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Bureau de la
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**MEDIA FRAMEWORK:
CHOOSING MEDIA
FOR
GOVERNMENT COMMUNICATIONS**



Consommation
et Corporations
Canada

Consumer and
Corporate Affairs
Canada

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FOR
GOVERNMENT COMMUNICATIONS**

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MEDIA FRAMEWORK
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MEDIA FRAMEWORK:
CHOOSING MEDIA FOR GOVERNMENT COMMUNICATIONS

1.0 INTRODUCTION

This study was undertaken by the Program Evaluation Division of CCAC in response to a request for a framework for choosing among media for effective government communications.

Section 2 of the report provides a brief background while Section 3 outlines a framework for choosing a communications strategy. A comparison of the advantages and disadvantages of the various media channels is outlined in Section 4. Finally, the material is integrated into a media selection model outlined in Section 5. Detailed material related to a 1986 national study of the way in which Canadians view the media is outlined in appendices 2 and 3. A "hands on" approach for users is described in Appendix 1.

2.0 BACKGROUND

The framework attempts to optimize decisions re selection of communications channels, but users are required to exercise strong measures of personal judgement. This paper will not attempt, to provide a comprehensive framework providing an ultimate decision. For example, the choice of target audience and budget are presumed to be "given". The paper will attempt to provide a methodology for narrowing down the number of media options appropriate for a given combination of message, objective and target audience.

2.1 Media Choice in Context

Media choice is but one element in an interactive series that comprises a complete communication system. A source sends a message by appropriate media to a receiver. The receiver may acquire knowledge, and/or change beliefs, and/or take action as a consequence of the message. The effects are influenced by the characteristics of the receiver, the receiver's interest in the subject and the receiver's perceptions of the source credibility. The competitive situation also influences the effect. Both the volume of competition and the media choice by competitors may influence the reception of the original source's message.

2.1.1 Two-Step Communications

The communication system may be part of a two-step (or multi-step) total system. For example, a message on industrial safety might be communicated to a company safety officer who in turn relays it to others. The two-stage process requires that as much attention be paid to the second stage communications system as the first.

Media choice may first require a choice between one-step and two-step communications approaches.

2.1.2 Budget

Budget considerations may determine the media to be used. Rough guidance regarding cost is provided in Sections 4 and 5 of the report and in Appendix 1.

2.1.3 Target Audience

Target audiences are also relevant in determining the appropriate media. For example, if the target is 5,000 company executives of a certain title, probably available by name on a mailing list, then there is little point in spending money on the broader reach of general media. Target audiences are discussed in more detail in Appendix 3.

2.1.4 Nature of the Message

The nature of the message plays a major role in determining the media. If complex legislation has to be communicated in full to key individuals, then usual media will fail to provide the detail. Books and/or seminars must be produced. Other factors influencing length of message are discussed in Section 3. Choice of media suitable for messages of different lengths is discussed in Sections 4 and 5.

2.1.5 Media Interactions

Media choice does not require the use of only one medium. Media may be combined in a campaign to reach the complete target audience or to increase frequency and quality of frequency or to provide complementary media characteristics.

An example of combining complementary media occurs when billboards are used for "imprinting" a motto or a campaign theme together with specialty magazines to describe why the theme is important or how to implement what it recommends.

3.0 FRAMEWORK FOR CHOOSING A COMMUNICATIONS STRATEGY

This Section will establish a simplified framework for choosing a strategy when the communication system is one-step, and the medium is not fully pre-determined by budget, audience, or message considerations.

The parameters of the choice are (i) the receiver's interest in the topic, (ii) effect required, (iii) credibility of the source to the receiver for the topic, (iv) prior beliefs of the audience, (v) extent of competitive messages in the media as a whole.

3.1 Receiver Interest in the Topic

If the topic interests the receiver, the receiver will pay careful attention to the message, seeking as much detail as possible. The receiver will likely follow the traditional learning hierarchy of: awareness - comprehension - conviction - action. In this situation, the communicator should use "cool" (unemotional), informative media with fully developed and explained messages. Informative leaflets/booklets would likely be effective.

If the receiver has minimal interest in the message, he/she will have little perceptual defence against messages encountered. Repetition may bring the topic to top-of-mind awareness. The learning process is likely to be: awareness - action - conviction (depending on the experience resulting from the action). The communicator should use uncomplicated, attention grabbing messages, in forced attention media. Television is ideal.

3.2 Effect Required

The medium used depends on the objective: to communicate knowledge, change beliefs, or cause action. If government simply wants to inform the public that a program exists, almost any form of medium with sufficient reach could be appropriate. Changing belief or causing action requires greater impact on the receiver. Media resulting in planned repetitions of the message to the target audience are preferred.

Demonstrations of the action may be necessary so that it is fully communicated. Demonstrations may be by TV or direct exhibits.

3.3 Credibility of the Source

The credibility of the source is important, particularly if belief change or action are required. For example, on product safety issues, government is likely to be a very believable source and will not need to borrow credibility from media. If government is not credible, borrowed credibility, for example, editorial messages obtained via public relations, could help the campaign. (Appendices 2 and 3 provide very up-to-date information on the credibility of different media to Canadian audiences.)

3.4 Audience Beliefs

If the target audience already agrees with the message, the main purpose of the communication is to remind. Media providing cheap frequency are appropriate, such as public service announcements, radio, transit, and billboards.

If the audience is neutral and/or uninformed about the topic, a more substantial campaign will be needed, combining awareness generation, repetition and expanded copy media. Television plus newspapers and journals might be appropriate.

If the audience is against the position advocated, then a long term, intensive campaign will be needed. If the receivers are not interested in the topic, then massive repetition may be appropriate. If the receivers are very interested, then long copy messages will be needed. Informational booklets, newspapers, journals, PR placed editorials should back up awareness generated by other media.

