the found concepts is not enough. An indication for the importance and meaningfulness of the concepts by means of a hierarchical organization was required (Baarda et al., 2009), which is important for the validity of the results. Concretely, this resulted in a taxonomy, a definition of groups of concepts based on their characteristics. Two matters must be determined for the analysis of a descriptive research question. First of all how important the core concepts found are. Secondly, in what sense they are important. To determine the degree of importance of the various found labels, frequencies were used. The sense of importance was determined by the degree of positive or negative mentions or sentiment. The results of this document study can be found in chapter four.

3.3 Delphi study

3.3.1. Introduction

The answer to the third research sub question “*What are the characteristics of media alternatives?*” also needed further elaboration. Therefore, in addition to the document study performed at Douwe Egberts Nederland B.V., a written online Delphi method was used to further investigate the validity of the media characteristics that were found in literature and to trace other undefined issues. The Delphi method is a highly structured form of group interview (Baarda et al., 2009), originally developed as an interactive forecasting method. The objective was to develop a technique to obtain the most reliable consensus of a group of experts. Nowadays, it has proven to be a popular tool for identifying and prioritizing issues for managerial decision-making (Okoli & Pawlowski, 2004). In fact the Delphi method is a type of focused interview. A group of experts, usually not more than ten respondents, is asked to react to a demarcated topic (Baarda et al., 2009). A research study design using the Delphi method usually does not take longer than two or three rounds. During the first

round a number of experts is questioned regarding a subject on which there is no consensus. At the start of the second round, feedback is given on the results of the previous round. Finally the same experts judge the same issues again, now influenced by the opinions of the other experts.

The main characteristics of the Delphi method are (Woudenberg, 1991):

- Anonymity: respondents are approached by mail or computer
- Iteration: there are several rounds
- Feedback: after each round respondents receive a summary of the results of the previous round

In addition to the expert panel respondents, the Delphi method knows the role of the facilitator (Linstone & Turoff, 1975). The facilitator is the person coordinating the Delphi method. This means preparing, sending, collecting and analyzing the questionnaires independently. Furthermore the facilitator maintains contact with the experts. In this study the role of facilitator is carried out by the researcher.

3.3.2. Goal

The main goal of this Delphi study is to reach consensus on the importance of the characteristics of the different media alternatives and therewith find an elaborated answer to the second sub question: *“What are the characteristics of media alternatives?”*. Extensive literature review in the previous chapter has indicated several characteristics that make each media unique. Between the various media alternatives these media characteristics can be mutually compared. Unfortunately, the literature is inconclusive on the relative considerations made during the selection of certain media and corresponding characteristics in practice. How are these characteristics weighed? Are certain characteristics more important than others? These are all important factors in the selection of media. The weighting factors that this Delphi-study provide will be used in the final Brand Media Selection tool.

3.3.3. Approach

There are several approaches to conduct a Delphi study. For example the policy Delphi (Loo, 2000), the consensus Delphi (Hsu & Sanford, 2007) and a Delphi based on nonparametric statistical techniques (Schmidt, 1997). For this research a simplified, online, written, two-step consensus Delphi method was chosen. The choice for a consensus Delphi method was due to the previously mentioned goal, to reach consensus on the importance and weighting of the media characteristics. The two-step Delphi method was chosen due to the requirements on the tool of being practical as well as time and resource efficient (Okoli & Pawlowski, 2004). For the practical realization of this Delphi study the questionnaires of both rounds were set up in an online system. Respondents were invited to

participate by means of an e-mail. The e-mail contained a link to the online environment where the respondents could fill in the questionnaire. The main two benefits of online written distribution questionnaires are that the respondents could fill in the questionnaire when and wherever they liked, and that written interviews force the respondent to think more. When respondents write down their answer, they often read it again, evaluate it and enhance it to provide an optimal answer. It is also possible for respondents to search for additional information or ask a colleague for advice. Written survey methods therefore often lead to a deeper reflection (Baarda et al., 2009). An additional benefit for the researcher is that it is cost efficient and that there is a significant reduction in transcription efforts (Baarda et al., 2009).

In two different rounds consensus is sought on the importance of the characteristics of the different media alternatives. During the first round of the Delphi Study the experts were questioned on the various characteristics of media alternatives used in the FMCG practice. These results were sorted and analyzed. After the first round the participants received an e-mail containing a thank you for completing the questionnaire and an indication when they could expect the second questionnaire. During the second round the results of the first round were linked back to the participants and a five point Likert-scale was used to identify the importance and order of these results. Finally, the respondents were briefed on the results of the previous round.

Based on the ten steps of Fowles (1978), in this study the data collection of the Delphi method took place in the following order:

1. The respondents were selected and briefed.
2. The facilitator created and distributed the first questionnaire (round 1).
3. The respondents had the opportunity to fill in and return the first questionnaire.
4. The facilitator compared the results, analyzed and categorized the responses and created the second questionnaire (round 2).
5. The respondents were briefed on the results of the previous round and received the second questionnaire. They had the opportunity to fill it in and return to the facilitator.
6. The facilitator compared the results and categorized the responses.
7. The facilitator reviewed the suggestions and looked for consensus. This was achieved when the consensus complied with the established stopping factors.
8. Use of the findings in the remainder of the research.
9. Finally, the respondents were extensively briefed on the results of Delphi study and the formed consensus by means of a summary.

The first step of Fowles (1978) was dropped because the formation of a team to undertake and monitor the Delphi study was not necessary as it was conducted by the main researcher.

3.3.4. Respondents

As a group approach to forecasting and decision making, the Delphi method requires a panel of subject-matter experts (Loo, 2002). A Delphi study does not depend on a statistical sample that attempts to be representative of any population. It is a group decision mechanism requiring qualified experts who have deep understanding of the issues. Therefore, one of the most critical requirements is the selection of qualified experts (Okoli & Pawlowski, 2004). It is important that participants are, in some sense, „experts“ for valid results to be reached, and there should be sufficient participants so that the extreme views of a few do not influence the results for the group disproportionately (Charlton, 2004). Subsequently, for this study a homogeneous group of experts who all have expertise in the field of marketing was needed. To facilitate the selection of experts for this Delphi method, the selection procedure was based on the guidelines of Delbecq et al. (1971). First of all a categorization was made to identify the different disciplines that experts work in within the field of marketing. The three main different disciplines within the field of marketing were identified as academics, practitioners and government employees (Okoli & Pawlowski, 2004). These groups probably have somewhat different perspectives on the subject, but because this study requires in-depth information, all three disciplines are required. Secondly a list of relevant organizations was worked out (Okoli & Pawlowski, 2004). This list contained several fast movers, multinationals and other private organizations, academic institutions and governmental organizations. The second step was to write in names of individuals in relevant disciplines, skills or organizations (Okoli & Pawlowski, 2004). An expert was named after meeting the two selection criteria. First of all an expert has achieved professional certification in Marketing related topic area; presented professional papers on the topic area at state, regional, and/or national professional meetings; published papers on the topic area in regional or national resources; or initiated research on the topic area (Davis, 1992). Secondly, expert reviewers should have expertise with the study concepts, theory, or problem which governs the topic content of the study; media selection (Davis, 1992). The third step was to ask experts to nominate other experts within the field of marketing (Okoli & Pawlowski, 2004). The identified experts were contacted and asked to nominate others for inclusion on the list. The existing experts were told that new nominees had to meet the same two expert criteria as the experts found in the first two steps. Newly nominated experts were also provided with a brief description of the Delphi study. The final step was to stop soliciting experts when the maximum size of ten respondents was reached (Baarda et al., 2009).

Based on these selection criteria a dozen marketing experts was invited to participate in the Delphi study. A total of ten experts participated in both rounds of the Delphi study. They were all selected based on their expertise in the field of brand media and marketing. Variation was maintained by allowing the participation of specialists from various companies as well as several academic marketing researchers. Because a Delphi method works best with anonymised results (Baarda et al., 2009), the names of the respondents have been anonymised.

3.3.5. Analysis procedure

For the analysis of both rounds of the Delphi study the same labeling method as in the document study was used. The labeling of the characteristics was based on the media criteria found in literature. This has two reasons, first of all the media selection criteria found in literature can be directly translated into positive or negative media characteristics. Secondly the goal of this study is to create a link between the media criteria, which are a direct translation of the brand campaign objectives, and the characteristics of the various media to build a framework for more effective media selection. By using the existing media criteria as a basis for the labeling of the characteristics, a direct link can be made. Each criterion found in literature was given a specific label. As soon as a text section with an indication of one or more characteristics was found, it was assigned one or more of the labels. The following table shows the various labels that were designated to the different media characteristics.

Table 32: *Coding Labels Delphi study*

Labels	Characteristics
Media Perception	
Label 1	Attention
Label 2	Stimulation
Label 3	Credibility
Label 4	Reproduction
Label 5	Appeal
Label 6	Clutter
Media Options	
Label 7	Content
Label 8	Customization
Label 9	Opportunities
Label 10	Interactivity
Media Coverage	
Label 11	Selectivity

Label 12	Pass-along audience
Label 13	Frequency
Label 14	Exposure time
Label 15	Reach
Media Cost	
Label 16	Development costs
Label 17	Development time
Label 18	Overhead costs
Label 19	Other Characteristics

Within this research not only the various media characteristics each have a label, there also is a label for respondents expressing a sentiment concerning a media characteristic. This label was added to review the value of each of the characteristics per media alternative. By comparing the value of each of the characteristics to the benefits and disadvantages found in literature in chapter two, discrepancies can be found and a solid comparison tool can be created. The core concept sentiment consists of labels for positive and negative mentions. Both are ordered on a basis of intrinsic relationships. By labeling sentiment a sense of importance of the characteristics is added to the analysis. The two sentiment labels are displayed in the following table.

Table 33: *Labels Sentiment*

Sentiment	
Label 20	Positive mention
Label 21	Negative mention

The first round consisted of thirteen open questions. Respondents were asked to describe the characteristics of the various media alternatives. The questions and responses were all imported into NVivo 10, a qualitative data analysis software package. By linking labels to the different media characteristics, the software could easily provide an overview of all corresponding characteristics within the answers and the frequencies of the various labels. In the second round the characteristics that were found in the first round were presented to the respondents in the form of propositions. By means of a Likert Scale the respondents were asked to what degree the characteristic is important for the selection of a specific medium. Secondly the respondents were asked to rank the various media characteristics. To analyze the results of the Likert scale, the use of median score based on Likert-type scale is strongly favored (Hsu & Sanford, 2007). Several researchers have pointed out

their preference for the median score above the mean scores (Witken, 1984; Hsu & Sanford, 2007). The results of the ranking are therefore also interpreted by the median scores.

Literature points out that various stopping criteria are needed to indicate when the Delphi study can be successfully analyzed (Dalkey, 1969; Hsu & Sanford, 2007). In this research achieving sufficient consensus is the main stopping criteria. The following stop criteria indicate a consensus:

1. The response in the first and second round should be at least eighty percent with a maximum of ten respondents (Vollenbroek, 2012, Baarda et al., 2009).
2. A characteristic should be mentioned by at least two respondents, before it is reused in the second questionnaire (Vollenbroek, 2012).
3. The median has to be at 3.25 or higher (on a scale from 1 strongly disagree to 5 strongly agree) before being incorporated in the Brand Media Comparison Tool (Green, 1982).
4. For each characteristic, at least 70 percent of Delphi subjects need to rate three or higher on a four point Likert-type scale, before the characteristic is incorporated in the Brand Media Comparison tool (Green, 1982).
5. A maximum of three rounds have taken place (Baarda et al., 2009).

Concluding, this Delphi study uses open ended questions, a Likert scale and rankings to find consensus among media experts in which characteristics are important for the selection of media. Additionally the rankings were used for the weighing of the various media characteristics. Five stop criteria were formulated to determine when optimal consensus was reached.

3.3.6. Validity and reliability

Literature points out the importance of validity and reliability when conducting the Delphi method (Okoli & Pawlowski, 2004; Landeta, 2006; Loo, 2002). Because a Delphi method is also a type of qualitative research, the same risks may occur as in the document study. Again it must be clear on what evidence the research conclusions are based. Within a Delphi method coincidences may occur in the situation or material, the respondent, the instrument or the researcher (Baarda et al., 2009). The following section will explain how the reliability and external validity of this written online Delphi method was ensured.

First of all, as pointed out by Woudenberg (1991), the accuracy and reliability of a judgment method are difficult to measure. There is enough opportunity for person- and situation-specific biases to occur. For example, the concept of accuracy is difficult to control within a Delphi method (Linstone &

Turoff, 1975). Mainly because it is difficult to conclude that the accuracy of a Delphi method is not inferred by other criteria such as consensus. Therefore the selection of respondents and the analysis method are of great importance for the validity and reliability of the Delphi method (Baarda et al., 2009). In the previous section it was already demonstrated how the respondents were carefully selected. Because a Delphi study does not depend on a statistical sample that attempts to be representative of any population, a group of qualified experts who have deep understanding of the issues is needed. Therefore, one of the most critical requirements was the selection of qualified experts (Okoli & Pawlowski, 2004). To ensure the reliability of the expertise of the respondents a selection procedure according to the guidelines of Delbecq et al. (1975) was performed.

As was stated in the validity and reliability section of the document study, the value of a qualitative research method is codetermined by its external validity. The external validity of the classification and ordering of the coding labels of the various media characteristics therefore was an important indication to determine the value of this study (Baarda et al., 2009). To investigate whether the formulated labels were valid, the new labels needed to be tested on new data from a similar situation. As they were already tested in the document study, the labels proved to be valid for another situation, which made them generalisable. Secondly, complete concepts were introduced by basing the labels on the definitions found in literature.

To prevent data and conclusions from being colored by his experiences and considerations in gathering and analyzing data the researcher again needed to check if the results would be different when another researcher would analyze the same qualitative data. For this purpose an inter-rater reliability analysis using the Cohen's Kappa statistic was performed to determine consistency among raters. This inter-rater reliability needed to be measured by means of a sampling. A second researcher needed to label a sample of the results and subsequently the differences between the original labeling and secondary labeling needed to be examined by means of a coding comparison query. The differences needed to be discussed in order to find out how these differences originated and solve these differences. The three main benefits of using Cohen's Kappa are first of all that it is intuitively reasonable, secondly that methods have been developed for making statistical inferences about Kappa and thirdly that it accounts for agreement due to chance (Kvalseth, 1989). The Kappa coefficient interpretation scale of Landis & Koch (1977) that was also used in the document study will again be used to formulate the degree of agreement. The following table shows the different levels of agreement.

Table 34: *Cohen's Kappa Interpretation*

Kappa	Interpretation
< 0	Poor agreement
0.0 – 0.20	Slight agreement
0.21 – 0.40	Fair agreement
0.41 – 0.60	Moderate agreement
0.61 – 0.80	Substantial agreement
0.81 – 1.00	Almost perfect agreement

This section has explained which methods will be used for the validation of the media characteristics. Secondly the use of the Delphi method for this purpose is justified, and it has been explained how the reliability and validity of the method will be tested. The following section will provide the conclusions of this chapter.

3.4 Conclusions

In this chapter the methodology of this research was substantiated. Two extensive research methods were used for the validation of the media criteria and media characteristics found in the literature review of chapter two. Both form the basis for an important element of the Brand Media Selection Method, the media criteria are the basis for the Brand Media Criteria Tool and the media characteristics and their weighting are the basis for the Brand Media Comparison Tool. Each of these tools are needed to allow the brand manager to regain control over the media selection process. In this study it was deliberately chosen to perform a qualitative research method. The main reason for this is that, qualitative research uses a naturalistic approach that seeks to understand phenomena in context-specific settings, such as a real world setting where the researcher does not attempt to manipulate the phenomenon of interest (Patton, 2001). Unlike quantitative researchers who seek causal determination, prediction, and generalization of findings, qualitative researchers seek instead illumination, understanding, and extrapolation to similar situations (Hoepfl, 1997). For the validation of the media criteria it was chosen to conduct an extensive document study. The main advantage of a document study is that documents are unobtrusive and can be used without imposing on participants; they can be checked and re-checked for reliability (Robson, 1993). Therefore a proper real world view emerges. For the validation and weighting of the media characteristics a written online Delphi method was used. The choice for a Delphi method was to reach consensus on the importance and weighting of the media characteristics. The main two benefits of online written distribution questionnaires are that the respondents could fill in the questionnaire when and

wherever they liked, and that written interviews force the respondent to think more. When respondents write down their answer, they often read it again, evaluate it and enhance it to provide an optimal answer. In the following chapter the results of both studies will be presented.

4. RESULTS

This chapter will present the results of the qualitative research that was conducted during a document study and a Delphi method. The first section will present the results of the document study performed at Douwe Egberts Nederland B.V.. Subsequently the second section will elaborate on the results of the Delphi study, which was performed amongst marketing managers and experts from the field of marketing research. The combined conclusions will be presented in the final section.

4.1 Campaign criteria analysis

To find an answer to the first sub question “*Which criteria are mandatory for successful media selection?*”, a document study was performed. The results of this document study will be presented in this chapter.

During a six month period documents of simultaneous outstanding campaigns of Douwe Egberts Nederland B.V. were thoroughly examined for media criteria. Concretely, the analysed documents included briefings and presentations of four large national campaigns: the Burendag campaign, the D.E Pauze Application campaign, a social media campaign for coffee shops and a SENSEO® Campaign.

A total of sixteen documents were analysed, seven of which were written and created by brand managers of Douwe Egberts B.V., the other nine were written and created by external media agencies (Omnicom Media Group, IceMobile Agency B.V., ICATT). Within these sixteen documents a total of 423 references was found. The media criteria group that was referenced most was Media Coverage (134 or 31.7%), followed by Media Options (116 or 27.4%), Media Costs (82 or 19.4%), Media Perception (53 or 12.5%) and Other Criteria (38 or 9%). The top five of most referenced media criteria is: 1. Selectivity (70), 2. Reach (44), 3. Content (41), 4. Overhead Costs (37), 5. Development Costs (31). The least mentioned media criteria are reproduction (0), pass-along audience (0), credibility (1), frequency (2) and a shared fifth place for Opportunities and Attention (both 4). Both reproduction and pass-along audience were not mentioned once in any of the sixteen documents.

The first table shows a overview of the number of labels that were found concerning media perception and in how many documents they were mentioned.

Table 35: Media Perception labels, frequencies and number of sources

Media Perception		Frequency	Number of sources
Label 1	Attention	4	4
Label 2	Stimulation	27	12
Label 3	Credibility	1	1
Label 4	Reproduction	0	0
Label 5	Appeal	17	7
Label 6	Clutter	4	2
	Total	53 (12.5%)	

The media criteria within the group Media Perception were mentioned a total of 53 times. Most mentioned was Stimulation with 27 references, followed by Appeal with 17 references, Attention and Clutter with 4 references, Credibility with 1 reference and Reproduction was not mentioned at all. Attention, Stimulation, Appeal and Clutter were all mentioned in more than 2 documents.

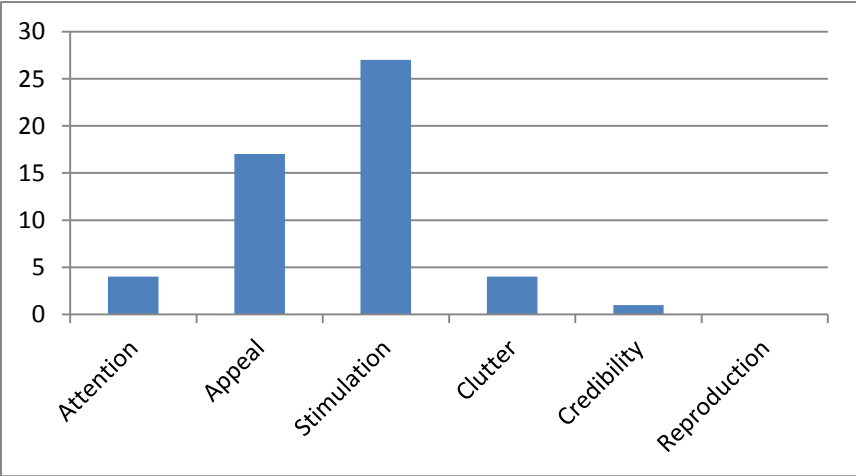


Figure 9: Frequency Graph Media Perception

The table and figure below shows the number of labels found that concerned Media Options and in how many documents they were mentioned. The labels within this group were mentioned a total of 116 times. The most mentioned media criterion was Content with 41 references, followed by Interactivity with 17 references, Customization was mentioned 15 times and Opportunities had 4 mentions. All labels were mentioned in more than two documents.

Table 36: Media Options labels, frequencies and number of sources

Media Options		Frequency	Number of sources
Label 7	Content	41	11
Label 8	Customization	15	3
Label 9	Opportunities	4	4
Label 10	Interactivity	17	5
	Total	116 (27.4%)	

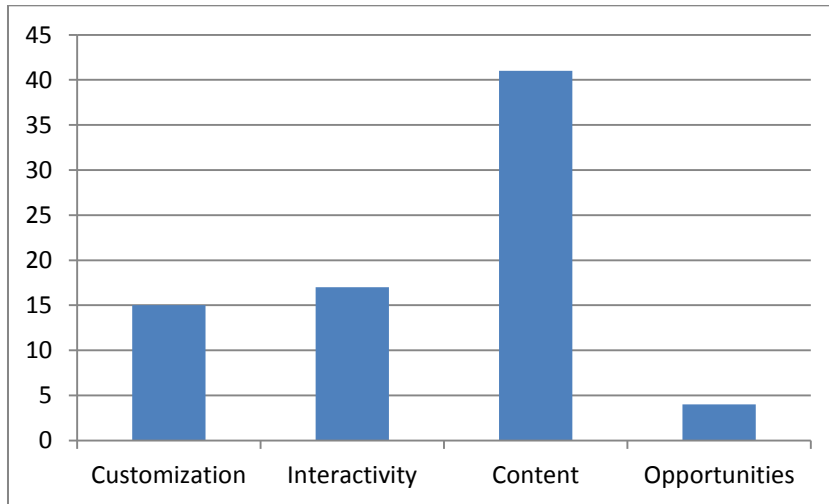


Figure 10: Frequency Graph Media Options

The third table and figure show the number of labels referring to each of the Media Coverage criteria and in how mentioned. The labels of the group Media Coverage were mentioned the most of all groups with a total of 134 references. Selectivity was mentioned the most with 70 mentions, followed by Reach with 44 references, Exposure time (18 times), Frequency (2 times) and the criterion Pass-along audience was not mentioned by any of the documents. Apart from this last criterion all media criteria were mentioned by two or more documents.

Table 37: Media Coverage labels, frequencies and number of sources

Media Coverage		Frequency	Number of sources
Label 11	Selectivity	70	13
Label 12	Pass-along audience	0	0
Label 13	Frequency	2	2
Label 14	Exposure time	18	6
Label 15	Reach	44	11
	Total	134 (31.7%)	

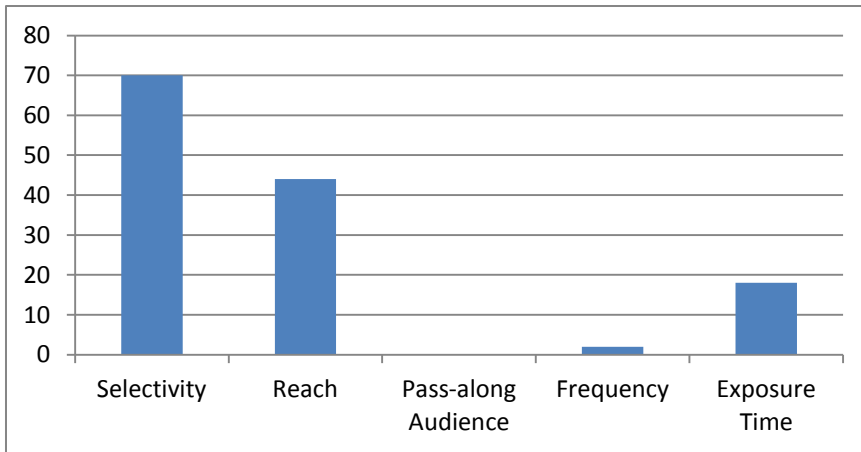


Figure 11: Frequency Graph Media Coverage

The fourth table counts the number of mentions concerning Media Costs and the number of documents in which they were referred to. This is also illustrated by the figure below. A total of 82 references were made to the various criteria of this group. Within this group the highest number of references was related to Overhead Costs (37 times), followed by Development Costs (31 references) and Development Time which was mentioned 14 times. Although this group has a high number of references, a critical note should be placed. Within many of the documents no distinction was made between the different types of costs. For these unclear cases a label reference was added to both groups. The number of references may therefore be biased. Mainly for online costs per click or costs per download a clear distinction could be made in favor of Overhead Costs.

