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Make Advertising Work

Use Demographics, Psychographics
& Purchasing Data

by Thomas H. Hillery
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INTRODUCTION

My purpose in writing this book is simple: to give the small businessman and entrepreneur a small portion of the advantages that big advertising agencies and media conglomerates have to push the products and services of large companies.

The terms "businessman" and "salesman" should of course be interpreted as gender neutral, and are used for brevity and convenience only.

Experience has shown that the small businessman, often the backbone of the community he serves, is most likely to lose precious funds in unproductive advertising because (1) he is not equipped to deliver a commercial message efficiently to an audience and (2) media salesman are reluctant to volunteer information, secure in the knowledge that the small entrepreneur can not obtain it. The small businessman who applies the knowledge gained from this manual and refers to it frequently will bargain with the media salesman from a position of strength, rather than one of ignorance.

This leveling of the playing field accomplishes several things: (1) the small businessman will spend advertising dollars efficiently to generate new customers and increase sales; (2) he avoids wasteful expenditures by learning to analyze potential audiences and project sales, or lack of sales, resulting from an ad.

The businessman is cautioned that this manual is only a supplement to his own acumen. He will receive the knowledge available, and suggestions on how to use it. Knowledge of his own special circumstances is indispensable for proper application of this knowledge.

For example, the businessman must decide if knowing that a certain number of an audience bought cola drinks in the last thirty days means they will buy cola drinks in the

next thirty days. It would seem likely. But the businessman must decide how to utilize the information about an audience of which a certain number bought a certain product (furniture for example) in the last three months. Does one (1) avoid that media company, on the basis that its audience has already bought all the furniture it needs? or (2) more likely purchase space or time from that company? because that is the type of audience that buys furniture? These questions can be answered (1) by direct interrogation of the media salesman (who will not readily have the answer, and may not have access to the answer at all,) and (2) by the painstaking process of trial and error, done by tracking the success of an ad, which is explained in chapter 13, "Follow-Up to Chart Your Results from an Advertisement".

Also, media is ever-changing, but the need for quality information is constant, and as long as there is a need for a service it will surely be filled.

The most important databank to the small businessman was the Scarborough Report, published by Birch. This has been supplanted by Arbitron, a nationally recognized ratings service based in Beltsville, Maryland which has been operating since 1949. Detailed audience information will certainly be available, regardless of what ratings service provides it, or media companies will generate the data in-house.

For the purposes of this book, we will deal with the media market of Boston, one of the top ten media markets for newspapers, radio, television and magazines in the USA. The population of Boston and the municipalities in its area is about two million. The Boston Area of Dominant Influence has over 4.8 million people. All demographic, geographic, psychographic and shopping data, as well as media sales techniques can be applied to all other media markets.

This book has been written in the most orderly fashion possible, to give my reader a firm foundation upon which to build his knowledge of media and advertising. When using

it, keep in mind that I have used two perspectives, that of the business-man (or student), and that of the media salesman.

You the businessman have a series of decisions to make about the value of advertising for your business. The process from your perspective is addressed in the following chapters: 1. "Must You Advertise?" 2. "What Are You Selling?" 3. "Customer Information" 10. "Questions/Problems" (the most important chapter for you to understand in this book) 12. "Services Provided by the Media Companies" 13. "Follow-Up to Chart Your Results from an Advertisement" 14. "Recourse if You Are Defrauded" 16. "Co-oping" 17. "Now You're Ready to Advertise" 20. "Charitable and Nonprofit Associations" and 21. "Keep This Book With You".

The media salesman also has a string of decisions to make about approaching and dealing with you. His perspective is examined in the following chapters: 5. "Who Is Selling You on Media? The Sales Approach" 6. "What Does the Media Salesman Tell You? The Pitch" 7. "The Media Salesman's Guarantee" 8. "Data Collection Methods of Media Research Companies" 9. "Databanks" and 11. "Sophisticated Media Sales Presentation Arguments".

Both points of view are evenly represented in chapters: 4. "Forms of Advertising. (The Advertising Universe)" 15. "Limits of Advertising Products and Services" 18. "If the Advertising Numbers Don't Work, Try Promotions" and 19. "Endorsements".

This should not be construed as a suggestion to omit chapters. The order in which they are written is vital to understanding the total industry with which you are dealing and how choices are made by all parties involved. The difference in perspectives of different chapters is necessary to help the businessman understand what motivates the media salesman.

Get ready for the world of media. Behind the klieg lights, make-up, and prepared scripts that make dream-like visions of ordinary mortals lies the money-driven -underside, where potential advertisers are kept ignorant, frequently lied to, and often treated as nothing more than a handful of dollars.

1. Must You Advertise?

“The power of advertising.” We have all heard of it. We know that somehow a business must advertise its products or services to get the word out to people likely to buy from them.

Suppose you need a new chair. You would not randomly go past a store, peek in, and see if it is selling chairs. Nor would you continue that activity for any period of time since it is unlikely to yield results. You become aware that the store sells the product you desire because of your encounter with some form of advertising. So, for a business to be successful, it must advertise.

Now, let's look at the other side of the coin. Will an advertisement be successful for your business? Just because every successful big business advertises, that does not assure that every advertisement for a business will be successful. The average American receives at least 300 commercial messages per day. Did you buy 300 items yesterday? Or any other day? Do you know anyone who did? Advertisers themselves admit that the typical response to an advertisement by a randomly chosen person is to ignore it.

In the following chapters, we peel away the mystery of target marketing, how to improve the odds that the person who receives your message will not ignore it, and how to estimate the cost per thousand as it relates to your business, instead of cost per thousand estimates based on total audiences.

2. What Are You Selling?

You must have thorough knowledge of the product or service you are selling. This information can be gleaned from reference departments of local libraries, your personal experience or that of business associates, government (Department of Commerce, Small Business Administration), industry, and private sources (local Chambers of Commerce). This is not something a media outlet would have handy, nor would they want to share it with you if they had it.

You must determine if what you are selling is in demand. If there is no demand for it, no amount or quality of advertising will bring in customers. Your business must be based upon your knowledge of needs in your community, your accumulated skills to create and fill those needs, and adequate financing while you are getting established. Also, this knowledge, evaluation of skills, and financial projections must be accurate. The Small Business Administration reports that 80% of new businesses will fail in 5 years. The Department of Commerce attributes failure to: (1) 46% due to incompetence (2) 20% for lack of administrative and management skills (3) 10% from lack of experience and (4) 4% due to fraud and neglect. Be sure you have these covered.

3. Customer Information

You can get industry data easily, but, more specifically, you must know your customers. Are they predominantly male or female? What is their median age? Median income? Would they travel a great distance to get to your store to buy your product, or will you only get customers who live close to you? (This last question will be of particular importance later.) If you sell products from a catalog, you will be looking for an audience that is mail order responsive. You should have a good psychological and demographic profile of your likely customer. (Demographics is an established media term, psychographics is more current and, for larger enterprises, just as important. Check the glossary for definitions.)

The basic rule in media is know as much as you can about your audience. The rule applies equally well to your customers. Reaching your likely customers is the first step from general media buying (which is expensive, inefficient, and wasteful) to target market media buying (which can be much more cost effective than you probably think). The process becomes more sophisticated and precise later. The sur-prising extent of demographic information that media outlets have will be exam-ined, there will be a discussion of psychographical information, and information pro-vided on the lesser utilized, but highly valuable data maintained about product and shopping habits.

4. Forms of Advertising (The Advertising Universe)

You become aware that a store sells the product you desire by (1) reading an advertising circular or printed leaflet, a magazine ad, or a newspaper advertisement (2) hearing about the store on a radio station (commercial or educational), or word of mouth (3) seeing a commercial on a television station (network or cable) (4) seeing a billboard display (5) finding the ad during a computer search. (Word of mouth is extremely unreliable, difficult to measure for results, and not to be trusted by anyone who has a serious need to move merchandise regularly. By random chance, a seller may be put in contact with an interested buyer), but this is very rare. This circumstance is usually met with impulse items, such as a tabloid news-paper at a supermarket checkout stand, and rarely is applicable to big ticket items. Even food products advertise, making a bid to create consumer demand and loyalty for their brand.)

There are two types of advertising, or methods of getting your message to an audience. The first is called “advertising” and refers to media placement of your message. This includes television and radio broadcast commercials, newspaper and magazine print advertisements, roadside billboards, and transit authority advertising signs. “Advertising” in

its purest sense means the delivery of your message to a potential customer by the channel of a third party for which that party is paid.

The other method of message delivery is called "promotional consideration" and consists of fliers, word-of-mouth messages and media promotional events, such as give-away prizes.

Remote broadcasts do not fit either type exclusively. This is the sort of event where the radio station sends out a van (a mobile broadcast studio) and some of its on-air personalities to broadcast their programming from the scene of a special event (ie: the Boston Marathon). The remote broadcast often attracts additional traffic, gains high visibility for the sponsoring company, and provides excellent out-reach to the community. It is expensive, however. A client must pay for the service, which in a major market may easily be over \$10,000. The fee is usually negotiable.

"Promotions" refer to the delivery of a message directly by you to a potential customer, or with the assistance of a third party for some deal not relegated to a payment. We will explore creative and cost-saving promotions in chapter 18, "If the Advertising Numbers Don't Work, Try Promotions".

An advertisement or promotion in any of the above outlets must be supported by another form of advertising, that of a sign visible from the road, which alerts the potential customer to the location of your place of business, and by association that the products they seek are there. The sign may be free-standing or part of an exterior building design, depending on the circumstances of the real estate. If you are in a commercially-zoned location, this advertising aspect makes more frontage on the street desirable. If you are operating with a zoning variance in a residential location, you will surely be restricted to a small sign near the road. Mail order and catalog businesses are, of course, not subject to these concerns.

As a businessman, you may have dealt with this aspect of advertising already. If you have not, consider that a professional-looking sign with visual appeal is (1) a one-time investment (2) will last for years (3) is valuable for any business to make sure customers can physically locate you. Municipal bylaws generally restrict the size, placement, electrification, and distance from the road or other public way of a sign. Plan to put a sign in front of your place of business, and design it in conformity with your local bylaws.

5. Who Is Selling You on Media? The Sales Approach

If you have ever been warned about salesmen, pay particular attention to the warnings as applied to media salesman. They do not like to be called “salesmen;” the trendy title is “account executive”. However, account executives are all located in a place that is still called the “sales department”. This book is predicated upon the honest delivery of direct information, so the term “salesman” will be used throughout. Their job is incredibly stressful, demanding, and regardless of anything they say to the contrary, they need to make that sale.

An examination of the motives that drive them are instructive:

(1.) Media relies primarily on the purchase of advertising time and space for its income. Network television and commercial radio stations rely exclusively on this form of revenue. Newspapers may earn 60% of their revenues from advertising, and the other 40% from sales and subscriptions. Magazines and cable television rely primarily on advertising to pay the bills; subscription rates and newsstand prices are only supplemental income.

(2.) Businesses in a recession tend to slash advertising budgets first when paring back expenses. This causes media revenues to fluctuate wildly, soaring when the economy is booming, and crashing when the economy is depressed. Even well-established advertising

agencies have closed up shop in the Boston area when the economy went into into a severe recession, demonstrating the sensitivity of the media to economic change.

(3.) A media salesman may work on a 15% net; a new salesman (“junior account executive”) will work on a straight commission. If he sells a \$100 ad, he gets only \$15. To make a reasonable week's pay, he has to sell a lot of advertising, or thousands of dollars per week.

(4.) A media salesman is expected to sell steadily, as opposed to fulfilling some annual or monthly quota and then being able to relax. This enables the employing media outlet to budget and pay for running expenses as they come due. In all, the job of media salesmen is difficult, stressful, sensitive to market conditions, and media salesmen are highly motivated to sell you on their media outlet. Salesmen must be aggressive to do their jobs, while not appearing to push themselves on you. Most are skilled professionals, who are born with or develop an out-going manner and a pleasant personality designed to woo you into believing that they are just friends acting on your behalf. They are often attractive young men or women. Occasionally, the salesman is an older man or woman, the type of person you would trust to babysit the kids or play Santa Claus. Always remember, their objective is to sell you advertising time and space. Your objective is to utilize advertising time and space to make more sales. The media outlet accomplishes its mission if it increases traffic in your store, or inquiries to your office. Note that your objectives and those of the salesman are not necessarily in disharmony, but they are not necessarily identical. The salesman has accomplished something if he can just get you to pay for advertising; he has made the sale. You may not make any sales as a result.