3.5 Extent of Competitive Messages

Some government messages will encounter explicit or intensive competition on the media taken as a whole, for example, anti-smoking campaigns currently run in an environment of heavy advertising for cigarettes. If competitive advertising is heavy, then the government message may have difficulty being seen unless government matches the heavy advertising expenditure. If the government cannot do this, it might choose a flanking approach by dominating an alternative medium which reaches the same audience.

3.6 Choice Matrix

The simplified discussion of choice alone yields a matrix of 48 decision cells, as shown in Figure 1. Some choice guidelines for the cells are shown. For example, for low involvement, negative prior beliefs, source credible, action required, no competition in the media taken as a whole, the recommendation is saturation, medium copy. An appropriate medium for this would be a large scale television campaign. By contrast, for high interest, negative prior beliefs, source not credible, awareness required, no competition, the recommendation is PR, medium frequency, medium copy, informative advertising. An appropriate medium would be magazines and newspapers supported by such editorials as PR could provide.

Glossary of terms for Figure 1

Low frequency	audience will <u>see or hear</u> the message one or two times
Medium frequency	audience will <u>see or hear</u> the message three or four times
High frequency	audience will <u>see or hear</u> the message six or more times
Saturation	audience will <u>see or hear</u> a dozen times or more
Low copy	few ideas or words, one or two ideas, no detail
Long copy	extensive message
Reminders	no real argument needed, simple, attention getter, as distinct from <u>informative</u> where some argument must be made
PR	public relations/media events
Flanking	use of media less dominated by the competition

FIGURE 1
MATRIX FOR CHOICE OF COMMUNICATIONS STRATEGY

		High Receiver Interest			Low Receiver Interest			
		Beliefs +	Beliefs 0	Beliefs -	Beliefs +	Beliefs 0	Beliefs -	
KNOWLEDGE REQUIRED (AWARENESS)	Source Credible	Competition	Medium Frequency Low Copy Reminders	High Frequency Low Copy Informative	High Frequency Medium copy Informative, Flanking	High Frequency Low Copy Reminders	High Frequency Low Copy Informative	Saturation Low Copy Informative
	No Competition		Low Frequency Low Copy Reminders	Medium Frequency Low Copy Informative	High Frequency Medium Copy Informative	Medium Frequency Low Copy Reminders	Medium Frequency Low Copy Informative	High Frequency Low Copy Informative
	Source Not Credible	Competition	Medium Frequency Low Copy Reminders	PR High Frequency Low Copy Informative	PR Medium Frequency Medium Copy Informative, Flanking	High Frequency Low Copy	High Frequency Low Copy Informative	PR Saturation Low copy Informative
	No Competition	Low Frequency Low Copy Reminders	PR Medium Frequency Low Copy Informative	PR Medium Frequency Medium Copy Informative	Medium Frequency Low Copy Reminders	Medium Frequency Low Copy Informative	High Frequency Low Copy Informative	
BELIEF/ACTION REQUIRED	Source Credible	Competition	Medium Frequency Medium Copy	High Frequency Medium Copy	High Frequency Long Copy Flanking	High Frequency Medium Copy	High Frequency Medium Copy	Saturation Medium Copy
	No Competition		Low Frequency Medium Copy	Medium Frequency Medium Copy	High Frequency Long Copy	Medium Frequency Low Copy	Medium Frequency Low Copy	High Frequency Low Copy
	Source Not Credible	Competition	Medium Frequency Medium Copy	PR High Frequency Medium Copy	PR Medium Frequency Long Copy Flanking	High Frequency Medium Copy	High Frequency Medium Copy	Saturation Medium Copy
	No Competition	Low Frequency Medium Copy	PR Medium Frequency Medium Copy	PR Medium Frequency Long Copy	Medium Frequency Low Copy	Medium Frequency Low Copy	Saturation Low Copy	

4.0 MEDIA ADVANTAGES AND DISADVANTAGES

This section provides a listing of advantages and disadvantages for using various media, both paid and unpaid. Included are the following:

- . television
- . radio
- . newspapers
- . consumer magazines (general circulation)
- . specialty magazines (trade, etc.)
- . publications: brochures, flyers, etc.
- . direct mail
- . billboards
- . exhibits
- . speeches and seminars
- . news releases, public relations
- . announcements made as a public service
- . one-on-one discussions

In each case, the strongest advantages and disadvantages of using each medium are listed first.

The media requirements developed for the communications strategy in Section 3 can be compared with the media advantages and disadvantages as one way of selecting appropriate media.

MEDIA ADVANTAGES AND DISADVANTAGES

TELEVISION:

Advantages	Disadvantages
* Flexibility in providing local, regional or national coverage.	* Not useful for urgent messages except as a public service.
* It gives 97% coverage of Canadian homes, but no guarantee of listener access or attention.	* Large number of other advertisers competing for attention.
* Advertiser can select program to be sponsored.	* Viewer can switch off, or change to other channels.
* Appeals to both the ear and the eye.	* Talent, production and administration costs are high.
* Can attract the receiver's attention more than print media.	* Very concise message needed - hard to use long copy.
* Can demonstrate product usage.	* Long lead time required for buying.
* Opportunity to repeat message (best buy for medium frequency).	* Perishability of messages.
* Advertiser gets credit for entertainment for special programs.	* Wasted circulation - other than the target audiences.
	* Good time periods are limited.
	* Relatively high per person cost to reach.
	* Not suitable for message with high technical content.

RADIO:

Advantages	Disadvantages
<ul style="list-style-type: none">* Public service announcements allow for urgent messages to be conveyed quickly.* Flexibility - local, regional or national coverage.* Low unit cost, providing excellent frequency opportunity.* Low per person cost to reach.* Good reminder.* Advertiser can blend commercials with programming.* Advertiser can change copy on short notice.* It gives 98% coverage of Canadian households, but no guarantee of access or listener attention.* Can attract the receiver's attention more than print media.* Allows listener to do other things while listening, but implies varying interest in listening to message.* Radio is portable (in-home and out-of-home medium).	<ul style="list-style-type: none">* Large number of other advertisers competing for attention.* Difficult to use long copy (receiver may not pay attention).* The perishability of message.* Good time periods are limited.* There is often waste circulation.* Long lead time required for buying major markets, in order to buy radio time.* Can't demonstrate most products.* No eye appeal.

