

**THE INDEPENDENT INSTITUTE OF EDUCATION
SOUTH AFRICA
VEGA SCHOOL**

**Media Channel Planning Perspectives and Frameworks:
Towards Integrated Brand Communication**

By

Cameron Keith Belling

2020

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By

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**Dissertation submitted in fulfilment of the requirements for
Master of Arts in Creative Brand Leadership**

Supervisors: Dr Carla Enslin and Alec Bozas

June 2020

PLAGIARISM DECLARATION

I hereby declare that the dissertation submitted for the Master of Arts in Creative Brand Leadership degree to The Independent Institute of Education is my own work and has not previously been submitted to another University or Higher Education Institution for a degree.

Cameron Belling

June 2020

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DEFINITION OF TERMS

To understand and clarify the terms used in this study, the following are hereby defined.

Ad Spend – The amount of money spent on advertising a product or service.

Brand Communications – The activities that influence a customers' opinions about the product or service.

Brand Contact Plan – The planned strategy of media contact points that incorporate the consumer journey.

Consumer Media Journey – The path in which consumers engage with media contact points.

Industry Professionals – Those that are currently employed within the advertising, marketing profession, that include but are not limited to agency and marketing departments.

Integrated Brand Communication – Ensuring all forms of the brand's contact points are carefully linked together in order to provide a holistic brand message across multiple contact points.

Marketers – A generic term for those who have an active role in determining brand communication strategies.

Media Channels – Specific channel that a brand uses to advertise its product or service.

Media Channel Planners – Individuals responsible for the analysis of data in media channels to determine the strategies for reaching the correct target audience in the most effective manner.

Media Contact Points – Points of contact that a consumer has with a brand along the consumer media journey.

New Media – Means of digital communication using online and digital technologies such as the Internet, social media and apps.

LIST OF ABBREVIATIONS AND ACRONYMS

AIDA	Attention, Interest, Desire, Action
ATL	Above-the-line
BCP	Brand Contact Plan
BTL	Below-the-line
CRM	Customer Relationship Marketing
IBC	Integrated Brand Communication
IMC	Integrated Marketing Communication
IRP	Iterative Review Process
PESO	Paid, Earned, Shared, Owned Media
POE	Paid, Owned, Earned Media

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ABSTRACT

This research explored the role of media channel planning within the discipline of Integrated Brand Communication (IBC) and how the lack of integration by traditional and digital channels negatively affects the media channel plan.

The study engaged with sourced media channel planning frameworks that illustrate the lack of integration and provided insight to be used in the interviewing of media channel planners. This inductive approach reviewed common themes in brand communication such as media channel planning, media strategy, media contact points and the consumer media journey. Through the review of literature an identified disconnect between how media channel planners develop traditional and digital media channel plans was identified. The importance of integrating both traditional and digital media channels within one seamless consumer media journey became the identified problem for the study. A qualitative approach was applied to explore the perceptions and insights into IBC planning and media channel planning. This was achieved by in-depth interviews of senior media channel planners from leading global media agencies, who were identified based on their experience within integrated media channel planning. The methods utilised consisted of interviews and an iterative design review process to elicit further insights into the topic. The research revealed inconsistencies in the brand voice when moving from traditional to new media contact points, this disconnect across media channels stems from a lack of integrative media channel planning that can provide integration across the consumer media journey. The research proposes a contemporary framework of media channel integration. Integration is achievable within media channel planning when it is shaped by thorough research, understanding of the target consumer profile and a fluid consumer media journey. Media channel planners have the ability to craft integrated media channel plans based on these principles.

Key Words: Digital Media, Integrated Brand Communication, Media Channel Planning, Media Planning, New Media.

CHAPTER ONE

INTRODUCTION AND OVERVIEW

1.1 OVERVIEW

The research was undertaken to explore the field of media channel planning, specifically the role in which new media has been forced into traditional media channel planning frameworks; without a fluid integration of online and offline media channels within media channel planning. The aim of the study was to examine existing media channel planning constructs, through a literature review and primary research process that include both traditional and new media channels. This research was necessary as the media channels that occupy the new media space which offers vital media contact points to the consumer media journey, are not successfully integrated into a seamless media channel plan (Benady, 2014; Van Baalen & Mulder, 2016; Tafessa & Kitchen, 2017).

The following sections discuss the research problem and research questions and will be presented in a concise format to the research methodology. This chapter also describes the limitations and ethical concerns of the study.

1.2 BACKGROUND

Digital communication technologies have exploded across the world and have transformed nearly all aspects of the media channel landscape (Parry, 2011; Kliatchko & Schultz, 2014). In 2017, the Internet celebrated its 28th year of existence; the influence of the Internet on brands and consumers has been life changing as the Internet is one of the main new media channels (Harvard Business Review, 2016; comScore, Inc., 2017).

Web 2.0 saw information about brands becoming available to a wide range of stakeholders. Aaker (2013) mentions that new media channels can support the brand message by making the brand message more understandable and

credible by ensuring the consumer media journey is consistent across all media channels. This context relates to the term known as “Digitalisation”, which has resulted in extended information access for consumers and other stakeholders about certain products and brands through new media channels (Aaker, 2013). Through Digitalisation, brands can communicate with consumers through a two-way conversation over new media channels such as social media to increase their creditability and become more connected with consumers. New media channels afford media channel planners the opportunity to utilise these media contact points to build a brand contact plan (BCP) (Duncan, 2005; Dhebar, 2013; Kotler, 2014; Straker, Wrigley & Rosemann, 2015; Young, 2016).

The shift to digital communication has changed the way consumers expect to find, share and discuss information across different media channels, this has opened a debate of media channel planning frameworks to achieve Integrated Brand Communication (Kotler, 2014; Reis, 2016). Media channel planners face greater challenges to manage brands in a time when consumers have access to a vast array of media channels both online and offline. The decision on which media contact points are considered in the BCP is decided upon by the overall omni-media channel strategy set out by the media channel planner. The BCP needs to have a balance of new and traditional media channels that will provide the consumer with a seamless experience within the consumer media journey (de Vries, Gensler & Leeflang, 2012).

A study conducted in Salt Lake City in 2015 by Experticity, an international network of influential brand experts, suggests a major disconnect between media channel planners and the consumers they influence. Responses from this study show that many media channel planners are out of touch with the media channels consumers utilise and trust (Experticity, 2015). Many media channel planners still rely on a large portion of the BCP to incorporate traditional media channels when developing BCPs. This can be due to many senior media channel planners not being familiar with new media channels and the opportunities they offer, or clients’ influence in suggesting preferred media channels to the BCP (Reis, 2016).

The study of the literature explored how media channel planning has evolved and how the increasing challenge of integration of new media and traditional media channels has become an increasing challenge within the industry (Gershon & Bell, 2013; Ansari & Riasi, 2016; Young, 2016). Through the discourse from leading media agencies, the integrative media planning frameworks and perspectives among media channel planners to achieve integration is a notable problem within the industry. This is due to the growth and development of new media channels and the need to utilise these media contact points in consumer media journeys (Benady, 2014; Newman, 2014; Young 2014; Katz, 2016; Wayne, 2017).

This study considered how IBC planning has evolved within the new media environment and why it has become a challenge for media channel planners to manage IBC media channels through a cohesive media strategy. The aim of the study was to examine existing media channel planning constructs through a literature review and discuss media planning frameworks that incorporate both traditional and new media channels.

1.3 FIELD OF STUDY

The field of study explored in this dissertation contains components that relate specifically to media channel and media planning principles. The study focused on an inductive approach in the research of existing media channel planning frameworks. Senior media channel planners were consulted on their opinions and insights to gather knowledge required to present a contemporary integrated media channel planning framework. It is argued that this contemporary framework will assist and improve future media channel planning brand communication.

1.4 PROBLEM STATEMENT

The problem researched focused on exploring a cohesive BCP that incorporates both new and traditional media channels. Media channel planners face the challenge of developing consumer media journeys that incorporate traditional and new media channels in one cohesive journey (Schultz, 2003; Gershon & Bell, 2013; Ansari & Riasi, 2016). The primary

attention of media channel planners has been within traditional media channels, focusing on how the brand would like to communicate with their consumers (Gershon and Bell, 2013). A media channel leads to a possible media contact point that can interact and engage with a consumer. The term media contact point originally comes from the field of business and marketing communications (Spengler & Wirt, 2009; Dhebar, 2013; Straker, Wrigley & Rosemann, 2015). Both new and traditional media channels provide the context of engaging with a consumer, however, each platform is set within a different environment; online and offline (Cummins, Peltier & Dixon, 2016). These different environments can present a disconnect when these media channels are presented in a consumer media journey. As such this research was conducted in order to uncover from leading practitioners the integration of the brand message across the consumer journey experience (Doyle, 2010; Luxton, Reid & Mavondo, 2014). This study did not find a 'public' domain framework that could present a cohesive BCP that incorporates both types of media channels across the consumer media journey. As such the research and insights of the study provide the foundation for the development of a contemporary framework. The constructs of media channel planning such as BCPs, consumer media journeys and IBC should be incorporated within a cohesive media planning framework to present integration across the consumer brand experience (Kotler & Lee, 2012; Jensen, 2016).

1.5 AIM OF THIS RESEARCH STUDY

The aim of this research is relevant to media channel planning and the brand communication industry as it considered the development of an integrated media channel planning framework through IBC. There are limitations in using only traditional media or new media channels in a BCP. Integrating both types of media channels in a unified media strategy could improve the flow of media channels through the consumer media journey (Kliatchko, 2008; Sommer & Marty, 2015).

The primary research involved interviewing senior media channel planners from global media agencies to uncover insights and perspectives into media planning constructs and media strategy to achieve IBC. The literature review

discussed the relationship of media contact point planning, omni-media channel planning, IBC and the importance of an integrated media channel planning framework. A challenge is that traditional media and new media channels are viewed separately when developing a BCP, which can present disjointed BCPs leading to a fragmented consumer journey (Hiltz, 2001; Young, 2016).

1.6 RATIONALE FOR STUDY

What has become evident is that there is a need for a new integrated media channel planning framework to connect new and traditional media channels through the use of media contact points aimed at the defined consumer profile by means of IBC. This contemporary media planning framework needed to ensure it connected both online and offline media channels in order to maintain the brand message for consumers to actively engage with the brand message across multiple channels (Interbrand, 2017).

The application of brand communication has further evolved with the implementation of new media channels. Media channel planners are finding it more challenging to actively engage and communicate with potential consumers, as there is a vast array of different media choices with the importance of each media channel scrutinised by IBC (Koekemoer, 2014; Jensen, 2016; Young, 2016). The study provides a contemporary framework aimed to incorporate the use of traditional and new media through integration of IBC. The development of this media planning framework provides media channel planners with a framework to consider in presenting integrative BCPs.

1.7 RESEARCH PURPOSE

This study explores media channel planning perspectives and frameworks towards IBC – a seamless incorporation of both traditional and new media channels into a coherent consumer media journey.

1.8 RESEARCH QUESTIONS

- RQ1: What media channel planning perspectives and frameworks support IBC?
- RQ2: How are media channel planners incorporating new media channels in the development of integrated media channel frameworks?
- RQ3: What media channel planning frameworks are media channel planners making use of in developing IBC plans?

1.9 RESEARCH APPROACH

The qualitative exploratory approach was practised from the outset of the research and serves as an overarching research strategy (Bernard, 2017). It was through a qualitative research approach, applied via in-depth interviews with leading international media channel planning agencies from a purposive sampling method to uncover further findings into the research problem (Du Plooy-Cilliers, Davis & Bezuidenhout, 2014; Bernard, 2017). Upon completing the literature review, these insights were developed into interview questions that further uncovered perspectives from senior media channel planners from the data insights (Maree, 2016).

The primary research engaged with a sample size, in which insights and perspectives around media channel planning were uncovered. These findings were used to inform the development of a contemporary framework, which sought to provide an integrated approach to media channel planning (Maree, 2016). This outlook considered the responses from senior media channel planners as well as their perceptions and insights which were based on their shared knowledge of media channel planning (Du Plooy-Cilliers *et al.*, 2014). The inductive approach allowed for feedback from the participants to include two iterations of the contemporary framework, leading to a second developed iteration for final submission (Maree, 2016; Konecki, 2018).

1.10 RESEARCH DESIGN AND METHODOLOGY

This section provides a brief outline of the research design and methodology considered in this study.

For this study, the perspectives of senior media channel planners as units of analysis were determined through a qualitative study. This research methodology was chosen over quantitative and mixed methodology as it elicited information that dealt with insights, ideas and perceptions from media channel planners that would be used in context of the study (Kennedy-Clark, 2013). A key advantage of using a qualitative approach is that the personal experiences and perspectives of the participants from the interviews can be engaged with. Such perspectives are unlikely to be detected using quantitative research and can be missed by quantitative or mixed methodology approaches (Du Plooy-Cilliers *et al.*, 2014).

As the study was based on qualitative data the focus was on gaining real and rich responses drawn from the participants with a minimum of 10 years' experience in brand communications with a specialisation in media channel planning. The study gained from their knowledge and expertise around the topic of IBC and media channel planning industry experience (Maree, 2016).

The purposive sample was selected from the Forrester Global Media Report Q3, 2018, an international report consolidated from an independent consulting firm. This provided an unbiased source of media agency review criteria to determine the population and sample for the study (LoGrasso, 2016). The aim was to collect the perspectives from these individuals from leading global media agencies, who would have valuable insights into media channel planning frameworks and professional constructs for the development of cohesive BCPs (Saunders, Lewis & Thornhill, 2012).

The review of the literature brought to light the need of integration among media channel planning frameworks with the challenge of integration in traditional and new media to ensure a consistent brand message across the consumer media journey. The literature review stated that a disconnect

occurs when the brand message moves from one channel to the next (Newman, 2014; Young, 2014; Wayne, 2017). The interview questions were derived as a result of having conducted the literature review, which revealed themes within media channel planning, IBC and the role of integration, which in turn provide context to further unpack in the primary research of this study. From these core themes, interview questions were developed into the interview schedule.