The junior salesman are in a particularly difficult position. They must create a client list (find new customers, or “advertising accounts”), have no established track record, and are at a point in life when their living expenses are high. They are the likeliest to take the initiative in soliciting business from you. You must be firm enough not to feel sympathy for

them. The first offer they make will not be the best. When they make a second or third offer, then you can negotiate a profitable deal.

6. What Does the Media Salesman Tell You? The Pitch

The media salesman is your fiend, or at least must convince you he is. He is one of you, a sympathizer with your problems here to lend a hand and help you. Like a politician with a constituency, he has data on the demographics of his clientele.

DEMOGRAPHICS: solid information that describes the persons who make up the audience. Frequently cited by salesmen are sex, age bracket, education level, house hold income, place of residence, and general category of occupation.

Salesmen in and out of media try to find your objectives, and equate the action they wish you to take with the purchase of their product. Media salesmen have the advantage of a safe assumption that you wish to make more money by making more sales to more people. If you see more traffic, he has done his job well. The media salesman will call, speak cheerfully, tell you what media facility he represents, and explain in general terms why he believes his audience has a lot of your potential customers. This builds up identification with him, since you are both dealing with the same types of people. He then seeks to meet with you if you seem interested in what he has to say.

An entrepreneur may open a shop, decide to advertise, and call a media outlet to inquire. He will be directed to the sales department. The entrepreneur will be asked for name, address, phone number, type of business, perhaps the name of the business, and his advertising budget. In the case of an agent, he may be asked for his particular role or stake in the operation. Someone who takes the initiative to call the facility is a hot prospect, and an aggressive salesman will suggest a personal meeting. Even in a large media market like Boston, a thousand dollar advertising budget claims attention of a media company.

The media salesman will tell you his outlet is number one, in absolute terms or in regard to a particular demographic. You will be amazed at the variety of ways in which a facility can be number one. The Boston Globe, in terms of total circulation, is the number one Boston area newspaper. The Boston Herald, by the same measure, is the number one newspaper in the city of Boston. A radio station may be the number one station in terms of the highest total number of people who listen to it in any given week, known as the "cume" or total cumulative audience. A different radio station may have the highest share, which measures the number of listeners during an average quarter hour relative to all radios that are turned on in the subject Area of Dominant Influence. These are significant concepts, differences of which the media buyer must beware as proper knowledge of them means the difference between efficient or wasteful advertising expense.

"We're number one," goes further. WAAF boasts the highest average quarter-hour audience of males 18-49 in the Boston Area of Dominant Influence. WCRB is number one for wealthy, older audiences. "The Oprah Winfrey Show" was ranked number one in the three women's demographics. While it appears the companies described are being trivial, remember that most products appeal to a limited group of people. Few young women buy arthritis medicine. Few old men buy rock albums. This is the gist of targeting your audience, and it becomes a virtual science as we go on.

The media salesman uses the number one measure as it relates to cumulative audiences of a broadcast facility, or audience coverage by a print operation. Radio stations particularly want to dazzle you with the biggest numbers. If a station's ratings are not high enough, they will refer to their audience "share". If the salesman initiated contact, he will show that the demographics of his outlet and those of your customers are similar. This is to get you to conclude that the demographics of his facility indicates that advertising with them reaches more people who match the profile of those you already know are buying your products or services.

You as the advertiser are interested in cost per thousand, but there are many different ways to define that thousand. The simplest calculation is the amount of money it costs to reach a known audience of 1000. This is not efficient, because you do not want to spend money to reach thousands who are not going to buy your product regardless of the message. The thousand people you reach must be likely, potential customers; that is why you do want to know detailed demographic information on the audience that the salesman can open to you.

The media salesman is further armed with an industry list of suggested selling arguments. They presume that advertisers will ask about the ratings, (in the case of a broadcast company) or circulation (in the case of a reading matter company.)

Arbitron ratings are watched carefully. If the ratings are up, his station is "uptrending" (experiencing its third month of increased audience), and he can explain how his station is a winner, and getting better. If the ratings are down, his station is "downtrending" (experiencing its third month of decreasing audiences) and he is ready with a string of excuses.

Uptrending arguments include "Our cumulative audience is up," "Our average quarter-hour audience is up," "We have a bigger audience in this demographic," and "We are expanding in this target market."

Excuses for downtrending include "We are going through a format change," "This is a typical seasonal pattern," "This is an adjustment to a rival station's recent big promotional push," and "Yes, we have a problem, but here are our plans for revitalization." Arguments to sell print media are similar.

The salesman is providing some useful information, but it is woefully insufficient. True, the similarity of demographic profiles of your customers and his audience increase your odds of a message reaching interested potential customers. This provides more potential value to your expenditure, but all it really accomplishes is to save you from reaching decidedly disinterested customers. You may find from your own research and experience, or public sources, that purchasers of automobile parts are predominantly male. This would tell you not to advertise on a radio station with a predominantly female audience. However, you would almost certainly find out that most males do not buy auto parts. Therefore, an ad on a male-dominated radio station is not necessarily a wise investment. This illustrates the limits of useful demographic information. Product and shopping habits are what you need to explore in conjunction with demographics.

The entire premise of being number one becomes almost meaningless when you take into account different media formats, particularly in radio. Formats include contemporary hit radio, alternative rock, contemporary rock, classic hits, album-oriented rock, soft rock, new age, jazz, adult contemporary soft, adult contemporary, oldies, big band, news/talk, classical, country, easy listening, and urban. Each format appeals to a different demographic group. Very few stations in the same market will have the exact same format, because once a station is established with a format, it is usually difficult for a newcomer to adopt it and dislodge them. If the station is number one in its demographic, it is probably because they are the only ones in that demographic!

Be particularly wary of the following arguments: "Advertising is a long term investment, and you cannot expect instant success. There is a benefit to consistent advertising." This is calculated to get the unsuspecting businessman to blindly purchase a contract for a long series of advertisements. Customer response to an ad should be noticeable within a few days, not weeks or months. As for consistency, the rule is that an ad must be heard three times to have an impact ("effective frequency" which is defined in the glossary).

The media audience is composed of the same people each week. Those who cannot be swayed by hearing your ad three times in one week will not become customers the following week.

Media salesmen often complain about the difficulty of convincing a businessman, who they call “accounts” or “clients” to take a course of action. They ignore the fact that their recommendations cannot be justified historically, statistically, or economically in many cases.

In Chapter 11, we examine the selling arguments that media salesmen employ against reasonably sophisticated customers. Before that, we need to look at the existing databanks that the media salesman have to use, and that the buyer needs. The more information for which the customer knows enough to ask, the fewer the opportunities the salesman has to raise false expectations.

7. The Media Salesman's Guarantee

Salesmen are very mobile - “traveling salesman” is the cliché. If they sell you advertising and it does not work, you have no effective recourse, (unless they breached a contract in some way). Remedies that may be attempted are discussed in Chapter 14 “Recourse if You Are Defrauded”.

Salesmen attempt to hedge with remarks about how “intangible” media is, particularly with respect to broadcast audiences. The chapter on databanks demonstrates that this is not true. In Boston, new businesses are formed at such a rate that the city clerk must enter them into records daily and print new lists weekly, so there will always be plenty of businessmen for the media salesman to approach. It is not too crude to say, “there's one

born every minute.” More to the point, the failure rate of small businesses is so high that a person who makes a bad investment in media may not even be around to complain.

Remember, when you are talking to the salesman's smiling and upbeat face, he will tell you how great your odds are of making more sales because of an advertisement with his facility, but he will under no circumstances guarantee anything. If you spend thousands of dollars and lose every nickel of your investment, that is your problem. Media outlets and advertising agencies guarantee none of the work they do for an advertiser.

Lastly, the media salesman may lie to you about his audience size or share. The industry source books are not available to the general public. They are referred to as “controlled circulation” materials, or “confidential” “on loan to subscribers” and you may have no way of independently verifying the information given to you. The source books are not available in public libraries, or in the libraries of large and prestigious schools of communications, and may cost more than \$15,000. However, the Federal Trade Commission requires that media's printed material show the source of information, daypart, and demographic. If you doubt the salesman, The Federal Trade Commission suggests you ask to see the source book (e.g. Birch, Arbitron, Mediamark, Nielsen) that he claims to be quoting. Avoid any salesman who claims not to have access to detailed audience data. If they don't know their business, you should not buy into it.

8. Data Collection Methods of Media Research Companies

The following chapters describe how audience data is collected, and of what that data consists. Remember, the most important asset the media has is information on its audience. This is information they do not want to share with anyone. They need it to communicate effectively, which they can only do by thoroughly understanding the audience. My early attempts to gather this material were met with complete frustration. Some media companies

guard these “family jewels” better than the Central Intelligence Agency guards its data collection methods.

You may ask how any salesman became acquainted with your circumstances, and decided to take such a personal interest in them. It may be as simple as the fact that your telephone exchange or zip code suggests you fit the demographic profile of existing customers. For example, well-to-do families often receive unsolicited phone calls from investment advisory services politely asking if they need assistance with their money. This could be a random call based on a calculated guess that a person with a telephone exchange assigned to a town with high real estate values has a high per capita income, which is easily attainable public record. This is an example of sales use of “geographics”. Presumably, no one has access to credit bureau reports and tax information. The Boston Globe uses the telephone exchange method for their telemarketers who solicit subscriptions, simply assigning numbers to call without necessarily checking to see if the targeted person is already a subscriber. Direct mailing efforts make similar use of your zip code. Such random efforts can only be expected to generate a sale between 1% and 5% of the time.

Armed with this profile of good potential customers, the salesman is now ready to find people who fit these criteria. The salesman may have found you because of a permit issued to your business, or occupation, or he read of your store opening. You are free to ask him why he is speaking to you, particularly if you are concerned about him knowing confidential information about you.

The media salesman has many advantages over this system. Large volumes of data have been accumulated and organized by ratings services, and are sold or rented to his station. This information costs upwards of \$12,000 to the station, which makes dissemination to the public impossible. I discovered the books with the truly valuable media information are not available in either public libraries or communications school libraries.

Media ratings services rely primarily on audience self-reporting, telephone interviews, and by filling out ratings and survey diaries.

Birch information is compiled by an initial and then follow-up phone call, and a self-administered questionnaire. There are approximately 3,600 interviewees for an Area of Dominant Influence of 4,250,000, so each respondent represents 1,180 people. Phone numbers are selected by random digit dialing. In the initiating phone call, business numbers, dormitory residents, and people who work in media-related fields are eliminated. Then, media use questions begin. For newspapers, respondents are asked, "Did you read any part of an issue of the following daily newspapers last week?" They name all the papers in the area. They also ask if you read any other newspapers. Then, "Knowing that people do not always buy the same newspapers on Sunday that they bought on weekdays, have you read any of the following Sunday edition newspapers in the past four weeks? Any part includes news, editorials, comics, sports, magazines, television pages, etc." These figures demonstrate the newspaper "penetration" of a market (the number of people in a market who are reached in some way by the paper). This does not indicate sales of a newspaper. These questions result in the highest possible figure of readership. The uselessness of putting a help wanted ad in a newspaper if someone only reads the comics is evident.

Questions then go to radio. "What radio station did you listen to yesterday?" "What times were you listening to them?" "What stations did you listen to the day before yesterday?" There is great reliance on a listener's accurate memory. The ratings service uses this two-day reported information to project listenership through the week, employing a complicated formula worked out by the London School of Economics.

Similar questions are asked about magazine readership.

Follow-up calls made a week later double check the initial information. The calls are made by different interviewers as a check by the company.

Television ratings compiled by Arbitron are somewhat different. Arbitron asks similar qualifying questions in their initial call. A TV viewing diary is mailed to the selected viewer's home. The diary is a daily log, broken down into quarter-hour blocks (although television viewing is reported in the books by the half-hour. This is a hold-over from radio ratings, and only applies to TV in cases of MTV or CNN). When you start viewing a program, you write down the channel and program at the time you begin viewing, and draw a line through subsequent time blocks until you finish viewing that program. This goes on for a week. The ratings service provides \$1 to start, gives a second \$1 to get the diary back. Cooperation of viewers is secured by telling them that this will enable television programmers to produce more of the kinds of shows they want to watch.

Shopping and product habits are also reported in a self-administered question-naire. Tracking these questionnaires by code numbers associated with the phone interviews, they determine which readers, listeners, and viewers are purchasing what products.

In cases of incomplete data, the services match up complete demographic respondents as closely as they can with incomplete demographic respondents, and interpolate the same information. Zip codes and telephone exchanges are used for income and racial data.

Mediamark Research performs a similar task, reporting that people of low income are most likely to answer surveys, middle income people are less likely, and high income people are least likely to answer. Mediamark attempts to compensate for this by "balancing" responses they receive with US Census Data.