NEWSPAPERS:

Advantages	Disadvantages
* Newspapers have broad general population reach.	* Other advertisers competing for attention.
* Less perishable than air wave channels.	* Cost of national coverage is high (because of no national newspaper).
* High frequency opportunities, daily.	* Generally higher than radio cost per person.
* Penetration of most income groups.	* Not effective for high urgency messages.
* Selectivity of markets (some).	* Lack of target group selectivity.
* Colour, inserts, special production techniques, flexiform, etc.	* Colour reproduction inferior to magazines.
* Local tie-ins.	* Short per issue life compared with other print media.
* Short lead time (both closing dates and cancellation dates)	* Lacks audio capability.
* Large page size, allows for long copy.	* Minimal product demonstration opportunity.

CONSUMER MAGAZINES (GENERAL CIRCULATION):

Advantages	Disadvantages
* Long life allows for repeat impressions.	* High production costs - particularly for colour.
* Significant pass-along readership.	* Not suitable for highly urgent messages.
* They provide national coverage related to population distribution.	* Other advertisers competing for attention.
* Allows long copy	* Not useful for highly technical messages.
* Selectivity of target audience - middle and upper income groups.	* Per person costs to reach - varies.
* High quality editorial atmosphere to enhance product image.	* Inflexibility - long closing dates.
* Excellent four-colour reproduction.	* They provide low penetration of select markets.
* Regional flexibility allowing concentration in provincial areas.	* Wasted circulation - coverage where message may not be applicable.
	* Appeals to eye only, limited sensory impact.

SPECIALTY MAGAZINES (TRADE, ETC.):

Advantages	Disadvantages
<ul style="list-style-type: none">* Target to select audience.* Better for technical messages.* Allows long copy* Long life and repeat impression.* Significant pass-along readership.* Excellent four-colour reproduction.* High quality editorial atmosphere to enhance product image.	<ul style="list-style-type: none">* Not suitable for high urgency messages.* High placement costs.* Long closing dates.* Eye appeal only, limited sensory impact.* Per person cost varies, but generally lower than general consumer magazines.

PUBLICATIONS: BROCHURES, FLYERS, ETC.:

Advantages	Disadvantages
<ul style="list-style-type: none">* Useful for direct mail.* Allows long copy, suitable for complex messages, informative, if picked up or received by interested receiver.* Flexibility of message.* High quality colour production possible.* Slightly enhanced opportunity to demonstrate product.	<ul style="list-style-type: none">* Often distributed by voluntary pick-up.* Of little use for high urgency messages.* Users often do not realize that because of high production costs, requires careful pretesting and research before beginning production.* Those authorizing production of publications are often unsure of intended audiences, hence, objectives need to be clarified beforehand.* Limited targetability, but can be enhanced by direct mail (see below) or location of pick-up.* Per person reach cost varies.

DIRECT MAIL:

Advantages	Disadvantages
* New computer banks allow for very specific targeting (little audience waste).	* Skill required in developing data banks to be used to generate mailing lists.
* Opportunity to repeat message.	* Medium-to-long lead times to develop programs.
* Can be used as reminder.	* Production costs somewhat high.
* Messages can be tailored to audience.	
* Allows long copy.	
* Permits full-colour presentations.	
* Per person reach cost can be low.	

BILLBOARDS:

Advantages	Disadvantages
* Message exposed continuously for length of contract, can provide cheap frequency, reminders.	* Not useful for urgent messages.
* Can be tailored for special coverage (supermarkets, drug outlets, ethnic groups, industrial areas).	* Selling is limited to a few words or a reminder message.
* High size, brilliant colour permits showmanship (day or night).	* There is no selectivity of readership.
* Can dominate outdoor area, especially in cities, if well placed.	* Speed of passing traffic (it varies) limits exposure time per viewer.
* Flexibility in location allows multiple geographic coverage.	* Long closing dates (due to production, location leases).
* Delivers good coverage - men, women and children.	* No editorial or program content to attract the audience.
* Billboards may be seen from a distance.	* Ban on billboards is a problem in some geographic areas.
	* Prestige value of outdoor is not high.
	* French only copy in Quebec, due to provincial legislation.
	* Per person reach cost varies.

EXHIBITS:

Advantages	Disadvantages
<ul style="list-style-type: none">* Can convey technical and longer messages.* Interact with target audience.* Can appeal to all senses.* Can demonstrate product.* Can provide reminders.	<ul style="list-style-type: none">* High production costs.* Limited use as means of accessing geographical areas.* Success dependent on ability to access target market.* Not suitable for urgent messages.* May require reinforcement of message through follow-up communications.* Long lead time to develop.* Per person reach cost can be very high.

SPEECHES AND SEMINARS:

Advantages	Disadvantages
<ul style="list-style-type: none">* Target audiences can be reached.* Can interact with audience.* Relatively low production costs in most cases.* Long exposure period. Suitable for complex messages.* Impact can be measured during and immediately after event.* Can appeal to audio-visual senses.	<ul style="list-style-type: none">* Success dependent to great extent on speaker.* Not suitable for urgent messages.* Access to target audience sometimes difficult, i.e. group must be gathered.* Suitable for relatively small audiences.* Subject to immediate public questioning.* Long planning lead times required.* Per person reach cost can vary.

NEWS RELEASES, PUBLIC RELATIONS:

Advantages	Disadvantages
* Free medium, if published.	* Editors may or may not pick-up messages.
* Per person reach cost relatively low.	* May be subject to editing or possible negative interpretations and comments.
* Announcement obtains higher credibility because of medium (i.e. source credibility).	* May require preselling.
* Low production costs.	* Not usually suitable for high urgency message.
* Allows long copy if editors accept.	