Table 38: *Media Costs labels, frequencies and number of sources*

Media Costs		Frequency	Number of sources
Label 16	Development Costs	31	6
Label 17	Development Time	14	4
Label 18	Overhead Costs	37	6
	Total	82 (19.4%)	

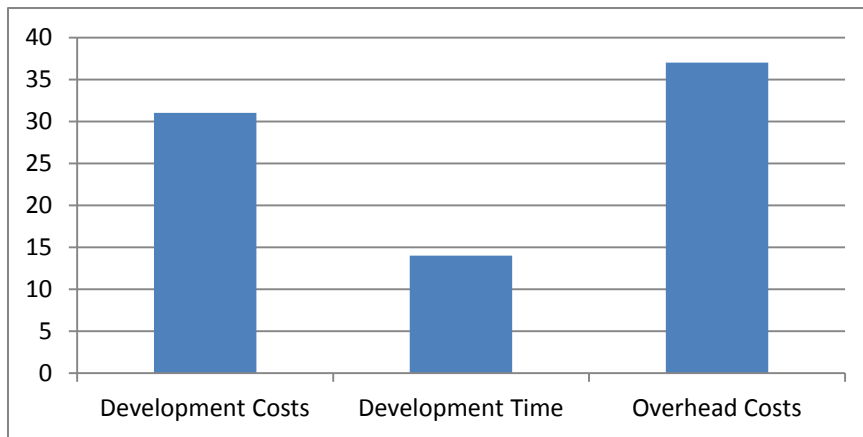


Figure 12: Frequency Graph Media Costs

The final table shows the number of extra criteria that were found that could not be listed in any of the above tables. Secondly it shows in how many documents they were mentioned. A total of 38 references received the label Extra Criteria. These extra criteria can be divided into two main groups of additional criteria: Measurability, Ease of Use. On closer inspection the remaining references proved not to be media criteria but campaign goals which had not yet been translated into media criteria, for example the desired number of downloads.

Table 39: *Extra Criteria Labels, frequencies and number of sources*

Extra Criteria	Frequency	Number of sources
Label 19	38	8
Additional Criteria		
Total	38 (9%)	

Cohen's Kappa

To determine the inter-rater agreement, a sample of the documents were coded by a second researcher. The sample consisted of ten percent of the total documents and labels. In practice this corresponded to the complete labeling of three documents. Secondly a sample of all labels was used. The four predetermined groups were used for this means. Chance was used to select both the document and the group of labels. The results of the fifth, ninth and twelfth document and the labels of media perception were used as sample for testing the inter-rater agreement. After the second researcher had labeled the responses, Cohen's Kappa was calculated. The results of this calculation can be found in the following tables.

Table 40: Case Processing Summary

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
RaterA * RaterB	15	100,0%	0	0,0%	15	100,0%

Table 41: Cross tabulation

RaterA * RaterB Cross tabulation							
Count	RaterB						Total
	1,00	2,00	3,00	5,00	6,00		
1,00	1	0	0	0	0	0	1
2,00	0	3	0	0	0	0	3
RaterA 3,00	1	0	6	0	0	0	7
4,00	0	0	0	0	1	1	1
5,00	0	0	0	3	0	0	3
Total	2	3	6	3	1	1	15

Table 42: Symmetric Measures

Symmetric Measures					
		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Measure of Agreement	Kappa	,816	,114	5,798	,000
N of Valid Cases		15			

a. Not assuming the null hypothesis.
b. Using the asymptotic standard error assuming the null hypothesis.

The inter-rater reliability for the raters was found to be Kappa = 0.816. According to Landis & Koch (1977), this can be interpreted as a “Almost perfect agreement”, since the score is between 0.81 and 1.00.

Although almost perfect agreement was reached, after Cohen’s Kappa was calculated the results were discussed. The differences in coding between both researchers resulted mainly from minor differences in the interpretation of definitions. These results were used to strengthen the analysis of the concerning labels.

Concluding, this section has presented the results of the document study performed at Douwe Egberts Nederland B.V. These documents were analyzed for media criteria to enable a further elaboration of the Brand Media Criteria Model. A total of sixteen documents created by brand managers and media agencies were analyzed. Within these sixteen documents a total of 423 references was found. With the exception of three media criteria, all other media criteria found in literature were validated. The three media criteria that were not validated were reproduction, pass-along audience and credibility. Besides the validated media criteria, two new criteria were found; ease of use and measurability. These media criteria can now be used as a foundation for the Brand Media Criteria Tool, which is further designed in chapter five.

The following section will present the results of the Delphi study performed among experts from the field of marketing.

4.2 Expert analysis of media characteristics

To find an answer to the third sub question “*What are the characteristics of media alternatives?*”, a Delphi study was performed. The results of this study will be presented in this chapter.

Overall the Delphi study took four weeks to complete, two weeks for the first round and two weeks for the second round. First of all the results of the first round of the Delphi study are presented.

First round results

In total 12 people participated in the Delphi study, of which a total of 10 complete questionnaires were returned. This is a response of 83%, which generously fulfills the first stopping criterion.

Demographic data

To optimize the reliability of the results of the Delphi study, it was chosen to select a diverse range of respondents to answer the questions. The average age of the participant respondents was 36.3 years old (see figure 3). Out of the ten respondents, eight were male and two were female.

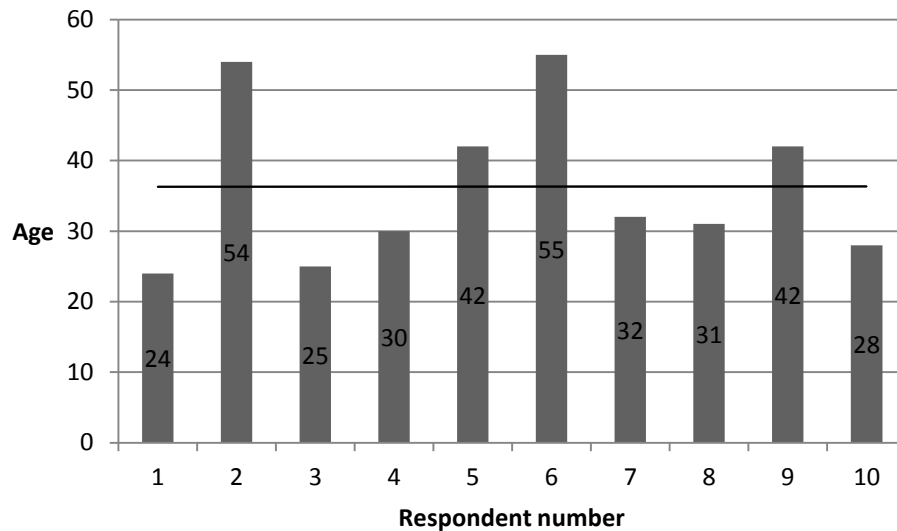


Figure 13: Respondents Age Graph

A broad range of people were asked to participate in the Delphi study. All of the respondents met the following requirements:

- All experts worked in a marketing –related function.
- All experts were put forward by another as an expert on the field of marketing.
- All experts had a broad expertise in the field of marketing.
- All experts understood media selection procedures.
- All experts had a certain affinity with FMCG organizations.

The respondents of the first round of the Delphi study had different functions within various organisations. Both respondents of the professional practice and the academic research community participated in the study. In most cases the function of the respondents was directly related to the marketing of their organization. The following functions participated in the first round of the Delphi study:

- 5 Marketing managers
- 2 Academic researcher lecturers in the field of marketing
- 1 Marketing researcher
- 1 FMCG finance specialist
- 1 Chamber of commerce marketer

Filter on media criteria

First of all the questionnaire of the first round aimed to combine and assess the views of the various marketing experts regarding the various media characteristics. These results would then provide the

basis of the second round questionnaire. To provide structure in the analysis of the results, the different characteristics mentioned by the marketing experts in the first round of the Delphi study were organized and labeled by means of the media criteria found in the literature review and the case study. An additional label was added to ensure that no other remaining characteristics not yet found would be left out. A total of nineteen labels were issued, eighteen for the media criteria and one for the remaining characteristics. The labels with regard to the eighteen media criteria were divided into four groups; media perception, media coverage, media options and media costs.

A total of 532 references regarding the formulated media criteria found in literature were found in the results of the first round of the Delphi study. These references were divided over the four groups in the following manner: media perception 134 references (25.2%), media options 54 references (10.2%), media coverage 198 references (37.2%) and media costs 146 references (27.4%).

The following table shows the number of references mentioning the various media perception criteria. This media criteria has the third highest number of references, 134, and the third lowest mean number of references with 25.2. All characteristics were mentioned by at least two respondents, enabling them to be reused in the second questionnaire.

Table 43: *Number of references mentioning Media Perception*

Media Criteria:	Number of references:
Appeal	30
Attention	42
Clutter	10
Credibility	18
Reproduction	3
Stimulation	31
Total	134 (25.2%)
Mean	22.3

The second table shows the number of references mentioning the various media options criteria. This media criteria has the lowest total number of references and the lowest mean number of references. It also contains the lowest number of references for a single characteristic. The media characteristic Opportunities was only mentioned twice by a single respondent. Concluding, this media characteristic was not mentioned by at least two respondents, therefore it did not meet the stopping criterion and would not be reused in the second questionnaire.

Table 44: Number of references mentioning Media Options

Media Criteria:	Number of references:
Content	14
Customization	4
Interactivity	34
Opportunities	2
Total	54 (10.2%)
Mean	13.5

The third table shows the number of references concerning the media criteria media coverage. This criteria has the highest total number of references mentioned, 198, and the second highest mean number of references of all media criteria, with 39.6. Both reach and selectivity were characteristics that were mentioned most in the first round of the Delphi study. All of the criteria conform to the stopping criteria, therefore they will all be reused in the second round.

Table 45: Number of references mentioning Media Coverage

Media Criteria:	Number of references:
Exposure time	19
Frequency	5
Pass-along audience	18
Reach	81
Selectivity	75
Total	198 (37.2%)
Mean	39.6

The fourth and final table shows the number of references concerning the various Media Costs criteria. Although this media criteria only has three sub criteria, it has the second highest total number of references, 146. It has the single highest mean number of references with 48.7. However, almost all respondents mentioned costs as a single characteristic. Little distinction was made between development costs and overhead costs. Therefore whenever a reference related to costs was made it was counted for both development and overhead costs. Only one reference was clearly made towards the development costs of a television advertisement. This explains the difference in numbers. Both media characteristics will be combined for the second round of the Delphi study. All characteristics meet the stopping criteria, allowing them to be reused in the second round.

Table 46: *Number of references mentioning Media Costs*

Media Criteria:	Number of References:
Development Costs	63
Development Time	21
Overhead Costs	62
Total	146 (27.4%)
Mean	48.7

The top five criteria most referenced are: Reach (81 or 15.2%), Selectivity (75 or 14.1%), Development Costs (63 or 11.8%), Overhead Costs (62 or 11.7%) and Attention (42 or 7.9%). The top five least referenced criteria are: Clutter (10 or 1.9%), Frequency (5 or 0.9%), Customization (4 or 0.8%) and Reproduction (3 or 0.6%), Opportunities (2 or 0.4%).

A total of 57 references were made on characteristics outside of the media criteria found in literature. These references could be divided into two groups of characteristics: ease of use (20 references) and measurability (13 references). The other 24 references in this group were disregarded because they did not turn out to be media characteristics. For example the terms “push and pull” were mentioned a lot. This is not seen as a media characteristic but as a consequence of the various characteristics of media. Other examples were the novelty and quality of the various of media alternatives.

Table 47: *Number of references Other Characteristics*

Media Criteria:	Number of References:
Other Characteristics	57

Weight of media characteristics

The respondents were also asked to what extent they thought that all characteristics have an equal weight during the selection of media for a brand campaign. All respondents answered that they did not think that the characteristics should be weighed evenly. The majority of the respondents adds that the media characteristics should be weighed according to the campaign goals and the target audience.

Respondent 1:

“Depending on the target audience and goals of the campaign, the different characteristics should be weighed against each other and the right media selected, based on the best fit.”

Respondent 4:

“Each medium has its advantages / disadvantages. The choice of a medium depends on the goal of the campaign, and the target group. On that basis the characteristics should be weighed and a choice can be made.”

Respondent 7:

“This is not possible. Specific characteristics need to be linked to the goals of the communication action. However, it is often not clear which characteristics need to be linked to what. In principle it is highly questionable what goals are to be achieved with the media and marketing. How do we implement the correct media in relation to what we want to achieve: brand awareness, increased sales / adoption, satisfaction, positive attitude by good image etc.”

Media Alternatives

When the respondents were asked if they recognized all the mentioned media alternatives, all 10 responded in agreement. When asked on missing media alternatives the following responses were given, two respondents answered events and sponsorships. Other missing alternatives (each mentioned once) were word of mouth marketing, PR, guerilla marketing and opinion measurers.

Table 48: Respondents mentioning missing media alternatives

Respondent number	Missing alternatives
Respondent 4	Events, word of mouth marketing, PR
Respondent 6	Guerilla marketing
Respondent 7	Opinion measurers
Respondent 8	Sponsorship
Respondent 9	Events and sponsorship

By creating a matrix coding query with research software NVivo 10 the number of references to media characteristics within the different media alternatives could be displayed. This matrix can be found in appendix D. The coding query matrix enables a clear view of the number of references per media characteristic filtered by media alternative. By means of this matrix a overview per media criteria group could be realized. A different figure for each of the four criteria (media perception, media coverage, media options and media costs) was made. The following figure shows the differences in referencing on media perception. The figure shows clearly that the characteristics attention, appeal and stimulation are the only characteristics mentioned for all media alternatives.

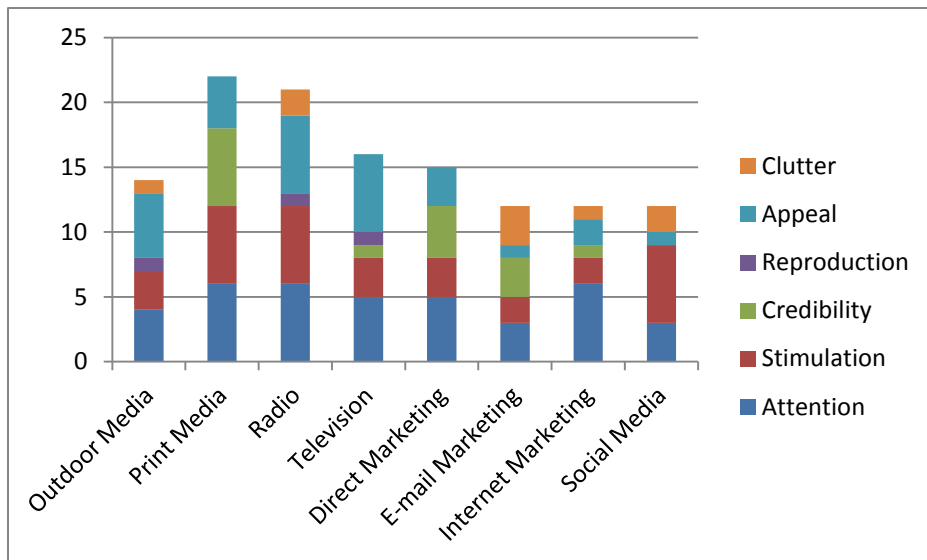


Figure 14: References on Media Perception by media alternative

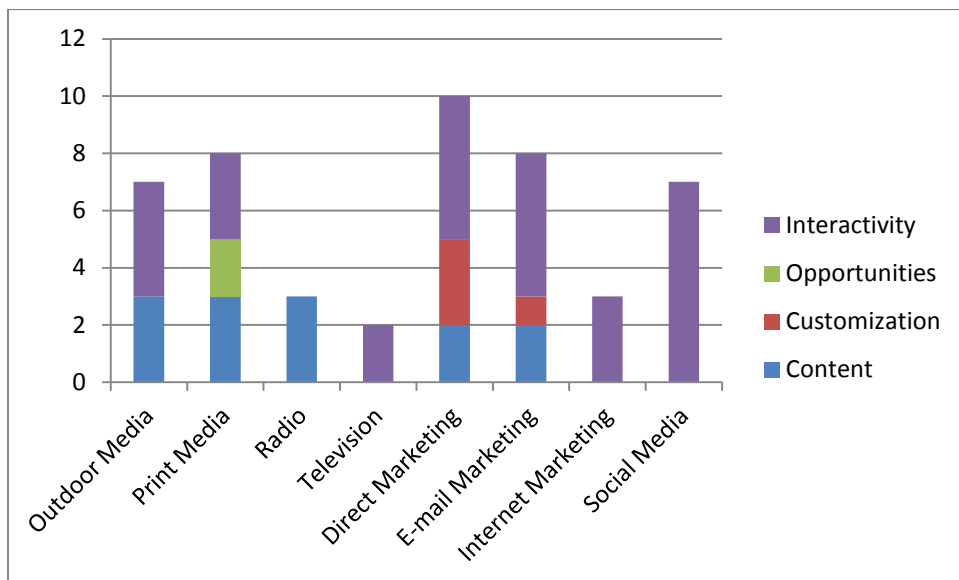


Figure 15: References on Media Options by media alternative

The second figure reports on the references on media options by media alternative. The media characteristic opportunities is only mentioned once, in relation to print media. Customization only appears to be thought of within relation to the media alternatives direct marketing and e-mail marketing. The characteristics of content are not mentioned in combination with television, internet marketing and social media. Interactivity is not mentioned in combination with radio advertising.

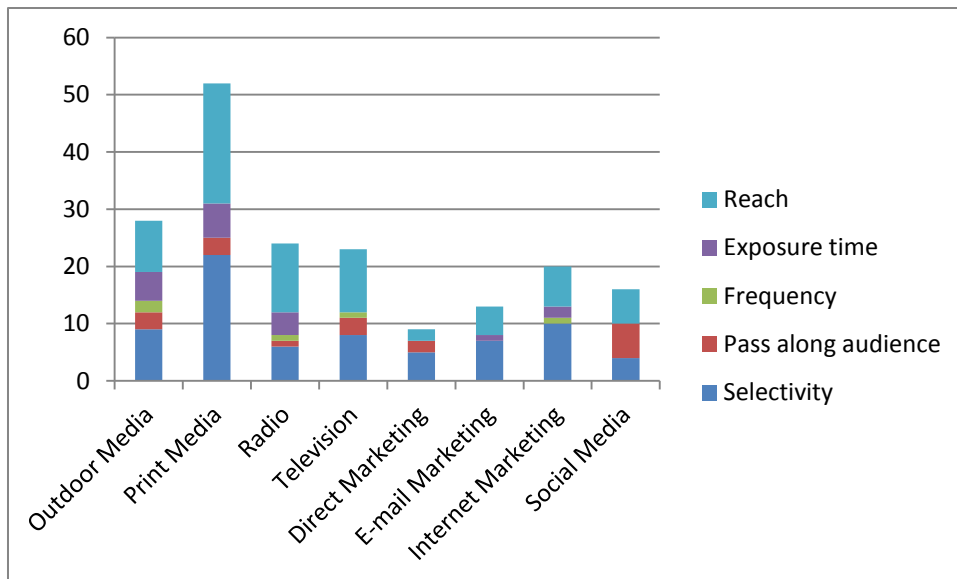


Figure 16: References on Media Coverage by media alternative

The third figure depicts an image of media coverage characteristics among the various media alternatives. Characteristics related to selectivity and reach are mentioned for all media alternatives. Frequency is referenced in combination with outdoor media, radio, television and internet marketing. Pass-along audience is only not mentioned with relation to e-mail and internet marketing. Exposure time is referenced to in relation to outdoor media , print media, radio, e-mail marketing and internet marketing.

The following figure shows the mentioning of media costs. Development time is mentioned for print media, radio, e-mail marketing, internet marketing and social media. Unfortunately, as stated earlier, within the answers of the respondents overhead costs and developments costs are almost never specified within the results. Therefore references on costs were added to both elements. They will be combined in the next round.

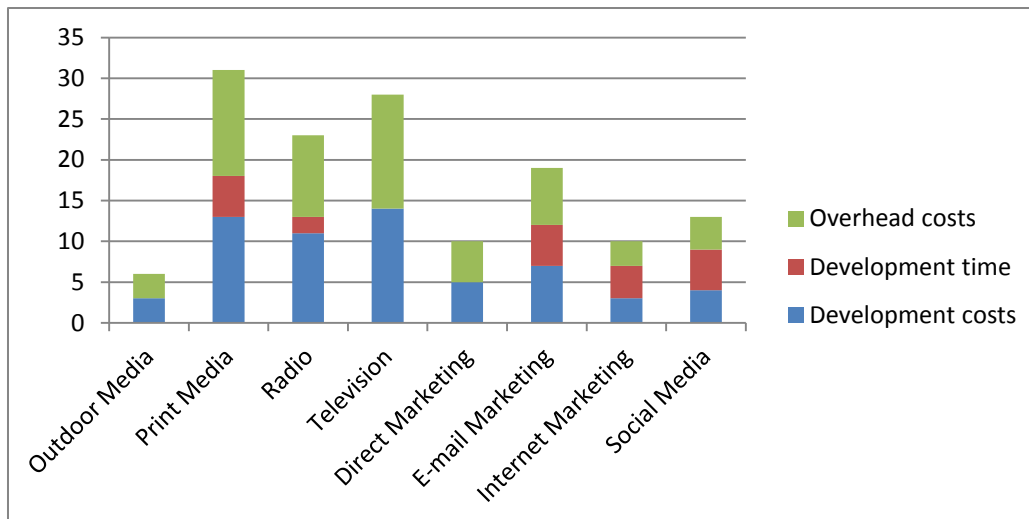


Figure 17: References on Media Costs by media alternative

After having viewed the total number of references of each characteristic per alternative, a distinction is made between the total numbers of positive and negative characteristics of each media alternative. These figures can be found in appendix E, they are all specified according to the four main media criteria; media perception, media coverage, media options and media costs.

Finally the averages of all references were calculated to provide a first indication on the score of the different media characteristics per media alternative. The number of negative references of each of the characteristics was deducted from the number of positive references of each of the characteristics. This provided a unique overview of the different characteristics of each of the media alternatives in the view of the various marketing experts. These results were also put together for the four media criteria groups. This created a comprehensive overview of the differences (pros and cons) of the various media alternatives per characteristic. These results can be found in appendix E.

The following graphs present the pros and cons according to answers of the various marketing experts in the first round of the Delphi study. The differences between the various types of media become more clear due to the graphic nature.