All these ratings systems are subject to error, but they have been adopted and refined for decades, and are the best information available. The media uses them, and the potential advertiser should as well.

Because of the data collection methods, a newspaper advertisement can easily be missed. Radio information would seem to be subject to gross inaccuracy. Television reporting, based on on-going diary keeping, is probably the most accurate information available. Estimates of potential sampling error are available.

9. Data Banks

a. Mediamark

(1.) Purchasers' Index

The media salesman has access to a published manual that lists the products and services of which his demographic audience has a high incidence of use. For example, a classical music station or a new age station would have the Affluent Purchasers' Index.

Index" in context of media is a number representing how an audience deviates from the norm. The higher the index figure, the more likely the audience member is to have a certain trait or item. The total audience in the Boston Area of Dominant Influence has a certain likelihood of attending college, which is the base line of an index of 100%. A person who listens to a classical station may be more likely than the average to have gone to college. Let's say that for every 100 people in the total Boston audience, ten went to college, to establish that ratio as an index of 100%. Now, say of 100 people of the total classical music station audience, 19 went to college. Simple multiplication yields a classical music station index of 190% for people who attended college. For whatever media audience the ratio of college graduates is one to ten, the index will be 100%. Where there are more than

one college graduate in ten, the index will be greater than 100%. Where there are fewer than one in ten college graduates in a media audience, the index will be below 100%.

From this purchasers' index, the media salesman working with a classical or new age format determines that his typical listener has these characteristics: (1) higher than average personal income, (2) higher than average household income, (3) higher than average line of credit, (4) is more likely to have attended college, (5) is more likely to have performed post-graduate academic work. The classical music listener is more likely to (1) be a frequent flier, (2) travel internationally, (3) buy dining room furniture, (4) purchase domestic wine, (5) have published an article, (6) employ discount and full-service brokers, (7) have investments exceeding \$10,000, (8) frequent certain restaurants, which are named, (9) stay at certain named hotels, (10) eat brown rice, (11) drink imported beer, and yes indeed, more likely (12) to buy Grey Poupon.

This allows the media salesman to target as potential customers: (1) brokerage firms, (2) banks, (3) airlines, (4) furniture stores, (5) particular restaurants and hotels, (6) wine sellers, (7) credit card companies, (8) extension schools or other adjuncts of institutions of higher learning, and (9) telecommunications companies with emphasis on their long distance dialing plans. (An examination of commercials slated for broadcast on a given day will show these criteria are closely followed. This is in contrast to the expanded list of advertisers a station boasts about having. Such lists are generally outdated, and include everyone who has ever advertised with the station, regardless of the ad's success or failure.)

(2.) Annual Report

Mediamark provides detailed information about national audiences and their purchasing habits. Demographic and purchasing information is cross-indexed with specified magazines and television programs.

For example, they know the median age of readers of Time magazine. They know how many people are watching morning news shows in the northeast region of the country. They can find how many people read Esquire who bought three or more air filters in the past three months. They know how many people who read Cosmopolitan opened a checking account. Mediamark information is mostly of value to large companies with national distribution outlets, because it deals with media on the national level. The information is nevertheless valuable because it gives the local businessman a good feeling of the quantity and extent of information available, and because this type of information can be had and must be sought in the local market. National media is usually beyond the reach of the small business-man. The detailed information national advertisers utilize is to a high degree available in our local markets. For all categories of demography and purchases there are total numbers, composition, coverage and index figures (see glossary for definitions.)

Demographics:

Sex, age, household position, education level, employment status, household income, personal income, marital status, census region (Northeast, north central, south, west), market region (New England, Mid-Atlantic, East Central, West Central, Southeast, Southwest, Pacific), parents (working parents, sole parents), household size (1, 2, 3, more), number of children in household, ages of children in household (under 2, 3-5, 6-11, 12-17), life cycle (under 18, 19-35, 36-50, 50+, married or single, with or without children, if with children, number of children, (0, 1, 2, more, and ages of children), race (White, Asian, Hispanic, Black), newspaper readership, magazine readership, times they listen to the radio, radio formats to which they listen, radio networks to which they listen (ABC, CBS, CBS Spectrum, NBC, Wall Street Journal Network, Power, Ultimate), periods of time when they watch television, types of television programs watched (situation comedy, daytime game show, daytime drama, feature films, detective/police shows, prime time dramas, morning news, late night talk shows, evening news, football, golf, tennis, pageants), cable networks

to which they subscribe and magazines they read (American Legion, Bon Appetit, Family, Esquire, Handyman, Golf, Playboy, Rolling Stone, Star, Vogue, Yankee, etc.)

Purchases:

As with demographics, all purchases are recorded by national television programs and nationally distributed magazines. Purchasers are generally described as light, medium and heavy purchasers, e.g. readers of American Legion magazine who bought one air filter in the last 6 months may be light users of air filters, those who bought 2-4 are medium users, and those who bought more than 4 are heavy users.

In situations like banking, users of bank services are reported by whether they used a particular service in a certain time period, and not by light, medium and heavy use.

Automotive purchases: all terrain vehicles, auto club membership, automobiles domestic/imported, new, used, types, auto accessory, car leasing, car rental, dirt/trail bikes, driving time, mileage put on vehicles, motorcycles, automobile radio, repairs done, sports vehicles, street bikes, tape players, trailer rentals, truck rentals, trucks bought, types of vehicle, utility vehicles, vans.

Automobile product purchases: accompanied by brand names, e.g. Sears batteries, Peak antifreeze, Kendall motor oil, Fram air filters. Items include batteries, spark plugs, shock absorbers, air filters, oil filters, gasoline, gasoline additives, motor oil, motor oil additives, antifreeze, mufflers, tires, transmission service, car wax and polish, leather and vinyl protectants, rust proofing, radar detectors.

Beer, Wine and Alcohol purchases: light, medium and heavy use refers to number of glasses consumed in a 30 day period. Regular domestic beer, imported beer, low calorie domestic beer, low alcohol beer, ale, malt liquor, table wine, champagne, cold

duck/sparkling wine, port sherry, dessert wine, sangria, pop party wines, wine and spirit coolers, vermouth, rum, bourbon, whiskey, vodka, tequila, mixed drinks, cordials, liquors, brandy, cognac, prepared mixed drinks with liquor, prepared mixed drinks without liquor.

Beverages: light, medium and heavy use is the same as for beer, wine and alcohol. Whole coffee, ground coffee, instant freeze-dried coffee, international flavored coffee, regular tea, instant tea, iced tea mix, iced fruit tea, cocoa powder, powdered fruit and soft drinks, drinks additives (to milk or water), energy drinks, bottled water and seltzer, regular cola, diet cola, regular non-cola carbonated soft drinks, diet non-cola carbonated soft drinks, frozen orange juice, orange juice not frozen, grapefruit juice, tomato and vegetable juice, other fruit juice.

Banking Services: divided into investment vehicles and banking vehicles.

Investments Vehicles include: annuities, antiques, art collections, book collections, certificates of deposit, city/municipal/state bonds, coin collections, corporate bonds, gems, gold, government bonds, money market funds, mutual stock bond funds, savings bonds, stamp collections, stocks (common and preferred), tax exempt bond funds, treasury notes.

Banking Functions include: automatic teller card, auto loan for a new car, banking by mail, banking by phone, use of teller machines, cash management account, checking account, credit cards, debentures, equity loans, financial services, home improvement loans, home mortgage first, IRA, Keough, line of credit account, loans, mortgage on a home, now checking, savings account, travelers' checks.

Credit cards: have, do not have, Mastercard, American Express, Visa, Bank Credit Cards, travel entertainment, auto rental (Hertz, Avis, etc.), Department Store credit cards (Sears, Jordan Marsh, etc.), Gasoline (Exxon, Soho, Shell, Amoco); Telephone (MCI,

AT&T, Sprint), credit cards used for business, personal purchases; travelers checks purchased, and in what denominations (under \$250, \$250-\$750, \$750+).

The businessman can get detailed information on the following broad categories. I eliminate specifics because (1) this manual is primarily for the benefit of the smaller entrepreneur, (2) the type and quantity of information available from Mediamark has been made reasonably clear, and (3) most important, detailed information the small businessman really needs is reported thoroughly in the next category on data banks.

Mediamark Research, Inc., also provides information on (1) travel, insurance, real estate, (2) sports and recreation, (3) shopping and tobacco products, (4) health care and drug products, (5) remedies, (6) men's, women's personal care products, (7) magazine total audiences, (8) magazine qualitative audiences, (9) pet and baby products, (10) household supplies, (11) meat and prepared meals, (12) soup, fruit, vegetables, (13) baked goods, snacks, desserts, (14) staples, breakfast, dairy products, (15) household and personal appliances, and (16) adult personal care products.

b. Arbitron

These ratings are closely followed in the radio and television industry. "You had a good/bad book last quarter" refers to the self-administered ratings diaries of Arbitron. Ratings, previously described, determine what percentage of the total population of the Boston ADI (Area of Dominant Influence) is tuned in to the station.

The diaries lay out days in quarter-hour blocks from 6 a. m. to 2 a. m. Viewers list the programs they watch and draw lines through subsequent quarter hour blocks to the final block which represents the time at which they finish viewing, or change channels. Recalling that each diary represents about 1,200 viewers, and that these diaries are collected and collated in Beltsville, Maryland in Arbitron's main headquarters on computer, we can see how estimates are made for net unduplicated audiences. Arbitron can tell if there are the

same total numbers of viewers, and if the specific viewers are changing. This provides media salesmen an estimate of net unduplicated audience.

The following demographic information and reports on product and shopping habits are categories used by the former Scarborough company, and should be available to Arbitron subscribers. The information pertains to the audience of each newspaper, radio station, television station, and magazine, and the information contains total numbers, coverage percentage, composition, and index. Statistical information reports on actual living situations and actual purchases made by an audience. It is not an estimate of predicted shopping habits of the future.

Demographics:

(1.) Sex: male, female.

(2.) Age: 18-24, 25-34, 35-44, 45-64, 65+, 25-49, 35-49.

(3.) Race: White, Black, Hispanic, Asian, other.

(4.) Total personal income: under \$10,000, \$10,000-\$15,000, \$15,000-\$20,000, \$20,000-\$25,000, \$25,000-\$30,000, \$30,000-\$35,000, \$35,000-\$50,000, \$50,000-\$75,000, \$75,000-\$100,000, \$100,000+.

(5.) Total household income: same as total personal income.

(6.) Education: grade school or less, high school, some college,

(7.) Employment status: employed full-time or part-time, seeking work, laid off.

Unemployment: disabled, retired, homemaker, student.

(8.) Type of employer: private person/institution, government (federal, state or municipal), military, hospital or health care facility, educational institution.

(9.) Type of employment: white collar: executive, managerial, professional specialty, sales, technical specialty, administrative support, clerical. Blue collar: farm/laborer, precision manufacturing, assembly machine operator, transportation.

(10.) Industry of employment: construction, manufacturing, transportation/communications/public utilities, wholesale trade, retail trade, financial services, real estate, public administration, other.

(11.) Type of dwelling: apartment, home, town house, mobile home.

(12.) Home ownership- own or rent

(13.) Value of owned home: under \$50,000, \$50,000-\$100,000, \$150,000-\$200,000, \$200,000-\$250,000, \$250,000-\$300,000.

(14.) Length of time in residence: less than 1 year, 1-3 years, 3-5 years, 5-10 years, 10-20 years, over 20 years, less than 5 years, less than 10 years.

(15.) Number employed in household: 1, 2, more.

(16.) Number of children in household: 1, 2, more.

(17.) Ages of children: 2-6, 6-11, 11-17.

(18.) Position in household: principal wage earner, shared wage earner.

(19.) Marital status: single (never married), married, divorced/separated, widowed.

*(20.) Place of residence: City of Boston, Boston PMSA, Brockton, PMSA, Lowell PMSA, Lawrence PMSA, Salem/Gloucester PMSA, Nashua PMSA.

(21.) Primary language spoken in household: English, Spanish, other.

Product and Shopping Habits: (examples do not list every single possibility).

(1.) Leisure activities engaged in past 30 days: biking, jogging, walking/aerobics, weightlifting, golf, tennis, racquetball/squash, boating, sailing, swimming, camping, dancing, going to museums, attending lectures, dinner theater, live theater, rock concert, symphony concert, opera, auction, horse/dog race, college sports, professional sports, visited art gallery.

(2.) Entertained guests at home past 30 days: 1, 2, 3, 4, 5, more times.

(3.) Movie attendance last 3 months: 1, 2, 3, 4, 5, more.