ANNOUNCEMENTS MADE AS A PUBLIC SERVICE:

Advantages	Disadvantages
* Low production cost.	* An opportunity only for short message.
* Free medium.	* Some lead time required.
* Little editing.	* Per person reach cost relatively low.
* Good for urgent messages.	* Message will be competing with other announcements.

ONE-ON-ONE DISCUSSIONS:

Advantages	Disadvantages
* Suitable for urgent message.	* Outcome dependent to a great extent on speaker.
* Can direct target message.	* Per person reach cost can be high, for large groups.
* Personal nature of contact.	* Requires care in selection of target audience.
* Short lead time.	* Lengthy and time-consuming process.
* Can vary message to each individual.	
* Can appeal to both audio and visual senses.	

5.0 MEDIA SELECTION MODEL

5.1 Introduction

This section outlines a media selection model which characterizes each medium according to its suitability regarding various characteristics. These include:

Message-related characteristics:

- . technical complexity
- . length of message
- . frequency/saturation
- . sensual stimulus
- . interference
- . distortability
- . urgency
- . importance

Resource-related characteristics:

- . human resources
- . financial resources
- . lead time

Audience-related characteristics:

- . size
- . composition
- . distribution
- . knowledge

Each of these media characteristics is defined in the next section and then in Figure 2, each medium is rated for each of these characteristics using a three-point scale (high, medium, low).

In using the media selection model, the goal is to establish congruence of requirements of the intended message with characteristics of listed communications channels using the matrix of Figure 2. An example is given at the end of this section.

5.2 Media Characteristics Covered in the Model

5.2.1 Message-related Characteristics

- (a) **Technical Complexity:** The suitability of the channel to convey a technical message.
- (b) **Length of Message:** Suitability of channel to convey lengthy message.

- (c) Frequency/Saturation: Ability to repeat message using same channel not taking time frame into account (so that absorption can be enhanced). The ratings are not strictly comparable to the ratings of frequency used in Section 3 which refer to the amount of frequency required.
- (d) Sensual Stimulus: The number of senses stimulated, i.e. H refers to many human senses.
- (e) Interference: Amount of competing messages or other clutter, i.e. H refers to channel having to significantly compete with other channels/messages.
- (f) Distortability: Extent to which message is likely to be distorted or interfered with, i.e. H refers to high potential for distortion.
- (g) Urgency: Suitability to convey urgent priority messages.
- (h) Importance: Suitability for important messages (i.e. credibility).

5.2.2 Resource-related Characteristics

- (a) Human Resources: Skill and experience required to utilize, and execute message through channel.
- (b) Financial Resources: Monetary resources required to acquire access to channel and per capita cost.
- (c) Lead Time: Length of time required to develop, install and make active communications channel.

5.2.3 Audience-related Characteristics

- (a) Size: Potential size of audience, i.e. H - channel can access relatively large numbers of listeners or viewers.
- (b) Composition: Ability to access targeted and homogeneous audience, i.e. H - audience is homogeneous in terms of intended targets, and L - audience is heterogeneous and unlike intended audiences.
- (c) Distribution: Ability to access geographically decentralized audiences i.e. H - channel can access decentralized audiences, and L - channel can access only centralized audiences.
- (d) Knowledge: Ability to access individuals who may have prior knowledge of message. Implies congruence between what is told versus what is known. i.e. H - channel can access individuals who will likely have prior knowledge and/or congruence with message, and L - channel accesses individuals who may have little or no knowledge about topic or message.

5.3 An Example

The message should be characterized according to those criteria listed in Section 5.2 and rated in the chart in Figure 2. If the chart does not include the characteristics deemed important by the person choosing the media, he/she should refer to the fuller charts in section 4 or Appendix 1 which list media characteristics but do not rate them. It may sometimes be necessary to combine media in order to achieve frequency or the combination of media characteristics desired.

The framework is limited because it does not consider trade-offs between cost or other variables. Hence, while the framework can indicate choices for media decisions, it remains for users to undertake final optimization.

As a hypothetical example of using the model, the Canadian Patents Office wishes to announce the development of a new information service to small business. The service provides information about state-of-the-art technology that can be had free of charge. This service saves small businesses from having to undertake research themselves.

The department views the test case as follows:

#1 Rank: Message Importance: Message importance is high (H).

#2 Rank: Audience Size: Audience size is small (L).

#3 Rank: Audience Composition: Composition is homogeneous (H).

#4 Rank: Financial Resources: Resources are large (H).

Using Figure 2, along the row marked Importance, circle all the H's; along the row marked Audience size, circle all the L's; along the row marked Composition, circle all the H's; and along the row marked Financial Resources, circle all the H's. Following the aforementioned procedure, the framework indicates that: Preferred choice is paid space in specialty magazines. This approach to using the framework assumes that the four characteristics have equal value. This may not always be the case. For example, if message importance is considered to be a criterion of extreme importance only media or media combinations meeting this criterion should be considered.

5.4 Credibility of Media

Figure 2, which we have just discussed, gives some indication of which media provide additional credibility (see Importance) to the message. This can be important when the target audience has negative views of the message or the credibility of the source. The Environics Study "The Media Study" gives the most up-to-date and detailed findings on the credibility of Canadian media. Appendix 2 reviews these findings for a national audience while Appendix 3 does so for audience segments.