The insights uncovered during the interview uncovered meaningful themes that emerged from the data analysis; these were used to discuss the insights from the responses. Chapter Four provides the discussion of the insights obtained from the qualitative analysis of the interviews, according to the three research questions (Davies & Hughes, 2014).

The interviews were conducted in a semi-structured format, as this flexibility affords an interviewer to adjust the questioning style based on the participant personality being interviewed (Tracy, 2012). An interview schedule was utilised in order to keep the interviews on topic. This schedule can be found in Appendix 16. The approach of semi-structured in-depth interviews with open-ended questions best suited this study as the interviews had to be conducted under a limited time period, of 60 minutes. The interviews were conducted with eight senior media channel planners from global media agencies, which provided a credible outlook on media channel integration as the participants were experienced in the field of media channel planning.

The data was interpreted using thematic analysis, which is best suited for qualitative research. Qualitative researchers use this form of analysis to gain insight and knowledge from the responses gathered (Saunders *et al.*, 2012). This analysis aimed to distil the data uncovered during the primary research in clear themes. The findings from the research were gathered and categorised into themes from the research notes before presenting the research insights and final framework of analysis, examples of these notes can be found in Appendix 21. These themes provided the foundational point of trustworthy data to be used in the IRP to prepare an integrated media channel planning

framework that holistically utilised the insights from the literature and insights from the primary research.

1.11 LIMITATIONS OF THE STUDY

The following limitations were identified in this study:

The time constraint was that the research had a deadline to be completed.

A potential limitation to the study is the qualitative approach through thematic analysis, which leaned on gaining subjective insights from the identified media channel planning participants. These subjective insights were inductively analysed using thematic analysis. Whilst every attempt was made to maintain a transparent data analysis process, due to the topic of the study there were levels of subjectivity and interpretation present.

Literature around media channel planning frameworks exist within an academic context. However, industry and agency frameworks are not shared in the public space due to the intellectual property of these frameworks that provide a competitive edge for the agency. Perspectives and insights were used through interviewing the participants to determine core elements of integrative media channel planning.

The scope was also limited in that the research was conducted with only senior media channel planners, but this was intentional as it was critical to elicit responses from highly experienced, senior media channel planners. Consumer opinions and perspectives were not included in this study as they were beyond the scope of this study and they are recommended for further research in Chapter Five.

1.12 DELIMITATION OF THE STUDY

The delimitation elements of this study include:

The study considered new media channels which include digital, online, mobile and gaming. As such this research did not focus solely on traditional

media channels. However, the study does not embrace media contact points across the brand value chain or beyond the planned brand communication domain.

The research did not consider consumer interactions, perceptions or insights as the study focused on the media channel planners and the brands that they consider within their BCPs.

This study considered senior media channel planners that are employed by the identified global media agencies. The study was based on media channel planners' opinions, insights, and not that of strategic planners, brand managers or clients. Media channel planners were asked about their perspective from personal experiences in the field of media channel planning. Experience may include different media planning environments such as advertising agencies or media consultancies, as well as other industries.

An important delimitation of the study is based on the ethical consideration and the promise of anonymity and confidentiality of the participants. It is regrettable that the participants identities cannot be disclosed, but the ethical code has been honoured above all else.

The responses collected in this study were used to develop a proposed integrated media channel planning framework. With the defined delimitations, the integrated media channel planning framework enabled a clear representation of new media channels within an IBC environment.

1.13 ETHICAL CONSIDERATIONS

The ethical considerations are of utmost importance to this study, as ethical standards promote the aims of research such as knowledge, truth and avoidance of error (Kennedy-Clark, 2013). Values such as confidentiality, mutual trust and accountability are core to the study and are critical to the success of the research. In order to conduct research for this study, such as interviews, an essential element was to make certain that participants were fully informed of the nature of the research. In addition, participants were

required to give written consent to take part in this study as well as being informed of their right to withdraw from the study at any point without consequence or explanation (Du Plooy-Cilliers *et al.*, 2014).

All identities of participants remained confidential and a coding scheme was generated to ensure identities are not published in this study, as their insights impacted contractual intellectual property of the media agencies (Kennedy-Clark, 2013).

The research was conducted within two different data collection stages to avoid any bias from the research. The stages did not include any leading questions or suggestions that may impact the trustworthiness of the study (Maree, 2016).

Video interviews were recorded via Skype, written consent was provided by participants prior to the interview taking place. To ensure credibility of the interview, transcripts were sent to the participants for confirmation of the accuracy of the findings and insights gathered during the interview (Kennedy-Clark, 2013).

The research process and in particular the interviews were conducted professionally and in accordance with ethical guidelines in order to ensure that the participants were shown respect and that the academic integrity of Independent Institute of Education was upheld.

1.14 CHAPTER OUTLINE

The dissertation has been divided into five chapters.

Chapter One: Introduction and Overview

Chapter One set the background of the study and reviewed the role of new media and how it has progressed through the ages. The chapter gave insight into how media channel planners face greater challenges by managing brands over a multitude of media channels. The problem statement was outlined as the rise of new media channels has brought about a need to

review media planning frameworks which involve the balance of traditional media and new media channels. Key research questions are outlined to further develop in the primary and secondary research. Finally, the limitations are provided based on the time frame of the research and the financial resources allocated for this study.

Chapter Two: Literature Review

Chapter Two will review the secondary data related to this study and provide a starting point of the theoretical framework devised from core media channel planning frameworks. This chapter will analyse the role of media planning, perceptions and media channel planning frameworks to gain an understanding of the theory behind media channel planning. This foundational knowledge will be used to develop the interview questions to further uncover insights and perceptions within the primary research.

Chapter Three: Research Methodology

Chapter Three will provide the research approach to conduct the study. It will consider strategic methods of research in order to gain the best result based on the population and sampling. It will also consider the limitations of the research and discuss the data collection process in detail.

Chapter Four: Data Analysis and Findings

Chapter Four will detail the insights from the research conducted to reveal the significant findings and insights gathered during the primary research. The primary research will be presented in categories in which the study will unpack data in relation to the research questions.

Chapter Five: Conclusion and Recommendation

Chapter Five will present the primary research insights of the study in collaboration with the literature review in relation to the topic of the study. The limitations of the study, as well as further recommendations for the contemporary framework and areas of future research, will conclude this study.

1.15 CONCLUSION

The research purpose of this study provided the context of uncovering the topic of integration in media channel planning process; essentially the notion of how the brand message translates across media channels from a physical and digital perspective.

The literature review provided the foundational context of media channel practices, and essential components of media channel planning; consumer media journey, media contact points and media planning perspectives that lead to fragmentation (Kliatchko, 2008; Chao-Chen, 2013; Shen, Li, Sun & Wang, 2018). The review of this literature provided trustworthy insights that were utilised in developing the interview schedule in the primary research, as the literature provided insights into media channel planning fragmentation across the consumer media journey (Konus, Verhoef & Neslin, 2008; Beakbane, 2012; Rana, 2015).

This exploratory study was conducted using qualitative research methods, which were led by semi-structured interviews through a purposive sample of eight senior media channel planners from global media agencies. Insights from this research responses obtained from the interviews were utilised in the IRP of two integrative media channel frameworks.

The study is significant and valuable to the field of media channel planning as integrative media channel planning is not a topic widely published. The study presents findings obtained from an experienced sample population from global media planning agencies, through the Forrester Global Media Report Q3, 2018. These agencies are the top 10 media planning agencies that provide integrative media channel in a global context.

The research insights are applicable to the media planning industry and academics of media channel planning. As the research insights were obtained from research conducted in South Africa, the findings incorporated perspectives and insights from global leading media planning agencies. The research insights consider the landscape of media channel planning

fragmentation from a global perspective, as well as how these media channel planning agencies approach integrative media channel planning.

These research insights provide media channel planners, media agencies and academics with a unique outlook into the integration of media channel planning across the consumer media journey to ensure a coherent brand message. With the development of new media channels within media channel planning, an integrative media channel planning framework that these stakeholders can utilise is paramount to achieving a holistic brand message in the integrative brand communication landscape.

Chapter Two presents the review of literature around the topic of integration within media channel planning frameworks towards IBC.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter presents the theoretical foundation of media channel planning within IBC by examining various constructs and perspectives of media channel planning related to the integration of media channels in the BCP. The literature presents insights into the first research question concerning media channel perspectives and frameworks and how they support IBC in order to achieve integration across media channels.

The chapter begins with an exploration of traditional and new media constructs to reveal how these media channels have begun to shift into one another's space allowing for theories of integration to develop (Mulhern, 2009; Dal Zotto & Lugmayr, 2016; Keller, 2016; Mosquera, Pascual & Ayensa, 2017; Ahmad & Salleh, 2019; Laurie & Mortimer, 2019; Voorveld, 2019; Li & Shen, 2020). It is at this point that the literature review defines the key theories associated with media channel planning in the form of integration from the use of IBC. The construct of media channel planning theory is examined through media planning frameworks to explore a unified brand experience for the consumer, which is composed by the need of an omni-media channel media perspective within the media channel planning process.

The study of literature argues different media channel planning perspectives that present forms of media channel cohesion. These insights provide the starting point of the research questions for the primary research design that seeks clarity on a media channel integrated framework for media channel planners in media channel planning. The literature review concludes with a synthesis of the insights gathered in the chapter.

2.2 BLURRING THE LINES OF NEW MEDIA AND TRADITIONAL MEDIA

The foundation of media channel planning stems from communication frameworks seen in Lewis's AIDA Framework, this concept is still largely used by media channel planners and taught by academics in the development of brand communication (Aryal, 2007; Sattari & Mehrabi, 2016). The AIDA framework developed by Lewis in 1898 details four steps of progression by consumers with brand communication: Awareness, Interest, Desire and Action (AIDA) before arriving at a purchase (Rathod, 2011). This was the first documented step of the theoretical consumer media journey. Later this framework would be redefined as the marketing funnel with additional steps: awareness, engagement, discover, purchase, retention. The essence of Lewis's framework was still ingrained within this newer version (Rathod, 2011; Heinz, 2016). For decades media channel planners utilised AIDA to develop strategies for brands to guide the consumer on a journey to purchase (Beck & Rygl, 2015; Wayne 2017). However, the limitations of this framework forced media channel planners to spread the amount of media channels as wide as possible and largely follow traditional media in order to gain a large pool of prospective consumers and guide them through a structured process to purchase (Kosterich & Napoli, 2015; Heinz, 2016; Katz, 2016; Kim & Lee, 2019; Wang, 2019). These strategies were seen as too widely focused and linear, as media channel planners would aim at a larger market segment instead of a niche segment, which would lead to a fragmented brand message across multiple media contact points (Rehman, Javed, Nawaz, Ahmed & Hyder, 2014; Wijaya, 2015; Karg, McDonald & Leckie 2019; Papí-Gálvez, 2020).

More focused media planning frameworks began to originate from the early 1960s when Agostini's (1961) widespread brand reach concept was published. This construct provided a framework of reference that allowed media channel planners a guideline to follow through in the selection of media channels for the BCP. This level of planning ensured the media channel selection met the required media objectives established within the media plan (Cheong, de Gregorio & Kim, 2010). Since Agostini's (1961) construct, competing versions of media planning frameworks have emerged that

consider different aspects of media planning: media channel relevance, media channel engagement and media channel timing (Belch & Belch 2008; Lane, King, Reichert & Kleppner, 2011; Kosterich & Napoli, 2015; Katz, 2016).

The main concern with these frameworks is the process of IBC through the integration of media channels within the overall BCP. Essentially planning frameworks have been about the development of BCPs to maximise the delivery against a core target audience via selected media channels (Kotler, 2012). They often do not consider the integration of media channels through the mind of the consumer. This exclusion can often result in a fragmented BCP and a disjointed brand message in the consumer media journey (Moriarty, Mitchell, Wells, Crawford, Brennan & Spence-Stone, 2014; Cao & Li, 2015; Ahmad & Salleh, 2019; Chen & Xing, 2019; Laurie & Mortimer, 2019).

Consumers have become more immersed in a connected world and move between traditional and new media channels, which is largely due to the increase of new media channels utilised in media channel planning (Lazaris & Vrechopoulos, 2014; Jansson, 2015; Jackson & Ahuja, 2016). Within a brand communication context, new media such as social media is seen as an interactive way of engaging with consumers and the ability for media channel planners to harness these for media channel planning is paramount in BCPs (Wolny & Charoensuksai, 2014; Nopnukulvised, Aldin & Bowen, 2017). Edwards (2010) states that a lack of consistency throughout the different media contact points, may cause consumers to become lost in the consumer media journey due to the fragmentation and miscommunication of the brand message. This is discussed through omni-media channel planning in the literature review, where consistency was of importance in developing cohesive brand communication across multiple media channels to create a more distinct image of the brand in the mind of the consumer (Taufique, Akter, Kattiyapornpong & Wamba, 2017).

Kotler (2014) defines omni-media channel planning as the brand strategy, which integrates all media channels available, to deliver a cohesive

experience that aims to produce an integrated consumer media journey (Juaneda-Ayensa, Mosquera & Sierra Murillo, 2016). In simple terms omni-media channel planning is the integration of all available media channels to consumers developed into an integrated consumer experience achieved through the consumer media journey (Blom, Lange & Hess, 2017; Ahmad & Salleh, 2019).