(4.) Department stores personally shopped past 30 days: Ames, Bloomingdale's, Bradlee's, Building 19, Coop, Fretter, Highland/Superstore, Neiman Marcus, Saks Fifth Avenue, Woolworth, Stuarts, Montgomery Ward, Jordan Marsh, Filene's, Filene's Basement, WalMart.

(5.) Department stores where respondent has a line of credit: Jordan Marsh, Sears.

(6.) Malls personally shopped past 30 days: Chestnut Hill, Arsenal, Holyoke, Shopper's World, Burlington Mall.

(7.) Personally shopped last 3 months for clothing at: Neiman Marcus, JC Penney, Saks Fifth Avenue.

(8.) Personally shopped last 3 months for shoes at: Fayva, Thom McCann.

(9.) Personally shopped for drug store products past 3 months at: Rite Aid, Thayer, Walgreen's.

(10.) Personally shopped last 3 months for sporting goods: Herman's.

(11.) Personally shopped for jewelry past 3 months at: Service Merchandise, Filene's.

(12.) Purchased last 3 months: audio cassettes, CDs, prerecorded video tapes, blank video tapes, photographic film, stereo equipment, 35mm camera, camera accessory equipment, sporting goods.

(13.) Books purchased last 3 months: hardcover: 1, 2-3, 4-5, 6-9, 10 or more (same for softcover).

(14.) Purchased books at- B. Dalton, Waldenbooks, Barnes & Noble.

(15.) Television sets in household: 1, 2, 3, 4, 5, more, (color and black and white).

(16.) Television hooked up to: satellite dish, cable channel, VCR.

(17.) Cable channels subscribed: Showtime, Cinemax, HBO, Disney, MTV.

(18.) Rented video tapes last 30 days: 1, 2-3, 3-5, 6-10, 11-15, 15-20, 20+g

(19.) Household items purchased last 12 months: furniture, linens, draperies, bedding, window shades, curtains, carpet/rug (oriental and wall-to-wall), answering machines, cellular phones, video equipment, video recorder, household repairs, building materials, paint, wall paper/paneling, lawn equipment (mower, spreader, etc.) lawn supplies (weedkiller, lime, etc.), storm windows.

(20.) Remodeled home: kitchen, bath, living area, bedroom, amount spent.

(21.) Furniture purchased at: Cabot House, Paine Furniture, Sears.

(22.) Large appliances purchased last 12 months: range, microwave, air conditioner, dishwasher, clothes dryer, etc., includes amounts spend under \$250, \$250-\$500, \$500+.

(23.) Small appliances purchased last 12 months: toaster, mixer, includes amount spent.

(24.) For views on fashion, a series of statements is made, and the audience respondent is asked if they agree strongly, agree somewhat, disagree somewhat, or disagree strongly.

Views on fashion:

I am always up on fashion in fashion magazines.

I learn about fashion from newspapers.

Clothes express my individuality.

I like classic looks.

I like classic looks tailored.

I spend a lot on clothes and accessories.

I must be fashionable for work.

I have no time for fashion.

I am willing to be the first to try a fashion.

I go along with the fashions I see on others.

I prefer to shop at boutiques for unique items.

I check fashion when buying clothes.

I spent on fashion items and accessories in the past 3 months: under \$100, \$100-\$250, \$250-\$500, \$500-\$1,000, \$1,000+.

(25.) In your opinion, people in the Boston area in the last 3 years have more/less/same interest in fashion (agree or disagree).

(26.) Apparel purchases last 12 months: men's clothing, men's shoes, women's clothing, women's shoes, infant's clothing, infant's shoes, jewelry, cosmetics. Amount spent by men: under \$100, \$100-\$250, \$250-\$500, \$500-\$1,000, \$1,000+. Amount spent by women: same as amounts spent by men.

(27.) Made mail order or catalog purchases last 12 months.

(28.) Automobiles owned: make, model, year, purchased used, purchased new, purchase price of car if new.

(29.) Rented cars last 12 months: yes, no, if rented, from Avis, Hertz.

(30.) Automobile materials purchased last 3 months: tires, wipers, spark plugs, trans-mission work, car stereo, brake equipment, repairs done by whom.

(31.) Automobile stores shopped: ADAP, Firestone, Sullivan Tire.

(32.) Beverages bought last 30 days: cola or nontcoQa: carbonated beverage, (regular, diet, or caffeine free), mixer drinks (ginger ale, soda water, etc.) beer, light beer, wine, wine cooler, champagne/sparkling wines, rum, whiskey, gin, vodka, tequila.

(33.) Fast food restaurants eaten at past 30 days: McDonald's, Wendy's, Popeye's, 2te.

Number of times: 1, 2, 3-5, 5-10, 10 or more.

Amount spent: under \$10, \$10-\$15, \$15-\$24, \$25-\$50, \$50+.

(34.) Quality restaurants-eaten at past 30 days: named, number of visits, and amounts spent same as fast food category.

(35.) Banks services used past 30 days: savings account, checking account, money mar-ket fund, college loan, CD, auto loan, personal loan, IRA, Keough, mortgage, second mortgage, home improvement loan, home equity loan.

(36.) Banks used: Bank of Boston, BayBanks, Shawmut, Cambridge Savings, Fleet/Norstar.

(37.) Insurance coverage: have insurance, do not have insurance. If have insurance: group insurance, company insurance, Medicare, Medicare supplement, Medicaid, HMO, life insurance, homeowner's insurance.

(38.) Credit cards held: Visa, Mastercard, Discover, American Express, Diner's Club.

Amount charged on credit card: under \$20, \$20-\$50, \$50-\$75, \$75-\$100, \$100+.

(39.) Purchased home computer last 12 months: did, did not. If purchased, brand:

Hewlett-Packard, Texas Instruments, IBM, IBM compatible, Apple/MacIntosh, Tandy.

(40.) Purchased from: Radio Shack, Compuworld, Neeco.

(41.) Number of domestic trips taken: 1, 2-3, 3-5, 5-10, 10+.

(42.) Number of international trips taken: same data as for domestic.

(43.) Places visited: Boston, Cape Cod, New York City, New York State, Chicago, Midwest, Miami, Florida other, San Francisco, Los Angeles, California other, Seattle, Northwest, MidAtlantic, Southeast. Theme parks visited: Disneyworld, Seaworld, Sturbridge Village, Jamestown. Canadian provinces visited: Montreal, Quebec, Nova Scotia.

(44.) Airlines used: TWA, Delta, United.

(45.) Airports used: Logan, JFK, Miami International, Detroit International.

(46.) Overnight motel stays, number of days: 1, 2, 3-5, 5-7, 7+.

(47.) Hotels stayed at: Quality Inn, Hyatt Regency.

(48.) Supermarkets shopped at: Star, Capitol, DeMoula's, Stop & Shop. Amount spent per week: under \$20, \$20-\$30, \$30-\$40, \$40-\$50, \$50-\$100, \$100+. Days shopped at supermarket: Monday, Tuesday, Wednesday, Thursday, Friday, Saturday, Sunday, no preference. Use of coupons at supermarket: do, do not.

(49.) Shop at health food stores: do, do not.

c. Psychographics

This topic could fill a book by itself. It is beyond the scope of this book, which seeks to provide the quantifiable information you should have before you make a media purchase.

The two most attractive words in the advertisers' vocabulary are “free” and “new”. That is why so many things come to you “free” (with a purchase of something else) and why so many products became “new and improved”. There is a series of motivating factors that make people purchase something on the conscious level, which is to be differentiated from the subconscious that we explore later in this chapter.

(1.) Love: the big draw, frequently equated with sex, most human beings purchase anything they think will assist them in their quest for a mate. The most obvious examples are from the fragrance industry.

(2.) Entertainment: people like to enjoy life, and therefore purchase movie and theater tickets, etc.

(3.)Pride: appears in purchases of the largest home affordable and the newest and most stylish car.

(4.) Profit: not generally associated with consumption purchases, it is the driving factor behind stocks, bonds, and other financial instruments.

(5) Health: many foods are sold with this idea, along with exercise equipment.

(6.) Utility: this is the main consideration of those difficult consumers who only buy what they need, and is not often resorted to for advertising.

(7.) Fear: a rare selling point, but used for home security systems and self-defense classes.

The psychographic profile of the audience is designed to predict behavior or potential customers. It is also a powerful tool for manipulating purchasing behavior. When reading ad copy, pay particular attention to key words that have emotive impact. The psychographic profile is touted as a means of making a commercial message more effective and creative. Significant work in this field has been done by SRI International.

Categories include: Actualizers, fulfilleds, believers, achievers, strivers, experiencers, makers, and strugglers, with corresponding percentages of the audience they comprise. Each psychographic type has descriptions of their psychology, demographics (nationally and in the subject ADI), list of products and media they seek, key words that entice them, tune-ins and tune-offs. Demographics in each category show the national and local ADI percentage of adults that fit the category, and national and local median age. Local demographics show household income, education levels of the general population compared to the subject category, and occupational type (white collar, professional/managerial).

(1.) Actualizers - psychology: rich and diverse lives, image conscious, active, take-charge mentality, seeking challenge and personal growth.

Products and media: quality conscious, try new products, read a lot of magazines of business, epicurean, literary, special interest, watch television news, information, and public affairs programs.

Key words: intelligent, cultured, committed, discretionary spenders, experimental, socially aware, innovative, globally oriented.

Tune-ins: people in charge, cultural events, foreign travel.

Tune-offs: helplessness, ultra-conservative, poor quality.

(2.) Fulfilleds - psychology: value order, responsibility, knowledge, self-assured, well-informed, alert to opportunities for new information, receptive to social change, mature.

Products and media: conservative, prestige and image unimportant, varying reading matter of general interest, home and garden, news, watch public affairs shows, local news, prime time television.

Key words: reliable, value, guarantee, restrained, thoughtful, responsible, socially aware.

Tune-ins: authority figures, classical music, grandchildren.

Tune-offs: radicals, impulsiveness, extroverts.

(3.) Believers - psychology: codified moral values, morals are deeply learned and literally interpreted, predictable lifestyles, church- and family-oriented, politically and socially conservative, fairly well-informed.

Products and media: slow to change products, loyal to familiar brands, bargain hunters, heavy prime time television viewers, read home and garden, health, retirement and general interest magazines.

Key words: coupons, USA, warranty, trusted, thoughtful, traditional, restrained.

Tune-ins: blue collar, flag waving, coupons with children.

Tune-offs: innovation, ethnic groups.

(4.) Achievers - psychology: successful, career and work-oriented, seek recognition for achievements, respect authority. Work, family and business dominate lives.

Products and media: image conscious, attracted to prestige products, buy expensive autos and high tech audio/visual devices, average TV viewers, read news and business magazines.

Key words: successful, prestige, quality, reward, goals, imitative, discretionary expenditures.

Tune-ins: country club, working women, business publications.

Tune-offs: high-risk, intimacy.

(5.) Strivers - psychology: seek approval or self-definition from others, fascinated with power, easily bored, money defines success, politically apathetic.

Products and media: trend conscious, buy to impress others, want to be big spenders, high credit card balances due to fashion purchases, watch popular TV, trendy programs and talk shows.

Key words: status, power, fun, value, trend, initiative.

Tune-ins: good times with friends, dreams come true, high energy.

Tune-offs: high risk, authority figures, technical information.

(6.) Experiencers - psychology: young, enthusiastic, seek new and risky experiences, formulating patterns of behavior and values, like sports, exercise, outdoor recreational and social activities.

Products and media: buy beer, clothing, fast food, music, film and video, impulsive buyers, rock music fans, watch prime time television, action programs.

Key words: innovative, impulsive, experimental, physically active, excitement, impact, new, variety.

Tune-ins: exotic, upscale, intriguing.

Tune-offs: ill health, inactivity, boring situations.

(7.) Makers psychology: value self-sufficiency and physical fitness, do-it-yourselfers, fixers, active lifestyle, political conservatives.

Products and media: not concerned with image or status, purchase for comfort, durability, utility, prefer prime time action programs, read handyman and sports magazines, highest renters of home movies, read automotive, home mechanics, fishing, outdoors magazines.

Key words: skilled, durable, efficient.

Tune-ins: team sports, excitement, traditional family, adventure.

Tune-offs: foreign, fashion, politicians.

(8.) Strugglers - psychology: deprived of economic, social; emotional resources, dependent upon religion, focused on present moment, limited interest and activities.

Products and media: modest consumer, highly brand loyal, shop for sales, purchase essentials, heavily dependent on television for entertainment as well as information, read tabloid and women's service publications.

Key words: traditional, prices, improved, friendly, discount.

Tune-ins: retired adults, unskilled adults, women at home.

Tune-offs: fast-paced, radical, global problems, change.