FIGURE 2
MEDIA SELECTION MODEL

	PAID MEDIA					
	T.V.	RADIO	MAGAZINE GENERAL	MAGAZINE SPECIALTY	NEWSPAPER DAILY	NEWSPAPER WEEKLY
MESSAGE:						
Technical Complexity	L	L	L	H	L	L
Length	L	L	L	M	L	L
Frequency/Saturation	H	H	H	H	H	H
Sensual Stimulus	H	M	L	L	L	L
Interference	H	H	H	M	H	H
Distortability	L	L	L	L	L	L
Urgency	L	M	L	L	M	L
Importance	H	H	H	H	H	H
RESOURCES:						
Human	H	M	M	M	M	M
Financial	H	M	H	H	M	M
Lead Time	H	M	M	M	M	M
AUDIENCE:						
Size	H	H	M	L	H	M
Composition	H	H	M	H	M	M
Distribution	H	H	M	M	H	M
Knowledge	-	-	-	H	-	-

KEY: L = Low M = Medium H = High
- = Not Applicable Or Varies Considerably.

FIGURE 2 (CONT'D)
MEDIA SELECTION MODEL

	UNPAID MEDIA					
	T.V.	RADIO	MAGAZINE GENERAL	MAGAZINE SPECIALTY	NEWSPAPER DAILY	NEWSPAPER WEEKLY
MESSAGE:						
Technical Complexity	L	L	L	H	L	L
Length	L	L	L	M	L	M
Frequency/Saturation	H	H	L	L	L	L
Sensual Stimulus	H	M	L	L	L	L
Interference	H	H	H	M	H	H
Distortability	H	H	H	H	H	H
Urgency	-	L	L	L	L	L
Importance	-	-	-	-	-	-
RESOURCES:						
Human	M	M	M	M	M	M
Financial	M	L	L	L	L	L
Lead Time	M	L	L	L	L	L
AUDIENCE:						
Size	H	H	M	L	H	M
Composition	H	H	M	H	M	M
Distribution	H	H	M	M	H	M
Knowledge	-	-	-	H	-	-

KEY: L = Low M = Medium H = High
 - = Not Applicable Or Varies Considerably.

FIGURE 2 (CONT'D)
MEDIA SELECTION MODEL

	OTHERS							
	PUBLI- CATIONS	DIRECT MAIL	EXHIBIT	A.V. PRES.	SEMINARS/ SPEECHES	ONE- ON-ONE	BILL- BOARDS	P.S. ANNOUN.
MESSAGE:								
Technical Complexity	H	M	H	H	H	H	L	L
Length	H	M	H	H	H	H	L	M
Frequency/ Saturation	L	M	L	L	L	L	H	H
Sensual Stimulus	M	L	H	H	M/H	L/M	M	L
Interference	H	H	L	L	L	L	H	M/H
Distortability	L	L	L	L	L/M	L	L	L
Urgency	L	L	L	L	L	H	L	H
Importance	M	M	M	M	H	H	M	H
RESOURCES:								
Human	H	M	H	H	H	H	M	L
Financial	M/H	M	L	H	L	L	H	L
Lead Time	H	M	H	H	M	M	H	L
AUDIENCE:								
Size	L	M	L	L	L	L	H/M	-
Composition	M	H	M	M	M	H	L	-
Distribution	L	H	L	L	L	H	L	-
Knowledge	-	-	-	-	H	-	-	-

KEY: L = Low M = Medium H = High
 - = Not Applicable Or Varies Considerably

APPENDIX 1

HANDS ON USE OF THE FRAMEWORK

In essence, a multistage approach has been devised. At Stage I, determine which media are options given the budget available for the communications project. The rest of the analysis concentrates on those media alone, unless the budget can be renegotiated on the basis that it can not accommodate the appropriate media.

At Stage II, determine if the message should be directed to the whole population or to particular segments.

At Stage III, determine if the subject of the message is considered important by the intended receiver (or population segment identified in Stage II), whether the prior beliefs of the receiver are consistent with the message, whether CCA is considered a credible source by the receiver, and the intended effect of the communication (is it belief or action). The facts about these factors can be ascertained from the CCA program staff initiating the communication or from the following forms of research:

- * Focus groups;
- * Mail-intercept programs;
- * Telephone studies (or mail);
- * Delphi panels (expert opinions);
- * Executive interviews;
- * Direct interviews.

At Stage IV, devise a communications strategy according to the methodology described in Section 3 of the report. This strategy will indicate the frequency, length of copy, nature of copy (informative or emotional) required and whether a public relations (e.g. media event) approach is appropriate. Section 3 also indicates whether a flanking strategy is required i.e. using media which are not used by competitors.

In Stage V, the communications strategy is matched against the media characteristics described in Section 4 and rated in Section 5 of the report so that the most important strategy requirements are met. If these limited requirements indicate that more than one medium is appropriate, then less important requirements can also be matched. It is in these decisions (regarding what is important) that the judgement of an experienced communications expert must come to bear. If one of the media resulting from the matching exercise carries a lot of communications with opposing messages (e.g. cigarette ads when the message is to stop smoking), and if the communicator cannot afford to combat these messages on the same medium, then a different medium should be chosen which will still reach the same people. If credibility has been indicated as an important factor in Stage IV, Appendix 2 can be consulted for a national target audience and Appendix 3 can be consulted if a more narrow audience is targeted.

Appendix 2, based on the Environics study can be used to choose between television, radio, newspapers and magazines on the basis of perceptions that the population hold of these media regarding believability, helpfulness, the

utility of its advertisements and the popularity of these media in providing the types of information that may be related to the message to be communicated. If the message should be directed to particular segments of the population, the same information can be obtained in Appendix 3 by segments such as language group, sex, age, age of children in the family and participation in business.

It may be that no one medium provides a match for even the most important characteristics. In this case, complementary media should be combined to the point that these characteristics are covered.

At this point, the choice of media has been narrowed to relatively appropriate ones. At Stage VII (the final stage!), test media/message combinations on a sample from the target audiences before final media and message selection. The test focuses on such things as:

- * Unaided or aided recall;
- * Positive or negative impressions of the method;
- * Positive or negative impressions of the idea promoted, measured before and after exposure to the communication.

The inextricable link between medium and message makes it difficult to separate what role each plays in affecting an audience in a test situation. Only repeated tests with various combinations of media and messages will provide the researcher with an indication as to optimum choices. The role of the framework provided this study is to limit the number of combinations to be tested.