As IBC developed in media channel planning, so did the importance of omni-media channel planning. Omni-media channel planning seeks to create a holistic consumer experience by integrating identified media contact points, in order to present a cohesive brand experience across the media channel landscape (Taufique *et al.*, 2017). Media channel planners should ensure that each media contact point carries the brand message across all media channels to ensure the integration can deliver a consistent consumer media journey (Tanaka, 2010; Bruhn & Schnebelen, 2017; Kim & Lee, 2019). The term integration is a strategic term used to achieve a set of outcomes, central to which is a cohesive consumer experience across all media contact points. However, for cohesion to be experienced media contact points need to be integrated within the consumer media journey and present a consistent brand message across all media contact points. These elements are crucial for media channel planners to develop within their BCPs.

Omni-media channel planning acknowledges that mobile and social media have enabled consumers to not only quickly switch between new media channels, but to utilise both traditional and new media channels simultaneously (Bruhn & Schnebelen, 2017). For example, a consumer can check product reviews on their mobile phone while evaluating the same product on a physical retail store shelf. Consumers behave differently on different media channels, in terms of engagement and responsiveness. A passive look at a print advert versus writing a comment on a social media page is just one example of the different levels of engagement (Gunter & Furnham, 2014). Media channel planners need to ensure that each media channel presents the unified message across the different media channels

that can influence the consumer to the next media channel through the consumer media journey (Day, 2011; Li & Shen, 2020).

The omni-media channel approach puts the consumer at the centre of the brand contact plan, inherent of Outside-In thinking (Schultz, 2003). Omni-media channel planning provides media channel planners with a media framework that is logical and uninterrupted that delivers cohesive experiences (Hosseini, Merz, Röglinger & Wenninger, 2018). In essence, omni-media channel planning recognised that consumers engage with brands in many different ways across multiple media channels and grasps the inherent challenge of fragmentation (Grewal, Motyka & Levy, 2018). This planning approach to media channel planning was the start of integration across brand communication and BCPs.

New media and traditional media channels are seen in isolation when developing BCPs as they can produce a disjointed flow in the consumer media journey within a BCP, as there is not a holistic media channel strategy (Benady, 2014; Van Baalen & Mulder, 2016; Tafessa & Kitchen, 2017). This lack of integration is problematic for media channel planners as the process of IBC should be carried through the starting point of the BCP to the final roll-out of the brand communication. IBC involves the management of brand communications in a holistic manner of cohesion. Establishing an IBC process within media channel planning allows for the overall consideration of media channels and media contact points to be reviewed in the BCP to achieve a synergistic approach to media channel planning. It is the role of IBC and omni-media channel planning to provide the integration needed to develop a cohesive BCP (Beakbane, 2012; Newman, 2014; Rana, 2015; Katz, 2016; Ahmad & Salleh, 2019; Laurie & Mortimer, 2019; Mosca & Casalegno, 2020).

The term IBC is integrated within a holistic brand communications strategy that encompasses all levels of communication: traditional advertising, public relations and internal communication, each communication activity contributes to IBC (Ots & Nyilasy, 2015; Rana, 2015). In the development of omni-media channel planning and BCPs, media channel planners saw how the landscape

of media was changing and there was a need for integration, known as IBC. IBC is the approach to create a unified and cohesive consumer experience across the media channel landscape (Parry, 2011; Kliatchko & Schultz, 2014). In essence, the process is delivered in each aspect of brand communication and collectively brought together to present a unified BCP. Integrated brand communication has come a long way from being conceptualised as the coordination of media channels for a brand to a more strategic conceptualisation of IBC (Kotler, 2014; Straker *et al.*, 2015). While IBC is the process considered within media channel planning, the transition between media contact points is still fundamentally flawed in the BCP. Media channel planners still struggle with integrative media channel planning, as media channel planners view traditional and new media channels in isolation, due to there not being a framework to utilise in integrated media channel planning (Duncan, 2005; Beakbane, 2012; Stephen & Galak, 2012; Newman, 2014; Rana, 2015; Young, 2016; Papí-Gálvez, 2020). It is this fragmentation that leads to the lack of cohesion within media channel planning which in turn delivers a disconnect of the brand message across multiple media channels (Ries & Ries, 2015). The synthesis of literature provides the reasoning for this challenge of media channel planning through three outlooks of media channel planning: planning, perspectives and frameworks, examined through the literature review concept model in the next section.

2.3 LITERATURE REVIEW CONCEPT MODEL

The synthesis of this literature review considers how integration through media channel planning should be considered by three outlooks described in Figure 2.1. These three progressive outlooks were established in order to guide the literature review topics in relation to the research questions and research purpose to further uncover insights to the topic of study.



Figure 2.1: Literature Review Concept Funnel

Source: Developed for the Research

Outlook 1: Media Channel Planning – The role of planning methodologies, constructs and frameworks, to understand integrated media channel planning.

Outlook 2: Media Channel Process – The cohesive thinking perspective to guide media channel planners through a process of integration in media channel planning.

Outlook 3: Media Channel Planning Frameworks – An analysis of academic and research-based media channel planning frameworks, each contributing to a form of integration within media channel planning.

Each of the three outlooks are discussed within their context of integration and how they have contributed to the field of media channel planning. The three outlooks are presented in a structured format to guide the literature review argument and research from introduction to conclusion. The concept funnel seeks to introduce the constructs of how media channel frameworks are incorporating omni-media channel planning to facilitate IBC.

The next section presents the first outlook in how planning perspectives are utilised, through the use of methodologies and frameworks.

2.4 OUTLOOK 1: MEDIA CHANNEL PLANNING

Media contact points are the sub-media channels consumers come into contact with, when consumers engage with the brand across the consumer media journey (Bulearca & Bulearca, 2009; Young, 2016; Blom *et al.*, 2017). For example, the media channel might be in-store, but the media contact points are wobblers on the store shelf (Stein & Ramaseshan, 2016). Media contact points between a brand and any stakeholder must be geared towards delivering on the BCP objectives, as each media contact point contributes to the integration of media channels within the consumer media journey (Duncan, 2005; Young, 2016). In order to integrate media contact points these can be broken down into four layers: brand contact inventory (available media contact points), brand contact audit (critical review of all media contact points), contact management vehicle (ability to measure media contact points) and contact integration (review of media contact point integration) (Stephen & Galak, 2012; Newman, 2014). For this study, the media contact integration component is discussed, as the importance of integration is the main point of concern for the research. While the other components have an impact on the study; integration among media contact points is relevant to the contemporary media channel planning framework discussed further in this section of the literature (Solomon, Dahl, White, Zaichkowsky & Polegato, 2014; Verhoef, Kannan & Inman, 2015; Voorveld, 2019; Wang, 2019).

According to Clark (2014), a consumer media journey can be defined as a description of the consumer experience where different media contact points characterise the consumers' interaction with the brand. Clarke (2014) reviews the context of media channel planning from consumer media journeys vs media decision models. The value of this comparison considers two approaches in thinking; the consumer media journey is based on the media channel planning experiencing the media channels through the mind of the consumer. This concept is one of the foundational steps in developing a BCP (Duncan, 2005; Yorke, 2015). The consumer media journey aims to assist media channel planners in understanding how the process of media channel integration can be managed through the implementation of media contact points (Edelman, 2015; Young, 2016; Laurie & Mortimer, 2019).

2.4.1 Media Contact Point Integration

Stone, Hobbs and Khaleeli (2002) define media contact points as “the points at which products and services are purchased or serviced”. Lemon and Verhoef (2016) take this definition further by suggesting that media contact points are every point of contact consumers have with the brand. This includes all elements that bring a consumer to think about the specific brand: from word-of-mouth through to a radio advert (Van Bommel, Edelman & Ungerman, 2014; Stein & Ramaseshan, 2016). Within media contact points, the term ‘moments of truth’, is reviewed. The CEO of Scandinavian Airlines, Jan Carlzon who examined every media contact point within the consumer media journey, first introduced this construct. Further unpacking this construct reveals that the truth lies in the consumer experience which is inherent in Outside-In thinking through media contact points (Wilk, Harrigan & Soutar, 2018). The consumer media journey allows for media channel planners to plot the media contact points along the stages consumers tend to follow as they interact with the brand. This method of media channel planning ensures consumers move seamlessly from offline to online media channels in their consumer media journey, which is a tactic used by media channel planners to develop integrated BCPs (Wolny & Charoensuksai, 2014). The moments of truth theory, suggests that media contact points be used as strategic points within the BCP, in other words, which media contact points are plotted first to ensure the consumer moves on to the next ensuring the integration of media channels through the consumer media journey. This construct of using media contact points as strategic media channels suggested the need of integration within the BCP (Van Bommel *et al.*, 2014; Stein & Ramaseshan, 2016). At each media contact point in the consumer media journey, media channel planners anticipate what media channel to select by further defining these media contact points. Media channel planners require making judgements to predict how each media contact point will influence or resonate with the consumer throughout the consumer media journey (Yoon & Kim, 2001; Duncan, 2005; Young, 2016; Ahmad & Salleh, 2019).

2.4.2 Media Contact Point Roles

Media contact points can be divided into different categories based on their placement within the consumer media journey. Dunn and Davis (2004) divide media contact points into three different categories based upon the consumer experience: Pre-Purchase, Purchase, Post-Purchase experience. It is in these three stages that media channel planners should ensure that integration is developed through one stage to the next, to avoid the premise of media channel fragmentation occurring during the transition of media contact points in the consumer media journey. Media channel fragmentation can be described as the phenomena of disconnect in the consumer media journey, whereby a consumer does not move along seamlessly across the media channel selection (Tanaka, 2010; Lockwood, 2011; Benady, 2014; Beck & Rygl, 2015). Each media contact point should have a specific role within the BCP (Dunn & Davis, 2004; Wayne, 2017). Media channel planners can map out the stage at which to utilise a media contact point to guide the consumer across the different media contact points. This is usually conducted at one of the first two stages of the consumer media journey as seen in Dunn and Davis (2004). For example, if the media contact point role is to promote brand awareness this would be mostly in the Pre-Purchase phase. Lemon and Verhoef (2016) exemplify this by stating that it is important for media channel planners to understand these different roles and their purposes in order to be able to focus on the media contact points influencing consumer behaviour. Establishing a clearly defined role of each media contact point within the consumer media journey allows for media channel planners to manage the integrated process of how consumers move from one media contact point to the next depending on the stage of the consumer media journey (Boatwright, Cagan, Kapur & Saltiel, 2009). The overarching view of the consumer media journey supports how media channel planners ensure the consistency of brand communication in the different media channels (Spengler & Wirth, 2009; Holstentwiete, 2013; Beck & Rygl, 2015; Wayne, 2017).

Determining the roles of media contact points is an important consideration for media planning as these will be mapped out in the BCP. The BCP reviews the consumer media journey through two lenses. Schultz, Barnes, Schultz and

Azzaro (2015) calls them the two paths to strategy: Inside-Out and Outside-In thinking. The Inside-Out approach is guided by the brand perspective and follows the values, tools and systems associated with the brand (Richardson, 2010; Tanaka, 2010; Stephen & Galak, 2012). This approach is not ideally suited when developing a consumer media journey as the priorities of the brand take preference (Romaniuk, Beal & Uncles, 2013; Følstad & Kvale, 2018). The Outside-In approach is a fusion of customer related marketing (CRM) and design orientated thinking in understanding the consumer first (Tanaka, 2010). Outside-In thinking means that one looks at the consumer media journey from a consumer perspective and develops informed decisions on what is best for the consumer (Lagerstedt, 2014; Schultz, Barnes, Schultz & Azzaro, 2015). This approach is ideal for the consideration of integration in media channel planning as Outside-In thinking considers how media channel planners would immerse themselves into the mind of the consumer and reflect how consumers would interact with the media contact point (Newman, 2014). By doing so, media channel planners can develop a cohesive consumer media journey as they would have an understanding of the consumer's perspective (Lockwood, 2011). This method of thinking is critical when engaging with integration in IBC as Outside-In thinking provides the cohesive approach across media channel platforms that is essential when developing BCPs.

2.4.3 Types Of Media And The Evolution Of Channel Planning

Media channels can be broken down into three forms of media known as: paid, owned and earned media (POE). Relying too heavily on one form of media can leave the BCP reliant on one media channel and while not presenting a cohesive consumer experience (Hansen, 2005; Beck & Rygl, 2015). Media channel planners adopted a typology for traditional and new media channels that fall into the three categories and it was classed as the POE construct (Corcoran, 2009; Goodall, 2009), which is largely used by media channel planners to develop BCPs (Benady, 2014; Lovett & Staelin, 2016; Papí-Gálvez, 2020).

The following summary provides an understanding of the three categories of media:

- Paid media: Exchanging money for distribution, whether an advert or through content. For example, a print advert in a magazine.
- Earned media: Consumers, brand advocates and other organisations that generate awareness or exposure for the brand. This is largely seen through social media where consumers share or interact with the media channel thereby increasing the reach of the advertising.
- Owned media: Aggregating an audience that seeks you out for content and then distribution of content to that audience. This can be, for example, in the form of the brand's website (Day & Moorman, 2010; Newman, 2014).

The POE construct provides media channel planners with a method to classify the different types of media based on a financial aspect. This method of thinking often leads to fragmentation as it is largely focused on Inside-Out thinking and does not consider the impact within the consumer media journey. This is important to ensure that there is an integrative approach in determining the media selection within these three categories when developing a BCP and more importantly the inclusion of a cohesive consumer experience through Outside-In thinking (Stephen & Galak, 2012).

The start of the digital revolution saw the development of social media in 2005 through Facebook, which would set off catalysts for change in the new media advertising world. By 2008, media channel planners saw the traditional POE framework becoming less relevant due to the rise of new media channels (Benady, 2014). It became increasingly obvious that a fourth component should be added to this framework to cater for new media. In 2015, the PESO (paid, earned, shared, owned) framework devised by Dietrich, saw the revised framework include a shared media component, whereby the brand message is shared through the identified audience engagement and interaction with the media channel landscape (Dietrich, 2015). A fourth dimension to this

framework would mean a further area to add to the need of integration of the brand message across the BCP.