These simple descriptions quickly lead into motivational analysis, depth research, behavioral science, psychoanalysis, and from there the advertiser gets into deep-rooted psychological phenomena, which supposedly includes fascinations with:

(1.) Sex: vaginal and phallic symbols, images of awaiting sexual liaisons.

(2.) Taboo sex: exhibitionism (as obviously exploited by Maidenform), voyeurism, dominance, submission, sadism, masochism, bestiality, orgies.

(3.) Religious devotion: ancient Christian symbolism of Jesus (a fish, or the right-hand with the index and middle fingers straight and the other two fingers curled, or a model's arms held in the crucifixion position), God, and the devil (a mouse).

(4.) Death fascination: deathly pallor on people, skeletons, bats, bodies laid on slabs, death masks.

(5.) Children's interests: pet dogs, cats.

(6.) Representations of the "good life", showing a couple on the beach, on a yacht, relaxing by a swimming pool near a big house.

(7.) Horses: appeal to women

(8.) Babies: Fetal children to appeal to older women, new-born babies get the attention of younger women.

As a business grows and advertising becomes more expensive and sophisticated, this becomes vital information. It is generally not applicable to supermarket shopping. Even the small businessman who decides to advertise should have rudimentary knowledge of psychographics. You must articulate why someone should be your customer. Psychographics leads you beyond the simple assumption that the consumer will always buy the best product for the best price. That is frequently the case, but often other less evident considerations are motivating the consumer. A type of family loyalty or security can be felt toward a phone company or oil supplier, and assurances of monetary savings will be ignored.

Psychographics show you that you must promote your product or service or talk about it in a way that meets the particular interest of the potential customer.

d. List of Subscribers, Listeners, Viewers, Advertisers

Knowing exactly who will get your message is valuable. Someday, sophisticated databanks and hookups of machines will be able to talk to each other, enabling you to put a list of your customers and a list of the media audience into a computer, and a machine will generate a cross-referenced list. This may be more trouble than it is worth.

Lists of people are frequently sold, and to many media companies these sales are indeed "found money". When purchasing a list, keep in mind the basic principle of buying advertising time: information on the shopping habits of people is more important than demographic information. Therefore, define the list you are seeking. If you are selling handyman magazines, you want a list of people who purchase handyman magazines. The

more indirect use you make of a list, the greater the chance that you will not get a good response. A person who buys auto accessories may be a good candidate for a hot rod magazine subscription, but that is speculative.

As with all media information, you can ask for specific data, but you must interpret it correctly, and sometimes you can only do that by trial and error. Maybe you have a list of handyman magazine purchasers. They are the most likely prospects for your new, competing magazine. But what if they are completely satisfied with the magazine they already purchase? If you can find evidence of dissatisfaction with the current magazines, yours may be viable. If not, all the information on the subject may be only for academic interest.

Types of lists include:

- (1.) Buyers lists: very useful, tells you who is actually purchasing the subject product.
- (2.) Membership lists: can be useful if your product is of particular interest to the members. For example, a seller of Elks' jewelry would be well served by a list of Elks members.
- (3.) Donors lists: useful if you are raising money for a particular cause, charitable, political, etc.
- (4.) Newspapers and magazines have lists of subscribers who have the paper mailed to their homes or offices. This list excludes newsstand purchases and secondary readership.

Radio stations generate lists of listeners by running contests. "Send your name and address on a post card, and win a trip to Bermuda!" Those post cards with your name, address, and phone number are loaded into a computer, and stored in confidential company files for future reference.

Radio stations also generate listener lists by telephone inquiries about their broadcast selections. Names and return telephone numbers can be stored, and telephone exchanges used to figure out residences or places of employment, both of which are useful to an advertiser.

Whether using the contest or telephone inquiry method, lists are incomplete. An audience of an estimated 150,000 may have less than 2,000 individual listeners in a database.

Television stations probably compile similar lists.

Lists are not very valuable for the small shopkeeper, because the lists generally consist of people in a much wider geographic area than he serves. The true value of audience lists lies in their use by the station to generate demographic, geographic, and psychographic information on its audience, as well as receive input about particular programming. This is far more efficient than random digit dialling. It is also useful to gather information about planned purchases from the actual audience.

Lists can be valuable for a broad-based distribution operation, or for mail-order products. The problem with lists is that the more similar your product is to that of the list holder, the less likely he is to want to sell it to you. He would be in effect giving confidential information to his own competition. Why would a rock music magazine sell its audience list to another rock music magazine? Useful lists can be tough to obtain, as the seller may see them as merely incidental revenue, and knows that they are extremely valuable to you, who could become his competition. Also remember that many lists based on demographics can be obtained from public sources. Political party enrollment is one evident example. Think hard about alternative sources before buying a list based on demographics.

Audience lists do exist, but they are often so small and so difficult to put to use that they are of little direct value to an advertiser, particularly to one with a budget of less than tens of thousands of dollars.

The most useful lists are those of all the persons and companies that have advertised with a newspaper, radio or television station in the last year. These are usually presented to a potential new client as part of a media kit. The list of advertisers is comprehensive, to try to impress the potential client. However, the client should call these advertisers for references (for or against) the media company. The small businessman should naturally call other small businessmen on the list, not major companies. The small businessman should check many of the references, since the media company may make an effort to weight the list toward the more successfully advertised clients.

It would be very instructive to see the same station's list of advertisers from a year earlier. The turnover would probably be high.

e. Program logs

These are daily logs prepared for and used by radio announcers which tell them what songs and commercials to play and when to play them. The log is particularly useful for the potential advertiser, because he can see what commercials were played on any given day. More important, he can see what commercials were pulled from the air rapidly, which is almost always due to lack of audience response. (Note the recent failure of a "gay line" phone service on a macho image radio station.) The logs are kept for several months. This information is more specific than that of the list of advertisers mentioned above. It is also much more difficult to access.

f. Projections

With demographics, we found media buying becomes little more than a crap shoot. With product and shopping habits, we have enough tools to make it into an art. Projections, if they can be believed, turn media buying into a science.

Projections are derived by people's own reports about their intent to purchase items in the coming year. These are especially used for information about car and house purchases. Projection information was done by the Birch Company in the Birch Quarterly Summary Report. It has also been done by Consumer Trac, the in-house data collection agency for WCVB.

The estimates provided are useful, and a wise businessman seeks them when he buys from a media company. However, be cognizant of their limitations. The media salesman attempts to use these projections as gospel when calculating all that potential revenue your business will access. Large media companies have known since the 1950's that people who state an interest in a product today could not be relied upon to make that purchase in the future. The businessman should, at the least, calculate the one-third response rate to this potential purchasing group.

g. Information the Media Does Not Have

The media has a wealth of valuable information that you should have before you invest in advertising, and you deserve access to all of it. There is also some information that would be valuable which they do not have, and which could be useful.

(1.) Religion: Catholics, Protestants, Jews, Muslims.

(2.) Political designations: Republican, Democrat, Independent, Unenrolled, Libertarian, Socialist.

(3.) Political persuasion: liberal, moderate, conservative (attempts have been made to collect this information, but it is currently unavailable).

(4.) Ethnic background: race is available, but breakdown as to Anglo-Saxon, Irish, Italian, Polish, French Canadian, Cambodian, Viet Nameese, Chinese, Colombian, Cuban, Brazilian, Mexican, etc., is not readily found.

(5.) Adult products: pornographic magazines, sex toys.

(6.) Sexual preference: heterosexual, bisexual, homosexual.

(7.) Fraternal associations: Masons, Elks, Oddfellows, Knights of Columbus.

(8.) Specific educational facilities: attendance at Harvard, Northeastern, Boston University, etc. is not recorded, although levels of education are known.

(9.) Illegal purchases: unlicensed firearms, controlled narcotics substances without prescriptions.

This information is all useful when devising an advertising message. The advertiser must rely on his own knowledge of his target audience and the demographics of his target region if he wishes to make use of religion, fraternal association, etc., in his message. It may not be necessary.

If you determine some of this information would be useful, and you do not have it, try the following:

You want to know the prevailing religious persuasion of an audience when advertising condoms. Call the Chamber of Commerce and ask for a list of churches and their

denominations in the city. They may provide that simple, detailed information over the phone. If you see many churches in town that oppose your product, be warned. A more direct method would be to simply ask what the dominant religion is in town. If reliable information is needed, contact the headquarters of the religious denomination and ask for their latest survey data. This may also be available in theological libraries. Religions do still keep their own census and membership data, and it is surprisingly comprehensive about population and geographic location. Government agencies do not have much of this information.

Ethnic information can generally be obtained by examining a phone book in the target area. The town list of persons, found in the local library, is a good source. The Chamber of Commerce may help by stating plainly what the highest represented ethnic groups are, or by giving you a list of ethnic cultural organizations in town. Requesting information about the distribution of ethnic specific newspapers is probably the most efficient way to determine the location of ethnic populations that are interested in their ethnic roots.

The Chamber of Commerce can also provide information on fraternal societies, civic, and cultural organizations, and may provide a clue about sexual preferences by the lists of night clubs and descriptions of the clientele.

Candidates for public office would benefit greatly from knowing the political designation and persuasion of the audience. The designation can probably be estimated by looking at the total audience coverage, and determining the numbers of registered Republicans and Democrats in that area. The political persuasion of the audience may be guessed by looking at the newspaper's editorial page, or asking for a copy of the last two radio station editorials.

The best source for completely accurate information on political views would be the city clerk or state office of elections. They can give detailed reports on election returns and

the specific numbers of people in particular communities who voted for or against particular or ballot questions.

Do not be bewildered by this section on databanks. The media rule is that you should know as much as you can about the audience as possible, and a businessman should know as much as he can about his customers. This information is not unwieldy, it is complete. To select an advertising procedure, you may need only two or three items of available information.

My purpose in writing this chapter is to let you know how extensive and specific the information is that you can use. Define the category of data that you need, look for it in the listing herein provided, and ask for it, regardless of whether or not you see it listed here. Almost all information imaginable is available from somewhere, if you take the time to access it and are creative in research methods.

Next, we will look at deriving particular information that we don't have, and projecting the feasibility of an advertisement, or advertising campaign.

10. Questions/Problems

Media is image, and image is everything. If the media salesman knows that you know what he is talking about, you are at a distinct advantage. This book, properly used, assures that you will always be able to speak from a position of knowledge about the subject of media advertising.

The following questions are recommended, in no particular order, to demonstrate your working knowledge of media.

(1.) "What is the index of your audience that buys my type of product?"

(2.) "What categories of information do you have that pertain to my product line or organization?"

(3.) "What is your average issue audience? (for newspapers); average quarter-hour audience? (for radio); average half-hour audience? (for television)."

Check Chapter 9, "Databanks", for specific items. For the small businessman, information about readership rates of newspapers, average quarter-hour audience composition of a radio station and average half-hour audience composition of a television station will be the most important items. This establishes a firm ground for understanding the number of potential customers you will reach, and enables you to decide about the financial feasibility of advertising.

When estimating the number of sales to be generated by any advertising, always multiply your final result by the standard one-third response rate. This is an essential element of any media buying strategy. It is important not to overestimate sales, particularly when your company is small and resources are scarce.

We will now examine a series of advertising problems you will face and decisions you have to make. The main thing is to remember not to get involved with hype or inflated hopes. Approach your advertising in a calm, deliberate manner. Get the information you need, and do not ignore facts and the mathematical results you get. Remember, the ratings services are already giving the media a lot of benefit, specifically asking questions that result in the highest possible total figures to report. Generally, if you have one or several stores of any size, it should pay to do some advertising somewhere. In some cases, it will not.

When you pursue advertising inquiries, describe specifically what you are selling, and ask specifics about the audience purchasing habits related to that. Check the list you have in

the Databank chapter. You may have to rely on indirect information like demographics, and there are several examples of that. Make a calm, rational judgement based on mathematical analysis. Do not sign lengthy contracts at first, until you know what you are doing, and are confident that your advertising is a sound investment.

A simple question you can always ask is to see the list of commercials on the program log of today, and the list of commercials on the program log of thirty days past. This gives you a feeling of the responsiveness of the audience to advertisements aired on the station, or a feeling of the capacity of the salesman to sell unproductive air time. Print media can be examined at the local library to estimate responsiveness.

The following examples make use of formulas that are widely accepted within the media industry, and found in the glossary.

(1.) You have several convenience stores, and you sell carbonated beverages. You want to place a single advertisement on a radio station to increase sales. You ask the salesman for (1) the average quarter hour audience, and (2) the composition (percentage) of the audience that purchased carbonated beverages in the last 30 days. Multiply these. The result is the number of known purchasers of the product that will hear your message.