RADIO	TÉLÉVISION	JOURNAUX	MAGAZINES (GÉNÉRAL)	MAGAZINES SPÉCIALISÉS
<u>AVANTAGES</u> <u>Auditoire</u> <ul style="list-style-type: none"> • Auditoires très vastes (tous les groupes socio-économiques) • Possibilité de rejoindre 98% des foyers • Flexibilité (local, régional et national) • Listes des cotes d'écoute • Permet de faire autre chose en même temps (portatif) 	<ul style="list-style-type: none"> • Auditoires très vastes (revenus inférieurs à celui des magazines) • Possibilité de rejoindre 97% des foyers • Flexibilité (local, régional et national) • Listes des cotes d'écoute 	<ul style="list-style-type: none"> • Auditoires très vastes (tous les groupes socio-économiques) • Habitudes quotidiennes des lecteurs • Flexibilité (local, régional) • Sélection de certains marchés 	<ul style="list-style-type: none"> • Auditoires variés (revenus moyens et supérieurs) • Transmis de personne à personne • Flexibilité (régional, provincial et national) • Sélection de lecteurs possible (revenus élevés) 	<ul style="list-style-type: none"> • Auditoires sélectionnés • Transmis de personne à personne
<u>Message</u> <ul style="list-style-type: none"> • Médium agressif, actif et riche en informations (inférieur à la TV) • Reflète l'esprit du moment • À être utilisé pour les produits abstraits, émotionnels, urgents (public service) 	<ul style="list-style-type: none"> • Médium réceptif et passif • Reflète l'esprit du moment • À être utilisé pour les analyses de nouvelles, la santé et le bien-être 	<ul style="list-style-type: none"> • Médium agressif, actif et riche en informations • Caractère de dernière minute • À être utilisé pour les nouvelles locales, d'affaires, économiques ainsi que les informations aux consommateurs • Souplesse: rythme et technique 	<ul style="list-style-type: none"> • Médium possède un caractère et une personnalité unique • Lecture échelonnée sur plusieurs jours • À être utilisé pour la santé et le bien-être, les nouveautés et les articles de profondeur • Qualité d'impression (4 couleurs) 	<ul style="list-style-type: none"> • Lecture échelonnée sur plusieurs jours • À être utilisé pour les messages techniques • Qualité d'impression (4 couleurs)
<u>Impact</u> <ul style="list-style-type: none"> • Texte et son • Peut être intensive • Opportunité de répéter le message 	<ul style="list-style-type: none"> • Texte, image et son • Opportunité de répéter le message • Bon pour des démonstrations 	<ul style="list-style-type: none"> • Texte et image • Opportunité de répéter le message • Crédibilité du médium 	<ul style="list-style-type: none"> • Texte et image • Opportunité de répéter le message • Permet des démonstrations • Prestige du médium 	<ul style="list-style-type: none"> • Texte et image • Opportunité de répéter le message • Permet des démonstrations • Prestige du médium
<u>Contrôle</u> <ul style="list-style-type: none"> • Peut modifier le message dans un court laps de temps 	<ul style="list-style-type: none"> • Peut choisir le contenu, le jour et l'heure • Pénétration supérieure à celles de la radio et des 	<ul style="list-style-type: none"> • Peut faire paraître l'annonce au moment désiré • Requiert peu de planification 	<ul style="list-style-type: none"> • Peut être lié à la publicité 	

* Voir désavantages

PUBLICATIONS	ENVOIS	AFFICHES	ANNONCES PUBLIC SERVICE	COMMUNIQUE DE PRESSE
<u>AVANTAGES</u> <u>Auditoire</u> . Sélection de lecteurs possible	. Auditoire sélectionné . Sélection de lecteurs possible . Médium permet des contacts personnels	. Auditoires très vastes (hommes, femmes, enfants)		
<u>Message</u> . Lecture échelonnés sur plusieurs jours . Flexibilité du message	. À être utilisé pour obtenir une attention plus grande et complète	* . À être utilisé pour les événements spéciaux	* . À être utilisé pour les messages urgents	*
<u>Impact</u> . Texte et image . Utilisé pour les envois . Opportunité de répéter le message . Permet des démonstrations . Qualité d'impression (couleurs)	. Texte et image . Opportunité de répéter le message . Permet des démonstrations . Qualité d'impression (couleurs)	. Texte et image . Opportunité de diffuser le message partout . Visibilité	. Texte et son	. Texte et image . Efficace lorsque le message est utilisé . Crédibilité
<u>Contrôle</u> * Voir désavantages	. Message diffusé au moment approprié	*	. Peu d'édition	

KIOSQUES	DISCOURS ET SÉMINAIRES	DISCUSSION PERSONNE A PERSONNE		
<u>AVANTAGES</u> <u>Auditoire</u> . Auditoires très variés . Flexibilité (local, régional et national)	. Auditoires sélectionnés . Sélection de lecteurs possible . Contact avec l'auditoire cible	. Auditoires sélectionnés . Contact personnel avec l'auditoire		
<u>Message</u> . À être utilisé pour des messages longs et techniques		. À être utilisé pour les messages urgents . Flexibilité du message		
<u>Impact</u> . Plusieurs sens . Bon pour des démonstrations	. Texte et son	. Texte, image et son		
<u>Contrôle</u>	. Possibilité de mesurer l'impact immédiatement			