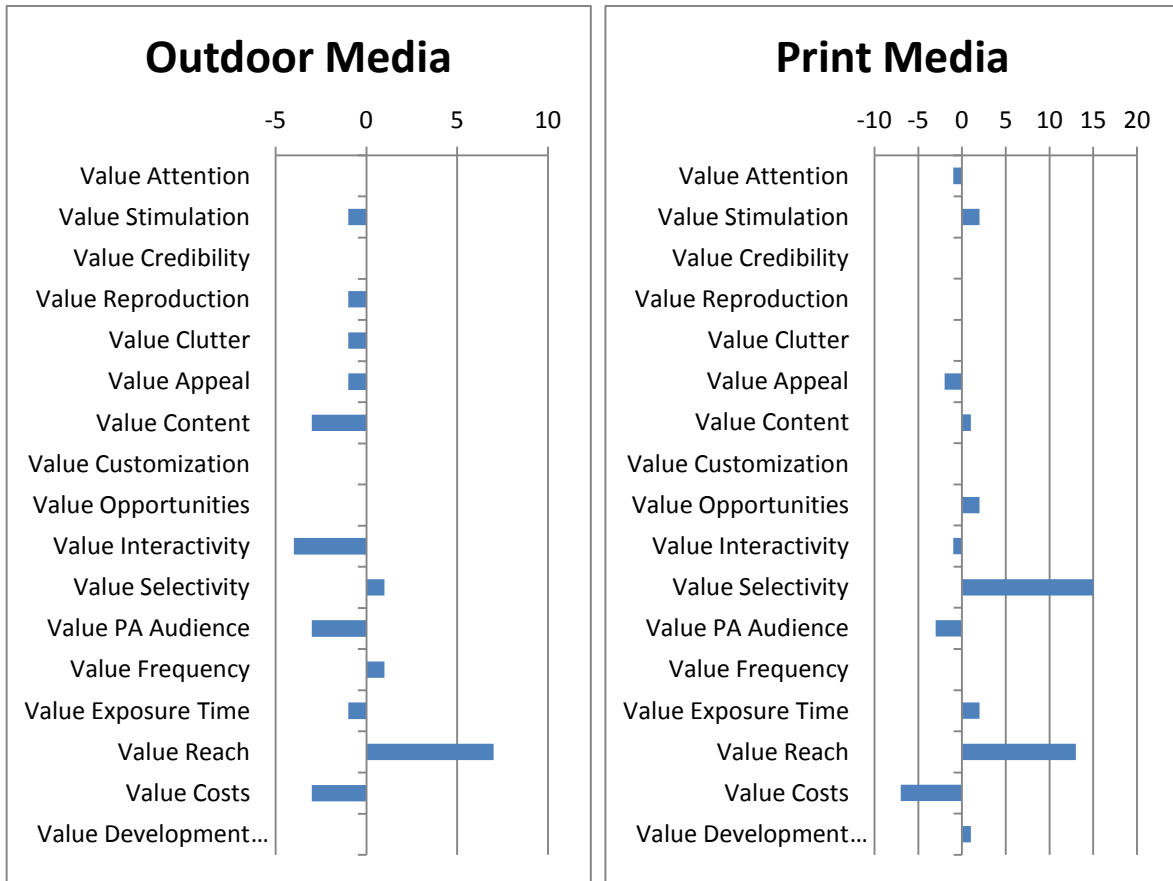


Figure 18: Benefits and Disadvantages Outdoor Media

Figure 19: Benefits and Disadvantages Print Media

The first graphs clearly show the benefits and disadvantages of outdoor media and Print Media. Outdoor media scores badly on Content, Interactivity, Pass along Audience and Costs. It is also scoring poorly on the media perception characteristics. The main benefit of Outdoor Media is perceived to be Reach. This can also be stated for Print Media, which also scores very well on Selectivity. This is ranked highest of all media alternatives. It also has some benefits for Opportunities and Stimulation. Appeal, interactivity, Pass along Audience and Costs are negative characteristics of Print Media.

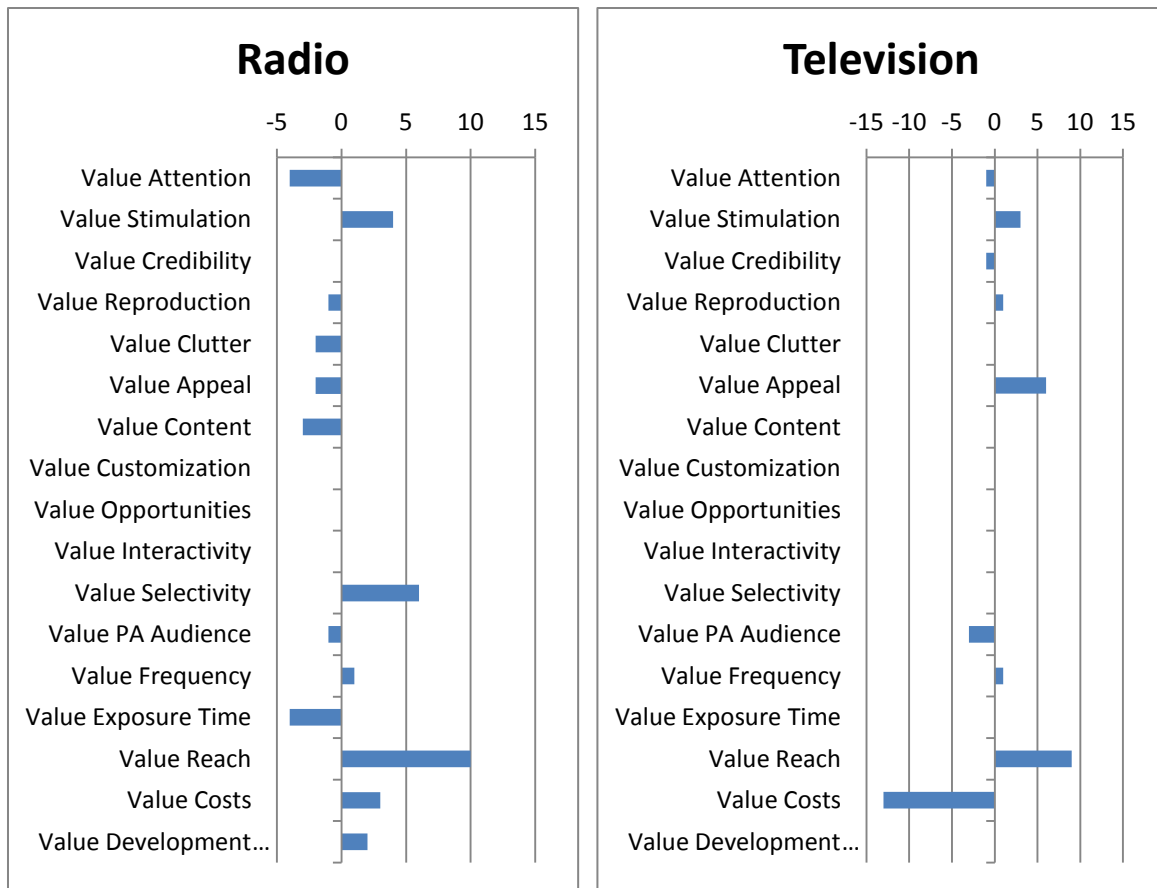


Figure 20: Benefits and Disadvantages Radio

Figure 21: Benefits and Disadvantages Television

When looking at the perceptions of characteristics concerning Radio, it scores poorly on Reproduction, Clutter, Appeal and Content. Especially Attention and Exposure Time are seen as negative characteristics of Radio. On the other hand, Costs, Development Time and Stimulation score positively. The largest perceived benefits of Radio are Selectivity and Reach. When asking the respondents about the benefits and disadvantages of Television, Stimulation and Appeal are seen as positive characteristics. The largest benefit of Television is its reach. On the down side, Attention, Credibility and Pass along Audience are seen as negative characteristics. The largest negative characteristics are the Costs of Television, which are perceived as the highest of all media alternatives.

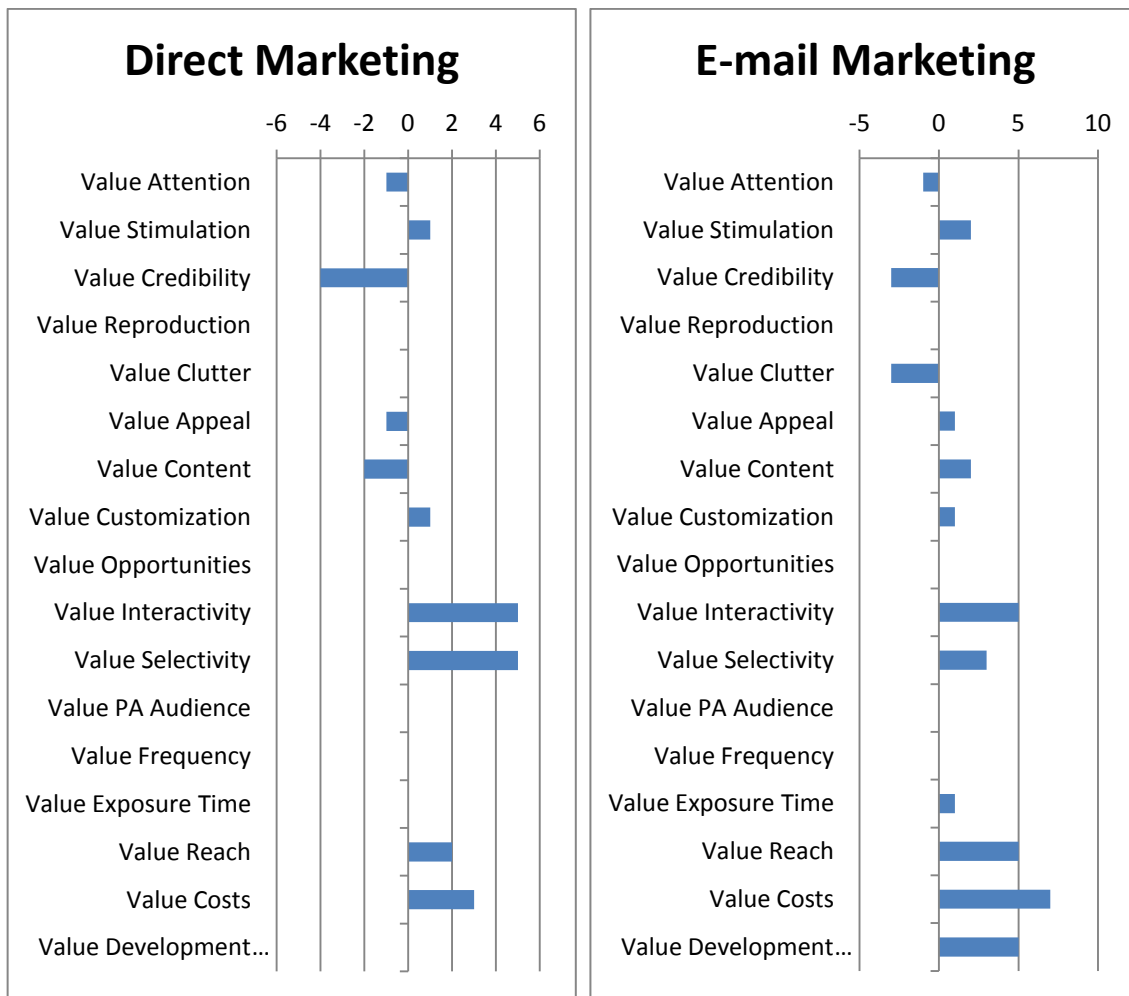


Figure 22: Benefits and Disadvantages Direct Marketing

Figure 23: Benefits and Disadvantages Email Marketing

The benefits of Direct Marketing are directly perceived as large. Mainly its Interactivity, Selectivity and Reach are seen as very positive. Also the low Costs are an important positive characteristic. The largest negative characteristic is its Credibility. Furthermore the respondents rate Content, Appeal and Attention with a negative score. Respondents review E-mail marketing as a media alternative with many benefits. Appeal, Content, Customization and Exposure Time all score positively. The largest perceived benefits of E-mail marketing are its Interactivity, Selectivity, Reach, Costs and Development Time. These factors all have a very positive score. Among the disadvantages of E-mail marketing are seen Credibility, Clutter and Attention.

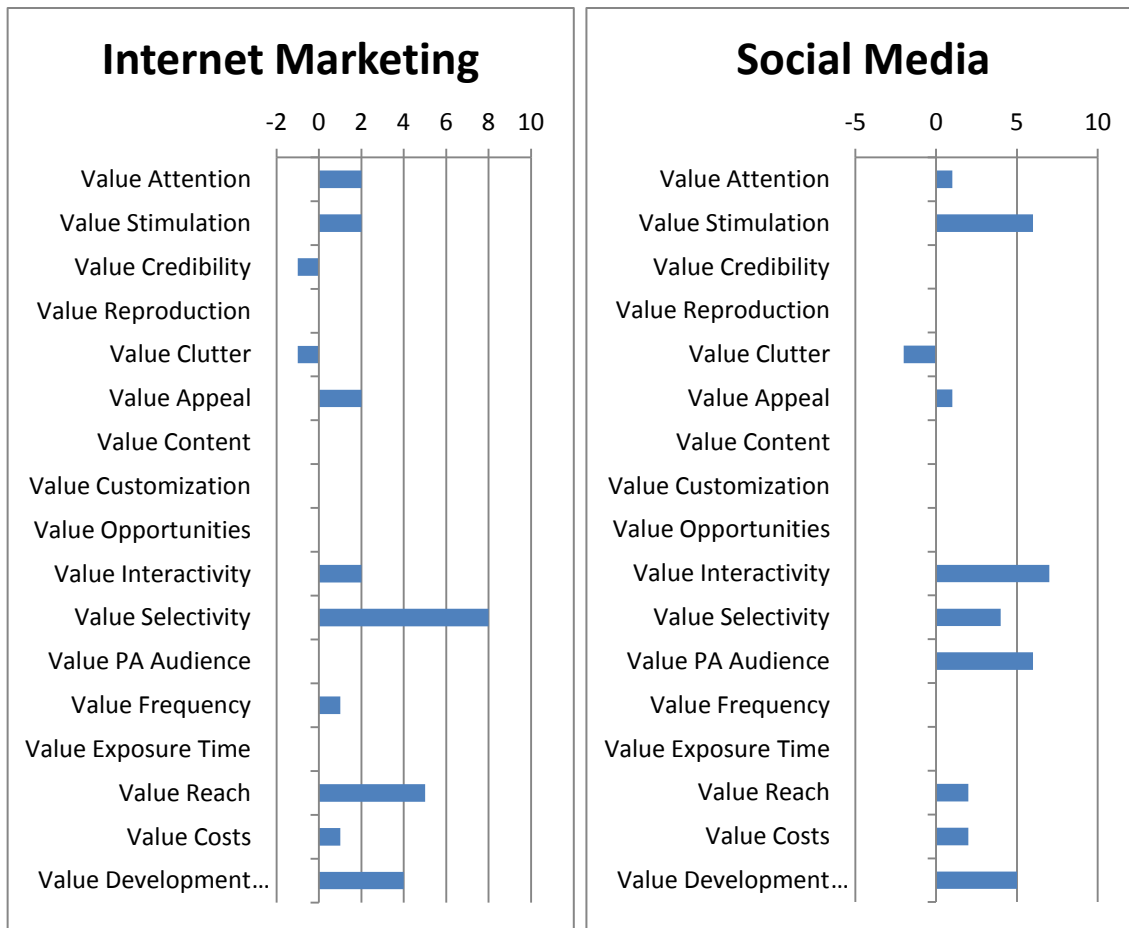


Figure 24: Benefits and Disadvantages Internet Marketing

Figure 25: Benefits and Disadvantages Social Media

The two final figures show the scores on characteristics of Internet Marketing and Social Media. First of all Internet Marketing scores positively on Attention, Stimulation, Appeal, Interactivity, Frequency and Costs. However the largest benefits are perceived to be its Reach, Development Time and Selectivity, which is judged the second highest of all media alternatives. On the negative side credibility and clutter are seen as the negative characteristics of Internet Marketing. When asking the respondents about the characteristics of Social Media, only one negative characteristic was notable, which is Clutter. The perceived benefits of Social Media include Attention, Appeal, Reach, Costs, Selectivity. The highest scores were given for Stimulation, Interactivity, Pass Along Audience and Development Time.

These eight figures clearly show the differences in characteristics between the various media alternatives in the answers of the respondents. The results of these perceived benefits and disadvantages can be compared to those found in literature, to see if there are any large differences. Concluding, all media characteristics accept the characteristic opportunities are reused in the second

round of the Delphi study. The two “Others” mentioned by the respondents of the first round; ease of use and measurability, will also be added to the list of media characteristics. The media characteristics Development costs and overhead costs will be combined into a single media characteristic.

Cohen’s Kappa

To determine the inter-rater agreement, a sample of the results of the first round were coded by a second researcher. The sample consisted of ten percent of the total first round results. In practice this corresponded to the complete set of results of one of the respondents. Secondly a sample of all labels was used. The four predetermined groups were used for this means. Chance was used to select both the number of the respondent and the group of labels. The results of the first respondent and the labels of media coverage were used as sample for testing the inter-rater agreement. After the second researcher had labeled the responses, Cohen’s Kappa was calculated. The results of this calculation can be found in the following tables.

Table 49: *Case Processing Summary*

Case Processing Summary							
	Cases						Total
	Valid		Missing				
	N	Percent	N	Percent	N	Percent	
ResearcherB * ResearcherA	17	100,0%	0	0,0%	17	100,0%	

Table 50: *Cross tabulation*

ResearcherB * ResearcherA Cross tabulation						
Count		ResearcherA				Total
		Selectivity	Exposure time	Reach	Other	
		ResearcherB	Selectivity	1	0	
	Exposure time	0	8	0	0	8
	Reach	0	0	4	1	5

Other	1	0	1	0	2
Total	2	8	5	2	17

Table 51: *Symmetric Measures*

Symmetric Measures					
		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Measure of Agreement	Kappa	,646	,132	4,141	,000
N of Valid Cases		17			

The inter-rater reliability for the raters was found to be Kappa = 0.646. According to Landis & Koch (1977), this can be interpreted as a “Substantial Agreement”, since the score is between 0.61 and 0.80.

After Cohen’s Kappa was calculated the results were discussed. The differences in coding between both researchers was mainly because of minor differences in the interpretation of definitions. These results were used to strengthen the definitions of the concerning labels.

Second round results

Demographic data

For the second round of the Delphi study, all of the respondents of the first round were invited to participate again, plus those that could not participate in the first round, but nevertheless were interested. To participate in the second round of the Delphi study, the same selection rules as in the first round were applied. All of the respondents met the following requirements:

- All experts worked in a marketing –related function.
- All experts were put forward by another as an expert on the field of marketing.
- All experts had a broad expertise in the field of marketing.
- All experts understood media selection procedures.
- All experts had a certain affinity with FMCG organizations.

Fifteen respondents were invited to participate in the second round. Ten of the respondents had also participated in the first round, five respondents were new. These additional respondents were

invited to ensure a maximum degree of participation. One of the new respondents did not finish the questionnaire and the results of that survey will not be used. Of the fourteen remaining questionnaires, four questionnaires contained errors in the questions where a weighting was required. These results were also filtered. Of the ten remaining respondents, nine were male, one was female.

Likert scales

The first part of the second round consisted of 19 propositions. These propositions were used to validate each of the media characteristics found in the first round as media characteristics used in media selection. The respondents could answer them by means of a 5-point-Likert scale, the scores are 1 Completely disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Completely agree.

As stated earlier, in the literature the use of median score based on Likert-type scale is strongly favored (Hsu, 2007). The decision rules for consensus that were formulated in advance are that at least 70 percent of Delphi subjects need to rate three or higher on a four point Likert-type scale and the median has to be at 3.25 or higher. The detailed results of the Likert scales can be found in Appendix F. The following graph shows the medians of the results of the various media characteristics. Secondly it shows the percentages of respondents that rated the characteristics with a 3 (Neutral) or higher.

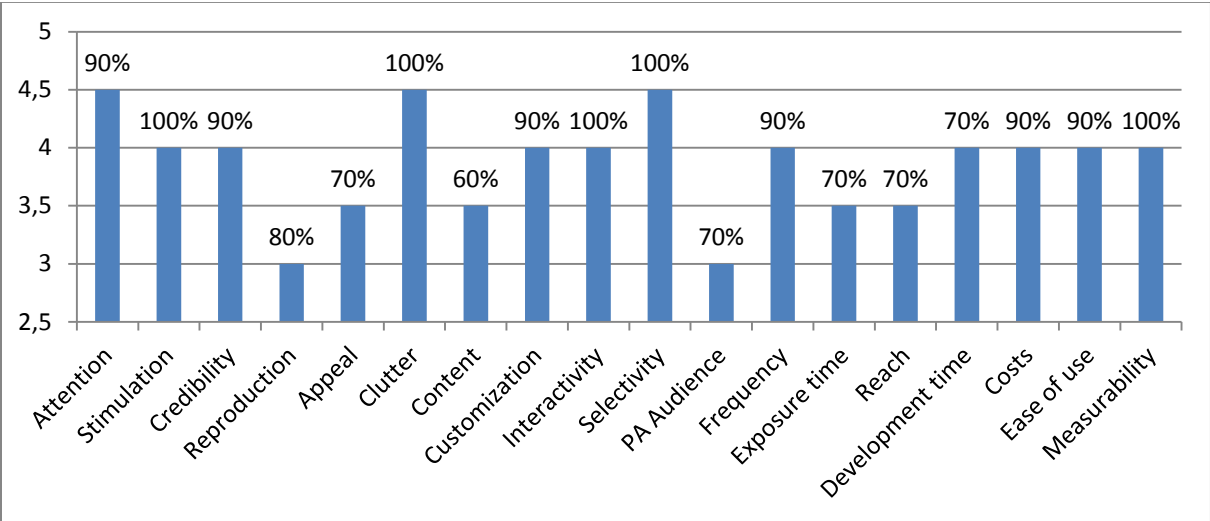


Figure 26: Likert Scales median scores and percentages "3 or higher"

Three of the media characteristics found in the first round do not have a sufficient score conform the decision rules for consensus. Both Reproduction and Pass-along audience have a median below 3.25. Media characteristic Content has a median of 3.5, but fails to meet the rule of percentages. Only 60

percent of the respondents rated Content with a 3 or higher. All three of these characteristics will be removed.

Weighting of media characteristics

In the first round of the Delphi study all respondents agreed to the fact that media characteristics should be weighed, in accordance with the campaign goals and target group. The second section of the second round tried to determine if the respondents use a type of subconscious weighting of the media characteristics that can be used in the working method.

First of all a ranking of the various groups of media characteristics was made. Media perception was ranked most important, followed by media options, media coverage, other characteristics and media costs.

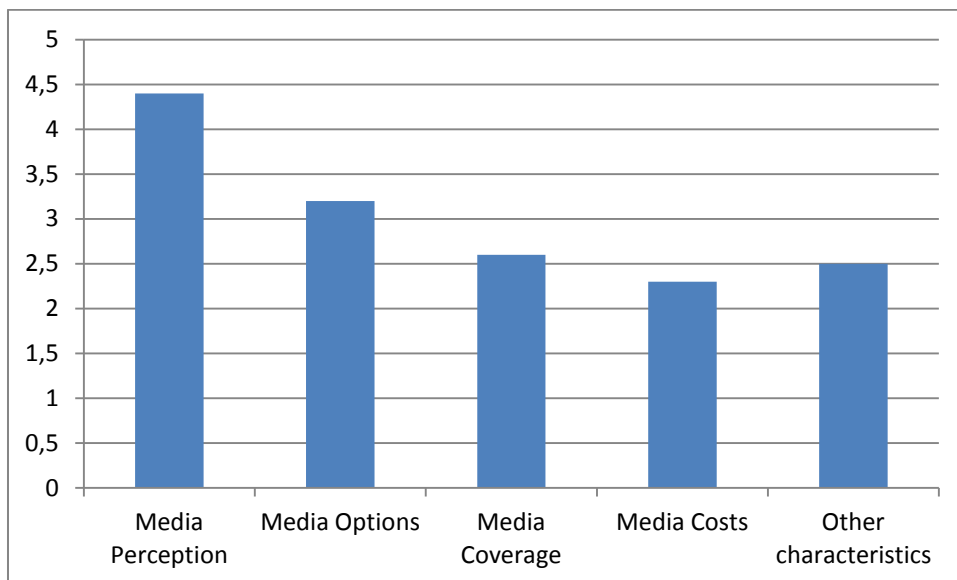


Figure 27: Ranking media characteristic groups

Secondly the characteristics within the groups were ranked. Notable is that the mean ranking scores of the individual characteristics follow the same trend as the medians in the Likert Scale graphs.

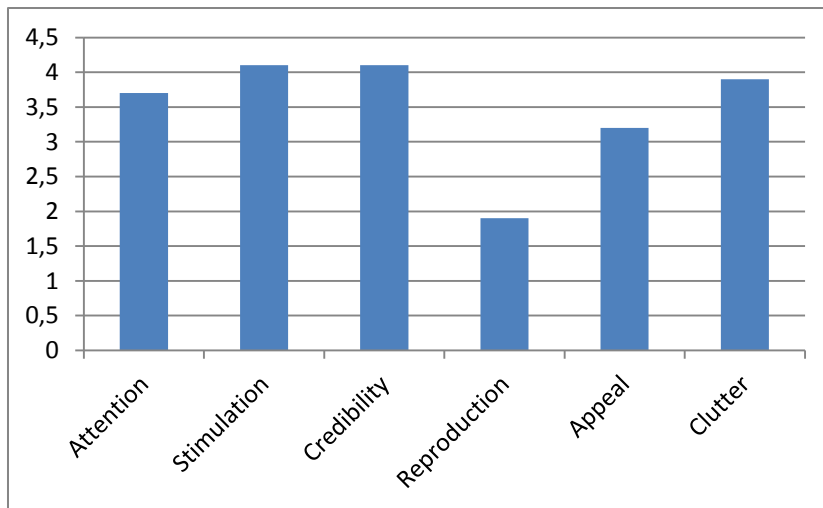


Figure 28: Ranking characteristics within Media Perception

The first graph shows the ranking of the various media characteristics within the group media perception. Within this group Stimulation and Credibility are seen as the most important factors. Followed by Clutter, Attention and Appeal. The lowest ranking is given to reproduction. Which corresponds to the earlier results in the Likert Scale. Remarkable are the rankings of Attention and Clutter, which are seen as the most important factor in the Likert Scales comparison.