Like the PEO framework, the PESO framework seeks to segment all media channels at the media channel planner's disposal into clear and concise categories. This is still associated with Inside-Out thinking (Seuna, 2016). Each media contact point within the consumer media journey should be a blend of paid, owned and earned media channels to bring about a form of integration across media channels in the BCP. The PESO framework allows for media channel planners to critically plan each of the four categories (paid, earned, shared, owned) to establish whether there are any opportunities for the brand to integrate the brand message across new media channels through strategic media contact points (Dhebar, 2013; Katz, 2016). The BCP can determine if the brand's communication is consistent through the different media channels and if there could be possible challenges within the consumer media journey (Dunn & Davis, 2004; Lemon & Verhoef, 2016; Wayne 2017). The inclusion of the shared categories brings about the cohesion of IBC in media channel planning and provides a starting point for this study to further consider this synergy within media channel planning frameworks (Schultz *et al.*, 2015). Although this construct is focused on Inside-Out thinking, the PESO framework provided the first step to determine the integrated allocation of media channels across different media categories that could be utilised in the BCP. Understanding how media channels are categorised in the PESO framework assists media channel planners to comprehend the need for integration of media channels in the BCP.

2.4.4 Media Neutral Channel Planning

Media bias is a challenge within the media planning industry; brands have become known for advertising on certain media channels. This can be due to outdated thinking, through to financial gains for the media agency in choosing certain media channels (Meskauskas, 2005; Dewenter & Heimeshoff, 2014; Gentzkow, Shapiro & Stone, 2015; Katz, 2016; Li & Shen, 2020). Figure 2.2 shapes the initial steps undertaken in the consideration of media channels to

implement in the BCP. This framework provides a discussion on media channel implementation within the overall BCP. This media planning technique provides a revised outlook of media channel planning and is used to reduce bias in media channel planning, by not always advertising on the same media channels used in previous BCPs (Barker, 2014; Young, 2014; Roux & Van der Walddt, 2016). In Figure 2.2, the foundations of the core media plan are discussed in relation to brand communication, which moves along to determining the communications within the BCP. By implementing a media neutral approach to media channel planning allows for media channel planners to shift the paradigm of thinking to develop new and innovative ideas within BCPs.

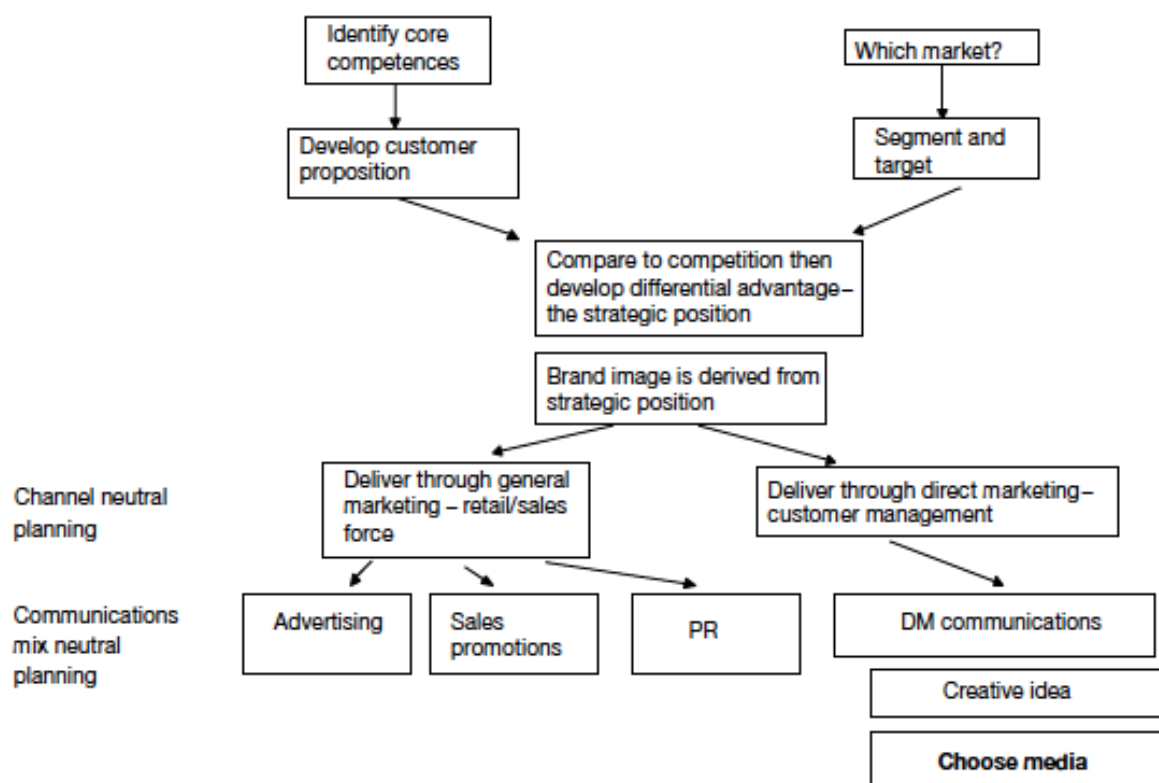


Figure 2.2: Media Neutral Planning

Source: Tapp, 2005

In context, media contact points, consumer media journeys, media mix and media neutral planning all combine into one sound BCP. There are multi-disciplinary objectives and benefits to achieve within the BCP (Spengler &

Wirth, 2009). For instance, the evaluation of the brand's media contact points within the BCP, allow for media channel planners to review the integration of the brand message against the overall consumer experience within the consumer media journey (Hepp, Hjarvard & Lundby, 2015; Straker *et al.*, 2015).

The different media channel planning perspectives which have been discussed within the Literature Review Concept Funnel, interrelate within the field of media channel planning; the term media is seen through the use of media channels used within the media contact points of the consumer media journey, (Beakbane, 2012; Hepp *et al.*, 2015; Straker *et al.*, 2015; Chen & Xing, 2019) media neutral planning evolves to integrated omni-media channel planning, as new and innovative media channels can be incorporated within the BCP; IBC provides the context of integration of media channels within the consumer media journey (Tapp, 2005; Baxendale, Macdonald & Wilson, 2015; Katz, 2016; Wayne, 2017). Each of these elements contribute to a different feature of media channel planning within the BCP. Yet, integration is the common challenge among these elements. The review of literature clarifies media channel planning constructs as the point of departure. The next section discusses identified media channel planning frameworks and their implementation of IBC through integration.

2.5 OUTLOOK 2: MEDIA CHANNEL PLANNING PERSPECTIVES TOWARDS IBC

Brands that compete in a cluttered marketplace have become more aware of the importance of ensuring integration of media contact points by use of a BCP that incorporates IBC (Kotler, Burton, Deans & Armstrong, 2013). The primary function of IBC is that it is a comprehensive process to leverage media channels through an integrated consumer media journey to sustain and grow the brand. IBC adopts a strategic approach that provides focus on building integrated connections with brands and consumers (Rana, 2015).

The start of IBC evolved from integrated marketing communication (IMC). Kliatchko and Schultz (2014) suggest that IBC is in a constant state of

evolution as more media channels are added to the media channel spectrum. It should be noted that IBC considers an integrated BCP to incorporate both traditional and new media channels and that IBC acknowledges the shift of power taken over in recent years by the change of technology and the increase in media channels available to brands (Rana, 2015). IBC is seen as the process to deliver a cohesive consumer experience at each and every media contact point through the consumer media journey.

Kliatchko (2008) proposed that IBC be a consumer-centric process that instead of the Inside-Out traditional mindset of the past, a more Outside-In orientation should be followed in order to present a seamless consumer experience through integration. This approach of IBC started with a deep understanding of the target audience, which is inherent of Outside-In thinking. The difference between the traditional approach to brand communication and the IBC approach, as proposed by Kliatchko (2008) and applicable to this study, is summarised in Table 2.1. The Table identifies two approaches to media channel planning: traditional vs IBC approach. The traditional approach is often still implemented by media channel planners (Jugenheimer, Sheehan & Kelley, 2015). The fundamentals of integration are disregarded within this approach due to the lack of cohesiveness with the BCP; mass communication and bombarding audiences with generic messages are both elements that result in a lack of integration. Instead the IBC approach follows consumer-centric thinking, targeted audiences and seeks to provide a holistic brand experience for consumers across the consumer media journey.

Table 2.1: Traditional Approach vs IBC Approach

Source: Kliatchko, 2008

Traditional Approach	IBC Approach
Mass marketing and mass communication	One-to-one marketing
Transactional models of marketing	Relational models of marketing
Outputs of marketing communication	Outcomes of marketing communication
Advertising monologue	Consumer monologue
Mass, generic unknown audiences	Known prospect and consumers
Mass shotgun messages	Targeted communication
Bombarding audiences with advertising messages	Building relationships

The summary of both approaches by Kliatchko (2008) while outdated academically, is relevant to the study, as many media channel planners still rely heavily on the traditional approach through mass communication leading to a fragmented consumer media journey and BCP (Konus *et al.*, 2008; Beakbane, 2012; Rana, 2015; Kim & Lee, 2019; Mosca & Casalegno, 2020).

An integrated IBC BCP will outline core brand communication and highlight the competitive advantage, address the correct target market and tailor the communication to fit and support the identified media channels (Koekemoer, 2014). The brand communication will remain cohesive, through strategically identified media channels. Each of these elements within the IBC approach produce an integrated BCP.

2.5.1 New And Traditional Media Integration

Media channel planners have two types of media to consider in BCPs: traditional and new media channels. Traditional media is related to media channels such as television, radio, newspaper and magazine adverts (Chao-Chen, 2013; Shen *et al.*, 2018), while new media is related to new media channels, such as banner adverts, online streaming, social media and mobile applications (de Vries, Gensler & Leeflang, 2017). Each of these types of media have the capability of reaching consumers at different times in the consumer media journey. As Kliatchko (2008) explains, the traditional approach to media channel planning is seen through a top-down method. The media channel that yields the largest consumer audience is planned first. In most cases, television advertising holds the largest consumer audience (Jugenheimer *et al.*, 2015; Broadcast Research Council of South Africa, 2018). However, this method is no longer viable, while television advertising proves to have a large audience, the variety of consumers is too vast, and does not allow for accurate consumer targeting (Moriarty, Mitchell, Wells, Crawford, Brennan & Spence-Stone, 2014). The lack of targeting will affect the flow of the consumer media journey, which in turn, presents a fragmented BCP, with little integration if the top-down method is utilised with media

channel planning (Sommer & Marty, 2015; Rodríguez-Torrico, Cabezudo & San-Martín, 2017; Laurie & Mortimer, 2019).

Gershon and Bell (2013) state that the growth of new media channels has increased due to the rise of new media contact points. The convergence within these two media fields has become entwined within BCPs as the new media channels begin to present a more cohesive flow from traditional to new media channels and vice versa across the consumer media journey. Koekemoer (2014) agrees with Gershon and Bell (2013) to state that new media is often seen as a separate media channel within the media channel planning process, which should not be the case. Instead, the value of integration is paramount for BCPs to be cohesive (Manser Payne, Peltier & Barger, 2017). BCPs should present a unified combination of new and traditional media contact points that flows across the consumer media journey, moving in and out of traditional and new media channels without any breakdown of the brand message (Benady, 2014; Newman, 2014). Consumers can interact with a multitude of media channels. The media channel planner strategises the media contact points relevant to the consumer media journey and balances the form of new and traditional media to remain consistent across the channels. To formalise the IBC planning, new media should be integrated within the media channel planning process to form a holistic consumer media journey, thereby continuing the consumer's journey through a mix of new and traditional media channels that ensures a cohesive brand experience. Media channel planners that integrate the media contact points through traditional and new media channels ensure an integrated brand message is carried across multiple media channels (Mosquera *et al.*, 2017). Young (2016) supports this viewpoint and states that integration of both traditional and new media channels will have a far greater effect to promote the potential brand message as consumers have the ability to interact with a mix of media channels instead of a select few. It is through the integration of media channels that media channel planners provide a BCP that presents a unified flow of media contact points within the consumer media journey, which in turn delivers an integrated consumer experience.

Koekemoer (2014) states that new media should not replace traditional media; instead it should be integrated within the BCP to further enhance the media channel plan. Each media channel plays a role within the consumer media journey to allow media channel planners to deliver a transition of media channels through the consumer media journey. Consumers navigate through the array of media channels in the way that suits them, and thus expect the brand message to be consistent through each media contact point within the consumer media journey (Wolny & Charoensuksai, 2014). With the myriad of new and traditional media channels available and different methods to access these media contact points, media channel planners struggle with how to deliver an integrated BCP as the inventory of media channels available is large; the selection of media channels in relation to consumer media journey is another challenge (Mulhern, 2009). An integrated BCP ensures the brand message transitions across the media channels through strategically identified media contact points.

Media channel planners face the challenge of the consideration of both traditional media channels and new media channels in which the brand message needs to translate. The relevance of both traditional and new media channels allows media channel planners to blend both media channels into an integrated consumer media journey to engage with consumers. This in turn is the start of an omni-media channel planning framework that incorporates IBC into a holistic media channel plan.

2.5.2 Integration Within the Industry

Today media channel planners are integrated in agencies or within organisational structures that work together in developing the BCP (Killian & McManus, 2015). In the early days of brand communication, separate departments focused on different aspects of advertising, inter-department collaboration was not a practice used in agencies (Gordon & Perrey, 2015). Kantar Media, describes the four departments of advertising: media planning, account management, creative, brand planning (Jobs & Gilfoil, 2014). The downfall of this resulted in less communication among the teams, leading to

little collaboration of ideas, strategies and brand communication. Thus, due to the lack of integration it was quite common to see a disconnect in brand messaging across media channels (Killian & McManus, 2015; Ries & Ries, 2015).