* Voir désavantages

RADIO	TÉLÉVISION	JOURNAUX	MAGAZINES (GÉNÉRAL)	MAGAZINES SPÉCIALISÉS
<u>DÉSAVANTAGES</u> <u>Auditoire</u> <ul style="list-style-type: none"> . Pas de contrôle sur l'auditoire atteint . Auditeurs fréquemment distraits 	<ul style="list-style-type: none"> . Pas de contrôle sur l'auditoire atteint . Auditeurs peuvent changer de canal ou être plus captivés par la technique que le contenu 	<ul style="list-style-type: none"> . Lacune: sélectivité des auditoires 	<ul style="list-style-type: none"> . Diffusion peut être inadéquate . Pénétration faible de certains marchés 	<ul style="list-style-type: none"> . Pas de contrôle sur l'auditoire atteint
<u>Message</u> <ul style="list-style-type: none"> . Message disparaît vite . Ne pas utiliser pour les messages longs 	<ul style="list-style-type: none"> . Message disparaît vite . Ne pas utiliser pour des messages longs, techniques et urgents 	<ul style="list-style-type: none"> . Message disparaît . Ne pas utiliser pour les messages très urgents 	<ul style="list-style-type: none"> . Ne pas utiliser pour les messages techniques et urgents 	<ul style="list-style-type: none"> . Ne pas utiliser pour les messages urgents
<u>Impact</u> <ul style="list-style-type: none"> . Pas d'éléments visuels . Bonnes périodes sont limitées . Beaucoup de concurrents . Pas de démonstrations 	<ul style="list-style-type: none"> . Bonnes périodes sont limitées * . Beaucoup de concurrents * 	<ul style="list-style-type: none"> . Pas d'éléments audio . Concurrents . Démonstration minimale . Reproduction couleur inférieure aux magazines 	<ul style="list-style-type: none"> . Pas d'éléments audio . Concurrents * 	<ul style="list-style-type: none"> . Pas d'éléments audio *
<u>Contrôle</u> <ul style="list-style-type: none"> . Requiert une longue planification (principaux marchés) 	<ul style="list-style-type: none"> . Requiert une longue planification 		<ul style="list-style-type: none"> . Inflexibilité: long closing dates 	<ul style="list-style-type: none"> . Inflexibilité: long closing dates
<u>COUTS</u> <ul style="list-style-type: none"> . Coûts de production peu élevés . Coût par contact peu élevé (inférieur à la télévision) 	<ul style="list-style-type: none"> . Coûts de production élevés . Coût par contact relativement élevé 	<ul style="list-style-type: none"> . Coût pour une couverture nationale élevé . Coût par contact (supérieur à celui de la radio) 	<ul style="list-style-type: none"> . Coûts de production élevés . Coût par contact varie 	<ul style="list-style-type: none"> . Coûts de production élevés . Coût par contact varie (inférieur aux magazines général)

* Voir avantages

PUBLICATIONS	ENVOIS	AFFICHES	ANNONCES PUBLIC SERVICE	COMMUNIQUE DE PRESSE
<u>DÉSAVANTAGES</u> <u>Auditoire</u> . Difficile de déterminer l'auditoire	. Doit développer des listes de noms	. Sélection des lecteurs difficile		
<u>Message</u> . Ne pas utiliser pour les messages urgents		. Ne pas utiliser pour les messages longs et urgents	. Ne pas utiliser pour les messages longs	. Ne pas utiliser pour les messages urgents . Peut ne pas être diffusé
<u>Impact</u> . Pas d'éléments audio *	. Pas d'éléments audio	. Pas d'éléments audio	* . Compétiteurs	* . Beaucoup de compétiteurs
<u>Contrôle</u>	. Requier du temps (listes)	. Inflexibilité: long closing dates	. Requier une certaine planification	. Mauvaise interprétation possible et commentaires négatifs
<u>COÛTS</u> . Coûts élevés nécessitent des prétests . Coût par contact varie	. Coûts de production élevés . Coût par contact peut être bas		. Coûts de production bas . Coût par contact relativement bas	. Coûts de production bas . Coût par contact relativement bas

* Voir avantages

KIOSQUES	DISCOURS ET SÉMINAIRES	DISCUSSION PERSONNE A PERSONNE		
<u>DÉSAVANTAGES</u> <u>Auditoire</u>	<ul style="list-style-type: none"> . Auditoire restreint et difficile à atteindre 	<ul style="list-style-type: none"> . Auditoire restreint et difficile à atteindre 		
<u>Message</u> <ul style="list-style-type: none"> . Ne pas utiliser pour les messages urgents 	<ul style="list-style-type: none"> . Ne pas utiliser pour les messages urgents 			
<u>Impact</u>				
<u>Contrôle</u> <ul style="list-style-type: none"> . Requiert une longue préparation . Suivi nécessaire pour renforcer le message 	<ul style="list-style-type: none"> . Requiert une longue planification . Succès dépend de l'orateur 	<ul style="list-style-type: none"> . Processus long et exigeant pour un grand nombre . Succès dépend de l'orateur 		
<u>COÛTS</u> <ul style="list-style-type: none"> . Coûts de production élevés . Coût par contact peut être élevé 	<ul style="list-style-type: none"> . Coûts de production peu élevés . Coût par contact varie 	<ul style="list-style-type: none"> . Coût par contact élevé 		

* Voir avantages

APPENDIX 2

ENHANCING CREDIBILITY/REACH FOR A NATIONAL AUDIENCE

The published hard copy of the Environics study, the 'Media Study' (data collected 1986), provides information on the popularity of various media for the national sample of respondents to the survey and the relative strengths of the media for certain purposes as seen by the national sample. Such information is useful if it is intended to reach the nation as a whole and to use the same media throughout the country to do so. The published study also provides indications of the nature of population segments to be reached by using particular media. For example, more women than men may be reached through a certain medium. This does not imply that the best way to reach women is through this medium, however, i.e., this type of information cannot be used to target a particular audience. Nevertheless, it is of interest, and has been included in this appendix as well.

ENVIRONICS STUDY FINDINGS

- TV has biggest penetration, then radio, then daily newspapers

Strengths of Particular Media

- Television, then newspapers perceived as educational, informative, honest, open and believable, helpful.
- TV Favoured by Francophones because educational, informative, helpful, honest, open and believable.
- TV favoured by ethnics for educational purposes.
- TV & Newspapers equal regarding helpfulness.
- Usefulness of ads - newspapers and magazines preferred over other sources.
- Work place purchase decision makers are reached most often by consumer magazines, then trade magazines, then daily newspapers, then financial press. But trade magazines were perceived to be most helpful in business purchasing decisions.