Average quarter-hour audience x composition = actual number of listeners hearing that particular message who have purchased carbonated beverages in the last 30 days.

(2.) You have several convenience stores, and you sell carbonated beverages, but all your stores are in the Lowell/Lawrence principal metropolitan statistical area. You want to advertise on the same radio station as noted above. You ask for (1) the average quarter-hour audience, (2) the composition of the audience that purchased carbonated beverages in the last 30 days, and (3) the composition of the audience that lives in the Lowell/Lawrence Principal Metropolitan Statistical Area (PMSA).

Average quarter-hour audience x composition that purchased carbonated beverages in the last 30 days x composition of the audience that lives in the Lowell/Lawrence area = total number of listeners who have a predisposed habit to purchase your product and live near your store where your product is accessible.

(3.) You have drug stores and want to make known a sale on skin care products. You can afford to run several advertisements on a television station. You ask the media salesman for (1) the cumulative audience in the time frame you wish to advertise, and (2) the composition of the audience that has shopped for drug store products in the past three months at your stores. Multiply these. The result is the number of known drug store customers who will see that message.

Cumulative audience x composition = actual number of viewers who have purchased drug store products in your stores in the last three months.

(4.) You have a large advertising budget of several thousand dollars, and you are looking for volume effectiveness. You are interested in reaching an effective frequency of three, so each person in the audience hears your message three times. How many spots do you need? You ask the media salesman for (1) the average quarter-hour audience (in the case of radio) or average half-hour audience (in the case of television), and (2) the cumulative audience (reach). Multiply the desired frequency by the cumulative audience (reach) to find the desired number of gross impressions. Divide gross impressions by the average quarter-hour audience or average half-hour audience, and that gives you the necessary number of spots to achieve the effective frequency of three.

Average quarter-hour x spots = gross impressions.

Gross impressions / reach = frequency.

Gross impressions = frequency x reach.

Spots = gross impressions / average quarter-hour.

(4a.) You are beginning a recruitment drive for your church or fraternal association. You need to let people know you are around, and you are based in Boston. You decide you can find potential members in the city of Boston, and Boston Principal Metropolitan Statistical Area (PMSA). You ask the media salesman for (1) average quarter-hour audience, and (2) composition of the audience in the city of Boston and Boston PMSA. Add the percentage of Boston and Boston PMSA to get a total percentage of the audience in the area. Multiply this result by the average quarter-hour audience. The result is the number of people who hear your message in your target geographic area.

Average quarter-hour audience x (composition of audience in Boston + composition of audience in Boston PMSA) = possible recruits in the area who will hear your message.

(4 b.) You have the same situation as above, but your budget is limited. You need more information about the audience. You ask the media salesman for information about fraternal and church affiliations, and he replies that he does not have that. You ask what categories of information he does have. It is indirect items like this that cross the line from science to art in media buying. After a lengthy report, you decide that the audience characteristic most useful to your purpose is "How many time have you entertained guests in your home in the last 30 days." Ask for the composition of the audience within that category.

Average quarter-hour audience x (composition of the audience in Boston + composition of the audience in the Boston PMSA) x composition of the audience that entertained guests in the home in the last 30 days = potential new recruits with a predisposition toward fraternal/social functions.

(5.) Your fraternal organization is all male. You have determined the total number of people who will hear your message in Boston and the Boston PMSA. Multiply that figure by the composition of the audience that is male, and you will find the number of males in Boston and the Boston PMSA that will hear your message.

Average quarter-hour audience x (composition of audience in Boston composition of audience in the Boston PMSA) x composition of audience that is male = possible number of male recruits that hear your message.

(6.) You want to know how many listeners of the station are in a particular municipality. You find out from other sources (1) the population of your municipality, (2) the median income of your municipality. You ask the media salesman (1) which PMSA is the municipality in, and (2) what is the composition of the audience in the PMSA, and (3) what is the index of the income level that is the median of your municipality. You multiply your municipality population by the PMSA composition. You multiply that result by the index for that median income level.

Municipal population x PMSA composition = unweighted audience.

Unweighted audience x median income index level = total audience in the municipality.

(7.) You want to know the number of people in a municipality viewing television during an average half-hour. Check your formula above for the total audience in your municipality. Divide total audience in the municipality by cumulative weekly audience. This derives the composition of the audience that is in that municipality.

Total audience in the municipality / total cumulative audience = composition of audience in that municipality.

To obtain average half-hour audience in that municipality, multiply average half-hour television audience by the composition of the audience in the municipality.

(8.) You sell wine in a local store, and all your customers come from your city. You can afford one radio advertisement. Your advertising dollars are scarce, and you must spend them effectively. You need to know how many people in your city buy wine and listen to the station during an average quarter-hour.

Multiply average quarter-hour audience by composition of the audience in your municipality (formula above).

Average quarter-hour audience x composition of audience in that municipality = average quarter-hour audience in the municipality.

Multiply average quarter-hour audience in the municipality by composition of the audience that purchases wine.

Average quarter-hour audience in the municipality x composition of the audience that purchases wine = average quarter-hour audience in the municipality that purchases wine.

(9.) You have a chain of stores, and you want to advertise a one-day carpet sale in a newspaper. You decide to advertise in a single issue. You need to know how many people read an average issue, the composition of the readership that buys carpets, and the readership rate of the advertisement. You are assuming that people in that newspaper's audience will follow each other's habits of buying carpets.

Average issue audience x composition of audience that buys carpets x readership rate of advertisements in the newspaper = number of predisposed carpet buyers likely to receive your message.

Take the above results of any problems that find a number of interested buyers or potential sales, and multiply by our estimated one-third response rate by predisposed buyers who receive your ad. This is the best possible estimate of likely sales as a result of an advertisement.

Let's examine how we would determine the value of an advertisement for a number of different types of businesses. In all the following cases, the reader will be started with the basic questions, and should apply mathematical formulas used throughout this chapter to arrive at a final result of potential customers.

(1.) Accountants: Ask for data on how many people in the audience use accounting services. If that is not known, you must provide the median income of your accounting customers. Get the composition of the audience in that income level. Multiply by the total number in the total cumulative audience your ad will reach.

(2.) Airport service: Ask for information about the number in the audience that flies. 2 You must know if information about domestic and international flights is applicable. Apply formulas.

(3.) Appliance/appliance repair: Ask for information about appliance purchases and plans for appliance purchases. Use your own knowledge of the age at which appliances need repair. If you sell appliances, you probably want a media company whose audience has a high index of purchasing new appliances. For repairs, you want one with a low index of purchases. You must track the results of your ad, because this is an unknown.

(4.) Automobile purchases, automobile repair, automobile parts sales, automobile rental: Detailed information exists on actual purchases and plans to purchase. Know the shopping habits of your customers, and find out what media company has the highest index of them in the audience.

(5.) Banks: Get financial information on your customers, and those you want to attract. Compare with demographic and financial services information on the audience. Detailed information is available on use of specific banks by members of the audience, which you can use to attract to new financial instruments.

(6.) Barbers and beauty salons, clothing stores, clothing repair shops, shoe stores: Ask specific questions about use of your goods and services by the audience, and for most of this type of business there will be very certain and useful information. Get age and gender information on your customers, and see if you can make use of fashion consciousness data. If you can select an appropriate demographic category, apply appropriate formulas.

(7.) Bed & Breakfast Inns: Difficult to find, you may want information about people in the audience who travel and stay in the area of a major city, but not in the city itself.

(8.) Bicycles: Ask questions about intent to purchase, and leisure activities. Also try demographic data of customers (or the parents of your customers if the bikes are purchased for kids) and apply formulas.

(9.) Books: Detailed information is available. Apply formulas.

(10.) Air conditioning, building, building materials, carpenters, carpeting, carpet cleaning, cesspools, electricians, floors, floor coverings, heating, kitchen cabinets, kitchen remodeling, lighting fixtures, masonry, paint, painting, plumbing, remodeling, roofing, septic tanks, siding, wallpaper, windows: Ask for information on how many in the audience

are planning to install air conditioning, build, purchase building materials, etc. For almost all specific home improvements, information is available on the audience's purchases or plans to purchase. Information about plans to install septic tanks or new roofs may not be directly available. In that case, get information about the length of time the audience members have resided at their current address (which is probably the most useful piece of demographic data if you have no purchasing data to use) and match it with your knowledge about the average length of time after which these major items must be replaced. Assemble pertinent data to whatever you are selling. Apply formulas.

(11.) Farm & garden, fences, fuel oil, garden centers, garden supplies, generators, landscaping, landscape architect, landscape design, lawn mowers, real estate, snow blowers, storage sheds: Ask for specific purchasing information. If it is not to be had, rely on demographics again. However, you must choose the appropriate demographic. A landscape architect would likely do well in a town with high property values and a lot of recent arrivals, so seek a media company with a high median income audience that has not spent too long a time living in their current residence. Lawn mowers are likely to be sold to middle and lower income audiences living a fairly long time in their current residences.

The main thing to keep in mind is to always ask for the most specific detailed information relating to your products and services, and assume it is available. If the media salesman says he does not have it, ask him when he can get it. If you are convinced he does not have exactly what you need, ask him how you can go about figuring out whether or not to advertise with him. The salesman will quickly explain the wondrous world of demographics to you, and he most likely started to mention them before. You will then provide him with the most specific demographic data on your customers that is available, because you are virtually secure in the knowledge that he does have that demographic information available on his audience.

Now that we know how to use sophisticated techniques to determine how to spend our advertising dollar, let's look at the other side and see what kind of clever persuasion will be used on us by the salesman.

11. Sophisticated Media Sales Presentation Arguments

(1.) Total readers per paper/magazine, listeners/viewers per station = total potential customers - an absurd argument that some of the largest media companies try to use. It presumes that every listener will get your message, want your product, and be physically able to reach your distribution outlet.

(2.) Total readers per paper/magazine x readership of advertisements = net potential customers. This argument presumes that everyone who sees the ad wants your product, and can get to it.

(3.) Our station reaches this number of people in the demographic that matches the demographic of your customers. This presumes that everyone in a particular demographic group will buy a certain product, a standard argument explained in Chapter 6, "What Does the Media Salesman Tell You?" This information is of limited value, and is no substitute for information about product and shopping habits, or even surveys of intended purchases.

(4.) Efficiency arguments are most amusing. For whatever the composition is of the audience (generally percentage of the audience that fits a subject demographic), that same number of cents on the advertising dollar is working for you. For example, if 50% of the audience is male, 50 cents of your advertising dollar will deliver a male audience.

You may hear curious arguments about why persons who read the paper at the breakfast table or hear your message while driving a car are more likely to respond to it. None of these have any basis in factual data. (Recently, information was provided to the

author that a certain station found managerial decision makers purchase services advertised in the late afternoon, and product purchase decision makers purchase products advertised in the morning. No explanation is available. This may be an anomaly.)

(5.) The most entertaining arguments are the one that prove you should advertise with the station regardless of which of two completely opposing scenarios exist:

The first is that the subject station shares an audience with another station, and so advertising with the subject station enables you to attain the effective frequency of gross impressions. There is some merit to the argument about the added benefit of using two radio stations with some overlapping audience, but it is generally reserved for experienced, well-financed media buyers.

The other, more obvious argument, is that the audience listens to/watches/reads them exclusively, and you the seller have no other way to get your message to them. The small businessman starting out should direct his expenditures to one media company and chart his success, or lack of it, from these expenditures.

12. Services Provided by the Media Companies

The life blood of a media company is the advertising dollar. Their main service to you is the transmission of your commercial message to their audience.

The media company may also design and produce a commercial message for you. They will be happy to discuss this with you, because it is another service for which they can bill you. If you desire, most broadcast operations have copywriters and production studios which can be hired to produce your message.

An advertising agency specializes in this function. The agency may, depending upon your contract with them, then seek appropriate media outlets for the messages they produce.

The media commercial should make ample use of known key words, and either set up characters and situations with which the targeted audiences can identify, or establish the credibility of their message and messenger. Paradoxically, credibility can be established by a messenger being a recognized authority figure (e. g. dad type, doctor) or credibility can be achieved by convincing the audience that they are smarter than the messenger; therefore the messenger must be telling the truth because he is not smart enough to fool anyone. Decisions like this require personal expertise, and it is in such matters that commercial production becomes more art than science.

For a newspaper ad, you hire a copywriter and artist, occasionally a photographer. For a magazine, you need a copywriter and in most cases a photographer. For a radio commercial, you hire a copywriter, voice actors (who may be studio person-nel) and you may need a musical background. The music may be public domain classical music, or you may purchase the rights to a commercial piece, or have a piece of music composed and performed for you. Television ads become costly, as you need everything you would use for a radio ad, plus costumes, settings, lighting, video recording, and your actors must look as well as sound right.