The advertising industry has identified the importance of IBC and has taken a number of steps over the past three decades to improve its ability to provide strategic IBC for brands (Kitchen & Burgmann, 2015; Subramanian, 2015). In the early days of media channel planning integration, three leading advertising agencies developed the concepts of media channel integration. In 1985, the Ogilvy Group developed the concept of “Ogilvy Orchestration”, this concept provided prospective clients with a complete advertising spectrum through the co-ordination of all services the agency could offer. It coined the phrase “many instruments and voices to form one big sound” (Hackley & Hackley, 2015). This was the start of integrating departments and other external agencies into a unified full-service agency that could develop an IBC strategy.

Other agencies also saw the need for integration in their departments to work together instead of silo-thinking operations. In 1972, Young and Rubicam spoke about the “Whole Egg”, while TBWA developed their framework of “Connection Strategy” (Kotler, 2012). Each of the constructs are different in their approach to the integration within brand communication, however, each inherently seeks to provide a perspective of the integration of media channels within the BCP (Londoño, Elms & Davies, 2016). As the advertising industry further developed, constructs such as categorisation of Above-the-Line (ATL) and Below-the-Line (BTL) media were determined based on the brand budget. ATL media channels were that of driving brand awareness as the audience was larger, often seen through television and radio; while BTL media channels were response driven, either through promotions or direct mails. The recommended split in media planning was 60% of the budget allocated to ATL and 40% allocated to BTL (Jugenheimer & Kelley, 2015). It should be noted that each of these constructs were conceived before the digital revolution, however, they have been developed from the same core challenge within media channel planning; integration. Thus, the challenge of

integration within the advertising industry has been a common problem throughout the years. As new technology, media channels and processes enter this industry so the need to examine and improve frameworks is necessary to ensure the challenge of integration within media channels is improved (Kapferer, 1993; Young, 2014; Subramanian, 2015; Katz, 2016).

The study of the literature reveals that integration has been a challenge for media channel planners for decades. Incorporating departments within advertising agencies was seen as the start of integration in media channel planning. The next section reviews the value of media channel planning frameworks as decision-making guides for media channel planners.

2.6 OUTLOOK 3: MEDIA CHANNEL PLANNING FRAMEWORKS

The study of literature was unable to uncover an integrated media channel framework that was documented within the public space. Media channel planning frameworks used within the media planning industry are also proprietary in nature as these provide the media agency with a competitive advantage in this field. Thus little is known about integrated frameworks in media channel planning used by media planning agencies. Frameworks have existed within advertising since the advent of modern advertising. These frameworks act as a guide for industry professionals to utilise in the decision-making process. It is important to note that these frameworks may change over time due to external macro factors, in which the review and relevance of the decision-making tools should be examined to further improve and ensure their relevance to the media planning industry and the environment in which they operate (Killian & McManus, 2015; Ries & Ries, 2015). Thus, findings from the literature provide the study with existing frameworks of media channel planning and elements of integration across new and traditional media channels. Insights from leading channel-planning agencies identified in the primary research would contribute to further investigation of integration developed within the field of media channel planning (Mulhern, 2009; Kerr & Patti, 2015; Matthews, 2015; Kim & Lee, 2019; Papí-Gálvez, 2020).

In the review of media channel planning frameworks, one first needs to define what a framework is; a framework is simply a graphic illustration of a process. Frameworks can sometimes be seen as simplifications used by people to make complex concepts more comprehensible (Castronovo & Huang, 2012). Frameworks are generally built from concepts, constructs, variables, operational definitions and propositions (Hadjicharalambous, 2013; Huang, Zhong & Yao, 2014; Kannan, 2017). The review of literature reveals that within media channel planning many media agencies have adapted 'public' media planning and media channel planning frameworks to develop proprietary frameworks that their media channel planners would utilise. Reasons associated to this are related to the media agencies that might have additional resources to provide a more holistic review of media planning. Alternatively, these media agencies have specific departments to process aspects of these frameworks (Mulhern, 2009; Koekemoer, 2014). These will be explored further in the primary research component of this study.

At this point the reasoning should be reinforced that frameworks do not make decisions. Instead they need to be simple and useful enough for industry professionals to utilise, much like Figure 2.1; The Literature Review Concept Funnel has been used in order to guide the study to shape perspectives (Klein, Orasanu, Calderwood & Zsombok, 1993; Zsombok & Klein, 2014). Use of a framework would allow media channel planners to make informed decisions on the basis of integration in the BCPs. This framework should not be structured or rigid but instead provide the foundation for the media channel planner to form a solution for integration with their BCP. In the final analysis, the value of a framework lies in its efficiency to assist media channel planners to take a decision. If the media channel planner can make a better decision without the framework, then the framework is an inefficient one (Dias, Sutton, Ades & Welton, 2013; Velasquez & Hester, 2013; Maity & Dass, 2014).

The review of literature considered existing 'public' frameworks of media channel planning; these frameworks emphasised the importance of traditional mass media channels. These frameworks have adapted new media channels as a result of evolution instead of the development of an omni-media channel

framework that encompasses new media channels (Sissors & Baron, 2010). The incorporation of new media channels within existing media channel frameworks has produced fragmented brand contact plans that present a lack of integration (Tanaka, 2010; Day, 2011; Kotler, 2012; Benady, 2014; Newman, 2014; Matthews, 2015). The challenge with IBC is that it is both a construct and a process. Consider how a media channel planner has to consider all brand communication needed in an integrated approach, ensuring what has become known as the “one-voice, one-look approach” to how a brand is presented (Huang *et al.*, 2014; MacInnis, Park & Priester, 2015). On the other hand, this concept has to be successfully implemented across a myriad of media channels that ensures the brand communication is integrated (Belter 2010; Kotler *et al.*, 2013; Schultz, 2014). The authors believe that only developing a comprehensive strategy for using the different media channels, has the ability to incorporate a cohesive BCP.

While the research has shown that academic frameworks exist in the public domain, frameworks used by media agencies do not, as they are seen as proprietary intellectual property. To ensure the relevance of the study frameworks, constructs and perspectives used by media planning agencies are explored within the primary research stage through in-depth interviews.

Within the literature research a number of media channel planning frameworks were found in academic journals and peer-reviewed website articles. These media channel planning frameworks were explored in their relevance in media channel integration. When reviewing these media channel planning frameworks in context of the research questions and literature review insights, four media channel planning frameworks contained elements most relevant to the study. These elements were: integration of omni-media channels, media contact points and consumer media journey. These media channel planning frameworks are discussed within these three elements of consideration and the frameworks can be found in the appendix:

IMC Planning Framework (2004) (Appendix 12) – This media channel planning framework is relevant as it relates to the process of channel integration within an omni-media channel approach.

Google Journey to Online Purchase (2013) (Appendix 13) – This media channel planning framework details the media contact points in relation to the consumer media journey, and how these media contact points interact with the consumer media journey in each phase.

Owenhealth Channel Strategy Framework (2016) (Appendix 14) – This media channel planning framework provides the guidelines for omni-media channels in relation to the BCP. This media channel planning framework displays a more linear approach to developing BCPs.

Mapping Touchpoints and Channels Framework (2017) (Appendix 15) – This media channel planning framework reviews the relationship of media contact points in the consumer media journey with the inclusion of omni-media channel planning.

2.6.1 Exploring The Media Channel Planning Frameworks

Media channel planning frameworks provide a starting point for media channel planners in devising the allocation of media channels, however, they lack the approach of integration of new and traditional media. The media channel planner would be misguided when determining the allocation of traditional and new media channels within the frameworks (Kapferer, 1993; Sissors & Baron, 2010; Young, 2014; Subramanian, 2015; Katz, 2016). Media channel planners attempt to integrate online and offline media channels to guide consumers through the consumer media journey. Media channel planners should strive to develop a cohesive brand experience of both media channels in their consumer media journey and only engage with media channels that engage with the objectives to support the BCP (Armstrong, 2009; Fuxman, Elifoglu, Chao & Li, 2018).

While each of the frameworks are not integrative in media channel planning, each presented valuable insights into the consideration for a contemporary framework or guideline, that enables the study to address these insights to further study within the primary research stage. The understanding of these frameworks presented areas of questioning to further explore within the primary research of media channel planners within the industry. While some of the frameworks are not explicitly related to media channel planning, they provide insights into the perspective leading up to IBC such as omni-media channel planning, media neutral planning and media channel planning (Frost 2015; Hepp *et al.*, 2015; Kotler, 2014; Straker *et al.*, 2015). The development of new media channels will always be added to a media channel planner's spectrum thus, frameworks should be accommodating to these avenues for additions. The findings that are considered in the contemporary framework are: the integration of media channels in relation to media contact points; the segmentation of media contact points to specific phases in the consumer media journey; and the inclusion of both traditional and new media channels in the consumer media journey. The primary research will further discuss agency media channel planning constructs in order to explore the approaches to integration in media channel planning.

2.7 CONCLUSION

This literature review explored how media channel planners use multiple media contact points together in the development of the BCP both from a new media and traditional media mix. The advent of digital technologies and interactions have complicated the traditional flow of consumer media contact points that present a challenge for media channel planners, to ensure that the BCP is relevant and delivers an integrated consumer media journey to the consumer (Benady, 2014; Newman, 2014; Young 2014; Katz, 2016; Wayne, 2017; Mosca & Casalegno, 2020). The review of literature explored theoretical frameworks that have hindered the ability to deliver integrated omni-media channel brand contact plans (Benady, 2014; Gordon & Perrey, 2015; Hepp *et al.*, 2015; Grewal *et al.*, 2018; Hosseini *et al.*, 2018; Voorveld, 2019; Li & Shen, 2020).

The literature review discussed the relationship of media contact point planning, omni-media channel planning, IBC and the importance of an integrated media channel planning framework (Tanaka, 2010; Beakbane, 2012; Rana, 2015; Blom *et al.*, 2017; Bruhn & Schnebelen, 2017; Mosquera *et al.*, 2017). Each outlook of the literature review was discussed separately, however, within each of the three outlooks: planning, perspectives and frameworks there were overlaps of theory to show how elements from each outlook cohesively feed into one another with media channel integration. As each finding was uncovered connections can be made to the next; media roles are determined by media channels, media channels develop into consumer journeys, consumer media journeys impact the BCP. The core methodology of integration presents itself within each outlook to achieve cohesive BCPs (Lane *et al.*, 2011; Clarke, 2014; Rana, 2015; Katz, 2016; Young, 2016; Rodríguez-Torrico *et al.*, 2017; Wilk *et al.*, 2018; Laurie & Mortimer, 2019).

The core findings gained from the literature review are that integration is not a new concept within the advertising industry particularly within media channel planning. Media channel planners have tried to combat the challenge of integration of media channels through various media planning frameworks, it seems, however, due to constant change in new media channels that the lifespan of using such frameworks becomes obsolete which leads to a fragmented BCP. Frameworks that critically incorporate integration in media planning should be adaptive to change in the media landscape to avoid becoming obsolete (Jobs & Gilfoil, 2014; Young, 2014; Jugenheimer & Kelley, 2015; Killian & McManus, 2015; Ries & Ries, 2015; Katz, 2016).

From the review of literature, a fully integrated framework seemingly has not yet been developed to incorporate both digital and traditional media channels (Kapferer, 1993; Belter, 2010; Newman, 2014; Jugenheimer & Kelley, 2015; Subramanian, 2015; Cummins *et al.*, 2016; Kumar & Reinartz, 2016). It seems as though an integrated framework might provide media channel planners with a guideline to ensure that the development of media channel plans are integrative and present a flow of both traditional and new media

contact points that communicate IBC (Corcoran, 2009; Beck & Rygl, 2015; Dietrich, 2015; de Vries *et al.*, 2017; Li & Shen, 2020).

An omni-media channel approach has led many media channel planners to optimise individual media contact points to deliver an experience in isolation, but one that fails to allow the consumer to continue their journey on to the next media contact point (Hackley & Hackley, 2015; Subramanian, 2015; Katz, 2016; Londoño *et al.*, 2016; Mosca & Casalegno, 2020). This literature review has provided context of key terms and theories within this study, such as media channel planning and how it has evolved through the ages. These guidelines are based on the combination of a consumer media journey integrated within a BCP that links media contact points (Beakbane, 2012; Rana, 2015; Manser Payne *et al.*, 2017; Rodríguez-Torrico *et al.*, 2017). A combination of these two concepts would provide a starting point of integration that will be further investigated in the primary research of the study. The literature review has clarified the following in relation to the research questions:

2.7.1 RQ 1 – What Media Channel Planning Perspectives And Frameworks Support IBC?

The literature suggests that the challenge of integration within media channel planning has been prevalent in the industry since the division of traditional and new media channels as two different types of channels brought a challenge of cohesiveness in the BCP (Stephen & Galak, 2012; Newman, 2014; Young 2016). Media channel planners attempted to use omni-media channel planning and the consumer media journey as a form of IBC to bring a form of integration within the media channel divisions (Duncan, 2005; Clark, 2014; Solomon *et al.*, 2014). However, some authors argue that this is not enough to bring the integration of media channels through the BCP (Dunn & Davis, 2004; Van Bommel *et al.*, 2014; Stein & Ramaseshan, 2016; Wayne, 2017; Chen & Xing, 2019). Instead, integration should be established within the overall approach to media planning strategies and frameworks (Kotler, Kartajaya & Setiawan, 2017). While there have been constructs added to the

field of media channel planning, each of the constructs have their own part to play in media channel planning. The value of exploring perspectives in media channel planning would further the understanding of the fragmentation of media channels within the BCP and consumer media journeys.

2.7.2 RQ 2 – How Are Media Channel Planners Incorporating New Media Channels In The Development Of Integrated Media Channel Frameworks?