Summary of Choices of Media for Reaching Audiences with Particular Interests

- Weather Sports Scores - TV
- National, International and Local News - TV
- Business and Economic News - Newspapers
- (International and National) News Analysis - TV
- Local News Analysis - Newspapers
- Consumer Info - Newspapers
- New ideas - TV, Magazines
- Health & Fitness - TV, Magazines
- Local Entertainment - Newspapers

TV

- TV reaches Maritimes, Quebec francophones more than other regional groups.
- TV reaches retired and housewives more than other occupational groups.

- TV reaches the less educated more than other educational groups.
- TV reaches the poor more than other economic groups.
- Canadian private networks, then CBC, then private U.S. networks the most popular - then educational.
- The most popular TV shows: News, Public Affairs, Movies, Comedies.

TV Audience - Program Matches

- Women favour Prime time dramas.
- Young audiences (18-24) favour Movies and Comedies.
- Older audiences favour - News, public affairs, movies, comedies.
- The middle-aged favour News, movies, comedies.
- French favour Prime time dramas.
- English favour - comedies.
- Cable TV is used more in B.C. Toronto, Alberta, Ontario, Quebec than in other places.

RADIO

- Not as good for reaching seniors, ethnics, French outside Montreal as for reaching other population segments.
- English CBC or U.S. stations are better for reaching ethnic groups or older, more educated, or Atlantic than other groups.
- Use CBC French more for middle-aged, university grads and other French (than Montreal) than for other groups.
- Canadian stations other than CBC are much more popular as a whole but the market is fragmented.
- The most popular radio shows - News and weather
 - Music with a D.J.
 - Early morning wake up

Radio Program - Audience Match

- To reach young people - Music with D.J., news and weather
- To reach 35+ - News and weather
- To reach 18-24 - Top 40 hits
 - 25-49 - Easy listening, hits from 50's, 60's
 - 50-64 - Easy listening
 - 65+ - hits from 30's, 40's
- Overall, easy listening seems the best music choice.

NEWSPAPERS

- Don't use for francophones outside Montreal.
- Use for city targets and Alberta.
- Most popular sections Local and Regional news, national, news.
- National newspapers are the Globe & Mail and La Presse but only 28% of newspaper readers say there is a national paper.
- Mixed views on integrity of newspapers.

Reader - Section Match

- To reach youth, have items in comics, entertainment area.
- To reach older segment have items in news section (But TV is still preferred).
- To reach educated, high income - national, international news.
- To reach educated - editorial pages.
- Regardless of age - Local and Regional news is most read.

MAGAZINES

- Read educated, high income more than other classes.
- Reach 65+, French, Ethnics, Maritimes less than other classes.
- Magazines are read more in Alberta, B.C. than in other parts of the country.
- Don't use just one magazine, as audience is very fragmented.

Reader - Magazine Type Match

- To reach the most magazines readers, use consumer magazines (but you would have to use many).
- Consumer magazines to reach female, high income, Alberta, B.C. more than other population classes.
- Fragmentation problem less for news magazines since there are fewer.
- News magazines better for reaching younger adults, better educated, more affluent and people from Quebec and Alberta than other types of people.
- News magazines better for reaching Atlantic and prairies than for other regions.
- Business magazines generally not a good vehicle.
- Free magazines perceived to be different from paid. Free, perceived to be of lower quality.

APPENDIX 3

ENHANCING CREDIBILITY/REACH FOR AUDIENCE SEGMENTS

Some uncertainty regarding media choice can be reduced by knowing in advance certain matters about intended audiences. These include:

- * Various demographic features including age, sex, location and related "static" factors.
- * Various behavioural factors related to media habits including reading/listening habits, lifestyle factors and media preferences.
- * The credibility of the source of the communication.
- * The prior beliefs of the target audience regarding the message.

This information can be obtained through a variety of research methods:

- * Primary Research: New information that one must research through field work and then analyze.
- * Secondary Research: Existing information or research that must be re-analyzed.

Primary Research:

The following research methods can be used to find out "new" information about intended audiences and their possible reactions to the message and source:

- * Focus groups;
- * Mall-intercept programs;
- * Telephone studies (or mail);
- * Delphi panels (expert opinions);
- * Executive interviews;
- * Direct interviews.

Secondary Research:

A large number of secondary sources exist about the audiences to be reached by certain media. These sources exist in one or more forms:

- * Written Research: Reports already complete with raw data tables;
- * Raw Data Tapes: Increasingly raw data tapes are being included with research reports. These are useful because they allow researchers to manipulate data for specific reasons.
- * On-Line Systems: Essentially the same as above, except systems are continually updated and can be accessed through computer modem hook-up.
- * Interactive On-Line Systems: Through computer modem hook-up, one accesses inter-active systems and poses questions re intended audience. Computer will identify optimum media buy.

With respect to accessing the above-mentioned data sources, the following is a partial list:

	Written	Raw Data	On-Line Systems	Inter- Active	
Bureau of Broadcast Measurement	X		X		416-445-9800
Print Measurement Bureau	X		X		416-961-3205
National Audience Data Bank			X		416-964-6531
Harris Systems			X	X	Various systems available. 416-487-2111
Environics Media Study 1987	X	X			Most up-to-date media study available. Call R. MacDonald. 613-990-2943
Public Affairs: Talk Show Program Radio & TV Survey	X				Call L. Johnson 613-990-2943
AC Nielsen Canada TV audiences	X	X			416-475-3344
Daniel Starch Print media advertising	X				416-425-1824
Outdoor Advertising Association outdoor studies	X				416-963-3435
Canadian Daily Association Dailies readership	X				416-923-3567
Newspaper Marketing Bureau Readership studies			X	X	416-364-3744

APPENDIX 4

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