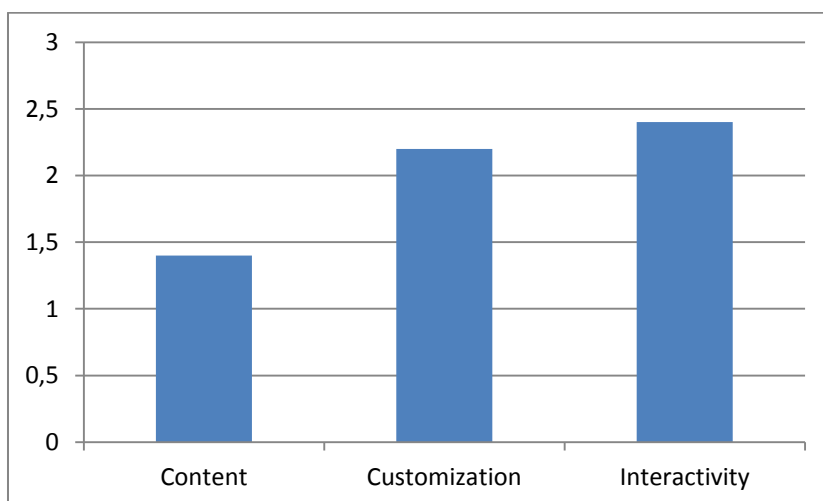


Figure 29: Ranking characteristics within Media Options

The second graph ranks the various media characteristics within the group Media Options. Interactivity is seen as the most important characteristic, followed closely by customization. Content is rated as the lowest in rank. These findings are also consistent with the results of the Likert Scales.

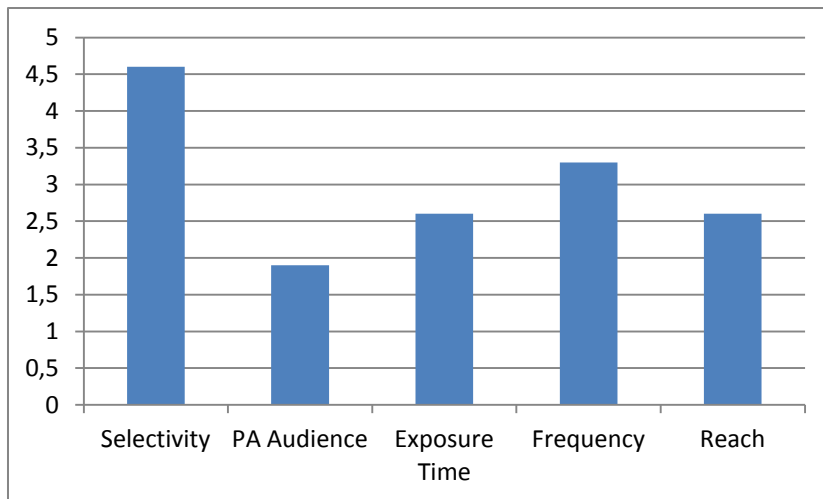


Figure 30: Ranking characteristics within Media Coverage

The third graph shows the results of the rankings within the group Media Coverage. This group has a clear highest rank; Selectivity. This media characteristic is followed by Frequency, Reach and Exposure Time. The lowest in ranking in this group is Pass-along Audience, which was also failed to score according to the decision rules for consensus.

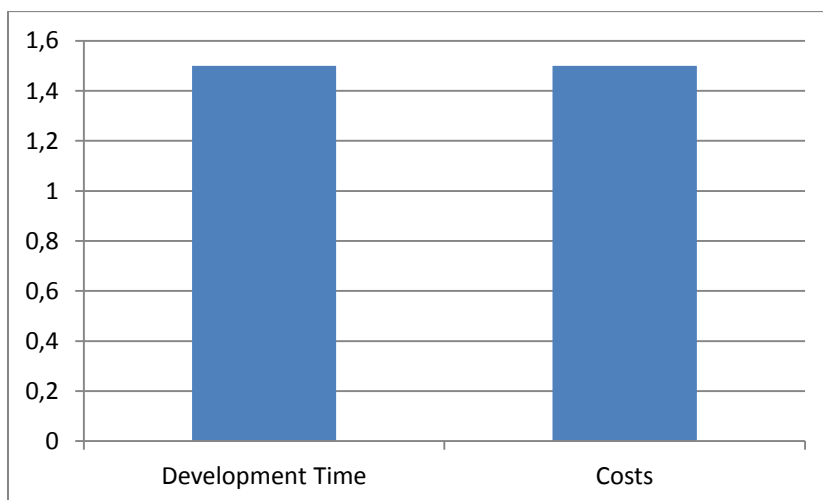


Figure 31: Ranking characteristics within Media Costs

The characteristics of the final original group Media Costs have the same mean score, which means that both Development time and Costs are seen as equally important. This is also consistent with the earlier findings within the Likert Scores.

The final comparison was made between two individual characteristics that were found in the first round. Measurability is ranked more important than Ease of use.

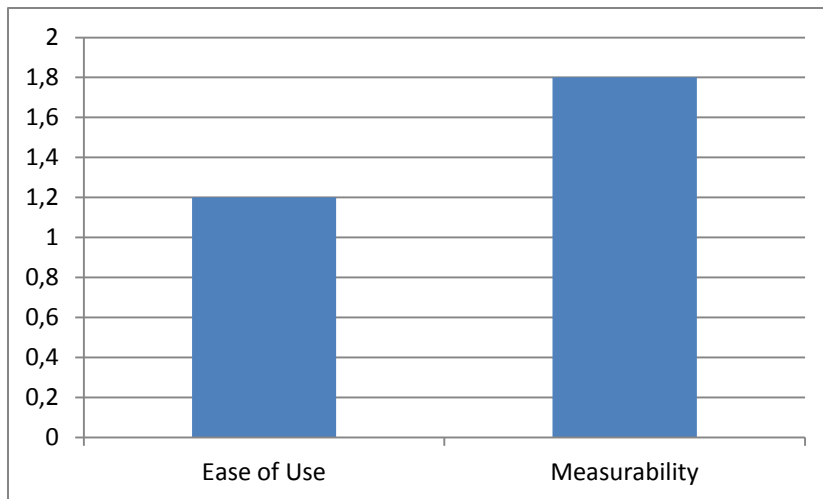


Figure 32: Ranking Other media characteristics

The final weighting comparison that the respondents were asked to fill in, was the comparison of all eighteen media characteristics. The respondents were asked to classify all eighteen media characteristics on the basis of importance. The hierarchy was defined by a numerical ranking on a scale of 1 to 19 where each number was used only once. Unfortunately, many respondents reacted negatively to this question. It proved too difficult for them to answer this question in a good way. One of the reactions on this question was received by e-mail after completion:

“It was not easy. Certainly not the 18-point scale. This was too difficult.”

Some respondents only filled in half of the ranking or skipped the question completely. Therefore it was chosen to delete this question and not use the results of this question in this study.

Concluding, this section has presented the results of the Delphi study performed with experts from the field of marketing. The Delphi study took four weeks to complete, two weeks for the first round and two weeks for the second round. In both rounds a maximum number of ten respondents participated. Thirteen of the characteristics that were found in literature were validated by the experts. In the first round the characteristic Media Opportunities was deleted. It did not meet the stopping criteria. Three of the media characteristics that did survive the first round did not have a sufficient score conform the decision rules for consensus: Reproduction, Pass-Along Audience and Content. With the exception of three media criteria, all other media criteria found in literature were validated. Two extra characteristics were found: Ease of Use and Measurability. These media characteristics can now be used as a foundation for the Brand Media Comparison Tool, which is further designed in chapter five.

4.3 Conclusions

In this chapter the results of the two research methods are presented. First of all the results of the document study are presented. The document study was completely performed at Douwe Egberts Nederland B.V. Briefing documents of both brand managers and media agencies were analyzed. It can be concluded that not all media criteria were validated. Little or no evidence was found for the media criteria Reproduction, Pass-along Audience and Credibility. Furthermore the document study has indicated that in practice two other criteria are taken into account during media briefings; Ease of Use and Measurability. The validated criteria are used as a basis for a Brand Media Criteria Tool. Secondly a Delphi method was performed among experts from the field of marketing. Consensus was reached on the various characteristics of media. Three of the media characteristics found in the first round do not have a sufficient score conform the decision rules for consensus; Reproduction, Pass-along Audience and Content. Two other criteria mentioned by the respondents of the first round; Ease of Use and Measurability, will also be added to the list of media characteristics. Respondents of the Delphi study were able to weigh the various media characteristics by group. Unfortunately it was not possible to rank all media characteristics in one group. This turned out to be too hard. In both studies the criteria and characteristics Development costs and Overhead costs were combined into a single variable. Both methods were tested on inter-rated reliability and showed sufficient agreement. The results of this study will be used to further develop the Brand Media Criteria Tool and the Brand Media Comparison Tool in the Brand Media Selection Method.

Based on all previous chapters, in the following chapter the complete Brand Media Selection Method will be presented.

5. BRAND MEDIA SELECTION METHOD

In this chapter the final answer to the main research question *“What method could fast movers implement to regain control of the media selection process within brand campaigns?”* is presented.

In the introduction four main challenges were substantiated that cause brand managers to lose control over the media selection process. Firstly, media selection is becoming increasingly complex as the media landscape is continuously evolving and more media options become available. Secondly brand managers are unable to digest the volume of information because of the complexity of the campaign requirements and the large variety in characteristics between media. Thirdly, briefing a professional media agency proves a challenge for brand managers in practice. Finally brand managers of fast movers are unable to adequately and promptly respond to changes within campaigns.

Unfortunately it was concluded that the current media selection theories lack the process insight in how the brand manager should select and implement media in practice. Therefore a solution was sought based on the consumer purchase decision-making theories.

To solve the above issues and answer to the main research question, the Brand Media Selection Method was developed, which is a practical working method that helps brand managers regain control of the media selection process for brand campaigns. Five models and two tools were developed that together compose the Brand Media Selection Method. The five steps and two models are visualized by the Brand Media Selection Method in the following figure.

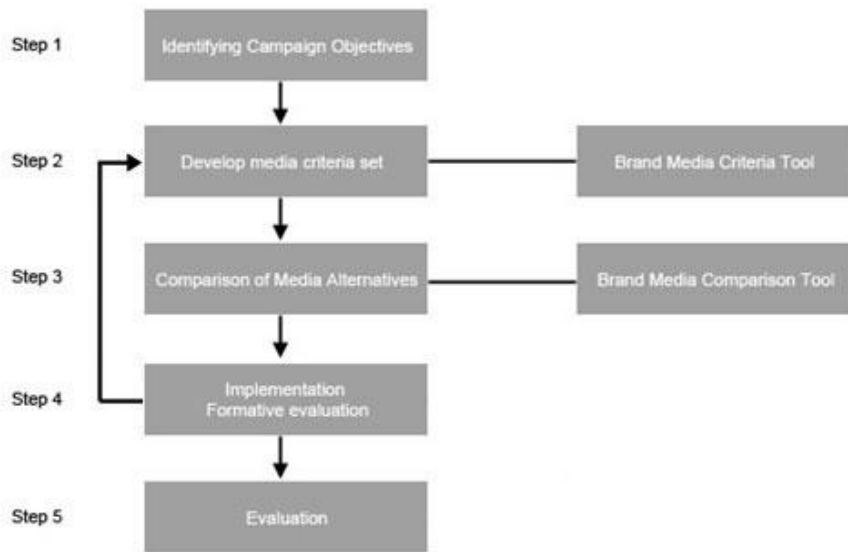


Figure 33: Brand Media Selection Method

As indicated in the introduction four solutions to the challenges were formulated to allow the brand manager to regain control over the media selection process: firstly a clear working method for media selection needed to be provided. Secondly, an overview of the current media landscape was needed. Thirdly it had to be clarified which criteria codetermine media selection. Subsequently, an oversight of the corresponding characteristics of the various media was needed. Finally, an iterative evaluation method needed to be developed that offered the ability to quickly respond and switch between different types of media, depending on the situation. These four solutions can clearly be found in the Brand Media Selection Method, which serves as a functional working method with regard to the selection of media for brand campaigns.

The main benefit of this working method is that it is a process oriented method takes into account to workability of the method for the brand manager. Secondly it directly translates the campaign objectives into a practically usable consideration set of media criteria that can be directly linked to the characteristics of the various media alternatives. Thirdly, the brand manager is completely aware of the choices that can be made because a complete overview of the current media landscape was provided. Finally the implementation of formative evaluation into the method allows for adaptability and adjustments during and after implementation.

5.1 Five-step media selection method

The main element composing the Brand Media Selection Method is the five-step media selection method which was based on the five-step media selection model. By means of these five steps the brand manager is assisted in selecting the media for a brand campaign. The Brand Media Selection Method consists of the following five steps:

Step 1. Identifying campaign objectives

Step 2. Develop media criteria set

Step 3. Comparison of media alternatives

Step 4. Implementation and Formative Evaluation

Step 5. Summative Evaluation.

These five steps will be further explained in the following sub sections.

5.1.1. Step 1: Identifying campaign objectives

The first step is necessary for the brand manager to identify the campaign objectives. The campaign objectives are formulated in advance and are a practical translation of the marketing objectives. The brand manager needs to know the campaign budget, target audience, the key performance indicators (desired outcome) and the timeframe. These factors provide an overall framework for the campaign.

5.1.2. Step 2: Develop media criteria set

The second step is necessary to translate the campaign objectives into a set of criteria that can be used as a consideration set during the comparison of the various media alternatives. First of all the brand manager needs to check the campaign context to find out if there are any contract obligations, environmental circumstances or product characteristics that may be of influence on the choice of media or media agency. Secondly the brand manager needs to translate the campaign objectives into practically usable media criteria.

This research has identified and validated the following list of mandatory media selection criteria.

Table 52: *Media Criteria Set*

Criteria group	Criteria
Media Perception	Attention
	Stimulation

	Appeal
	Clutter
Media Options	
	Content
	Customization
	Opportunities
	Interactivity
Media Coverage	
	Selectivity
	Frequency
	Exposure time
	Reach
Media Costs	
	Costs (Development and Overhead Costs)
	Development time
Additional Criteria	
	Ease of Use
	Measurability

This list of media criteria required additional elaboration to be practically usable. To achieve this aim a practical Brand Media Criteria Tool was developed that enables brand managers to align the campaign objectives to the different possibilities and unique characteristics of the various media alternatives by means of a list of external and internal media questions. The internal questions provide a measurable consideration set for the final media selection. The Brand Media Criteria Tool is further elaborated in section 5.2. The external questions exclude specific media alternatives or media agencies.

5.1.3. Step 3: Comparison of media alternatives

In the third step “Comparison of media alternatives” the various characteristics of the different media alternatives are laid out and compared. More specifically, during this step the criteria within the consideration set are compared to the benefits and disadvantages of the various media alternatives. The brand manager makes a choice between the various media alternatives that are still available. To select the most suitable media for the task the brand manager uses the consideration set of the second step and compares it to the various characteristics of the media alternatives. The media that best matches the consideration set will be first choice, and multiple media are selected until all criteria are met.

Although the brand manager has a complete overview of all the media characteristics and media alternatives, because of the volume of information caused by the large variety in characteristics, the Brand Media Comparison Model still is not directly usable. An additional elaboration was made to solve this problem. To allow the Brand Media Comparison Model to be used in practice, the information had to be incorporated in to a practical Brand Media Comparison Tool. This research has identified and validated the complete list of media characteristics in order to achieve this.

Section 5.3 will put elaborate further on the Brand Media Comparison Tool and will explain how this tool can be used in practice.

5.1.4. Step 4: Implementation and Formative Evaluation

The fourth step “Implementation and Formative evaluation” is the actual selection, acquisition and implementation of the brand media. In the previous step the media alternatives with the characteristics that best matched the media criteria were chosen by the brand manager. The fourth step involves the briefing and outsourcing of the purchase of the selected media alternatives to a media agency and the actual implementation and start of the media campaign with both the below-the-line and above-the-line advertisements.

In the previous steps brand managers have collected enough substantiated evidence for the optimal media fit for their brand campaign. This allowed them to assess the advantages, and even more important the disadvantages of different media agencies. The selection of one or several media agencies codetermines de quality of the eventual integrated media mix. After the appropriate media agency is selected, the media agency needs to be briefed with the campaign objectives and the results of the media criteria analysis. The brand manager now has a strong negotiation position. Finally, the media agency will propose a deal with a creative solution for the integrated media mix. If the deal reflects the wishes of the marketing manager, the media can be purchased and the campaign can be implemented and started.

After implementing the media the consumer will come into contact with the advertising campaign of the marketing manager for the first time. Depending on the selected mix of media alternatives the consumer will be able to interact with the campaign directly. Therefore brand managers need to be able to react to claims, complaints and compliments of consumers. The Brand Media Formative Evaluation Model will assists the brand manager with a continuous iterative formative evaluation method, which evaluates the situation and allows adjustments if necessary. By continuously

measuring the results in a formative way, it becomes possible to identify negative responses to the campaign and to see if KPI's are jeopardized. By implementing the formative evaluation the brand manager can see if the marketing mix is still the best fit for the job, and if there are any negative responses that might influence the campaign. If so, the campaign may need to be modified. The brand manager then needs to determine if the media criteria within the consideration set are still sufficient and returns to step 2.

5.1.5. Step 5: Evaluation

The fifth and final step "Summative evaluation" concerns the summative evaluation of the selected media. Summative outcome evaluation measures the effects and changes that result from the campaign. It investigates to what extent the communication campaign is achieving its outcomes in the target populations. More concretely, during the final step of the campaign it is stopped and the results are analyzed with a summative evaluation. The brand manager has the opportunity to see if the campaign results match the planned KPI's and objectives. In addition, the final responses from consumers are evaluated. If the campaign did not go according to plan, the media criteria need to be checked thoroughly and better formulations need to be achieved for a subsequent campaign. After an extensive summative evaluation the results need to be documented and archived. After analysing and storing all the information, the stakeholders need to be informed on the progress and results of the brand campaign. The brand manager can use this summative evaluation method to keep improving the effectiveness of media selection.

5.2 Brand Media Criteria Tool

The answer to the first sub question "*Which criteria are mandatory for successful media selection?*" provides a list of criteria that are mandatory for media selection, but unfortunately the list of criteria is not directly usable within one of the steps of the five-step media selection model. An additional elaboration had to be made. For this purpose the Brand Media Criteria Tool was created. During the second step the brand manager needs to translate these campaign objectives into a consideration set with which a selection decision can be made when evaluating the various media alternatives. Therefore a Brand Media Criteria Tool needs to link the objectives of the brand manager to the possibilities of the different media alternatives by forcing the brand manager to ask the right questions. These questions can translate the objectives that the brand manager has in mind into practical media selection criteria. So in practice the media criteria tool is a self-questioning tool. To turn these media selection criteria into a practical self-questioning tool, the definitions of the media criteria found in literature and validated by the document study are translated into questions.

The main benefit of the criteria found is that they are practical and measurable. These criteria provide a practical handgrip for the marketing manager to determine how the different properties of media can influence the implementation and effectiveness of the brand campaign. By understanding these criteria and having the brand manager fill in the answers to the questions, a media selection consideration set occurs. At a later stage the answers to these questions can be linked to the individual and unique characteristics of the media alternatives.

The questions of the Brand Media Criteria Tool are divided into two phases. Phase one concerns the external media questions, phase two concerns the internal media questions. The first phase is important because in this phase certain internal criteria or media alternatives are excluded from the comparison tool because of product characteristics or contextual circumstances.

Phase 1. External Media Questions

The self-questions of the Brand Media Criteria Tool can also be divided in the before mentioned two-step approach. First of all the brand manager must ask questions concerning the contextual circumstances surrounding the brand campaign advertisement corresponding with the external media selection criteria. During this step the brand manager needs to determine how the various characteristics of the product itself have an influence on the way in which the recipient receives the advertisement.

Table 53: *Product Characteristics Self-Question Tool*

Product Characteristics
To what degree is my product important for the consumer?
To what degree does the consumer buy my product with rational or affective motives?

In addition to the product characteristics, the brand manager needs to find out if there are any contextual influences that might influence the selection of media. The current economical or societal climate, contractual obligations with the media agency or other environmental factors could have an influence the types of media that can be purchased or the types of media agencies that can be contacted.

Table 54: *Contextual Influences Self-Question Tool*

Contextual Influences
Are there current environmental (societal) changes that may influence the choice of media for my advertisement?
Are there contracts or obligations with parties that may influence the choice of media for my advertisement?
May the choice of media for my advertisement influence my negotiating position with the media agency?

Phase 2: Internal Media Questions

The internal media selection criteria focus on the consequences of the individual characteristics of media. These criteria determine directly how and in what manner an advertising message gets across to the recipient. The brand manager needs to link the objectives of the brand campaign to the media selection criteria. By asking the right questions, these objectives can be formulated in a measurable way and linked to the characteristics of the media at a later stage. The answers to the questions are based on Likert scales (Del Siegle, 2010). Each question can be answered with a score from one to five. These scores need to be filled in on the scorecard.

Table 55: *Media Perception Self-Question Tool*

Media Perception Questions
Does my advertisement require sight, sound, taste, touch or smell concurrently?
1. Unimportant – 2. Of little importance – 3. Moderately Important – 4. Important – 5. Very important
To what extent does my advertisement need to grab the attention of the recipient?
1. Never – 2. Rarely – 3. Sometimes – 4. Very often – 5. Always
Does my advertisement need to transfer an emotional content or trigger an emotional response?
1. Unimportant – 2. Of little importance – 3. Moderately Important – 4. Important – 5. Very important
Does my advertisement need to stand out between competitive offerings/messages?
1. Unimportant – 2. Of little importance – 3. Moderately Important – 4. Important – 5. Very important

The first set of self-questions distilled from the secondary criteria reflects on media perception. With these questions the brand manager can determine which characteristics of media that influence recipient perception of the message are essential for the success of the advertisement. It covers topics as attention, stimulation, appeal and clutter.

Table 56: *Media Options Self-Question Tool*

Media Options Questions
Does my advertisement need a lot of space/time to communicate?
1. Very little – 2. Little – 3. Somewhat – 4. Much – 5. A great deal
Do I need a great deal of media customization to transfer my advertisement?
1. Very little – 2. Little – 3. Somewhat – 4. Much – 5. A great deal
Do I want to add promotional tie-ins or other value-added opportunities to my advertisement?
1. Unimportant – 2. Of little importance – 3. Moderately Important – 4. Important – 5. Very important

Do I find it necessary that the recipient can respond quickly to my advertisement?

1. Unimportant – 2. Of little importance – 3. Moderately Important – 4. Important – 5. Very important

The next set of self-questions deals with the options of the various media alternatives. Within these questions it is determined what the media alternative should be able to do. It deals with content size, customization possibilities, opportunities for extras and interactivity.

Table 57: *Media Coverage Self-Question Tool*

Media Coverage Questions

Do I want to target a specific group of people with my advertisement?

1. Unimportant – 2. Of little importance – 3. Moderately Important – 4. Important – 5. Very important

How often do I want the recipient to see my advertisement?

1. Very rarely – 2. Rarely – 3. Occasionally – 4. Frequently – 5. Very frequently

How long should the recipient be able to see my advertisement?

1. Very short – 2. Short – 3. Moderate – 4. Long – 5. Very long

Do I require a specific reach for my advertisement?

1. Unimportant – 2. Of little importance – 3. Moderately Important – 4. Important – 5. Very important

The third list of self-questions relate to the coverage of the media alternatives. With this list of questions the brand manager can determine what the reach of the brand advertisement is going to be. Target groups, frequency, exposure-time and reach are all discussed. By linking the answers of these questions to the unique characteristics of the different media, the media alternatives that best fit the reach can be sought.