Literature on the constructs of media channel planning perspectives uncover that cohesive approaches to the development of integration in media channel planning (Kliatchko & Schultz, 2014; Rana, 2015) can be achieved through a consumer-centric process and media neutral planning (Cuthill, 2013; Koekemoer, 2014; Lundby, 2015; Ries & Ries, 2015; Jensen, 2016; Taufique *et al.*, 2017). These holistic approaches are utilised by key industry leaders to develop their own form of integration frameworks (Tapp, 2005; Belter, 2010; Lundby 2015; Rodríguez-Torrico *et al.*, 2017; Wayne, 2017; Ahmad & Salleh, 2019). However, the authors argue that these constructs were developed before the digital revolution and are not inclusive of new media channels within their approaches of media channel planning (Kapferer, 1993; Young, 2014; Subramanian, 2015; Manser Payne *et al.*, 2017). The construct of traditional and new media channels in media planning is the foremost challenge of integration, determining the amount, type and frequency of how the media channel in the BCP impacts the goal of integration. While these objectives explored the sub- themes related to incorporating new media channels, primary research is required to further understand this challenge in real-world scenarios.

2.7.3 RQ 3 – What Media Channel Planning Frameworks Are Media Channel Planners Making Use Of In Developing IBC Plans?

Literature on the context of media channel planning frameworks proposed possible solutions of integration within media channels and suggests key elements of consideration within media channel integration (Mulhern, 2009; Jugenheimer *et al.*, 2015; Matthews, 2015). The authors discuss the value of

media channel selection within the BCP and the allocation of media channels through media channel roles, media channel contact points, consumer media journey and media neutral planning to deliver a fully integrative journey (Klopper, 2011; Rathod, 2011; Dunn & Davis, 2014; Young, 2014; Jugenheimer & Kelley, 2015; Ries & Ries, 2015; Keller, 2016; Voorveld, 2019). It is through these topics that the value and importance of consumer-centric thinking is an integral part of achieving integration through these frameworks (Kliatchko; 2008; Dunn & Davis, 2014; Koekemoer, 2014; Lundby, 2015).

2.8 FINAL REMARKS

The insights uncovered in the literature review shaped the research design which would inform the primary research questions to engage with the identified sample. Within Chapter Three a specific sample profile of media channel planners will be identified to further explore and elaborate on the key insights obtained during the literature review. The primary research study explored the attitudes and opinions of media channel planners through in-depth interviews to uncover their perspectives on IBC channel planning; how new media channels are being incorporated in the development of integrated media channel frameworks and what media channel planning frameworks are being used in developing IBC plans.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

A qualitative exploratory approach was employed from the outset of the research and serves as an overarching research strategy. A detailed clarification of the research design and approach are discussed within the chapter.

The theoretical problem identified from the literature review established that the brand message begins to break down when it moves from one channel to the next, resulting in a fragmented consumer media journey. This fragmentation is related to both traditional and new media channels as each media channel contributes to the overall integrated consumer experience within the consumer media journey. A qualitative research approach was applied using in-depth interviews with leading international media channel planning agencies, from a purposive sampling method, to further uncover findings into the research problem. Interviews were conducted using a pre-designed interview schedule, where the formulated questions were the result of preliminary research and the literature review, to explore the gap in knowledge concerning the seamless incorporation of traditional and new media. In the light of the above it was imperative to consult senior media channel planners in order to elicit their responses to research the topic; a seamless incorporation of both traditional and new media channels into a coherent consumer media journey.

The literature review, historical research, in-depth interviews and iterative review process were conducted within the interpretivist paradigm and were used to inform the proposed conceptual framework that would be developed from the research findings.

The focus of the study is within the research parameters, aimed to further uncover the perspectives and insights of media channel planning frameworks towards IBC.

3.2 RESEARCH APPROACH, PHILOSOPHY AND DESIGN

The inductive approach aims to get closer to the understanding of the research context such as the different meanings that participants attach to media channel planning, which in turn is regarded as qualitative research (Bernard, 2017). In the inductive approach, theory is based on findings and analysis by first collecting the data (Sekaran & Bougie, 2016). This inductive approach allows for perceptions and insights from industry professionals to provide greater assessment and development of this contemporary framework by an iterative review process (Du Plooy-Cilliers *et al.*, 2014; Bernard, 2017). Using this approach, provided different meanings that the participants attach to media channel planning frameworks, which provided professional experiences the participants could share to contribute to the study (Green & Bricki, 2007; Sekaran & Bougie, 2016).

The philosophy of the study is rooted in ontological assumptions about the nature of the reality and epistemological assumptions about what should be regarded as acceptable knowledge in the field of study (Saunders *et al.*, 2012). In relation to the topic this outlook is appropriate as perceptions of brand communication and media channel planning are largely related to social reality and rest entirely on the beliefs of the participants, in this instance the perceptions of media channel planning practices (Du Plooy-Cilliers *et al.*, 2014).

Engagement in the secondary research, ensured sufficient knowledge of key findings from the literature review to engage the interpretivist approach in the fieldwork to be conducted at the primary research stage.

The primary research engaged with a sample size of eight experienced industry professionals, in which insights and perspectives around media channel planning are uncovered. These findings were used to guide the

development that a new, integrated approach to media channel planning could be developed and propose a contemporary framework (Kliatchko; 2008; Dunn & Davis, 2014; Koekemoer, 2014; Maree, 2016).

Utilising a qualitative approach ensured that the individual perspectives of participants were studied on an in-depth level, which goes beyond what a quantitative approach would (Sekaran & Bougie, 2016; Zhang & Wildemuth, 2016). Employing a qualitative approach for the research design allowed for further insights and detail to be uncovered concerning the research problem, to ensure the trustworthiness of the data. To establish the credibility of this study, an Iterative Review Process and member-checking was utilised in order to confirm the relevance of the findings with participants. (Yin, 2012; Carter, Bryant-Lukosius, DiCenso, Blythe & Neville, 2014).

The research design acts as a blueprint for how the research will be conducted (Malhotra & Peterson, 2014). Essentially the blueprint is the theoretical guide to the research process, which provides the importance of theory-driven thinking and processes. These elements are emphasised in relation to the topic, research questions, conceptualisation of the literature review, research design approach and the data analysis plan for the study (Robson & McCartan, 2016).

The research design provided the logical thinking process for the study to be conducted to ensure that the final findings and conclusions followed a thorough research process (Grant & Osanloo, 2014). The findings established that there is a lack of integration across traditional and new media channels within media channel planning as the brand message begins to break down when a consumer moves from one media channel to the next. The literature reviewed on media channel planning frameworks did not incorporate IBC which can progress to a lack of integration as described in Chapter Two. The inductive approach was chosen as it allows for perceptions and insights from media channel planners to provide greater development and testing of this contemporary framework (Du Plooy-Cilliers *et al.*, 2014).

3.3 RESEARCH DESIGN

The guiding principle of the research design and the methods and techniques employed, must be relevant to the research questions of the study (Smith, 2015). Just as there are philosophical perspectives that can inform qualitative research, so too are there various qualitative research strategies, that can be utilised in research (Glaser & Strauss, 2017). A research design is the process of investigation in the chosen topic. The choice of research design influences the way in which the collection and analysis of responses are performed. Specific research methods imply different skills, assumptions and practices (Corbin, Strauss & Strauss, 2014; Smith, 2015; Glaser & Strauss, 2017).

The overarching strategy used for constructing a substantive theory in this exploratory study is interpretivism. This approach is based on the naturalistic approach of data collection from the in-depth interview perspectives and observations of participants (Klein & Myers, 1999; Chowdhury, 2014; Dammak, 2015). The idea is that the insights and observations from the data can develop into a starting point for the conceptual framework as the research progresses (Charmaz, 2014; Antwi & Hamza, 2015).

The interpretivist approach looks for culturally derived and historically situated interpretations of the social world (Johannesson & Perjons, 2014; Hamlin, 2015; Picciano, 2015). Interpretivism is often linked to Weber, who suggested that in the human sciences researchers were concerned with *Verstehen* the understanding process, in comparison to *Erklaren* the explaining process; instead of facts (Ormston, Spencer, Barnard & Snape, 2014). In the context of this study the focus was on the understanding of how media channel planners develop and integrate BCPs. This would be reviewed in terms of the study's units of analysis: perceptions and insights in the field of media channel planning (Saldaña, 2016).

The research process was designed to allow for new knowledge throughout the study and to let it develop with the help of the participants through primary research (Antwi & Hamza, 2015; Dammak, 2015). The use of such an

approach is consistent with the interpretivist belief that humans have the ability to adapt, and that one cannot gain prior knowledge of time and context bound social realities (Denscombe, 2014; Glogowska, 2015). As the study progressed further knowledge was gained and consolidated through an iterative process, incorporating the reflection and views of participants on the research insights and in developing the contemporary framework.

This research approach ensured greater understanding and better interpretation of the meanings of the decisions Media Channel Planners utilise in BCP's. Through interacting with the participants, further insights and understanding of the subject matter developed. This reduced the inclination to generalise and predict cause and effect and as such contributed to the discovery of valid insights related to the research problem (Johannesson & Perjons, 2014; Hamlin, 2015; Picciano, 2015).

Figure 3.1 was developed for the study in order to provide a guided approach to the research process. This design became the blueprint for the research design of the study in how the study was conducted (Richey & Klein, 2014).

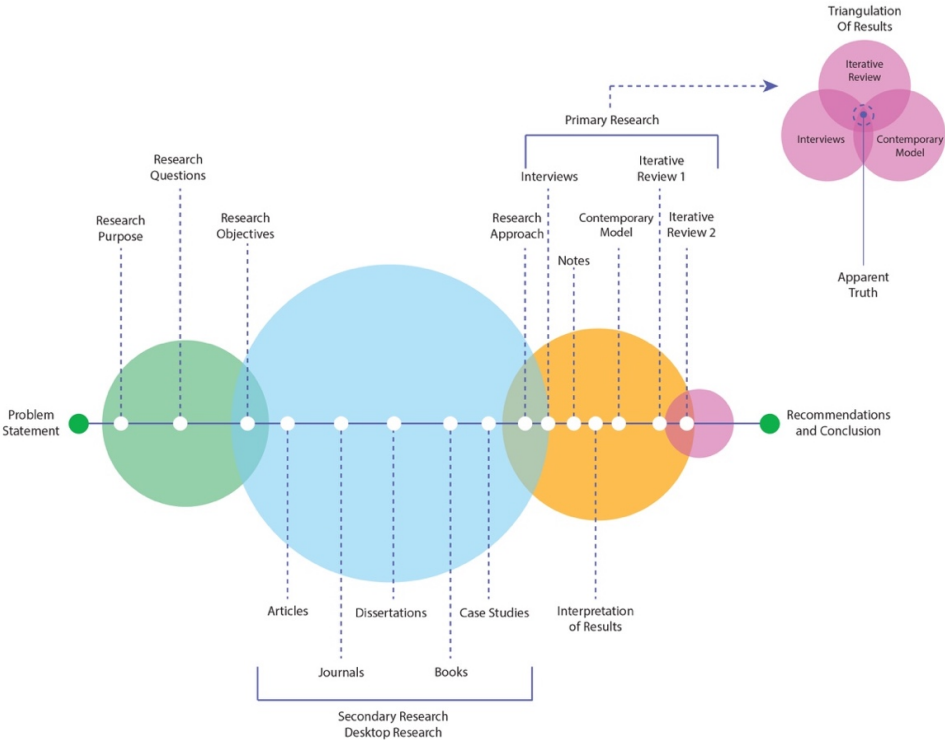


Figure 3.1: Research Design Adopted In This Study

Source: Developed for the Research

The first phase, in the above framework, is the development of the essential elements required in the study; the research problem that details the disconnect within the consumer media journey and how brands present disconnected brand messages through new and traditional media channels. A research purpose that explores media channel perspectives and frameworks that lead towards IBC through the integration of traditional and new media channels to achieve a coherent consumer media journey. Three research questions that specifically question the need of integration within media channel planning and perspectives of media channel planners were developed to uncover further insights and perceptions around the topic of the study.

The next phase details the use of secondary research used to explore the context of media channel planning within IBC. According to Ridley (2012) the undertaking of a literature review allows researchers to: understand the field of study through theories and research, and to identify new ways in which to interpret prior research. It also considers the theories, concepts, models and frameworks that have been used and how they apply to the field of this study and allows for gaps that exist in the literature to be established (Corbin *et al.*, 2014).

As is evident in Chapter Two, the literature review is split into three outlooks: planning, perspectives and frameworks, to address the aspects highlighted by Ridley (2012). These outlooks provided the study with findings that were utilised in the primary research stage.

The literature review insights provided the primary stage of the research with the foundation to further explore within the study of media channel planning integration. The primary research involved three research stages: in-depth interviews, contemporary framework development and an iterative review process. Each of these research stages ensured that bias could be reduced to ensure the credibility of the findings through the primary research.

In the final stage, all data could be analysed and interpreted against the research question, purpose and research problem. These final recommendations could be added to the contemporary framework before completing the study (Miles, Huberman & Saldaña, 1994; Yin 2012).

3.4 ADOPTED RESEARCH METHODOLOGY

For this study, the perceptions of media channel planners were determined by means of qualitative research. The qualitative approach brought the nuances of the participants and the topic for discussion, which would have been missed by quantitative or mixed method approaches (Du Plooy-Cilliers *et al.*, 2014; Zhang & Wildemuth, 2016).

This research methodology was chosen over quantitative and mixed methodology as it elicits information that dealt with experiences, ideas and perceptions (Barden, 2013). To elaborate, the study sought to understand the integration of media channel planning perspectives and the use of frameworks within media channel planning. These findings are based on the perceptions, experiences and ideas that media channel planners would have in their professional capacity. To uncover these insights would require a qualitative approach in how senior media channel planners utilise these frameworks and constructs (Merriam & Tisdell, 2015). This approach was focused on gaining real and rich responses drawn from the participants as they are industry specialists. The research aimed to gain from their knowledge and expertise around the topic of integrated brand communication and media channel planning (Maree, 2016).