The small businessman may be able to exploit cable television if he can find amateur or volunteer help in local colleges or theater groups to produce a piece. The businessman with a gift for making friends and letting people feel the lure of being on television can save himself a lot of money this way.

Evaluate an advertisement twice. First, on the impact that it makes on you immediately, because it will be perceived in the marketplace immediately. Second, analyze the ad in depth, as to why it has impact, and to whom it will appeal.

With a little thought, information you gather on your customers, and the knowledge of demographics, product and shopping habits, geographics, and psychographics and

symbolism that you now have, you may well be able to produce your own commercials for print and broadcast. You certainly are in a position to evaluate commercials that are produced for you.

Remember when you are analyzing a created advertisement that, as with all occupations, media has tricks of the trade that they do not want you to know. A little prodding may be necessary to get the artists and writers to explain their work. Many of them truly do not understand or analyze the subconscious ramifications of their own work, and may respond blankly to your sophisticated inquiries. I once met a professional artist who frequently drew fish. When I questioned her, she said she did not know why fish were the subject of so many of her private drawings. She was apparently unaware of the fact that she was drawing ancient Christian symbols.

As when purchasing any service, ask what else has been produced by the agency and what the results were. Do not hesitate to ask what bombs (failures) the agency made. Remember, your check for their services is guaranteed by the law and your good credit rating. Their ability to produce an ad that sells is supported by nothing. You need to know their record of successes failure. If you are hiring a newcomer to the business, ask penetrating questions to assure yourself of their knowledge, technical skill, and reliability.

13. Follow-up to Chart Your Results from an Advertisement

The bottom line is that you cannot be sure if an ad will be successful unless you try it. This book has been designed to increase your odds of success, save you money, and protect you from unscrupulous salesmen, but, as a professor once told me, "Education is no substitute for experience."

So, how do you know if an ad works?

(1.) Ask customers how they heard about your product, service, event, etc. This applies to all forms of media. Maintain your survey results. These files will accumulate and build your own valuable database on customers.

(2.) For newspapers, have them bring in a copy of the ad for a discount. Keep track of the number of ads you get. If you are running several newspaper or magazine ads, vary the copy slightly, or make some alteration to the picture to distinguish it from other ads. For mail order services, have ads in one newspaper responding to "Department 1", ads in another newspaper responding to "Department 2".

(3.) For a radio station, have a line at the end of your copy saying the listener should "Call Jenny," "Ask for Operator 41," or "Department 2A". This can be done with a prerecorded message, or with a "live tag". A live tag is a line the announcer is directed to read following the end of the recorded commercial. This live tag method is not suitable for television, where little is broadcast live. However, the strategy of directing responses to someone's attention has been used in television commercials and national magazines.

14. Recourse if You Are Defrauded

I have emphasized repeatedly that you must not be swayed by an emotional pitch. Many attractive young persons can easily convince you that the world will beat a path to your door if you just advertise with them. The tremendous financial strain on these people can prod them to be dishonest in making a presentation to acquire a quick sale, ignoring the long-term benefits of building a reputation for honesty..

If you have been defrauded by a media company, you have few options to get satisfaction. Government agencies do not have much power over media companies. Intrusion by the government into media operations entails obvious dangers to the Bill of

Rights. On a more cynical note, some state governments curry favor with the media to get agreeable stories published by providing the members of the press with special parking privileges and by exempting media companies from state sales tax. Discussion with the Federal Trade Commission brought to light that the government's protective services when employed against media are usually on the behalf of consumers, so a defrauded businessman has even less chance of being helped.

The Federal Trade Commission (FTC) outlines the following procedures:

If a broadcast media company promised a certain audience for an advertisement, knowing they could not deliver it, you can file a complaint against them with the Federal Communications Commission which licenses them, and the FTC, explaining that you believe they have engaged in unfair and deceptive practices. Quantify the damages you incurred. Remember the volume of work that a federal agency may be facing, and be sure your claim is clear, concise, and within the purview of the agency. Before filing a complaint with the FTC, it is worthwhile to check the Commerce Clearing House Trade Reporter, which contains claims and representations made by the FTC, and will give you a good idea of the validity of your claim.

In individual states the General Laws may outlaw unfair and deceptive practices to consumers and to businesses, and provide guidelines to seek redress.

The Federal Trade Commission warns that the best way to solve a problem with a media company is to avoid it. Before purchasing media time and space, unless you are sure of the character and reliability of the salesman, ask what ratings service has information on their audience, and ask to see a copy of the ratings service latest report, or call the service directly to ask for assistance.

15. Limits of Advertising Products and Services

Remember, there are limits to what advertising can do. Some products simply can't be sold. You probably could not advertise a buggy whip today and make it a hot sales item; the demand just is not there. However, it was proven that you could advertise baking soda, and create a demand that otherwise was not there. The point is you must be in a viable business in a viable place for advertising to work. You must manage your people, inventory, expenses, and records properly to succeed. Advertising will not compensate for a lack of any of these skills, or a lack of diligence.

16. Co-oping

If you are running a franchise operation, headquarters may have available a fund of money for you to advertise. This is generally referred to as co-oping", and is occasionally overlooked by franchise owners. Inquire about it.

17. Now you're ready to advertise

You are ready now, so what do you do?

Evaluate your business and your customers for advertising responsiveness. Are they more likely to respond to a flier, newspaper ad, radio commercial, television commercial, or magazine ad, or purchase by computer?

What can you afford to do? Most of my readers simply cannot afford an ad in a nationally distributed magazine. There has been a theory that print advertising is more valuable than broadcast advertising, because the paper would be there for several days and could be viewed several times. I know of no study that supports this notion. It would seem that the questions used to generate newspaper readership figures, which expand those figures to the highest possible number, and the knowledge about readership rates of

newspaper advertising do not support the theory. Advertising flier, likewise, are often cast aside, and computer ads must be sought by potential customers. They may be the only affordable vehicle for the small businessman.

Broadcast advertisements are difficult for the audience to ignore, but may be too expensive. Even this problem may be eliminated with the growth of cable television. Cable television is broadcast to individual communities, and the field of televised broadcast advertising is becoming more accessible to small businessmen.

Early information available on print ads contrasted with telemarketing efforts bears this out. People are inundated with printed matter, which can be easily discarded. People are often too polite or sympathetic to hang up on a telemarketer. The human touch of the phone call gives a crafty salesman some opportunity to sway a potential purchaser. A further advantage is that response rates are instantaneous, and easily measured.

The trend toward broadcast advertising, telemarketing and computer sales, and away from print advertising can only be accelerated by future rises in postal rates and paper costs. This may be ameliorated somewhat by increasingly accurate direct mailing list efforts.

Once you select the media format, call the representatives of the various media companies. Ask for information about their audience. Let them talk. Decide what questions you specifically need answered. Generally, you will ask, "What is the index of your audience that purchases my type of products?" The higher the index, the more likely it will be efficient to spend your advertising dollar there. The index question applies to all media. Ask for the sources of their information, or the ratings service they are quoting. This is relevant to all media. If the salesman looks bewildered, ask, "What information on product and shopping habits do you have?" If you still get no response, avoid that media company.

Notice that most of the questions avoid demographic information, for reasons previously explained, and concentrate on product and shopping habits wherever possible.

Questions to ask if advertising in a newspaper:

- (1.) "What is the average number of readers for a single issue?"
- (2.) "If I advertise in more than one issue, what is the cumulative number of readers?"
- (3.) "What percentage of your readers look at the advertisements? (What is your readership rate of advertisements?)"
- (4.) For daily newspaper advertising: "What is the total number of your weekly readers who purchase my type of product (or service)?"
- (5.) For Sunday newspaper advertising: "What is the total number of your Sunday newspaper readers who purchase my type of product (or service)?"
- (6.) "What is the total number of your readers who plan to purchase my product (or service)?" This information may not be available, but inquire with the presumption that it is.
- (7.) "What is the source of your information?" or "What ratings service are you using"

For a chain store, supermarket, bank, airline or other commercial enterprise with multiple outlets:

- (8.) "What is the index of your readers that employ the services of my institution?"

If confronted with a lack of response or claim of ignorance, ask, "When can you get me the information?" If you are told it is not available, ask "Don't you have access to any of the several ratings services, or doesn't your newspaper conduct audience surveys in-house?" If you do not receive a satisfactory response, avoid the newspaper.

For radio:

(1.) "What is the average quarter-hour audience of your radio station?"

(2.) "If I advertise more than once on your radio station, what is the cumulative audience?" You will get a lengthy answer about how it depends on how many ads you put on. As noted, there are formulas to determine this, found in the glossary. Let the salesman know you are aware of them.

(3.) "What is the composition of your audience that purchases my type of product (or service)?"

(4.) "What is the total number of your listeners who plan to purchase my product (or service)?" As with a newspaper, this information may not be available to a radio station, but assume that it is.

(5.) "What is the source of your information?" or "What ratings service are you using?"

For a chain store, supermarket, bank, airline, or other commercial enterprise with multiple outlets:

(6.) "What is the index of your listeners that employ the services of my institution?"

(7.) "What is the total number of your listeners that employ the services of my institution?" Generally, the total audience listens and must hear the ad or change the station, so questions about what percentage of the audience is reached by the ad are not relevant to radio and television ads as they are to newspaper and magazine ads.

As with newspapers, if you get not response or a claim of ignorance, ask "When can you get me the information?" and "Don't you have access to information from ratings services, or doesn't your station conduct audience surveys in house?" If you receive no satisfactory response, do not advertise with the station.

For television:

Questions for television are identical to radio, except that you would inquire about average half-hour audiences, rather than average quarter-hour audiences. Simply substitute viewers for listeners, and otherwise ask the same questions you would about a radio station.

For magazines:

Questions for magazines will be similar to newspapers. Use newspaper queries as a guideline. National magazines are probably beyond the advertising budget of the reader. Local magazines may in fact not have much of the detailed information you would like, but assume they do, and ask questions if they do. They can certainly tell you how many copies of each magazine they sell.

For fliers:

Print and distribute them around the neighborhood or your targeted market. Fliers are often the only way for a single neighborhood store to advertise profitably, and may be the only realistic option if your advertising budget is under \$500. Remember that the clergy, Chambers of Commerce, local Kiwanis, Rotary, small-town newspaper editors and local

elected officials have a way of talking to everyone, and making satisfied customers out of them may be the only affordable way to build your store, or "increase traffic". Prudent management will then allow you to expand to widely distributed newspapers, radio, television, and finally national magazines and national networks.

Fliers can be constructed with care by using psychographic and demographic information provided in earlier chapters. Use popular colors from, and write in the conversational style of your neighborhood. Or, employ and work with art students to create your printed advertising. They work much cheaper than professionals, but they will lack professional expertise and experience to utilize the psychology and layouts that can make advertising truly effective. However, you now have many of the tools to oversee and criticize their work. Be patient, work with and motivate them as you do any other employee, and you should have a good advertising message or campaign for an affordable price.

Do not hesitate to ask the media salesman, "What do you project will be my increase in sales from advertising with your company?" You will receive a thoroughly noncommittal response, and he will give you the old excuses about media being "intangible"

The salesman will be put in the difficult position of trying to tell you that he really doesn't know much about the service he is selling, and there is a good chance he does not. Media salesmen are notorious for not truly understanding the psychology of their own companies' audiences. If he is truly confident and knowledgeable, he will answer you by presenting mathematical projections which this book enables you to verify. If he hedges, and you can be almost certain he will, then ask, "How would you go about helping me estimate my increased sales from advertising with you?" He must respond lucidly, or admit to incompetence. If you get no articulate and logical response regarding product and shopping habits, demographic data, or the likelihood of response to an ad, avoid the company.

18. If the Advertising Numbers Don't Work, Try Promotions

You may find yourself looking at the numbers to try any form of advertising, and find it is not feasible. There are ways to work out a deal, and you may be surprised at the flexible response of a media company to your request.

A common arrangement is to provide a media company with some of your products in exchange for a mention, which amounts to an advertisement. The rule is that the media company will deliver a dollar amount of advertisements based on their rate schedule, and you will provide them with the same dollar amount of your products to give away. For example, you may have a small travel agency. Because of the factual data about the number of people in the media company's audience that travel (provided by the media salesman at your request,) you have determined that it is too risky to pay cash -for an advertisement with the company. You can suggest that your company provide two tickets to some exotic locale to be given away as a prize. Naturally, your agency would be allotted an equivalent dollar amount of spots in exchange for the value of the trip.