Table 58: *Media Costs Self-Question Tool*

Media Costs Questions

Is it important how much money I want to spend for my advertisement in total?

1. Unimportant – 2. Of little importance – 3. Moderately Important – 4. Important – 5. Very important

How much time do I have to develop my advertisement?

1. Very short – 2. Short – 3. Moderate – 4. Long – 5. Very long

The fourth list of questions relates to the budget of the marketing manager. Each media alternative has its own cost characteristics in terms of time and money. By determining what the possibilities are the best possible media alternatives can be found.

Table 59: *Other Criteria Self-Question Tool*

Other Questions

Do I want my media to be easy to use or does the user require additional (technical) knowledge?

1. Unimportant – 2. Of little importance – 3. Moderately Important – 4. Important – 5. Very important

Do I find it important that I can easily measure and monitor the media results at all times?

1. Unimportant – 2. Of little importance – 3. Moderately Important – 4. Important – 5. Very important

The fifth and final set of questions concerns the two criteria that were found extra during the document study. Each media has its own difficulty. For example elderly people are sometimes not familiar with the technical background of online media. A certain knowledge is required. Secondly not all media alternatives are equally easy to monitor and to track results. Therefore the brand manager needs to ask himself to what extent he wants the media to be easy to monitor at all times.

The scores for the various media criteria are noted on the following scorecard. This scorecard can be used for the evaluation of the media alternatives.

Table 60: *Media Criteria Scorecard*

Media Criteria	Score (1 to 5)
Appeal	
Attention	
Stimulation	
Credibility	
Clutter	
Customization	
Interactivity	
Selectivity	
Frequency	
Exposure Time	
Reach	
Costs	
Development Time	
Easy to use	
Measurability	

5.3 Brand Media Comparison Tool

Although the brand manager has a complete overview of the media characteristics per media alternative, the volume of information caused by the large variety in characteristics still does not allow the Brand Media Comparison Model to be directly usable. Again, an additional elaboration needed to be made. To facilitate the brand manager in the third step of the Brand Media Selection Method a Brand Media Comparison Tool was developed. The tool incorporated the media alternatives found in the Brand Media Landscape Model. The following media alternatives were

used: Outdoor Media, Print Media, Radio, Television, Direct Marketing, E-mail Marketing, Internet Marketing and Social Media.

The characteristics of the media alternatives were identified in literature and placed in the comparison matrix of the Brand Media Comparison Model. The various media characteristics were validated by means of a Delphi method among experts in the field of marketing from various companies, academic institutions and governmental agencies. Additionally, the respondents were asked to weigh the various characteristics and name the benefits and disadvantages. For each of the four groups of media characteristics, the medians per media were calculated. This way, each of the four media selection characteristics obtains a unique score per media alternative. Finally all the scores were recalculated in a scale of 1 to 5. This allowed each media alternative to be easily compared. The following table shows the scorecard.

Table 61: *Media Characteristics Scorecard*

Score	Definition
*	Very low score
**	Low score
***	Average score
****	High score
*****	Very high score

The scores per media alternative of the four groups of media characteristics are displayed in the table below. Because the scores for all underlying sub characteristics are taken in to account, most scores for each of the four groups have a tendency for regression towards the average score. This allows the brand manager to pick out the most extreme scores. For example Outdoor Media scores worst on Media Perception, as does Television on Media Costs. In contrast the online media score well on costs. E-mail marketing is the only media alternative that scores well on Media Options. Social Media has the highest score on Media Perception.

Table 62: Media Characteristics Groups Comparison Card

Media Alternatives	Outdoor Media	Printed Media	Radio	Television	Direct Marketing	E-mail Marketing	Internet Marketing	Social Media
Media Perception	**	***	***	***	***	***	***	****
Media Coverage	***	****	***	***	***	****	****	****
Media Options	***	***	***	***	***	****	***	***
Media Costs	***	***	****	**	****	****	****	****

The scores for all individual media characteristics are displayed in the following table. This comparison matrix is the most important for the brand managers as it reveals the differences of opinion of experts concerning the media characteristics of all media alternatives. The consideration set developed in the second step of the Brand Media Selection Method can be directly linked to these scores. This allows the brand manager to compare the media criteria of his campaign to the characteristics of the various media. The Brand Media Comparison scores do not only allow the brand manager to make a selection of one media alternative, but it is also possible to find the best scores of multiple media at the same time. With it an integrated selection of media alternatives can be chosen.

Table 63: Media Characteristics Comparison Card

Media Characteristics	Outdoor Media	Printed Media	Radio	Television	Direct Marketing	E-mail Marketing	Internet Marketing	Social Media
Appeal	**	**	**	****	**	****	****	****
Attention	***	**	**	**	**	**	****	****
Stimulation	**	****	****	****	****	****	****	****
Credibility	***	***	***	**	**	**	**	***
Clutter	**	***	**	***	***	**	**	**
Customization	***	***	***	***	****	****	***	***
Interactivity	**	**	***	***	****	****	****	****
Selectivity	****	*****	****	***	****	****	*****	****
Frequency	****	***	****	****	***	***	****	***
Exposure Time	**	****	**	***	***	****	***	***
Reach	****	*****	*****	*****	****	****	****	****
Costs	**	**	****	*	****	****	****	****
Development Time	***	****	****	***	***	****	****	****

The scores for the two additional found media characteristics were not measured in the Delphi study. These results are based on literature. It was found that new media are more measurable than traditional media (Napoli, 2011). Van Dijk & Van Deursen (2010) argue that there is a difference in the level of required skills for printed media, audiovisual media and digital media. This research will use the Medium related skills and Content related skills as proposed by Van Dijk & Van Deursen (2010) and rate them in the single media characteristic Ease of Use.

Table 64: *Other Characteristics Comparison Card*

Media Characteristics	Outdoor Media	Print Media	Radio	Television	Direct Marketing	E-mail Marketing	Internet Marketing	Social Media
Ease of Use	****	****	***	***	***	**	**	**
Measurability	***	***	***	***	***	*****	*****	*****

In chapter two an overview was provided of the benefits and disadvantages of the various media alternatives. The value of the statements of that table were scaled by means of the following scorecard.

Table 65: *Scorecard media characteristics literature*

Score	Definition
*	Very negative mention
**	Negative mention
***	Neutral mention
****	Positive mention
*****	Very positive mention

The following table presents the various scores of the media characteristics per media alternative according to literature.

Table 66: *Scores media characteristics according to literature*

Media characteristics	Outdoor Media	Printed Media	Radio	Television	Direct Marketing	E-mail	Internet	Social Media
Appeal	**	***	**	*****	***	****	****	*****
Attention	****	***	**	*****	**	***	**	****
Stimulation	**	***	**	*****	****	****	****	*****
Credibility	**	****	***	***	**	**	**	***
Clutter	**	**	***	***	***	**	**	**

Customization	**	**	***	**	****	****	****	****
Interactivity	**	**	**	***	****	****	****	****
Selectivity	***	***	****	**	****	****	****	****
Frequency	****	***	**	****	**	**	****	**
Exposure-Time	**	***	**	**	*	***	***	**
Reach	****	****	*****	*****	****	****	****	****
Costs	*****	***	*****	*	**	***	***	**
Development Time	**	**	*****	**	**	**	**	****

The following table shows the scores that were derived from literature for the various groups of media characteristics.

Table 67: Scores characteristics groups according to literature

Media Characteristics	Outdoor Media	Printed Media	Radio	Television	Direct Marketing	E-mail	Internet	Social Media
Media Perception	**	***	**	****	***	***	***	****
Media Coverage	***	***	***	***	***	***	****	***
Media Options	**	**	***	***	****	****	****	****
Media Costs	****	***	*****	**	**	***	***	**

It can be concluded that the trends in literature concerning the various media characteristics and those mentioned by the experts from the field of marketing correspond for the largest part. There are some differences concerning both scorecards. Mostly these differences can be traced to the costs of the various media alternatives. The perceived costs of the traditional media are quite accurate, with the exception of Outdoor Media, however the costs of the online media vary greatly. This can be attributed to the fact that many marketing experts are still inexperienced with the implementation of new media within their marketing strategy (MAD4MARKETING, 2009). Many experts also overlook the additional costs that come after implementation, including monitoring, evaluation and maintenance. Because both scorecards reveal great similarity, the media characteristics found in literature can still be used. However, although the scores are accurate on an average scale, it is important that the costs characteristic is fully worked out for each of the media alternatives by consulting the local media agencies in advance.

5.4 Conclusions

This chapter has presented the Brand Media Selection Method. This practical working method is the answer to the main research question *“What method could fast movers implement to regain control*

of the media selection process within brand campaigns?” . By means of this five-step media selection method, including the Brand Media Criteria Tool and the Brand Media Comparison Tool, brand managers now have a practical method to regain control of the media selection process.

6. CONCLUSIONS AND RECOMMENDATIONS

In the second chapter a five-step working method was proposed based on the consumer purchase decision making process. Consequently five models were developed to ensure the practical usability of this method. Furthermore for two of these models two practical tools were proposed. In the third chapter the validity of the mandatory media criteria and the media characteristics were tested by means of a document study at Douwe Egberts B.V. and a Delphi study among experts from the field of marketing. Subsequently, the fourth chapter has presented the results of both of these studies. In the fifth chapter all of the previous findings were combined and a practical Brand Media Selection Method was developed.

The following chapter will provide a complete overview of the conclusions and discussion of this research. First of all the conclusions of the various chapters and sections are presented. Secondly these conclusions will be discussed to see to what extent the sub research questions are answered. Thirdly, success points and pitfalls of the research will be discussed and explained. Fourthly a reflection to the main research question will be made. Finally practical recommendations on the implementation of the Brand Media Selection Method will be laid out.

6.1 Conclusions

The main research question *“What method could fast movers implement to regain control of the media selection process within brand campaigns?”* has been answered by means of a practical five-step Brand Media Selection Method. The necessity of a practical working method for brand managers was substantiated in the introduction, where it was stated that brand managers face four challenges that cause them to lose control over the media selection process within brand campaigns. To answer the main research question, four research sub questions were formulated. Each of these four research sub questions was answered by means of a model.

The first research sub question *“Which criteria are mandatory for successful media selection?”* was answered by means of the Brand Media Criteria Model. This model contains a list of criteria that are mandatory for media selection. The validity of this list was tested by a document study. During this study all but three criteria were validated: Reproduction, Pass-along Audience and Credibility. Two new criteria, Ease of Use and Measurability, were also found. To be practically usable the Brand Media Criteria Model was further elaborated and developed into a Brand Media Criteria Tool. The

Brand Media Criteria Tool consists of two sets of questions: external media questions (to determine the scope of the media comparison) and internal media questions (to determine a consideration set with scores that can be compared to those of the media characteristics).

The second research sub question *“Which media alternatives within the current media landscape can be used for media selection?”* was answered by means of a Brand Media Landscape Model. This model contains definitions and examples of eight Above-the-line (ATL) and two Below-the-line (BTL) media alternatives. The two BTL media alternatives are Package Advertising and In store Promotions. The eight ATL media alternatives are: Outdoor Media, Printed Media, Radio, Television, Direct Marketing, E-mail Marketing, Internet Marketing, Social Media.

The third research sub question *“What are the characteristics of media alternatives?”* was answered by means of the Brand Media Comparison Model. This model consists of four comparison matrices that provide a structured overview of all benefits and disadvantages of the media alternatives. The validity of the media characteristics was tested by means of a Delphi method performed among experts from the field of marketing. Consensus was reached on the various characteristics of media. Three of the media characteristics were deleted; Reproduction, Pass-along Audience and Content. Two new criteria were found; Ease of Use and Measurability. Because of the large amount of information the Brand Media Comparison Model was further elaborated and developed into a Brand Media Comparison Tool to be practically usable.

The fourth and final research sub question *“How can evaluation enable control over media selection during and after implementation?”* was answered by means of the Brand Media Formative Evaluation Model. This is a formative evaluation method based on the Plan-Do-Check-Act cycle, which allows the brand manager to adequately react to consumer responses and changes within the campaign progress.

These four answers correspond with the four solutions that were formulated in the introduction to enable the brand manager to get back in control. The first solution is a clear working method for media selection. This was provided by the five-step media selection method. The second solution was an overview of the current media landscape. This was provided by the Brand Media Landscape Model. The third solution was a clarification of the criteria that codetermine media selection. The mandatory media criteria were provided by the Brand Media Criteria Model. Subsequently, an oversight of the corresponding characteristics of the various media was needed. This was provided by means of the Brand Media Comparison Model. The final solution was an iterative evaluation

method that offers the ability to quickly respond and switch between different types of media. This was provided by the Brand Media Formative Evaluation Method.

6.2 Discussion

The previous section has presented the final conclusions of this research. Within this section a critical reflection on those conclusions will be performed. Subsequently the conclusions will be discussed.

The first and most important point of discussion concerns the validation of the complete Brand Media Selection Method. Unfortunately, it was not yet possible to test the effectiveness of the Brand Media Selection Method in practice during the preparations of a real campaign. To ultimately validate the usefulness of the Brand Media Selection Method this method must be incorporated in the media planning of several campaigns.

Secondly, although the Brand Media Selection Method is a practical and easy to use method, it still requires effort. For example the campaign objectives need to be translated in to practical media criteria by means of the Brand Media Criteria Tool. The brand manager must now be convinced of the necessity and benefits of implementing this method. Although it might be easier for the brand manager to ask a media agency for advice, the organization will benefit most if the brand manager has direct control over the media selection process. Therefore the Brand Media Selection Method will only work when it is widely implemented and accepted within the organizational culture of the company.

A third topic of discussion is the fact that, as was illustrated throughout this research, media selection is an important indicator for the effectiveness of a marketing campaign. However it is only one of the components in the overall planning of the campaign strategy. All components need to be correctly implemented in order to achieve a positive effect. Therefore it is important to take into account the fact that the optimization of media selection in itself will not guarantee a successful or effective campaign outcome. There are many other factors that need to be taken into account. If the campaign goals are wrongly formulated, this will influence the overall campaign outcome. Another example is the advertising message. If the message is wrong, an effective media selection will not change the ineffectiveness of the message. The Brand Media Selection Method will only ensure that the delivery of the message will be more effective. The implementation of the Brand Media Selection Method is however necessary to provide the proper preconditions for an effective media selection.

Fourthly, this Brand Media Selection Method only provides the best possible media selection in accordance with the provided media criteria. For example, if a marketing manager has a minimal budget, the Brand Media Selection Method will only provide the best media choice for that budget. If the manager had a higher budget, the choice of media could be completely different. The fact that this method takes into account these kinds of criteria may provide a distorted picture on the overall effectiveness of the media selection.

Fifth, this study has concluded that there are many types of media alternatives and that it is almost impossible for a brand manager to have a complete overview of all the benefits and disadvantages every individual media alternative. Too much information is available to digest. This is why the Brand Media Comparison Tool is such a useful tool. However, this research only has revealed the tip of the iceberg, as there are many other subdivisions that can be made within the media alternatives. For example, there are various types of print media, television formats and social media, that each have their own unique characteristics. These subdivisions also need to be taken into consideration.

A sixth point of discussion concerns the validation of the media criteria and characteristics. During the document and Delphi study criteria and characteristics were deleted that were not used within documents or by experts. However, these variables were mentioned by literature with a reason. For example Media Opportunities is a criteria that was hardly mentioned, but might be very important for brand managers that want to execute a sampling action. The reason for the fact that it was not mentioned in relation to other media alternatives is that it is very specific for print media. By performing this research with criteria that are intended to be universally applicable, these specific kinds of criteria could be important but have fallen out of the scope of this research.

Seventhly, the results of the document study show a positive view, as most of the media criteria were validated by the various briefing documents. However, despite the fact that the collection and analysis of the documents was dealt with extremely cautiously, and as much attention was paid to the validity and credibility of the document study, the results might show a biased view. This has to do with the nature of the campaigns for which the briefing documents were intended. Most of the campaigns that were reviewed in this study had a strong online focus. This was not a specific preference of the researcher, but a focus that fits in the spirit of the time. Therefore, some of the criteria that were found in the briefings were connected to online media. A different result might be found when performing a document analysis with only briefings concerning traditional media.

An eighth point of discussion concerns the Delphi Method. The downside of this method is that only ten respondents were able to participate within each round. It is strongly recommended to perform several Delphi studies with multiple panels of ten respondents to keep the validity of the research as high as possible. Unfortunately, due to the specificity of the research and a limited amount of time this was not possible.

When reflecting on the scientific relevance of this study as was formulated in the introduction, this study has had a specific scientific relevance. This research has proven that the existing theories are inadequate. This research fills in those shortcomings in research on the field of media selection by focusing specifically on media selection with a process oriented approach. The brand manager is the focal point of the research by using consumer decision-making processes. This is a new approach to media selection research. Secondly, little was known about how new media has affected the media selection process of brand managers. This study has made a contribution to this scientific field of interest by focusing on the responsive capability of brand managers.

Finally the main focus of this study was to provide brand managers with a Brand Media Selection Method to regain control over the media selection process. The practical relevance of this study is to provide a working method that is both useful and effective. Although the designed method still has to prove itself in practice, it is based on a strong literature foundation. Because of its practical five-step process oriented approach, for the first time the brand manager is now the focal point during media selection. Therefore the expectations of the practical usability of this method are high.

6.3 Recommendations for brand managers

In the previous section the conclusions of this research were discussed. In this section concrete recommendations for the implementation of the Brand Media Selection Method by brand managers will be made.

The Brand Media Selection Method in its current form consists out of a five-step media selection method and two practical tools, namely the Brand Media Criteria tool and the Brand Media Comparison Tool. These components complete the Brand Media Selection Method, and can be practically implemented and used in their current form. However, current developments in ICT allow for an even more easy to use and practical implementation of the Brand Media Selection Method by creating a computer mediated platform that incorporates all elements of the working method. By means of such a computer mediated platform brand managers can fill in their campaign goals and their preferences and the ICT system could automatically translate the preferences and goals of the brand manager into media criteria. These media criteria could then be automatically linked to the

characteristics of the various media alternatives and the system calculates the best media fit for the task. Examples of similar types of product comparison sites can be found on the Internet. These sites use a similar type funneling technique to filter the preferences and goals of the user.

Further research needs to reveal the benefits and disadvantages of the various subdivisions of the media alternatives and add them to the now existing Brand Media Comparison Tool. Especially with the above mentioned online variety of this tool a database of with large amounts of information can be generated. This will allow brand managers to make much more informed media choices.

Finally the conclusions explained the significance of this study within the process of marketing campaign planning. Future research is needed to find evidence of the exact return on investment of the implementation of the Brand Media Selection Method. Such a research could for instance be undertaken by performing a case study comparing different organizations using the new method within their brand campaigns. Secondly, this research has found indications that the various media characteristics can be hierarchically ranked. Unfortunately, the group respondents participating in the Delphi study was too small to provide enough evidence for such a ranking. Additional research with more respondents would be required to determine such a ranking.

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Appendix A: Respondents First and Second Round Delphi Study

Table 68: *Respondents Delphi Study First Round*

Company	Function
United Biscuits Verkade	Marketing Manager A.I.
Hogeschool Utrecht (University of Applied Sciences Utrecht)	Lecturer Marketing
DE Masterblenders 1753	Marketing Pickwick
Dyade	Marketing Manager
DE Masterblenders 1753	Finance
Maei	Partner
Hogeschool TIO	Lecturer Marketing
Microsoft	Marketing Reseacher
Kamer van Koophandel	Medewerker Regionale Economie
RiezebosFoppen	Marketing Manager

Table 69: *Respondents Delphi Study Second Round*

Company	Function
Riezebos Foppen Consultancy	Marketing Manager
Microsoft TIO (University of Applied Sciences)	Marketing Researcher
Hogeschool Utrecht (University of Applied Sciences Utrecht)	Lecturer Marketing
DE Masterblenders 1753	Marketing Pickwick Medewerker Regionale
KvK Midden Nederland	Economie
Maei	Partner
Atos Consulting	Sr Business Consultant PR & Communications
KincaidFisher	Officer
MediaTest BV	CEO

Appendix B: Questionnaire Delphi Study (Dutch)

Beste deelnemer,

Hartelijk dank voor je deelname aan deze Delphi studie in het kader van mijn afstudeeronderzoek voor mijn opleiding Communication Studies aan de Universiteit Twente. Momenteel werk ik aan een nieuwe strategie om media selectie en evaluatie binnen marketing campagnes te optimaliseren voor gebruik in de 21^{ste} eeuw. Door middel van deze Delphi studie probeer ik in twee rondes te achterhalen in hoeverre karakteristieken van media van invloed zijn bij de selectie van media voor merk campagnes van FMCG organisaties. In totaal doen ongeveer 10 experts op het gebied van marketing mee aan deze onderzoeksgroep.

Deze vragenlijst bestaat uit dertien open vragen. Graag wil ik je vragen deze zo goed en volledig mogelijk in te vullen. Nadat je de vragen hebt beantwoord zou ik je willen vragen om ook deel te nemen aan een tweede ronde met gesloten vragen waarin de antwoorden van de eerste ronde zullen worden bestudeerd en beoordeeld. Deze tweede ronde zal op zeer korte termijn plaats vinden. Je ontvangt hierover nader bericht.

Alle gegevens en antwoorden worden strikt vertrouwelijk behandeld, en alleen gebruikt voor aan dit onderzoek gerelateerde zaken.

Nogmaals hartelijk dank.

Met vriendelijke groet,

Ruben Blair

UNIVERSITEIT TWENTE.

Persoonlijke Gegevens

Naam:

Man/Vrouw:

Leeftijd:

Functie:

E-mail:

Eerste ronde

Naast product promotie en winkelcommunicatie zijn er verschillende soorten media alternatieven die kunnen worden aangekocht voor gebruik tijdens merk campagnes. Denk hierbij aan buitenmedia (billboards, abri's, posters,) print media (kranten, huis-aan-huisbladen en tijdschriften), radio,

televisie, direct marketing (direct mail, telemarketing), e-mail (nieuwsbrieven), internet (banners, SEO, SEA) en sociale media (Facebook, LinkedIn, YouTube, Twitter, Flickr etc.).

Vraag 1a) Herken je al deze media alternatieven?

Vraag 1b) Mis je media alternatieven waarvan je weet dat ze in dagelijkse praktijk wel worden gebruikt?

Vraag 2) Wat is voor jou een goede definitie van een karakteristiek van een media alternatief?

Vraag 3) In hoeverre vind jij een karakteristiek van invloed bij de selectie van media voor een merk campagne?

Vraag 4) In hoeverre vind jij dat alle karakteristieken van media even zwaar wegen bij de selectie van media voor een merk campagne?

Vraag 5) Ieder media alternatief heeft zijn eigen set aan karakteristieken. Welke karakteristieken vind jij bepalend voor een medium?

Vraag 6a) Welke karakteristieken zijn typerend voor adverteren met buitenmedia?

Vraag 6b) Wat vind je de belangrijkste voor en nadelen van adverteren met buitenmedia?

Vraag 7a) Welke karakteristieken zijn typerend voor adverteren in print media?

Vraag 7b) Wat vind je de belangrijkste voor en nadelen van adverteren in print media?

Vraag 7c) Kun je verschillen in karakteristieken benoemen tussen verschillende soorten print media? Denk hierbij aan dagbladen, huis-aan-huisbladen en tijdschriften.

Vraag 8a) Welke karakteristieken zijn typerend voor adverteren op de radio?

Vraag 8b) Wat vind je de belangrijkste voor en nadelen van adverteren op de radio?

Vraag 9a) Welke karakteristieken zijn typerend voor adverteren op de televisie?

Vraag 9b) Wat vind je de belangrijkste voor en nadelen van adverteren op de televisie?

Vraag 10a) Welke karakteristieken zijn typerend voor adverteren per direct marketing?

Vraag 10b) Wat vind je de belangrijkste voor en nadelen van direct marketing als adverteermiddel?

Vraag 11a) Welke karakteristieken zijn typerend voor adverteren per e-mail?

Vraag 11b) Wat vind je de belangrijkste voor en nadelen van e-mail als adverteermiddel?

Vraag 12a) Welke karakteristieken zijn typerend voor internet marketing (SEO, SEA, Bannering)?

Vraag 12b) Wat vind je de belangrijkste voor en nadelen van internet marketing?