The qualitative research methodology is designed to understand people and the social contexts in which they live, ideally the environment in which media channel planners work (Ormston *et al.*, 2014). Padgett (2016) argues that the goal of understanding a perspective from the participants' point of view and its social context is largely lost in textual data with quantitative research. As qualitative research relies on the perceptions from participants that are relevant to the understanding within this study, their views and insights within the field of media channel planning would be valuable to the study. These

views come from their personal experience within the field of media channel planning, and perceptions around media channel integration. Furthermore, qualitative research is relevant in this study as the focus is on the development of theory, models or frameworks as is the case in presenting the contemporary framework in Chapter Five (Ormston *et al.*, 2014; Padgett, 2016).

Qualitative research provides the opportunity to describe, interpret, evaluate and verify insights and perceptions gained within the research (Marshall & Rossman, 2014; Glaser & Strauss, 2017). These authors view the interpretation as gaining insight into the nature of a particular phenomenon by developing concepts, theoretical perspectives, models, or discovering problems that exist within the phenomenon such as integration in media channel planning. These were the essential conceptual thought processes conducted in the research to understand the phenomenon of integration in media channel planning. Through the iterative review process (discussed in 3.9.2), the contemporary framework provides the means to develop both the literature and primary research findings into a framework (Marshall & Rossman, 2014).

As insight is gained into the nature of media channel planning frameworks, the conceptual foundation of the framework is developed. Within this context, the elaboration of media channel planning was discussed in the literature review. Theoretical perspectives and frameworks were uncovered in the literature review and primary research, to discover challenges and opportunities that might exist within the phenomenon of media channel integration. In particular, insights and perceptions of media channel planners in the form of media channel integration were achieved through various media channel planning frameworks. Following an inductive approach of exploratory thinking, the study considers the perceptions and insights from interviews through an iterative review process to present a credible contemporary framework (Smith, 2015). It should be noted, that this study does not include an external verification to test the application of certain assumptions or theories within the real-world context, as there is no framework to compare

the research insights to. This external verification would be grounds for further research to be delivered through the proposed contemporary framework in real-world scenarios.

From the above, it was concluded that a qualitative approach was the most effective methodology to explore the research purpose and research questions to uncover further findings around media channel integration through a seamless consumer media journey.

3.5 POPULATION

To qualify the population required for the research purpose, focus was given to industry reports, in particular media agency reports. When reviewing other media agency reports such as the Nielson Media Report or the Ad Age Report, both reports only determined the top media agencies through annual expenditure across media channels. While this was helpful in determining the market leaders of media agencies based on a monetary value, it did not determine the media agencies that are top of their field over and above their annual expenditure. The Forrester Global Media Report is compiled on a quarterly period as opposed to other media agency reports that reflect an annual period. This was an important consideration as external factors lead the media landscape to change frequently, which encourage media agencies to remain relevant in their practices (Deng, Lin, Zhao & Wang, 2015). Therefore, a quarterly review of media agencies helped determine the media agencies that are keeping abreast of these factors that help determine integrated media channel planning.

In qualitative research, the need to identify a population that could further uncover insights to the challenge of media channel integration was a valid consideration in this study. As the research population was specific to the field of media channel planning, it allowed the study to consolidate and identify a population that was experienced and knowledgeable in the field of media planning (Marshall & Rossman, 2014; Boddy, 2016; Maree, 2016). The identification of a population for this study was eight global media planning agencies established from an externally audited report, the Forrester Global

Media Report. The Forrester Global Media Report was chosen over other media reports as it analysed the performance of the top media agencies through three main criteria: current offering, strategy and market presence; these criteria were relevant to the research purpose as it scored the agency's ability to be innovative which determined the agency's use of new media channels in media planning (Merriam & Tisdell, 2015; Dal Zotto & Lugmayr, 2016). The Forrester Report tracked 34 media agencies across multiple regions and was based on comprehensive media services, global presence and activation capabilities and market share (Krajčovič, 2015; Zeiser, 2015; Le Clair, Cullen & King, 2017). This assisted in the determination of how these global media agencies tracked competitively against each other and provided additional critical review factors to incorporate into the interview questions. Reviewing this report developed insights related to the research problem into which media agencies were using a mix of channels, those who were more traditional in their BCPs and those that produce a mix of traditional and new media channels.

Table 3.1: Forrester Identified Agencies

Source: Extract from Forrester Global Media Agency Report Q3, 2019

Forrester Ranking	Media Agency
1	Zenith
2	UM
3	Starcom
4	Carat
5	Mindshare
6	Mediacom
7	OMD
8	Wavemaker
9	Curiosity Works
10	PHD
11	Spark
12	Havas Media
13	Initiative
14	Vizeum
15	DentsuX
16	Hearts and Science
17	Essence
18	Blue 449
19	Arena Media
20	Horizon Media
21	Assembly
22	BBDO
23	Empower
24	Edelman
25	McCann
26	Jungle Media
27	Kingstar Media
28	Wingman Media
29	Tinuiti
30	Duncan Channon
31	3Q Digital
32	I76 Solutions
33	360i
34	Naked

Media channel planners, in particular those working in senior roles in media planning of these media agencies, were suitable to interview as the relevant perceptions from these individuals would be valuable to the study. These media channel planners would have unique insights and could potentially share their agencies' frameworks that could improve the field of brand communications, more specifically the area of media channel planning integration as they could offer their perceptions of the field of media channel planning (Saunders *et al.*, 2012; Khan, 2014).

3.6 SAMPLING

For this qualitative research, a small sample of participants were identified as being suitable candidates to target for the research. This judgmental sample was based on the experience of the key individuals to be interviewed from the top eight media agencies (Tracy, 2012). From the media agency sample an individual from each media agency were sourced. These participants were those that interact directly with the planning and implementation of media channel plans. They were ideally media directors, senior media channel planners or senior media managers who have at least 10 years' experience in the field of media channel planning. As the topic of the study is specialised, one needed to ensure the sample would meet acceptable qualitative research standards (Cleary, Horsfall & Hayter, 2014).

As this was a small-scale study, Fugard and Potts (2015) state that eight to 10 participants are suitable as the sample size. While Marshall, Cardon, Poddar and Fontenot (2013) state that six to eight interviews for qualitative research are required to make the findings relevant. As identified in the population by a regulated industry report, eight media agencies were selected as the sample for this study. These media agencies were based on an international perspective, with a presence in a number of countries. This was considered based on the media planning challenge of integration not being limited to geography (Gillespie & Riddle, 2015). As such, these media agencies would have knowledge of integrated media channel planning that was not restrictive by country, as their BCPs would be inclusive of global media planning campaigns (Levy & Lemeshow, 2013; Boddy, 2016).

This study was not quantitative and therefore the use of purposive sampling meant that the findings could not be generalised as the study did not have a sample size relevant to the population (Palinkas, Horwitz, Green, Wisdom, Duan & Hoagwood, 2013; Richey & Klein, 2014). Having said this, the research was conducted scientifically and the research insights and findings added value to the field of brand communications and media channel planning, as will be discussed in Chapter Five of this study (Saunders *et al.*, 2012).

The Forrester Global Media Agency Report Q3 2018 was selected to identify the sample global media agencies. From this report it was determined how the media agencies compared with one another. This information determined from an external point of view how relevant media agencies performed within the progressive space of media channel planning. Table 3.2, below shows the targeted samples that would be used to form the participants for this study.

Table 3.2: Targeted Samples

Source: Extract from Forrester Global Media Agency Report Q3, 2018

All scores are based on a scale of 0 (weak) to 5 (strong)

	Forrester's weighting	Carat	MediaCom*	Mindshare*	OMD*	Starcom	UM	Wavemaker*	Zenith
Current offering	50%	3.26	2.18	3.07	2.52	3.88	4.16	1.80	4.02
Planning and buying	40%	4.00	3.00	3.50	3.00	4.50	4.50	3.00	4.50
Insights	35%	2.60	1.80	3.20	2.20	3.80	4.30	1.00	4.20
Content development and production services	10%	3.00	1.00	3.00	3.00	3.00	3.00	1.00	3.00
Delivery	10%	3.00	1.00	2.00	2.00	3.00	4.00	1.00	3.00
Account acquisition capabilities	5%	3.00	3.00	1.00	1.00	3.00	3.00	1.00	3.00
Strategy	50%	3.40	1.80	1.90	1.60	3.00	4.30	1.80	3.50
Strategic priorities for 2019	25%	3.00	1.00	1.00	1.00	3.00	5.00	1.00	5.00
Strategic road map	10%	3.00	1.00	1.00	1.00	3.00	5.00	1.00	3.00
Employee experience strategy	10%	3.00	3.00	3.00	1.00	3.00	5.00	3.00	3.00
Transparency/brand safety strategy	20%	3.00	1.00	1.00	1.00	3.00	5.00	1.00	3.00
Media technology strategy	25%	5.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Media partner strategy	5%	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Agency partner strategy	5%	1.00	1.00	3.00	1.00	3.00	3.00	1.00	3.00
Market presence	0%	4.29	3.63	3.63	3.63	3.63	3.63	3.63	3.63
Billings	33%	5.00	5.00	5.00	5.00	3.00	3.00	5.00	3.00
Media services clients	33%	5.00	3.00	3.00	3.00	3.00	3.00	3.00	5.00
Global footprint	33%	3.00	3.00	3.00	3.00	5.00	5.00	3.00	3.00

Once the media agencies were identified further online research was conducted on the LinkedIn platform in order to make contact with key individuals: senior media planners, senior media managers and media directors, from the above media agencies. As these were globally based media agencies, the participants selected for the study should be based across different countries in order to understand the challenge of integration across media channel planning from a global perspective.

Utilising LinkedIn allowed the use of keyword-based searches for job titles, seniority level and years of experience (Utz, 2016; Gelinias, Pierce, Winkler, Cohen, Lynch & Bierer, 2017). This was useful as LinkedIn provided access

to electronic versions of curriculum vitae in order to verify previous experience in media channel planning. These employee histories were cross-checked with company website employee profiles. Once these participants were identified, they were contacted by email requesting whether they would participate in this study. From this correspondence the following participants were interviewed. This Table represents the order in which participants were interviewed.

Table 3.3: Media Agency Participants

Source: Developed for the Research

Agency	Job Title		Years of Experience		Country
	Media Planner / Media Manager	Media Director	10 - 14 Years	14 Year +	
MediaCom	X		X		New Zealand
OMD	X			X	Italy
Carat		X	X		UAE
Wavemaker		X		X	Romania
Zenith		X		X	United States
Mindshare		X		X	United States
UM		X		X	Spain
StarCom	X		X		Germany

Each of the media agency participants provided written consent to participate in the study. The eight chosen participants collectively held 92 years of experience in media channel planning, which would provide the research with sufficient responses of media channel planning outlooks, media channel planning, media channel constructs and media planning frameworks as identified in the literature review. The participant composition was split across geographic areas and at least one sample from each media agency identified in the population table. This provided a mix of perspectives based on media planning agency decision-making tools/techniques within media channel

planning (Kotler, 2014; Newman, 2014; Ries & Ries, 2015; Young, 2016; Wayne, 2017).

To ensure that the identities of the participants were kept confidential, the following Table detailed the participant code against the time frame of each interview. All interviews were completed within the allocated 60 minutes (Green & Bricki, 2007; Glaser & Strauss, 2017).

Table 3.4: Interview Duration and Coding of Participants

Source: Developed for the Research

Participant Code	Duration of interview
P1	42 minutes
P2	51 minutes
P3	40 minutes
P4	46 minutes
P5	48 minutes
P6	44 minutes
P7	53 minutes
P8	49 minutes

3.7 DATA COLLECTION METHODS

The study considered three research stages to gain insights for the study across three spectrums (in-depth interviews, contemporary framework, iterative review). From this a clear detailed account of response collection ensured that the most feasible approaches were considered within the study (Richey & Klein, 2014).

Figure 3.1 detailed the research design for this study and outlined the data collection approach to this study by focusing on strategic fieldwork to be conducted in order to gain further insights for this study. Figure 3.1 shows the literature review which provided the conceptual theories and frameworks in order to gain an understanding of the challenges of media channel planning frameworks. The overarching paradigm of interpretivism enabled the research to be based on qualitative gathered responses that would provide further insights into the research problem (Carter *et al.*, 2014). Upon completion of

the interviews, the data analysis could then be used within the categories established during the literature review, which would assist during the thematic analysis of responses (Silverman, 2015). As with all qualitative research the concern of creditability is important. The study employed the use of three different phases, which allowed for two iterative review processes to be completed with participants in order to gauge the creditability of insights and findings (Carter *et al.*, 2014).

3.8 PILOT STUDY

A pilot study is defined as a small-scale version of the research study (Majid, Othman, Mohamad, Lim & Yusof, 2017). The pilot interview was a useful part of the qualitative research process as it provided points of improvement to the final study. The piloting process was used as preparation and practice where interview protocols can be made stronger (Castillo-Montoya, 2016). A pilot response collection phase was conducted with two academics to test the relevance of the interview questions, time the length of interviews and ensure that there were no questions or statements that were: leading, loaded, vague, double barrelled or ethically questionable (Janghorban, Roudsari & Taghipour, 2014). This phase tested the effectiveness of the questions that had been developed so that they could provide the relevant responses (Harding & Whitehead, 2013). The second aspect was to ensure the questions were easy to understand and that there were no misleading questions (Krauss, Hamzah, Nor, Omar, Suandi, Ismail, Zahari & Nor, 2009).

3.9 QUALITATIVE DATA COLLECTION

One of the most important components of the research design was the consideration of the chosen data collection. The choice of an appropriate research instrument ensured that the study was able to collect suitable responses from the participants (Ereditato, 2016; Nowell, Norris, White & Moules, 2017).