In the case of a broadcast company, a remote broadcast can be done from almost anywhere, and from any kind of business. People are anxious to meet media celebrities, even on-air personalities of stations with low ratings, and a live broadcast from your place of business will likely increase traffic.

The world of promotions is a field unto itself, and, like psychographics, could fill another book. Trading is often utilized in radio due to the nature of the business, air being essentially a free commodity. Keep in mind the rule about the value of their advertisements and the value of your product; do not allow the salesman to persuade you to accept less. Convince the salesman to provide something more in "value" of advertising exposure than

the dollar price of your product. It is perfectly reasonable to seek \$400 worth of airtime for \$100 worth of product.

19. Endorsements

Closely aligned with promotions is endorsements of your product. You can achieve more radio and television airtime if media company personalities get involved in the promotion.

Media is driven by the bottom line, like every business. Media personalities are usually delighted to endorse a product if there is money to be made. Your main concern in that you want the personality to project a public image that fits your product image. An acid rock star is not a good endorser for your financial planning service. An elderly newscaster may be a good endorser for a retirement community. Designate the personality you want as the spokesman for your product. The personality will probably enjoy the situation, and give you a good amount of air time. Your product becomes endorsed by the station, and these station endorsements amount to broadcast spots.

20. Charity and Nonprofit Associations

While the small businessman has to worry about adequate revenues, some charitable work can be not only altruistic but a good investment. Select some charitable organization with which you want an association on these of two premises:

- (1.) You personally believe in their stated charitable mission (e. g. end world hunger, spread a religious teaching).
- (2.) You believe that their donors or recipients of their charity are potential customers for your product. (The objective here is to obtain a mailing list.)

There are several benefits:

- (1.) You associate your good product with a good cause. Remember from the psychographics section what types of association consumers make. They are not always obvious, sometimes they are entirely illogical, but they can be made to your advantage.
- (2.) Your association with a charitable endeavor gives you credibility and respectability in the community.
- (3.) Your support of a charitable endeavor gives your company (distinguished from your product) a friendly, interpersonal dimension with the buying public. People are more likely to be attracted to a product provided by a company they see as a friend than one they see as an anonymous supplier of product. (At&T advertisements make excellent use of the technique of portraying a company as a reliable friend.)

There are several pitfalls:

- (1.) You could endorse a charitable event that is not appreciated by your potential customers. (An antinuclear power campaign may not be appreciated by those in a company town who rely on a nuclear plant for their livelihood.)
- (2.) You could endorse a charitable institution currently out of favor with the public. (The United Way has been assailed recently for spending habits of some of its top officials.)

Unlike almost every other aspect of advertising, there is no known quantifiable information on the benefits of charitable associations for a business. Refer to techniques from Chapter 13, "Follow-up to Chart Results from an Advertisement" for possible evaluation procedures.

21. Actual Results of Advertising

Markets and media companies don't want to answer questions about historical results of advertising. This is why contacting previous advertisers, as suggested in Chapter 9, section D, is so important to use as a recourse. The following information has come to the author over the years. (Remember these results are for small businesses, not to be confused with the campaigns of major corporations.)

Results for focussed direct mail solicitations, per letter campaign:

- (1.) To return a postage paid card: 2% to 5%.
- (2.) To return a card for coupons: 2%
- (3.) To send a check: 1%

Results for classified ads in newspapers/magazines within a certain broad geographic area or a focussed demographic, 2 to 3 responses per ad, frequently no response.

Results for radio advertising for a local business or event, with focussed demographic (major market radio stations):

- (1.) Responses per spot: 1 to 2
- (2.) Highest reported response per spot: 5.

Repetition of spots did lead to increased responses. A total weeklong campaign yielded the above reported cumulative result of responses to individual spots. (200 responses to 40 spots equals 5 responses per spot.)

Television results are probably comparable to radio advertising.

The media buyer must first determine that there is some likelihood of any response. (The salesman will offer no guarantees, remember.) Then, the media buyer must be cautious not to accept unrealistic projections of responses.

22. Keep This Book With You

Refer to this book often. The author refers to it frequently, as the information contained herein is valuable, and encompasses almost every aspect of the entire industry. You will not commit it to memory after a few readings, even if you are professionally employed by the advertising industry. You will, of course, need to use it constantly if you are new to the field.

Continue your service to the community, be prudent and thoughtful when advertising, cut corners carefully where you can and will enjoy the benefits of the expensive professional advertising techniques that the largest companies employ.

GLOSSARY

Definitions

Area of Dominant Influence: a clearly demarcated geographic region in which most media consumption is of material produced in or near the designated major city.

Average Half-Hour Audience: total number of people watching a particular television station during a half-hour in a particular daypart.

Average Issue Coverage: for newspapers, total number of people who look into part of a newspaper issued on a particular day. For magazines, total number of people who look into a copy of the magazine that particular month.

Average Quarter-Hour Audience: total number of people listening to a radio station during a quarter-hour in a particular time.

* Average Quarter-Hour Composition: percentage of average quarter-hour audience that purchased subject product or service in a given time frame.

Composition: the percentage of the total weekly audience that fit a particular demographic or purchased a particular product.

Cost per Thousand: how much money it costs to reach 1,000 members of an audience. This can be calculated on the basis of total audience, or total number of an audience that fits some subclassification.

Coverage Percentage: the percentage of the total of a particular defined group (i. e. college graduates, blue collar workers) in the weekly audience.

Cumulative Audience (Cume): Weekly: total number of different people who tuned in to the radio or television station at any time during the previous week. For newspapers, the total number of people who report looking at any edition of the newspaper during the previous week.

Cumulative Audience (Cume): Daypart: similar to cumulative audience weekly, but more specific. The daypart can be any measure, but generally refers to four-hour blocks, i.e. 6 am to 10 am, or 3 pm to 7 pm. For all media, the total number of people who tune in at some time during the specified daypart.

**Cumulative Audience Composition: same as average quarter-hour composition, but with a larger audience of a daypart.

Cumulative Audience Duplicated: percentage of one audience that is shared with another station.

Cumulative Audience Exclusive: percentage of an audience that is not shared with another station.

Daypart: certain arbitrarily defined portion of the days (usually 4 hours) used in broadcasting measures, i.e. 6 a. m. to 10 a.m., 3 p. m. to 7 p. m.

Demographics: information about audience age, income, family and living conditions, race and employment.

Downtrending: three months of continuous audience decreases.

Frequency: number of times all audience members hear your message.

Effective Frequency: advertisers' guess that a message should be heard three times to be effective.

Gender: difference in predominant sex of purchasers of the subject product or service, or of a media audience.

Geographics: location of prospective customers based on area of known sales, isolated by zip codes and telephone exchanges.

Gross impressions: total number of times your message is heard by all members of the audience.

Index: How much more or less likely than the rest of the Area of Dominant Influence the weekly audience is to fit a particular demographic or purchase a particular product. The entire Area of Dominant Influence has a 100% likelihood of fitting any subject demographic

or shopping habit. If 10% of the ADI buys auto parts (and 10% of the audience buys auto parts, the Index is 100. If 16% of the audience buys auto parts, the Index is 160. If 5% of the audience buys auto parts, the Index is 50.

Net Unduplicated Audience: for radio, the number of new people who tune in each quarter-hour. For television, the number of new people who tune in each half-hour. For newspapers, the number of new people who read an issue that did not read the previous issue. For magazines, the number of new people who look into a copy of the current edition of the magazine that did not look into the previous edition.

Penetration: essentially the same as coverage percentage.

Per Person Interviewed Value: the number of total audience that is estimated based on a single ratings survey respondent.

Positioning: defining a product market and creating the product that fills that particular need. Finding your market niche. To be successful, there is no other product in the market filling the need. This can refer to a specific product, a brand of product, or even a type of story.

Principal Metropolitan Statistical Area (PMSA): generally, a major city and its surrounding environs rated as a definable geographic area, i.e.: the Lowell PMSA,

Brockton PMSA, Boston PMSA (which excludes Boston), the City of Boston. PMSA markets are taken from data supplied by the U.S. Office of Management and the Budget.

Promotions: method of gaining visibility that at times goes unnoticed if utilized effectively.

Psychographics: information on lifestyle, psychological approach to life, known likes and dislikes, religious values, tune-ins, tune-offs.

Ratings: percentage of the total number of people in a geographic area that are tuned to a subject station.

Readership Average: pertains to newspapers, percentage of the total readers who read advertisements.

Recycling: number of listeners who listen to a radio station during two distinct day-parts.

Response rate: likelihood of a listener to make a purchase based upon exposure to a message. Response rate is subdivided into the rate demonstrated by a random audience hearing a message, and the rate of a segmented and predisposed audience.

Reverse Cost Per Thousand: available formula to demonstrate how much a competitor would have to charge to deliver your message to as many potential customers as the subject station.

Shares: percentage of the total number of radios tuned to a subject station of all the radios to which people are listening. This measure is useless to the advertiser, who needs data on purchasers in the audience, not how well a station does compared to another. Applies to television.

Spots: commercial messages broadcast.

Time Spent Listening: amount of time the typical audience spends with the station during the week.

Total numbers: amount of people in the weekly audience who fit a particular demo-graphic, purchased a particular product, etc.

Traffic: quantity of people entering a store or establishment), a given time period. \ () v
Increased traffic is the objective of advertising.

Uptrending: three months of continuous audience increases.

* These concepts are the most important to the small businessman with a limited advertising budget.

Formulas

Average Quarter-Hour Audience: $\text{total quarter hours reported} / \text{quarter hours in the daypart}$
 $= \text{average quarter-hour respondent. Average quarter-hours respondent} \times \text{per person interviewed value} = \text{average quarter-hour audience.}$

* Average Quarter-Hour Audience Composition: $\text{average quarter-hour audience} \times \text{composition for the total audience} = \text{total persons in the average quarter-hour audience who purchased a subject good or service in a particular time frame (either past 30 days or past 3 months). This is the most important data element for a small advertiser.}$

Cumulative Audience: $\text{total average quarter-hour respondents} \times \text{per person interviewed value.}$

* Cumulative Audience Composition: $\text{cumulative audience} \times \text{composition for total audience} = \text{total persons in the cumulative audience who purchased a subject good or service in a particular time.}$

Cumulative Audience Duplicated: $\text{shared audience of both subject stations} / \text{cumulative audience on one station} = \text{cumulative audience duplication percentage.}$

Cumulative Audience Exclusive: exclusive cumulative audience (those listening to the subject station) / total cumulative audience listening to all stations = percentage of the total audience that can only be reached by the subject station.

Frequency: calculated by gross impressions / cumulative audience. To find the number of spots needed for the "effective frequency" of 3, or other desired frequency, (1) desired frequency x cumulative audience = gross impressions needed. (2) Gross impressions needed / average quarter-hour audience = number of spots needed.

Gross Impressions: average quarter-hour audience x number of spots=gross impressions.

Rating: average quarter-hour audience / population.

Recycling: daypart 1 + daypart 2 - daypart 3 = listeners of both dayparts 1 & 2. For example:

$$\begin{array}{rcccccc} 6 - 10 \text{ am} & + & 3 - 7 \text{ pm} & - & 6 - 10 \text{ am, } 3 - 7 \text{ pm} & = & \text{recycling} \\ 35,000 & + & 35,000 & - & 45,000 & = & 25,000 \end{array}$$

Readership average: for newspaper advertisements, generally estimated at 10%.

Response rate: general rule based on marketing experience. For a randomly chosen audience, the response rate to a sales pitch is 5%. If the audience has been pre-selected by market segmentation techniques to isolate predisposed buyers, response rate can be as high as 35%.

Share: average quarter-hour audience / persons using radio (or television).

Time Spent Listening: (Average quarter-hour audience x dayparts average quarter-hour audience) / cumulative audience = time spent listening.

* These formulas are the most useful to the small businessman with a limited advertising budget.

Sources

Research Services:

ABI Zeller List Company, American Business Lists, Arbitron Ratings, Birch Radio Research, Consumer Trac (WCVB), Ingalls Strategy and Initiatives Board, Mediamark Research, Inc., Scarborough Report

Media Companies Examined:

Radio Stations: WAAF, WBCN, WBNW, WCRB

Television Stations: WCVB, WHDH

Newspapers: Boston Business Journal, Boston Globe, Boston Herald

Magazines: Civilization, Consumer Reports

Government Agencies Consulted:

US Federal Trade Commission, US Small Business Administration

About The Author

The author is a member of the National Press Club with twenty years experience in print and broadcast media. He has been published in the Sudbury Towne Talk and the Dorchester Community News, and has worked at WCRB-FM in the Boston media market. He holds a bachelor's degree with honors in economics from Clark University in Worcester, Massachusetts.