Vraag 13a) Welke karakteristieken zijn typerend voor adverteren met sociale media?

Vraag 13b) Wat vind je de belangrijkste voor en nadelen van adverteren met sociale media?

Hartelijk dank voor je deelname aan deze vragensessie. Op korte termijn zullen de antwoorden van alle deelnemers worden geanalyseerd en aan je teruggekoppeld. In een tweede sessie willen we je nog een keer vragen om een aantal vragen over deze uitkomsten te beantwoorden. De uitnodiging voor deze sessie ontvang je op zeer korte termijn.

Appendix C: Delphi Study First Round Results

Table 70: Questions 1, 2 and 3

Respondent number	Vraag 1: Herken je al deze media alternatieven?	Vraag 2: Mis je media alternatieven waarvan je weet dat ze in dagelijkse praktijk we...	Vraag 3: Wat is voor jou een goede definitie van een karakteristiek van een media al...
Respondent 1	Ja.	Nee.	De kwaliteit om de juiste doelgroep op de juiste manier aan te spreken.
Respondent 2	Ja	Nee	Middel om boodschap over te brengen van zender naar ontvanger en andersom.
Respondent 3	ja	nee	het op een andere manier onder de aandacht brengen van media
Respondent 4	Ja.	Ik mis evenementen, word of mouth marketing, PR.	Ik begrijp de vraag niet helemaal. Doel je op een specifieke eigenschap van een medium? Ik vind het lastig om hier op te antwoorden.
Respondent 5	ja	nee	Ik vind dit een lastige, omdat je zo geen media plant. Je plant media in een weloverwogen medianix die maximaal rendeert voor je doelstellingen. Als je uit zo bekijkt dan zou ik zeggen dat een media alternatief dat kanaal is wat in de opgestelde mediamix gelijk of beter in staat is om je doelstellingen te bereiken.
Respondent 6	Ik herken ze allemaal	Guerilla actie	De toepassing van een media alternatief moet optimaal renderen aan gespecificeerde doelstellingen bij specifieke doelgroepen

Respondent 7	Alle media worden door mij herkent, echter allen hebben eigen kenmerken en zijn derhalve inzetbaar voor verschillende, specifieke, vormen van marketing. Zo heeft gedrukte media een ander bereik qua doelgroep dan sociale media. Wij zetten deze dan ook verschillend	Wellicht opinion meters? Denk aan schermen op vluchthavens en meningtesters in taxi's (zoals in Shanghai). Deze meten voorkeuren maar zijn, meer indirect, marketinginstrumenten.	De mate waarin een specifiek element, waaraan een medium herkent kan worden, aanwezig is inzake een bepaald media alternatief.
Respondent 8	Ik herken ze.	Sponsoring.	De mogelijkheden die een medium biedt om de gewenste boodschap over te brengen bij de ontvanger.
Respondent 9	ja	Events & sponsoring	(beetje onduidelijke vraagstelling en ik zie een asterix achter alternatief maar zie geen verwijzing) Eigenschappen van een media type die je zorgvuldig vergelijkt met een ander media type om zo tot een optimale middelenkeuze te komen
Respondent 10	Ja	Nee	Informatief en overtuigend

Table 71: Questions 4 and 5

Respondent number	Vraag 4: In hoeverre vind jij dat alle karakteristieken van media even zwaar wegen b...	Vraag 5: Ieder media alternatief heeft zijn eigen set aan karakteristieken. Welke ka...
Respondent 1	Niet. Afhankelijk van de doelgroep en het doel van de campagne, moeten de verschillende karakteristieken tegen elkaar afgewogen worden en op basis van de beste fit, de juiste media gekozen worden.	Bereik, geloofwaardigheid (de manier waarop het overkomt), gemak/drempel (moeite die iemand moet doen om bereikt te worden door medium)
Respondent 2	Niet even zwaar	Snelheid en mogelijkheid tot interactie
Respondent 3	niet even zwaar, voor sommige merken (jong hip trendy) zul je hele andere media moeten gebruiken dan bij de marketing van een rollator	welke doelgroep je bereikt is belangrijk. en de zichtbaarheid
Respondent 4	Elk medium heeft zijn voor/nadelen. De keuze voor een medium hangt af van het doel van een campagne en de doelgroep. Op basis daarvan worden de karakteristieken afgewogen en een keuze gemaakt.	Dat hangt van het marketingdoel af. Voor elk doel een ander medium met andere karakteristieken die voorop staan. Zo kan bereik van belang zijn bij een campagne die zich richt op merkbekendheid. Voor directe conversie is CTR (bv. voor online) van groot belang. Voor interactie zijn engagement karakteristieken belangrijk.
Respondent 5	hangt ook sterk af van je doelstelling. Ben je uit op naamsbekendheid: tv, radio goed opties. Activatie media: email, bannerings. Je moet so wie so social media inzetten SocMed is eigenlijk al en wordt nog veel meer het belangrijkste onderdeel van de mediamix	bereik, engagement, doelgroep karakteristieken, kosten
Respondent 6	Veronderstele betrouwbaarheid, Onafhankelijkheid, Snelheid, bereik, Grip op de boodschap(interactiviteit) . Als je uit gaat van beleving door de ontvanger weegt niet elke karakteristiek even zwaar, en is afhankelijk van de specifieke ontvanger	Zie 5

Respondent 7	Dat is niet mogelijk. Specifieke karakteristieken dienen te worden gelieerd aan de doelstellingen van de communicatie actie. Het is echter vaak niet helder welke karakteristieken waaraan gekoppeld kunnen worden. Het is in beginsel zeer de vraag welke doelen men met de media en de marketing wil bereiken. Hoe zetten we de juiste media in ten opzichte van hetgeen we willen bewerkstelligen: merkbekendheid, hogere afzet/adoptie, tevredengheid, positieve attitude door goed imago et cetera	Reikwijdte dan wel bereik, interactieve component (bijvoorbeeld actief exploreren op website, dual opslaan in de hersenen: visueel, taalkundig en motorische koppeling aan informatie). Statisch of dynamisch. Vertaalslag van de informatie: visueel, tekst: lezen of gesproken tekst.
Respondent 8	Over het algemeneen doen ze dat niet, even zwaar wegen. Uiteraard afhankelijk van variabelen als de fase waarin de campagne zich bevindt, de boodschap die overgebracht dient te worden, karakteristieken van de doelgroep en het "product" zelf weegt de ene karakteristiek zwaarder dan de andere.	Bereik, "richness" zowel in audiovisueel als interactief aspect, kosten, persoonlijk vs anoniem, gevraagde moeite van de ontvanger, push vs pull.
Respondent 9	Als je een keuze maakt tussen media alternatieven (typen) zul je de criteria / karakteristieken waarop je een keuze gaat baseren moet wegen, ze zijn nooit allemaal gelijkwaardig lijkt mij	Bereik, kosten, selectiviteit. Umfeld, image / moderniteit medium versus merk uitstraling (passendheid bij merk) inzetbaarheid (kt dan wel lt)
Respondent 10	Vind ik niet. De doelgroep en doel bepalen de importantie	Informatiewaarde, toegankelijkheid en bereik

Table 72: Questions 6A and 6B

Respondent number	Vraag 6A: Welke karakteristieken zijn typerend voor adverteren met buitenmedia?	Vraag 6B: Wat vind je de belangrijkste voor en nadelen van adverteren met buitenmedia...
Respondent 1	In hoeverre het opvalt, dus gebruik van kleuren, lettertypen en de hoeveelheid informatie.	Bereik je een zeer groot publiek mee (lage drempel), maar een relatief klein gedeelte neemt de informatie echt op, zal er wat mee doen.
Respondent 2	Veel waste. Niet interactief	Relatief duur. Niet in doelgroep
Respondent 3	vaak zichtbaar bij bussen en trams	mensen die niet veel onderweg zijn krijgen het weinig te zien, verder is een voordeel dat als je erlangsloopt je er niet aan ontkomt om er naar te kijken.
Respondent 4	Branding, (weinig kwalitatief) bereik, vluchtig en daarmee weinig effectief in merkherinnering.	Targeting is niet goed mogelijk, het is zeer duur, de effectiviteit is (moeilijk) te meten. Het is eigenlijk geld in een zwart gat gooien met de hoop dat er wat uit komt. Doordat de consument tegenwoordig wordt overspoeld door reclame is er een blindheid ontstaan waar je als merk moeilijk doorheen kan breken. Traditionele vormen van reclame, zoals buitenmedia, werken daarom niet meer.
Respondent 5	Er zijn veel soorten buitenmedia, dus ook dat is niet altijd even reëel te beantwoorden. Maar in ieder geval is er veel waste, zijn ze meer gericht op verhogen naamsbekend, dan echt doelgroep gericht. Howwel er ook weer duidelijke technieken zijn om specifieker te targetten.	waste
Respondent 6	Medium massamediaal, actiematig	Onzichtbaarheid van de boodschap in het Umfeld van b.v. drukke straat, of bij het langsrijden.
Respondent 7	Sterk grafisch: visuele stimuli, kernachtige boodschap (informatie). Gebruik van logo	Voordeel: bereik, veel verschillende waarnemers. Locaties zijn goed en divers. \r\nNadeel: statisch, niet dynamisch, vluchtige waarneming, websites zijn meer dynamisch, explorerend.

Respondent 8	Redelijk groot bereik, weinig involvement van de ontvanger, lage rijkheid betreft audiovisueel en interactief aspect.	Voordelen: potentieel aan bereik, zowel betreft aantal ontvangers als aantal doelgroepen, benodigde techniek, gevraagde moeite van ontvanger.\r\nNadelen: vluchtig, lage involvement, moeilijk te bepalen wie de boodschap onder ogen komt, geen mogelijkheid tot interactiviteit.
Respondent 9	Frequentie vlakken, bereik, korte termijn inzet, locatie keuze (selectiviteit)	Voordeel: kt inzet en hoge frequentie op te kiezen locatie\r\nNadeel: duur
Respondent 10	Groot bereik, kleine informatiewaarde	Veel bekeken, maar slecht bereik bij specifieke doelgroep

Table 73: Questions 7A and 7B

Respondent number	Vraag 7A: Welke karakteristieken zijn typerend voor adverteren in print media?	Vraag 7B: Wat vind je de belangrijkste voor en nadelen van adverteren in print media?	Vraag 7C: Kun je verschillen in karakteristieken benoemen tussen verschillende soorten...
Respondent 1	Publiek dat de print leest, grootte bereik, afhankelijk van wat je wilt uitstralen. Keuze bepaalde print bepaalt deels imago.	Duidelijke doelgroepen/goed te segmenteren, je bereikt de juiste doelgroep. Doelgroep leest advertentie gericht. Genereert hoop bekendheid. \r\nNadelen, kosten per persoon dat je bereikt relatief hoog. Voordeel, niet haastig. Vast te pakken. Wel duur en veel waste. veel mensen bladeren zonder te kijken door, en geven er geen aandacht aan. omdat ze advertenties makkelijk herkennen.	Geloofwaardigheid, kosten, grootte bereik. Tijdschriften, heel specifieke doelgroep, huis-aan-huisbladen relatief goedkoop, maar lage geloofwaardigheid.
Respondent 2	Veel waste	voordelen: groot bereik, draagt bij aan betrouwbaarheid van het merk\r\nnadelen: duur, vluchtig (slechts 1 dag geldig), weinig meetbaar	Breed of relatief smal geografisch publiek
Respondent 3	vaak kort en bondig, doelgericht op een branche (met name bij tijdschriften)	te duur, te veel waste en te weinig effectief	doelgroep? sommige landelijk, sommige lokaal?
Respondent 4	Redelijk mogelijkheid tot targeting. Gericht op branding, actiemarketing schijnt ook goed mogelijk te zijn (denk aan de advertenties van krasreizen), prijzig regionale targeting en targeting op karakteristieken van de lezer.	Lage attentiewaarde, vluchtig, lage beleving, lage inactiviteit.	verschillen in targeting, bereik, uiteraard prijs, betrouwbaarheid (adverteren in NRC levert positieve associaties op dan adverteren in lokale suffertje)
Respondent 5	Vermeende betrouwbaarheid, snelheid, massamediaal	Voordeel: hoeveelheid tekst. Uitgebreide boodschap\r\nNadeel: wederom statisch en wordt steeds minder gelezen	targetting is hier wel de belangrijkste
Respondent 6	Visueel, statisch, veel tekst.		Dagbladen en tijdschriften zijn gekozen omfeden door de lezer, deze staat daardoor makkelijker open door opgenomen boodschappen. Huis aan huis is niet gekozen, laag kwalitatief in berichtgeving, dus lage impact Kranten hebben een groot bereik. Men is ontvankelijk voor het lezen van teksten. Tijdschriften kunnen zowel inhoudelijk als meer vermakelijk worden gelezen. Belangrijk dat de uitingen
Respondent 7			

aansluiten bij de doelgroep.

Respondent 8	Potentieel groot bereik, vrij hoge kosten, kennis van de doelgroep, weinig mogelijkheden tot interactiviteit, weinig mogelijkheden tot feedback tijdens communicatieproces.	Voordelen: potentieel aan bereik, hoge involvement van de ontvanger, kennis van de doelgroep.\r\nNadelen: beperkt bereik, juist door de specifieke doelgroepen die een bepaald blad lezen, kosten,	Bij tijdschriften en dagbladen weet je als zender veel meer van de lezer van elk blad dan bij huis-aan-huisbladen. Per product of boodschap is zodoende beter af te stemmen aan welke doelgroep je dit gaat blootstellen (hobby's, opinie, geslacht, leeftijd etc.). Dit kan bij huis-aan-huisbladen vanzelfsprekend niet. Bereik van huis-aan-huisbladen is, in potentie, heel groot (ook wat betreft verschillende doelgroepen).\r\nBetrokkenheid bij huis-aan-huisbladen is dus lager.
Respondent 9	Verschil maken tussen dagbladen en tijdschriften\r\ndagbladen: hoog bereik, inspelen actualiteit\r\nprint: hoog bereik, specifieke doelgroepen (selectiviteit) en levensduur (tijdschriften)	Voordelen krant: vandaag-op-morgen inzet dus inspelen op actualiteit\r\nNadelen krant: duur, kwaliteit advertenties, massa medium, minder geschikt om specifieke doelgroepen te bereiken\r\nVoordelen print: lange levensduur, specifieke doelgroepen te bereiken, mogelijkheden van sampling/inserts\r\nNadel en print: lange aanlevertijd, bereiksoverbouw pas na weken	zie hierboven
Respondent 10	Groot bereik. Doelgroep aanspreken en toegankelijk. Prikkelend	Goedkoop en veel informatie die je kwijt kunt	Bereik bij de specifieke doelgroep

Table 74: Questions 8A and 8B

Respondent number	Vraag 8A: Welke karakteristieken zijn typerend voor adverteren op de radio?	Vraag 8B: Wat vind je de belangrijkste voor en nadelen van adverteren op de radio?
Respondent 1	In hoeverre de commercial echt opvalt tussen de rest, gebruik van stemmen, muziek en informatie. Duur van de spot.	Groot bereik en goed te segmenteren. Mensen horen het wel, maar onthouden ze ook wat ze horen?
Respondent 2	Sterke formules. Indringend	Veel waste
Respondent 3	herhaling	je hebt er geen beeld bij, zommige namen zijn zo duidelijk als je ze ziet, dat heb je niet bij radio
Respondent 4	bereik, targeting, emotie	voordelen: je kan merkherkenning bevorderen dmv muziek/gesproken woord, mogelijk om via andere zintuigen het merk te laden, groot bereik (afhankelijk van de zender). nadelen: prijzig voor het produceren van een spotje, effectiviteit moeilijk te meten, grote kans om "genegeerd" te worden door de luisteraars.
Respondent 5	groot publiek, redelijk tot goed bereiksofbouw en redelijk medium voor call to action campagnes. duidelijk targetting op demografische kenmerken. Wel duur.	zie boven
Respondent 6	Massamediaal, lage kosten, specifieke doelgroepen	Veel verschillende stations, vluchtig, lage impact
Respondent 7	Auditief. Men moet de boodschap duidelijk kunnen converteren naar een product en rondom een imago. Inhoudelijk, er moet duidelijk informatie en een boodschap worden meegegeven (directie). Daarnaast is het verstandig te verwijzen naar een additionele locatie qua info: denk aan een website. Het bereik is groot, echter wordt steeds meer beperkt door nieuwe media (online- en sociale media)	Goedkoop en bereik is erg positief. Vele malen goedkoper dan televisiereclame. Nadelig is het feit dat de inhoudelijke informatie heel goed moet aanslaan bij de toehoorder. Men moet actief de informatie willen verwerken. Er zijn geen visuele cue's et cetera.

Respondent 8	Push-strategie, bereik redelijk, geringe involvement ontvanger.	Voordelen: redelijke kennis van de doelgroep, redelijk bereik, weinig moeite gevraagd van de ontvanger. Kosten? Nadelen: geen invloed op de situatie waarin de boodschap bij de ontvanger komt, waardoor de aandacht voor het medium en vooral de boodschap vaak te laag is om een indruk achter te laten bij de ontvanger.
Respondent 9	actueel en actiematig medium, kostenefficient, productie spots rel goedkoop, ondersteunend medium	voordelen: actualiteit, kostenefficient, nadelen: geen beeld, vluchtig medium (je zit in de auto of je bent thuis andere dingen aan het doen, je gaat nooit echt voor radio zitten)
Respondent 10	Vluchtig en lage informatie dichtheid	Redelijk duur en tegenwoordig minder en minder luisteraars

Table 75: Questions 9A and 9B

Respondent number	Vraag 9A: Welke karakteristieken zijn typerend voor adverteren op de televisie?	Vraag 9B: Wat vind je de belangrijkste voor en nadelen van adverteren op de televisie...
Respondent 1	Wederom gebruik van muziek, stemmen en informatie. Wat wil je overbrengen/imago? Gebruik van humor, keuze van zender zeer bepalend voor je boodschap.	Bereikt een goed te bepalen doelgroep en mensen kijken er actiever naar dan bijvoorbeeld radio. Echter hoge kosten voor flights.
Respondent 2	Duur, veel waste relatie weinig segmentatie	Zie 14
Respondent 3	herhaling	duur!
Respondent 4	groot bereik, mogelijkheid tot grotere emotionele betrokkenheid, gigantisch duur, weinig targeting mogelijk, effectiviteit moeilijk meetbaar	zie boven.
Respondent 5	groot bereik blijft het belangrijkste kanaal om bereik mee op te bouwen. Ook og steeds onder bijvoorbeeld een moeilijke doelgroep als jongeren.	bereik (voordeel), kosten (nadeel) waste (nadeel), geen engagement (nadeel)
Respondent 6	Massamediaal ,	Hogere beleving, interactief, wegzappende consument
Respondent 7	Visueel, erg belangrijk. Dynamisch. De combinatie van tekst (lezen en gesproken), Auditief ook middels muziek, bewegende visuele stimuli. Groot bereik	Voordeel: combinatie van visuele stimuli, auditieve aspecten en het dynamische karakter maakt dat waarnemers het makkelijk en dieper opslaan, erg belangrijk. Helaas zijn televisie reclames er duur. De voordelen zijn ook van toepassing bij online en sociale media die als een goedkoper alternatief gelden.
Respondent 8	Push strategie. Audiovisueel.	Voordelen: veel gebruikt/bekeken medium, mogelijkheid tot een groot bereik, audiovisueel rijk, dus zowel beelden als tune/slogan kunnen worden herinnerd, redelijke kennis van de doelgroep per zender. Nadelen: duur, weinig invloed op de mate van aandacht van de ontvanger, weinig interactiviteit, weinig feedback tijdens de communicatie.

Respondent 9	snel opbouwen van awareness en beeld en geluid! kosten: hoog! productie tvc duur	voordeel: awareness opbouw in rel kort tijd nadeel: kosten, en TV wordt ook steeds vluchtiger medium in de wereld van social media, wappen, sms-en etc
Respondent 10	Duur bij groot bereik. Prijs afhankelijk van kijkersaantallen	Keuze van doelgroep

Table 76: Questions 10A and 10B

Respondent number	Vraag 10A: Welke karakteristieken zijn typerend voor adverteren per direct marketing?	Vraag 10B: Wat vind je de belangrijkste voor en nadelen van direct marketing als adver...
Respondent 1	Opmaak, manier van boodschap overbrengen, korte/duidelijke boodschap.	Valt het op, lezen mensen het echt? Relatief goedkope manier om mensen te bereiken.
Respondent 2	Hoge attentiewaarde	Waste en onpersoonlijk
Respondent 3	echt typische irritante reclame op de deurmat...	veel gaat ongeopend in de prullenbak
Respondent 4	gericht op conversie, getarget, relatief goedkoop	conversie is laag
Respondent 5	rechtstreeks bij gepercipieerde doelgroep	kan als opdringer ervaren worden en irritant, dus gevaar voor reputatie. Ook niet echt heel erg effectief.
Respondent 6	Een op een, attentiewaarde	Betrouwbaarheid niet hoog door jarenlange spam in de bus
Respondent 7	Gericht op een persoon/organisatie: Personalisering. Geeft een meer betrokken gevoel = meer ontvankelijk. Vaak gedrukte media.	Persoonlijke boodschap. Nieuwe media is lastig personaliseren en veelal resulteert dit in geveinsde personaliseerde reclame uitingen online.
Respondent 8	Push strategie. Groot bereik. Persoonlijk mensen aan te spreken.	Voordelen: bereik groot (je weet zeker dat men het onder ogen krijgt), persoonlijk mensen aan te spreken. Nadelen: risico van irritatie door perceptie van inbreuk op privacy (waarom mij hier thuis mee lastig vallen?), kosten, lage rijkheid aan audiovisueel karakter.
Respondent 9	1 op 1, selectieve doelgroep, kostenefficient, geen waste	voordelen: direct communiceren met consument, rel lage kosten nadelen: statisch medium
Respondent 10	Direct bereik met doelgroep	Mensen waarderen het vaak niet en gooien het snel bij het oud papier

Table 77: Questions 11A and 11B

Respondent number	Vraag 11A: Welke karakteristieken zijn typerend voor adverteerders per e-mail?	Vraag 11B: Wat vind je de belangrijkste voor en nadelen van e-mail als adverteermiddel...
Respondent 1	Gemak en massa.	Simpel en goedkoop. Lezen de mensen het echter wel?
Respondent 2	Goede segmentatie mogelijk	Snel , maar ook overkill
Respondent 3	snel, en makkelijk opzegbaar	k
Respondent 4	goedkoop, eenvoudig in gebruik, meetbaar, gericht op conversie, mogelijkheid tot targeting, makkelijk a/b testen	zie boven.
Respondent 5	idem als dm	idem als spam
Respondent 6	Goedkoop, snel, een op een mits goed toegepast	Spam, geen aandacht door veel email op een dag, prullenbak Voordeel: Informatief, zowel geschreven tekst als visuele media, echter ook mogelijk tot bijsluiten van extra zaken als bijlagen (tekst, audio video) Nadeel, veel e-mail verkeer reduceert de verwerking (men leest snel of niet of scannen)
Respondent 7	Eenvoudig, globaal inzetbaar, goedkoop. Groot bereik.	
Respondent 8	Push strategie, persoonlijk, interactief, gevraagde moeite van de ontvanger.	Voordelen: kennis van de doelgroep (door zowel cookies als ooit de toestemming mail te ontvangen, aangezien ontvanger ooit heeft aangegeven hier niet op tegen te zijn), waardoor involvement redelijk groot, enigszins interactief (ontvanger zal link kunnen aanklikken en evt wensen kunnen kenbaar maken), bereik. Nadelen: irritatiefactor, mogelijkheid om de mails te blokken, gevraagde inspanning door de ontvanger, gering aantal doelgroepen te bereiken, gevraagde technische basis die nodig is mails te ontvangen.
Respondent 9	actueel inzet en gebruik, 1 op 1 communicatie, lage kosten	voordeel: kt inzet, direct response te meten, lage kosten nadeel: juiste moment van verzenden kiezen anders kans op waste (email wordt veelal onder werktijd ontvangen/gelezen en dan wordt je weggeslikt)
Respondent 10	Direct, snel, groot bereik	Snel getypeerd als spam en bereikt te weinig de juiste plek

Table 78: Questions 12A and 12B

Respondent number	Vraag 12A: Welke karakteristieken zijn typerend voor internet marketing (SEO, SEA, Ban...	Vraag 12B: Wat vind je de belangrijkste voor en nadelen van internet marketing?
Respondent 1	Gemak, massa, op welke website (zeer bepalend voor je geloofwaardigheid).	Relatief duur, search engine woorden afkopen bijvoorbeeld. Het is wel ontzettend gemakkelijk en bereikt heel veel mensen.
Respondent 2	Met scherp schieten is mogelijk	Veel data beschikbaar
Respondent 3	heel toepasbaar op de zoektermen die gebruikt zijn.	vaak wel in lijn met waar de persoon achter de computer mee bezig is/ of zich mee bezig houdt.
Respondent 4	gericht op conversie, sluit aan bij huidig mediagebruik, goed meetbaar, optimaliseren gaat eenvoudig, inzichten zijn te gebruiken voor andere vormen van marketing, relatief goedkoop, met name sea is kostenmodel gebaseerd op daadwerkelijke clicks ipv niet meetbare termen als bereik.	
Respondent 5	SEA SEO en bannering zijn echt wezenlijk andere kanalen.\r\nSEO is iets wat sowieso moet gebwuren. Het is geen kanaal meer een voorwaarde. SEA is zeer effectief omdat door de targetting mogelijkheden je ook terecht komt bij de vraag die de zoeker heeft. Zeker bij gebruik van het inhoudsnetwerk van Google. \r\nBannering daaren tegen is weer veel minder effectief. Hoewel er in de keuze van de media en door slimme targetting technieken wel dichter op de interessewereld van de doelgroep getarget kan worden, blijft het toch een minder effectief kanaal.	targetting, trackable, aanpasbaar in tijd, dus effectiviteit beter te reguleren.
Respondent 6	Snel, interactief, breed inzetbaar	Vluchig, overkill,
Respondent 7	Identificeren van latente behoeftes op basis van big data. Online en dus niet offline. Groot bereik (ook globaal). Komt tegemoet aan de wensen van specifieke groepen (jongeren en jong volwassenen erg actief online). Visueel, tekstueel maar ook audio en video	Voordelen, groter (globaal) bereik, goedkoper dan televisie reclame (op de meeste websites) \ 'Gratis\ ' op eigen websites. Dynamisch, informatief, visuele stimuli, audio en video mogelijk. Geen specifieke nadelen.

Respondent 8	Interactief, pull-strategie, bereik doelgroepspecifiek.	Voordelen: door pullstrategie hoge betrokkenheid van de ontvanger, interactiviteit, kennis van de doelgroep, aandacht van de ontvanger.\r\nNadelen: technische benodigdheden, mogelijk irritatie door bannering (redelijk push-strategisch), gevraagde inspanning van de ontvanger.
Respondent 9	awareness opbouwen op kt, inspelen op actualiteit,	voordeel: kt inzet en actualiteit\r\nnadeel: veelal laag bereik en alleen bij goede campagnes hoge conversie, bannering wordt vaak als irritant ervaren en weggklikt
Respondent 10	Lang aanwezig	Veel bekeken en herhaalde bekielwaarde

Table 79: Questions 13A and 13B

Respondent number	Vraag 13A: Welke karakteristieken zijn typerend voor adverteren met sociale media?	Vraag 13B: Wat vind je de belangrijkste voor en nadelen van adverteren met sociale med...
Respondent 1	Hip, iedereen doet 't tegenwoordig en als bedrijf 'moet' je het nu ook doen.	Heel groot bereik, iedereen heeft namelijk social media. Maar is het niet teveel, associeren mensen het daardoor niet negatief? Klein gedeelte doet wat met commercial.
Respondent 2	Snel modern	Goedkoop
Respondent 3	nieuw, hip, trendy	veel bereik, maar moeilijk om helemaal te doordringen. Veel creativiteit bij nodig.
Respondent 4	vooral gericht op interactie, dialoog aangaan met klanten, mogelijkheid tot vergroten van binding met het merk, goedkoop	zie boven.
Respondent 5	engagement opbouwen, hoog viraal gehalte, reputatiebouwer, essentieel dat elke organisatie dit opbouwd, uitbouwd om ook in de toekomst advertentiecampaagnes beter te laten aansluiten. SocMe verhoogt de effectiviteit van advertentiecampaagnes	zie boven
Respondent 6	Snel, olievlekwerking, "nieuw"	Doelgroepen zien het als spam, of acties vervelen snel.
Respondent 7	Groot bereik, snelle verwerking, potentie om zichzelf te verspreiden (bijvoorbeeld ReTweeten). Informatie middels tekst en visuele stimuli. Belangrijk voor specifieke doelgroepen	Voordelen: zie boven. Nadelen: veel boodschappen, overkill van reclame, boodschappen en meer. Wordt steeds lastiger voor de consumenten om onderscheidt te maken tussen alle verschillende uitingen.
Respondent 8	Interactief, sociaal, netwerk.	Voordelen: hoge betrokkenheid, kennis van de doelgroep, mogelijkheid van word-of-mouth, interactief. Nadelen: technische benodigdheden, beperkt aantal doelgroepen te bereiken, gevraagde inspanning van de ontvanger.
Respondent 9	actualiteit, modern medium, rel jonge doelgroep, interactief	voordeel: actualiteit, interactiviteit, rechtstreeks praten met de consument, kwalitatieve contacten nadeel: bereik??, kosten(in)efficiëntie??

**Respondent
10**

Zeer hedendaags en goed bereik bij het
jongere publiek

Zeer direct en specifiek bereik bij de
doelgroep

Appendix D: Delphi study first and second round Results

Table 80: Delphi study first round coding results

Media Characteristics	Outdoor Media	Print Media	Radio	Television	Direct Marketing	E-mail Marketing	Internet Marketing	Social Media
Negative Attention	-2	-3	-5	-3	-3	-2	-2	-1
Positive Attention	2	2	1	2	2	1	4	2
Negative Stimulation	-2	-2	-1	0	-1	0	0	0
Positive Stimulation	1	4	5	3	2	2	2	6
Negative Credibility	0	-3	0	-1	-4	-3	-1	0
Positive Credibility	0	3	0	0	0	0	0	0
Negative Reproduction	-1	0	-1	0	0	0	0	0
Positive Reproduction	0	0	0	1	0	0	0	0
Negative Clutter	-1	0	-2	0	0	-3	-1	-2
Positive Clutter	0	0	0	0	0	0	0	0
Negative Appeal	-3	-3	-4	0	-2	0	0	0
Positive Appeal	2	1	2	6	1	1	2	1
Negative Content	-3	-1	-3	0	-2	0	0	0
Positive Content	0	2	0	0	0	2	0	0
Negative Customization	0	0	0	0	-1	0	0	0
Positive Customization	0	0	0	0	2	1	0	0
Negative Opportunities	0	0	0	0	0	0	0	0
Positive Opportunities	0	2	0	0	0	0	0	0
Negative Interactivity	-4	-2	0	-1	0	0	0	0
Positive Interactivity	0	1	0	1	5	5	2	7
Negative Selectivity	-4	-4	0	-4	0	-2	-1	0
Positive Selectivity	5	19	6	4	5	5	9	4
Negative PA audience	-3	-3	-1	-3	-1	0	0	0

Positive PA audience	0	0	0	0	1	0	0	6
Negative Frequency	0	0	0	0	0	0	0	0
Positive Frequency	1	0	1	1	0	0	1	0
Negative Exposure Time	-3	-2	-4	0	0	0	-1	0
Positive Exposure Time	2	4	0	0	0	1	1	0
Negative Reach	-1	-4	-1	-1	0	0	-1	-2
Positive Reach	8	17	11	10	2	5	6	4
Negative Costs	-3	-9	-4	-13	-1	0	-1	-1
Positive Costs	0	2	7	0	4	7	2	3
Negative Development Time	0	-2	0	0	0	0	0	0
Positive Development Time	0	3	2	0	0	5	4	5

Table 81: *Delphi study second round Likert results*

Media Characteristics	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6	Respondent 7	Respondent 8	Respondent 9	Respondent 10
Attention	4	5	4	5	5	4	5	4	5	2
Stimulation	4	4	5	4	3	4	4	4	4	4
Credibility	2	4	5	4	5	4	3	5	4	4
Reproduction	3	3	3	3	4	4	2	4	2	3
Appeal	3	4	5	4	4	3	4	2	2	2
Clutter	5	4	4	5	5	4	3	5	4	5
Content	4	4	2	2	4	4	4	3	1	2
Customization	4	4	5	4	2	4	5	5	5	4
Interactivity	5	4	4	4	3	4	4	4	5	4
Selectivity	5	4	4	4	5	4	5	5	5	4
PA Audience	3	4	3	2	2	4	3	4	3	2
Frequency	4	4	4	4	4	4	3	4	1	3
Exposure time	4	4	3	4	3	4	2	2	1	4

Reach	4	4	3	3	5	4	5	2	2	1
Development time	5	4	3	4	2	4	4	5	1	2
Costs	5	5	4	5	4	4	2	4	4	4
Ease of use	4	4	3	3	4	4	3	5	5	2
Measurability	3	4	4	5	4	4	5	4	5	4

Appendix E: Delphi study first round graphs

Total number of positive and negative characteristics filtered by media characteristics.

The following pages contain the following images:

Comparison list Media alternatives characteristics in relation to Media Perception

Comparison list Media alternatives characteristics in relation to Media Options

Comparison list Media alternatives characteristics in relation to Media Coverage

Comparison list Media alternatives characteristics in relation to Media Costs

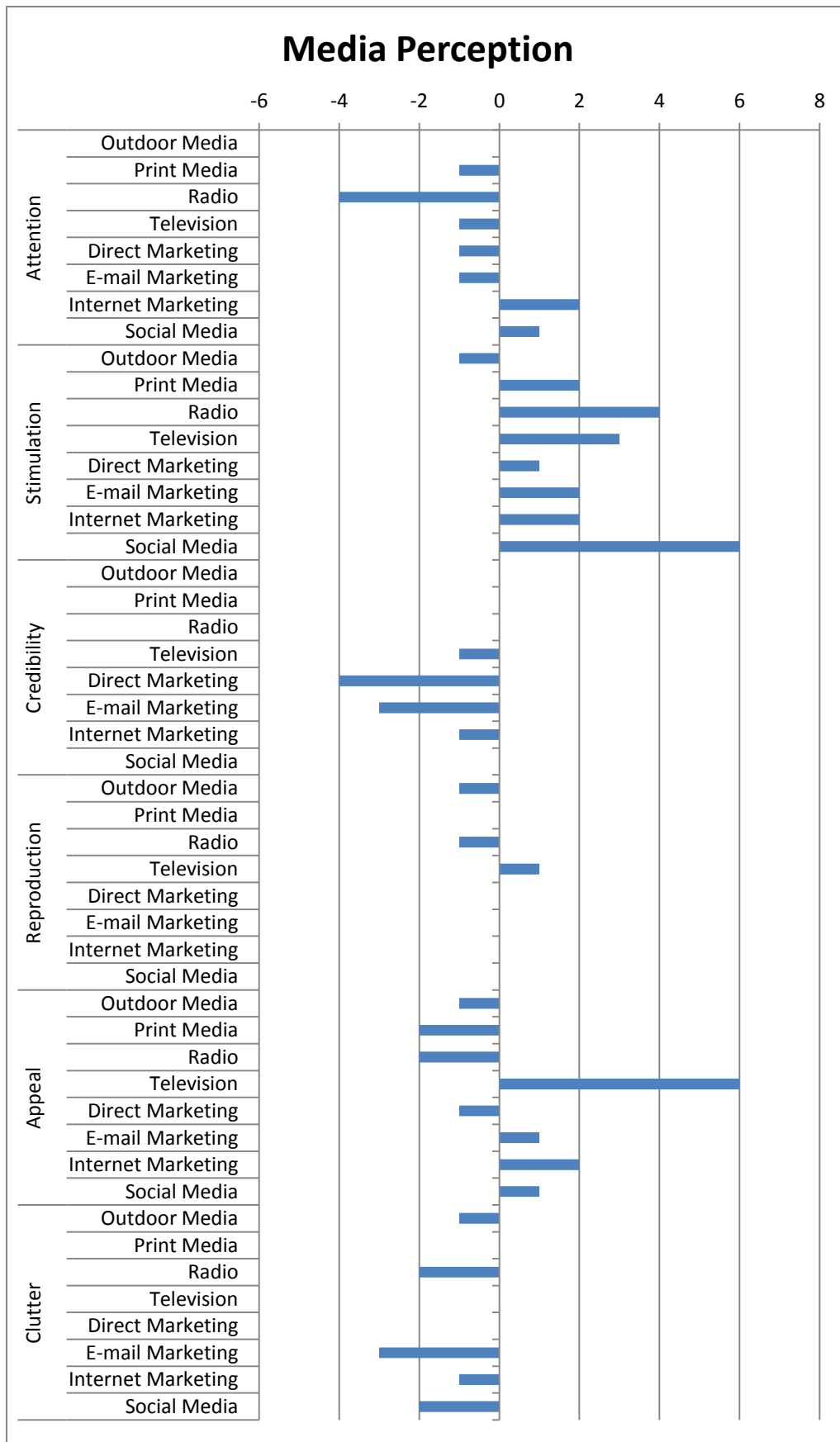


Figure 34: Comparison list Characteristics Media Perception

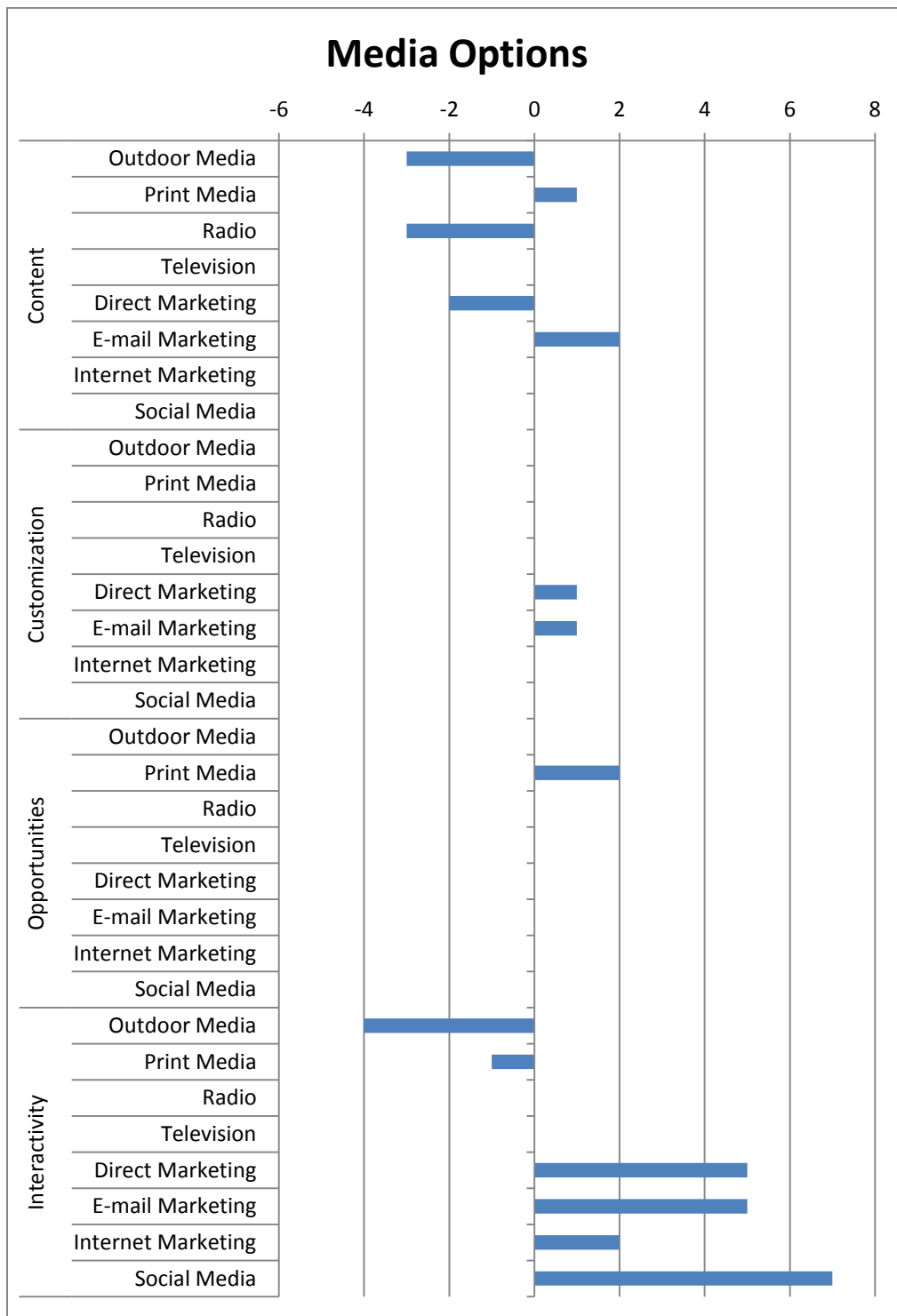


Figure 35: Comparison list Characteristics Media Options

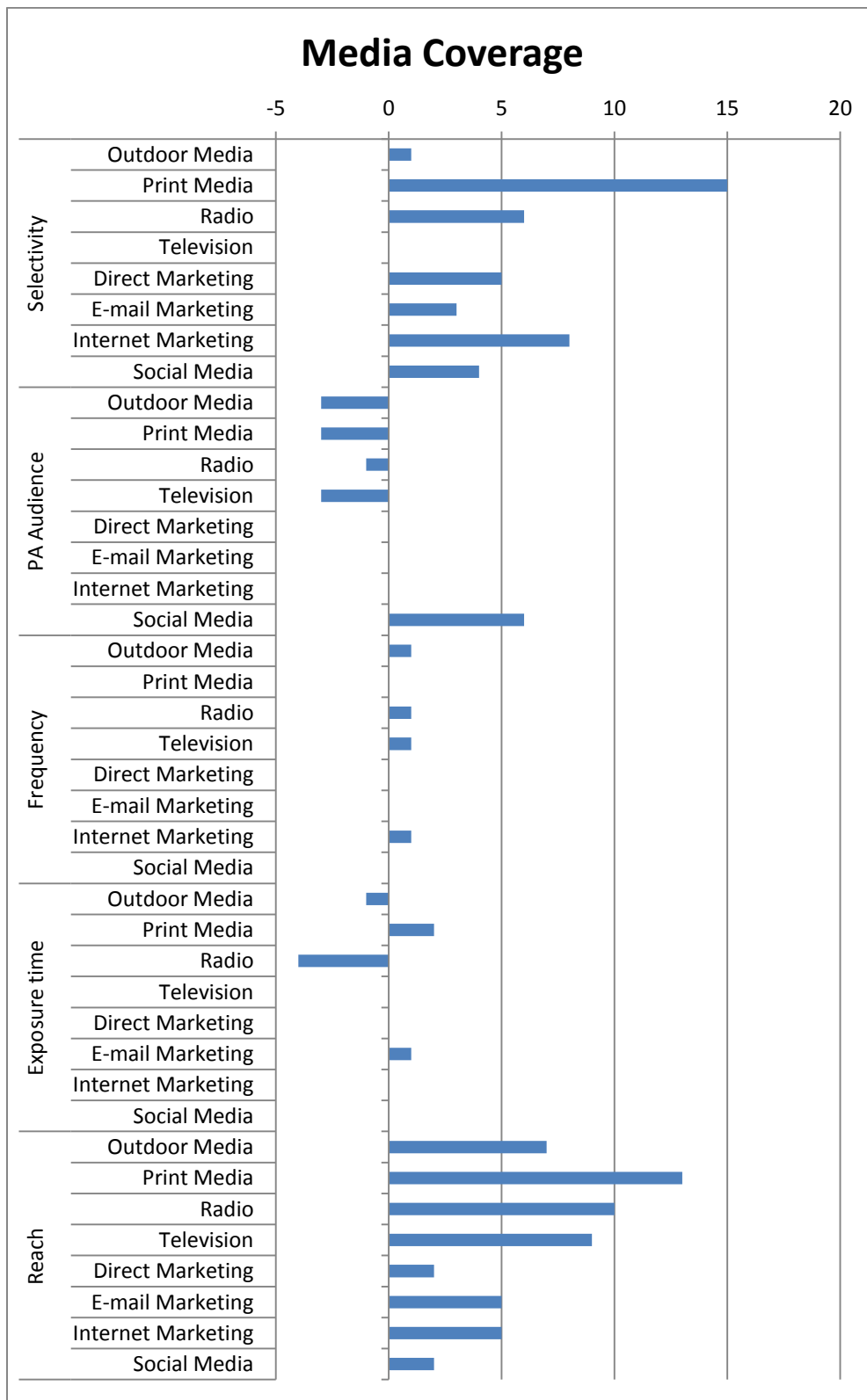


Figure 36: Comparison list Characteristics Media Coverage

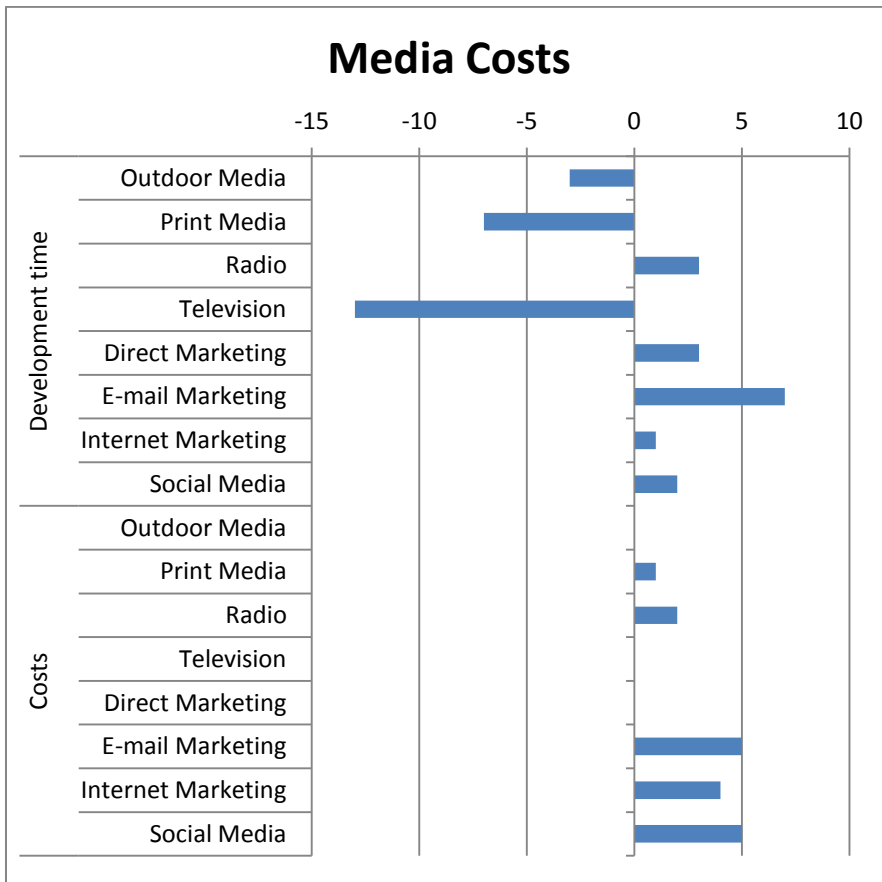


Figure 37: Comparison list Characteristics Media Costs

Appendix F: Questionnaire Second Round Delphi Study (Dutch)

Beste deelnemer,

Hartelijk dank voor je deelname aan de eerste ronde van de Delphi studie in het kader van mijn afstudeeronderzoek voor mijn opleiding Communication Studies aan de Universiteit Twente. In de eerste ronde hebben 10 experts op het gebied van marketing aangegeven welke karakteristieken van media zij van invloed achten bij de selectie van media voor merk campagnes van FMCG organisaties.

Graag zou ik je in deze korte enquête willen vragen om deze antwoorden nog eens te beoordelen. Deze vragenlijst bestaat uit vijftien stellingen. Deze stellingen kun je beantwoorden met een zogenaamde "Likert" schaal, waarin je kunt aangeven op een schaal van 1 (Bijvoorbeeld helemaal oneens) tot 5 (Bijvoorbeeld helemaal eens) wat je van bepaalde zaken vindt. Deze vragenlijst duurt ongeveer 5 minuten.

Alle gegevens en antwoorden worden strikt vertrouwelijk behandeld, en alleen gebruikt voor aan dit onderzoek gerelateerde zaken.

Nogmaals hartelijk dank.
Met vriendelijke groet,

Ruben Blair

UNIVERSITEIT TWENTE.

Persoonlijke Gegevens

Naam:

Man/Vrouw:

Leeftijd:

Functie:

E-mail:

Tweede ronde

Het eerste onderdeel van deze vragenlijst bevat 19 stellingen. Geef aan wat je van deze stellingen vindt. Je kunt je oordeel geven op een schaal van 1 (Helemaal mee oneens) tot 5 (Helemaal mee eens). Geef daarna aan op een schaal van 1 (Heel onbelangrijk) tot 5 (Heel belangrijk), hoe belangrijk je deze karakteristieken vindt.

Attention/Attentie

De mate waarin een bepaald medium de attentie van de consument kan trekken vind ik belangrijk bij de keuze voor dat medium.

Helemaal mee oneens <input type="checkbox"/>	Oneens <input type="checkbox"/>	Neutraal <input type="checkbox"/>	Eens <input type="checkbox"/>	Helemaal mee eens <input type="checkbox"/>
---	------------------------------------	--------------------------------------	----------------------------------	---

Stimulation/Stimulatie

De mate waarin een bepaald medium een emotionele boodschap kan overbrengen of een emotionele reactie kan uitlokken vind ik belangrijk bij de keuze voor dat medium.

Helemaal mee oneens <input type="checkbox"/>	Oneens <input type="checkbox"/>	Neutraal <input type="checkbox"/>	Eens <input type="checkbox"/>	Helemaal mee eens <input type="checkbox"/>
---	------------------------------------	--------------------------------------	----------------------------------	---

Credibility/Betrouwbaarheid

De mate waarin een bepaald medium betrouwbaarheid of prestige uitstraalt vind ik belangrijk bij de keuze voor dat medium.

Helemaal mee oneens <input type="checkbox"/>	Oneens <input type="checkbox"/>	Neutraal <input type="checkbox"/>	Eens <input type="checkbox"/>	Helemaal mee eens <input type="checkbox"/>
---	------------------------------------	--------------------------------------	----------------------------------	---

Reproduction/Reproductie

De mate waarin een advertentie kan worden gereproduceerd door de doelgroep vind ik belangrijk bij de keuze voor een medium.

Helemaal mee oneens <input type="checkbox"/>	Oneens <input type="checkbox"/>	Neutraal <input type="checkbox"/>	Eens <input type="checkbox"/>	Helemaal mee eens <input type="checkbox"/>
---	------------------------------------	--------------------------------------	----------------------------------	---

Appeal/Aantrekking

De mate waarin een bepaald medium (gelijktijdig) kan communiceren via zien, geluid, smaak, aanraking, geur vind ik belangrijk bij de keuze voor dat medium.

Helemaal mee oneens <input type="checkbox"/>	Oneens <input type="checkbox"/>	Neutraal <input type="checkbox"/>	Eens <input type="checkbox"/>	Helemaal mee eens <input type="checkbox"/>
---	------------------------------------	--------------------------------------	----------------------------------	---

Clutter/Concurrentie

De mate waarin een boodschap zich kan onderscheiden tussen het grote aantal concurrerende aanbiedingen / berichten vind ik belangrijk bij de keuze voor een medium.

Helemaal mee oneens <input type="checkbox"/>	Oneens <input type="checkbox"/>	Neutraal <input type="checkbox"/>	Eens <input type="checkbox"/>	Helemaal mee eens <input type="checkbox"/>
---	------------------------------------	--------------------------------------	----------------------------------	---

Content/Inhoud

De hoeveelheid informatie die ik kan sturen vind ik belangrijk bij de keuze voor een medium.

Helemaal mee oneens <input type="checkbox"/>	Oneens <input type="checkbox"/>	Neutraal <input type="checkbox"/>	Eens <input type="checkbox"/>	Helemaal mee eens <input type="checkbox"/>
---	------------------------------------	--------------------------------------	----------------------------------	---

Customization/Aanpassing

De mate waarin aanpassingen voor een specifieke persoon of doelgroep gemaakt kunnen worden vind ik belangrijk bij de keuze voor een medium.

Helemaal mee oneens <input type="checkbox"/>	Oneens <input type="checkbox"/>	Neutraal <input type="checkbox"/>	Eens <input type="checkbox"/>	Helemaal mee eens <input type="checkbox"/>
---	------------------------------------	--------------------------------------	----------------------------------	---

Interactivity/Interactiviteit

De mate van interactie met de ontvanger vind ik belangrijk bij de keuze voor dat medium.

Helemaal mee oneens <input type="checkbox"/>	Oneens <input type="checkbox"/>	Neutraal <input type="checkbox"/>	Eens <input type="checkbox"/>	Helemaal mee eens <input type="checkbox"/>
---	------------------------------------	--------------------------------------	----------------------------------	---

Selectivity/Selectiviteit

De mate waarin een specifieke doelgroep benaderd kan worden vind ik belangrijk bij de keuze voor een medium.

Helemaal mee oneens <input type="checkbox"/>	Oneens <input type="checkbox"/>	Neutraal <input type="checkbox"/>	Eens <input type="checkbox"/>	Helemaal mee eens <input type="checkbox"/>
---	------------------------------------	--------------------------------------	----------------------------------	---

PA Audience/Overig publiek

De mate waarin een medium indirect bereik heeft (anders dan de oorspronkelijke doelgroep) vind ik belangrijk bij de keuze voor een medium.

Helemaal mee oneens <input type="checkbox"/>	Oneens <input type="checkbox"/>	Neutraal <input type="checkbox"/>	Eens <input type="checkbox"/>	Helemaal mee eens <input type="checkbox"/>
---	------------------------------------	--------------------------------------	----------------------------------	---

Frequency/Frequentie

De mate waarin een advertentie door een persoon op meer dan een gelegenheid kan worden gezien vind ik belangrijk bij de keuze voor dat medium.

Helemaal mee oneens <input type="checkbox"/>	Oneens <input type="checkbox"/>	Neutraal <input type="checkbox"/>	Eens <input type="checkbox"/>	Helemaal mee eens <input type="checkbox"/>
---	------------------------------------	--------------------------------------	----------------------------------	---

Exposure time/blootstellingstijd

De mate waarin de ontvanger een reclameboodschap voor een langere periode kan bekijken vind ik belangrijk bij de keuze voor dat medium.

Helemaal mee oneens <input type="checkbox"/>	Oneens <input type="checkbox"/>	Neutraal <input type="checkbox"/>	Eens <input type="checkbox"/>	Helemaal mee eens <input type="checkbox"/>
---	------------------------------------	--------------------------------------	----------------------------------	---

Reach/Bereik

De mate waarin een bepaald medium een relatief groot bereik heeft vind ik belangrijk bij de keuze voor dat medium.

Helemaal mee oneens <input type="checkbox"/>	Oneens <input type="checkbox"/>	Neutraal <input type="checkbox"/>	Eens <input type="checkbox"/>	Helemaal mee eens <input type="checkbox"/>
---	------------------------------------	--------------------------------------	----------------------------------	---

Development time/Ontwikkel tijd

De tijd dat het kost om een advertentie te ontwikkelen op een bepaald medium vind ik belangrijk bij de keuze voor dat medium.

Helemaal mee oneens <input type="checkbox"/>	Oneens <input type="checkbox"/>	Neutraal <input type="checkbox"/>	Eens <input type="checkbox"/>	Helemaal mee eens <input type="checkbox"/>
---	------------------------------------	--------------------------------------	----------------------------------	---

Costs/Kosten

De kosten die komen kijken bij de ontwikkeling en inzet van een boodschap vind ik belangrijk bij de keuze voor een medium.

Helemaal mee oneens <input type="checkbox"/>	Oneens <input type="checkbox"/>	Neutraal <input type="checkbox"/>	Eens <input type="checkbox"/>	Helemaal mee eens <input type="checkbox"/>
---	------------------------------------	--------------------------------------	----------------------------------	---

Ease of use/Gebruikersgemak

De mate waarin een gebruiker makkelijk om kan gaan met een bepaald medium vind ik belangrijk bij de keuze dat medium.

Helemaal mee oneens <input type="checkbox"/>	Oneens <input type="checkbox"/>	Neutraal <input type="checkbox"/>	Eens <input type="checkbox"/>	Helemaal mee eens <input type="checkbox"/>
---	------------------------------------	--------------------------------------	----------------------------------	---

Measurability/Meetbaarheid

De mate waarin ik de resultaten kan meten van een bepaald medium vind ik belangrijk bij de keuze van dat medium.

Helemaal mee oneens <input type="checkbox"/>	Oneens <input type="checkbox"/>	Neutraal <input type="checkbox"/>	Eens <input type="checkbox"/>	Helemaal mee eens <input type="checkbox"/>
---	------------------------------------	--------------------------------------	----------------------------------	---

Bij de volgende vragen is het de bedoeling dat je de elementen in de tabel classificeert op basis van gewichtigheid. De hiërarchie wordt bepaald door een getalsmatige rangorde aan te brengen.

Het is nu de bedoeling dat je ieder element beoordeeld op een schaal van 1 – 6 waarbij ieder getal slechts eenmaal gebruikt mag worden.

Media Perceptie	Rangorde
Attention/Attentie De mate waarin een bepaald medium de attentie van de consument kan trekken vind ik belangrijk bij de keuze voor dat medium.	
Stimulation/Stimulatie De mate waarin een bepaald medium een emotionele boodschap kan overbrengen of een emotionele reactie kan uitlokken vind ik belangrijk bij de keuze voor dat medium.	
Credibility/Betrouwbaarheid De mate waarin een bepaald medium betrouwbaarheid of prestige uitstraalt vind ik belangrijk bij de keuze voor dat medium.	
Reproduction/Reproductie De mate waarin een advertentie kan worden gereproduceerd door de doelgroep vind ik belangrijk bij de keuze voor een medium.	
Appeal/Aantrekking De mate waarin een bepaald medium (gelijktijdig) kan communiceren via zien, geluid, smaak, aanraking, geur vind ik belangrijk bij de keuze voor dat medium.	
Clutter/Concurrentie De mate waarin een boodschap zich kan onderscheiden tussen het grote aantal concurrerende aanbiedingen / berichten vind ik belangrijk bij de keuze voor een medium.	

Het is nu de bedoeling dat je ieder element beoordeeld op een schaal van 1 – 3 waarbij ieder getal slechts eenmaal gebruikt mag worden.

Media opties	Rangorde
Content/Inhoud De hoeveelheid informatie die ik kan sturen vind ik belangrijk bij de keuze voor een medium.	
Customization/Aanpassing De mate waarin aanpassingen voor een specifieke persoon of doelgroep gemaakt kunnen worden vind ik belangrijk bij de keuze voor een medium.	

Interactivity/Interactiviteit De mate van interactie met de ontvanger vind ik belangrijk bij de keuze voor dat medium.	
--	--

Het is nu de bedoeling dat je ieder element beoordeeld op een schaal van 1 – 5 waarbij ieder getal slechts eenmaal gebruikt mag worden.

Media dekking	Rangorde
Selectivity/Selectiviteit De mate waarin een specifieke doelgroep benaderd kan worden vind ik belangrijk bij de keuze voor een medium.	
PA Audience/Overig publiek De mate waarin een medium indirect bereik heeft (anders dan de oorspronkelijke doelgroep) vind ik belangrijk bij de keuze voor een medium.	
Frequency/Frequentie De mate waarin een advertentie door een persoon op meer dan een gelegenheid kan worden gezien vind ik belangrijk bij de keuze voor dat medium.	
Exposure time/blootstellingstijd De mate waarin de ontvanger een reclameboodschap voor een langere periode kan bekijken vind ik belangrijk bij de keuze voor dat medium.	
Reach/Bereik De mate waarin een bepaald medium een relatief groot bereik heeft vind ik belangrijk bij de keuze voor dat medium.	

Het is nu de bedoeling dat je ieder element beoordeeld op een schaal van 1 – 2 waarbij ieder getal slechts eenmaal gebruikt mag worden.

Media kosten	Rangorde
Development time/Ontwikkel tijd De tijd dat het kost om een advertentie te ontwikkelen op een bepaald medium vind ik belangrijk bij de keuze voor dat medium.	
Costs/Kosten De kosten die komen kijken bij de ontwikkeling en inzet van een boodschap vind ik belangrijk bij de keuze voor een medium.	

Het is nu de bedoeling dat je ieder element beoordeeld op een schaal van 1 – 2 waarbij ieder getal slechts eenmaal gebruikt mag worden.

Overig	Rangorde
Ease of use/gebruiksgemak De mate waarin een gebruiker makkelijk om kan gaan met een bepaald medium vind ik belangrijk bij de keuze dat medium.	
Measurability/Meetbaarheid De mate waarin ik de resultaten kan meten van een bepaald medium vind ik belangrijk bij de keuze van dat medium.	

Bij de volgende vraag is het wederom de bedoeling dat je de elementen in de tabel classificeert op basis van gewichtigheid. De hiërarchie wordt bepaald door een getalsmatige rangorde aan te brengen. Het is de bedoeling dat je de vijf elementen beoordeeld op een schaal van 1 – 5 waarbij ieder getal slechts eenmaal gebruikt mag worden.

Karakteristiek	Rangorde
Media Perceptie Karakteristieken met betrekking tot hoe de media wordt ontvangen door het publiek	
Media Opties Karakteristieken met betrekking tot de handelbaarheid van de mogelijkheden van de media	
Media Dekking Karakteristieken met betrekking tot de dekking van de media	
Media kosten Karakteristieken betreffende de kosten van de media	
Overige factoren Karakteristieken betreffende het gebruikersgemak en meetbaarheid van media	

Bij deze laatste vraag is het nog eenmaal de bedoeling dat je de elementen in de tabel classificeert op basis van gewichtigheid. De hiërarchie wordt bepaald door een getalsmatige rangorde aan te brengen. Het is ditmaal de bedoeling dat je alle elementen mee neemt in je beoordeling en ze classificeert op een schaal van 1 – 19 waarbij ieder getal slechts eenmaal gebruikt mag worden.

Karakteristiek	Rangorde
Media Perceptie	
Attention/Attentie De mate waarin een bepaald medium de attentie van de consument kan trekken vind ik belangrijk bij de keuze voor dat medium.	
Stimulation/Stimulatie De mate waarin een bepaald medium een emotionele boodschap kan overbrengen of een emotionele reactie kan uitlokken vind ik belangrijk bij de keuze voor dat medium.	
Credibility/Betrouwbaarheid De mate waarin een bepaald medium betrouwbaarheid of prestige uitstraalt vind ik belangrijk bij de keuze voor dat medium.	
Reproduction/Reproductie De mate waarin een advertentie kan worden gereproduceerd door de doelgroep vind ik belangrijk bij de keuze voor een medium.	
Appeal/Aantrekking De mate waarin een bepaald medium (gelijktijdig) kan communiceren via zien, geluid, smaak, aanraking, geur vind ik belangrijk bij de keuze voor dat medium.	
Clutter/Concurrentie De mate waarin een boodschap zich kan onderscheiden tussen het grote aantal concurrerende aanbiedingen / berichten vind ik belangrijk bij de keuze voor een medium.	
Media Opties	
Content/Inhoud De hoeveelheid informatie die ik kan sturen vind ik belangrijk bij de keuze voor een medium.	
Customization/Aanpassing De mate waarin aanpassingen voor een specifieke persoon of doelgroep gemaakt kunnen worden vind ik belangrijk bij de keuze voor een medium.	
Interactivity/Interactiviteit De mate van interactie met de ontvanger vind ik belangrijk bij de keuze voor dat medium.	

Media Dekking	
Selectivity/Selectiviteit De mate waarin een specifieke doelgroep benaderd kan worden vind ik belangrijk bij de keuze voor een medium.	
PA Audience/Overig publiek De mate waarin een medium indirect bereik heeft (anders dan de oorspronkelijke doelgroep) vind ik belangrijk bij de keuze voor een medium.	
Frequency/Frequentie De mate waarin een advertentie door een persoon op meer dan een gelegenheid kan worden gezien vind ik belangrijk bij de keuze voor dat medium.	
Exposure time/blootstellingstijd De mate waarin de ontvanger een reclameboodschap voor een langere periode kan bekijken vind ik belangrijk bij de keuze voor dat medium.	
Reach/Bereik De mate waarin een bepaald medium een relatief groot bereik heeft vind ik belangrijk bij de keuze voor dat medium.	
Media Kosten	
Development time/Ontwikkel tijd De tijd dat het kost om een advertentie te ontwikkelen op een bepaald medium vind ik belangrijk bij de keuze voor dat medium.	
Costs/Kosten De kosten die komen kijken bij de ontwikkeling en inzet van een boodschap vind ik belangrijk bij de keuze voor een medium.	
Overig	
Ease of use/gebruiksgemak De mate waarin een gebruiker makkelijk om kan gaan met een bepaald medium vind ik belangrijk bij de keuze dat medium.	
Measurability/Meetbaarheid De mate waarin ik de resultaten kan meten van een bepaald medium vind ik belangrijk bij de keuze van dat medium.	

Dit is het einde van de enquête. Hartelijk dank voor je medewerking!

Appendix G: Delphi Study Second Round Results

Table 82: Results Likerts Scales Media Perception

Attention	Stimulation	Credibility	Reproduction	Appeal	Clutter
Met deze stelling ben ik (Helemaal mee oneens - Helemaal mee eens)	Met deze stelling ben ik (Helemaal mee oneens - Helemaal mee eens)	Met deze stelling ben ik (Helemaal mee oneens - Helemaal mee eens)	Met deze stelling ben ik (Helemaal mee oneens - Helemaal mee eens)	Met deze stelling ben ik (Helemaal mee oneens - Helemaal mee eens)	Met deze stelling ben ik (Helemaal mee oneens - Helemaal mee eens)
	4	4	2	3	3
	5	4	4	3	4
	4	5	5	3	5
	5	4	4	3	4
	5	3	5	4	4
	4	4	4	4	3
	5	4	3	2	4
	4	4	5	4	2
	5	4	4	2	2
	2	4	4	3	2

Table 83: Results Likert Scales Media Options

Content	Customization	Interactivity
Met deze stelling ben ik (Helemaal mee oneens - Helemaal mee eens)	Met deze stelling ben ik (Helemaal mee oneens - Helemaal mee eens)	Met deze stelling ben ik (Helemaal mee oneens - Helemaal mee eens)
	4	4
	4	4
	2	5
	2	4
	4	2
	4	4
	4	5
	3	5
	1	5
	2	4

Table 84: Results Likert Scales Media Coverage

Selectivity	PA Audience	Frequency	Exposure time	Reach
Met deze stelling ben ik (Helemaal mee oneens - Helemaal mee eens)	Met deze stelling ben ik (Helemaal mee oneens - Helemaal mee eens)	Met deze stelling ben ik (Helemaal mee oneens - Helemaal mee eens)	Met deze stelling ben ik (Helemaal mee oneens - Helemaal mee eens)	Met deze stelling ben ik (Helemaal mee oneens - Helemaal mee eens)
5	3	4	4	4
4	4	4	4	4
4	3	4	3	3
4	2	4	4	3
5	2	4	3	5
4	4	4	4	4
5	3	3	2	5
5	4	4	2	2
5	3	1	1	2
4	2	3	4	1

Table 85: Results Likert Scales Media Costs

Development time	Costs
Met deze stelling ben ik (Helemaal mee oneens - Helemaal mee eens)	Met deze stelling ben ik (Helemaal mee oneens - Helemaal mee eens)
	5
	4
	3
	4
	2
	4
	4
	2
	5
	1
	4
	2
	5
	5
	4
	5
	4
	2
	4
	4

Table 86: Results Likert Scale Other Characteristics

Ease of use	Measurability
Met deze stelling ben ik (Helemaal mee oneens - Helemaal mee eens)	Met deze stelling ben ik (Helemaal mee oneens - Helemaal mee eens)
	4
	3
	4
	4
	3
	5
	4
	4
	4
	3
	5
	4
	5
	5
	2
	4

Table 87: Results Scaling Media Perception

Attention	Stimulation	Credibility	Reproduction	Appeal	Clutter
5	3	1	4	2	6
1	3	2	6	4	5
5	6	3	1	2	4
5	4	1	3	2	6
2	5	1	6	4	3
2	5	4	1	6	3
6	2	1	4	5	3
4	1	2	5	6	3
4	3	6	5	1	2
2	6	3	5	4	1

Table 88: Results Scaling Media Options

Content	Customization	Interactivity
1		3
1		2
1		3
1		3
1		3
1		3
2		1
2		3
1		3
3		1

Table 89: Results Scaling Media Coverage

Selectivity	PA Audience	Exposure Time	Frequency	Reach
4	3	1	5	2
1	3	2	5	4
5	1	4	3	2
4	2	3	1	5
2	4	5	1	3
1	5	4	3	2
5	2	1	4	3
1	5	2	4	3
2	4	3	1	5
1	4	3	2	5

Table 90: Results Scaling Media Costs

Development Time	Costs	
	1	2
	2	1
	1	2
	1	2
	2	1
	2	1
	2	1
	1	2
	2	1
	1	2

Table 91: Results Scaling Other Characteristics

Ease of Use	Measurability	
	1	2
	1	2
	1	2
	1	2
	2	1
	1	2
	1	2
	1	2
	1	2
	2	1

Table 92: Results Scaling Media Characteristics Groups

Media Perception	Media Options	Media Coverage	Media Costs	Other characteristics
5	1	2	4	3
5	3	2	4	1
4	5	3	2	1
4	3	2	1	5
5	3	4	2	1
5	4	3	1	2
4	5	2	3	1
5	3	2	4	1
3	2	4	1	5
4	3	2	1	5

Appendix H: Document Study Document List

Table 93: Document Study document list

Name of document	Type of Source	Writer	Main purpose	Date	Campaign	Number of found Criteria	Total References
Briefing Video Promotie D.E Pauze App	Word document	Douwe Egberts	Briefing document from FMCG organization	12-08-2011	D.E Pauze Applicatie	5	7
D.E Pauze Applicatie	PowerPoint presentation	OMD (OmnicomMediaGroup)	Briefing document from media agency	11-08-2011	D.E Pauze Applicatie	11	56
Briefing Landingspage D.E Pauze App	Word document	Douwe Egberts	Briefing document from media agency	04-08-2011	D.E Pauze Applicatie	4	6

Location Based en Douwe Egberts winkels	PowerPoint	OMD (OmnicomMediaGroup)	Briefing document from media agency	23-03-11	All	8	27
Douwe Egberts Burendag SMO	PowerPoint	Douwe Egberts	Briefing document from FMCG organization	25-05-2011	Burendag	6	16
Sara Lee / DE Voorstel	Word document	IceMobile Agency BV	Briefing document from media agency	05-08-2011	DE Pauze App	6	15
OMD Checkmate Media Brief	Word document	OMD (OmnicomMediaGroup)	Briefing document from media agency	04-08-2011	All	13	33
Burendag Strategie voor Burendag	PDF File	ICATT Interactive Media	Briefing document from media agency	17-07-2011	Burendag	3	8

Begrotingen en inhoud D.E Pauze app	Word document	Douwe Egberts	Briefing and budget document from FMCG organization	04-08-2011	D.E Pauze App	9	29
D.E Pauze App Briefing	Word document	Douwe Egberts	Briefing document From FMCG organization	01-08-2011	D.E Pauze App	8	14
D.E Pauze Promovideo	Word document	IceMobile Agency BV	Briefing document from media agency	19-08-2011	D.E Pauze App	1	2
Sara Lee SENSEO® Key Performance Indicators	Word document	Douwe Egberts	Campaign evaluation document from FMCG organization	N.D.	SENSEO®	6	7
Social Media Rapportage	Word document	Douwe Egberts	Campaign evaluation document from FMCG organization	05-05-2011	All	6	28

Douwe Egberts Concept Demo video	PDF file	IceMobile Agency BV	Briefing document from media agency	18-08-2011	D.E Pauze App	6	18
D.E Pauze Applicatie	PDF File	OMD (OmnicomMediaGroup)	Briefing document from media agency	30-08-2011	D.E Pauze App	9	80
D.E Pauze Applicatie appendix	PDF File	OMD (OmnicomMediaGroup)	Briefing document from media agency	30-08-2011	D.E Pauze App	4	37