The chosen research data components of this research design are:

- Semi-Structured In-Depth Interviews
- Iterative Review Process
- Contemporary Framework

3.9.1 Semi-Structured Interviews

Interviews are regarded as an efficient way to retrieve useful information through in-depth questioning and would be a vital part of this study (Silverman, 2015). In order to ensure that the interviews were conducted professionally and efficiently a structured interview schedule was developed (Kallio, Pietilä, Johnson & Kangasniemi, 2016).

The interview schedule contained the set of interview questions prepared, to serve as a guide for the interview in collecting perceptions and insights about the research purpose about media channel integration within new and traditional media channels from the participants (Tracy, 2012). The interview schedule can be found in Appendix 16 (Castillo-Montoya, 2016).

The interviews were conducted in a semi-structured format, as this flexibility ensured that the questioning style was adapted, based on the participant personality being interviewed (Tracy, 2012). The approach of semi-structured in-depth interviews with open-ended questions best suited this study as the interviews had to be conducted under a limited time period, of 60 minutes. The interview questions were sent to the participants in advance so that any uncertainties regarding the questions could be cleared up prior to the interview (Pietkiewicz & Smith, 2014). As the sample were from media agencies that are based internationally, the interviews were conducted using Skype for Business (Janghorban *et al.*, 2014). The advantage of using Skype allowed the study to extend the participant base to an international level in a time-efficient and financially affordable manner, thus increasing the variety of insights obtained in the research. Whilst Skype affects the areas of rapport and non-verbal cues, these were excluded by ensuring the questions were sent to the participant 24 hours prior to the interview. The use of video was

included, thereby not limiting the interview to a voice over (VO) to an audio only interview (Lo Lacono, Symonds & Brown, 2016).

The Skype platform afford one the ability to record the interviews. This assisted in the data analysis process, as each interview was recorded so that the responses could not be forgotten or missed. Participants agreed for the interviews to be recorded in a Participant Consent Form. In order to ensure all information gathered was correct, a summary of the interview was sent to the participant after the interview to ensure all responses transcribed were correct (Robinson, 2014).

Before the start of the interview, participants were reminded that their responses would remain anonymous and would be recorded. The interview questions focused on the research problem to further uncover the perspectives and insights of the disconnect in media channel planning. Open-ended questions were used to gain in-depth insight and perspectives from media channel planners which would allow scenarios and experiences of how participants are utilising media channel planning perspectives and frameworks in the industry. This was essential to the research purpose, as the literature review did not uncover an integrated media planning framework. Follow-up questions were tailored to the individual interview at the time, as each participant's response would be different. The interview questions were split into three categories. These categories were: introductory, primary and secondary questions. The purpose of dividing the questions into these three categories, created a structure for the interview to be followed and allowed for findings to be uncovered through these open-ended questions (Robinson, 2014).

A) Introductory Research Items

After the courtesy questions, the researcher set the context of the conversation with three introductory questions (Pietkiewicz & Smith, 2014). This provided an environment that would assist the participants to express their perceptions on the context of media channel planning integration specific

to the research problem and purpose. Once answered these would reveal insights by the participants in relation to the topic of the study.

- What is your personal perspective of integrated brand communication? (Q1)
- What is your personal experience of media channel planning when brands move from traditional media to digital media channels? (Q2)
- How do media channel planners approach media channel planning to develop consumer-centric brand contact plans? (Q3)

B) Primary Interview Items

Upon establishing a rapport with the participant, the interviewer focused on the four questions in line with the research purpose. Participants were familiar with the core terms of media channel planning which provided their interpretation in the context of their previous experiences (Powell, Hughes-Scholes, Smith & Sharman, 2014; King, Horrocks & Brooks, 2018). In the scenarios where terms needed to be clarified a shared understanding of these terms was established during the interview (Richey & Klein, 2014).

- When you are working on IBC strategies, what guides the media mix selection to determine channel roles within the brand contact plans? (Q4)
- What type of guideline / framework / planning sequences do you/your agency utilise when developing IBC contact plans? (Q5)
- Outside of planning frameworks are there other criteria/approaches that you use to determine which media channels to utilise in BCPs? (Q6)

- How do you approach the integration of new and traditional media channels, in the development of a BCP? (Q7)

The above questions were derived as a result of having conducted the literature review, which revealed themes within media channel planning, IBC and the role of integration, which in turn provided context to further unpack in the primary research of this study.

The review of the literature brought to light the need for integration among media channel planning frameworks with the challenge of integration in traditional and new media to ensure a consistent brand message across the consumer media journey. The literature review stated that a disconnect occurs when the brand message moves from one channel to the next (Newman, 2014; Young, 2014; Rana, 2015; Wayne, 2017). From the literature the in-depth interview questions were developed into a deeper understanding from the perspectives and insights of media channel planners about the challenge of integration and the value of a contemporary framework for media channel planners.

C) Secondary Interview Items

Once the primary interview items were answered the next step of the interview was to discuss the secondary interview items. The interview concluded with two questions regarding examples of previous experiences with integrated media channel planning. These open-ended questions allowed for any nuances, perceptions or insights to be uncovered from personal experiences (Powell *et al.*, 2014; King *et al.*, 2018).

- How do media channels planners plan consumer media journeys and BCP to avoid fragmentation of media channels? (Q8)
- How do IBC and media channel planning develop integrative campaigns? (Q9)

Finally, the interview was concluded with a set of good-manners, appreciative appreciation comments and thanks for participating in the study. Final clarification of answers were included at this point of the interview. Participants were reminded that the final transcript would be sent to them for confirmation of responses to ensure the data was valid to the research. This process also allowed for the credibility of the responses to be checked by the participants to avoid any misinterpretation (Elo, Kääriäinen, Kanste, Pölkki, Utriainen & Kyngäs, 2014).

3.9.2 Iterative Review Process

The Iterative Review Process IRP is used in research particularly in the development of new frameworks, which provide an external review process by the participants (Neale, 2016). The process is a continual improvement of a concept, prototype or design, which follows a cyclic approach to the development of the concept (Liedtka, 2015). Feedback, design development and assessment continually improve the proposed design, by a cyclic approach (Carlgren, Rauth & Elmquist, 2016). This interactive approach differs from the linear approach to design whereby the designer goes through a number of predefined stages until a conclusive design is reached (Neale, 2016). This adapted design process, as seen in the figure below was synthesised from the design thinking process developed by Brown (2008).

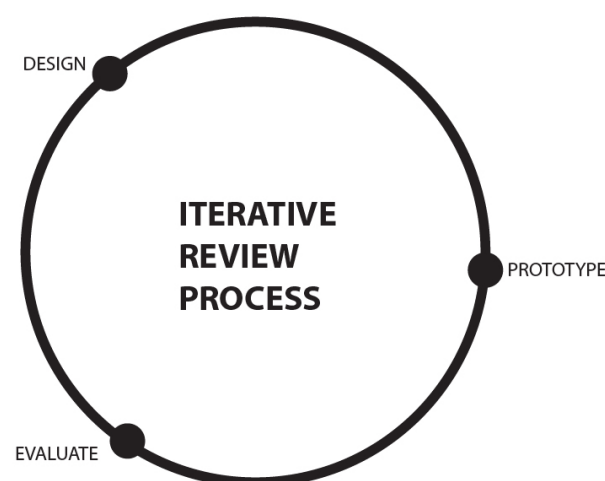


Figure 3.2: Iterative Review Process (IRP)

Source: (Neale, 2016)

The IRP was used with insights gained in the literature review, funnelled through into the in-depth interviews. Each step gained perspectives of media channel integration related to the themes identified in the literature review: media channel roles, consumer media journeys, media neutral planning, which would contribute to the first prototype framework for review (Neale, 2016). This provided the responses to be used in the design process of the IRP. From the synthesis of participants' responses, the study could develop a prototype framework which could be utilised as a conceptual framework for media channel integration (Liedtka, 2015). Once the prototype had been developed, the research proceeded to the next step: sound boarding of the prototype. This prototype could then be sent to the participants that were interviewed; which would increase the credibility of the iteration prototype. The IRP was sound boarded on two occasions with the previously interviewed participants. Utilising the previous participants ensured that the context of the study remained relevant from the established challenges. New participants would show a delay in response and the context of the study would need to be redefined thereby leading to a time delay and meanings could be lost (Carlgren *et al.*, 2016).

From the evaluation stage; a participant's comments, criticism and concerns could be identified from the prototype, which would be used to review and improve the framework. The aim of this process was to allow participant opinions on the proposed contemporary framework, through an interactive feedback process. This would promote improvements and refinements of the proposed prototype to develop a credible framework (Tracy, 2012). Participants were asked objectively about their perspectives around the use of the framework in context of their positions and experience. Feedback was then reviewed in context of the contemporary framework into the final conceptual framework for submission of the study.

The contemporary framework was reviewed twice by the participants allowing for sufficient theoretical refinements to be incorporated before submission (Neale, 2016). The next step would be the application of the framework by the

industry. This recommended process and framework are presented and reflected on in Chapter Five of this study.

3.9.3 Contemporary Framework

From the analysis of the literature review, from semi-structured interviews and the iterative review process, valuable data was collected to develop a valued set of insights and a proposed contemporary framework for integrated media channel planning. Framework development is considered a suitable research method as it assists researchers in relating more accurately to the reality of the topic (Illeries, 2017). From the data analysis, the framework allowed the study to propose a visual solution to media channel planning integration.

The contemporary framework aimed to describe and understand the research problem through the analysis of the research data (Briggs, 2007). As Finfgeld-Connect (2013) describes, when developing a contemporary framework, the following characteristics should be adhered to: relatedness to other models, techniques, frameworks, transparency, ease of enrichment or ability to modify and expand. These characteristics provide the conceptual thinking to engage when developing the proposed media channel planning framework. It should be noted that in the literature review the frameworks discussed within media channel planning, considered the challenge of these frameworks that they can be seen as restrictive in terms of what could be applied in the given scenarios, thereby reducing the ability to modify and expand on in different circumstances (Roller & Lavrakas, 2015). The development of the proposed media channel planning framework should provide a guideline/framework of thinking that does not conform to strict procedures, these considerations are further expanded on in Chapter Five (Richey & Klein, 2014).

3.10 TRUSTWORTHINESS AND CONFIRMABILITY

To provide trustworthiness in this study, the research processes were transparent. Clear reasoning was provided for each of the methods used and was available for review and inspection (Yin, 2012). Qualitative research is measured by trustworthiness in the research findings (Clarke & Braun, 2016). There were a number of important assurances of quality in keeping with interpretivist procedures and general principles of qualitative research that were adhered to (Saunders *et al.*, 2012; Ereditato, 2016). All interviews were digitally recorded, professionally transcribed in detail and the transcripts checked against the recordings. Participants were contacted after the interviews to clarify concepts that contributed to the refinement of theoretical constructs (Saunders *et al.*, 2012). The use of the constant comparative method enabled the analysis to produce not just a description but also a contemporary framework, in which more actual media channel planning problems were assessed and analysed to produce this framework.

3.10.1 Credibility

The credibility of the research findings is one of the most important aspects in qualitative research. Credibility ensures that the researcher has been able to clearly link the findings with the reality of the problem (Patton, 2005; Connelly, 2016). To establish the credibility of this study, the method of IRP was utilised in order to confirm the relevance of the findings with participants. This process allowed for two iterative processes with participants in order to further refine and present the contemporary framework. Utilising this IRP ensured that the research findings were robust and comprehensive to ensure the credibility of the study (Carter *et al.*, 2014).

Member-checking was the second technique applied to ensure credibility (Yin, 2012). This technique allowed for the responses and interpretations to be shared with the participants. This technique allowed for participants to clarify what their intentions were, to correct any errors that might have been misinterpreted or missed and to provide any additional information if necessary (Patton, 2005; Cope, 2014; Connelly, 2016).

3.10.2 Transferability

Transferability refers to the degree in which the research findings can be generalised or transferred into other contexts or settings (Kornbluh, 2015). To enhance the transferability of the study the research was described in context of the industry and reviewed public domain media channel planning frameworks, which provided any assumptions that were central to the research. These assumptions were answered by means of the proposed contemporary framework.

3.10.3 Dependability

In addressing the issue of dependability, the processes of the study were reported on in more detail, which would enable future researchers to repeat the study, if not necessarily to gain the same research insights (Patton, 2005; Connelly, 2016). Providing in-depth coverage of the research design allows the reader to assess the extent to which the proper practices have been followed and to gain a thorough understanding of the methods used within this study (Cope, 2014).

3.10.4 Confirmability

The role of confirmability is of concern to the research, as the researcher is a media strategist who can be biased towards the impact of findings. Confirmability is used to make sure there is objectivity within the study (Maree, 2016). Note taking was used to ensure that the study's findings were the result of experiences and ideas of the participants, rather than the preferences of the researcher (Saunders *et al.*, 2012). These notes also allowed for the reflection and interpretation of personal reflections in relation to the study (Kornbluh, 2015). These notes were completed upon each interview and the collective form of these notes was developed into a reflexive journal (Berger, 2015), which allowed for the review of summarised findings to avoid the pretext of research bias (Shenton, 2004; Cope, 2014). An example of these notes can be found in Appendix 21.

Overall, the challenge in conducting qualitative research is to provide trustworthiness (Davies & Hughes, 2014). The above provided the range of strategies supported in this study to ensure that the trustworthiness of the findings were accurate.

3.11 ETHICAL CONSIDERATIONS

There are several reasons why it is important to adhere to ethical norms in research.

Ethical standards promote aims of research such as knowledge, truth and avoidance of error. Values such as confidentiality, mutual trust and accountability are core to a researcher and are critical to the success of one's research (Saunders *et al.*, 2012; Ereditato, 2016). In order to conduct research for this study, such as the in-depth interviews with participants, an essential element was to make certain that participants were fully informed of the nature of the research. In addition, participants were required to give written consent to take part in this study as well as being informed of their right to withdraw from the study at any point without consequence or explanation. The participant consent form can be found in Appendix 17 (Du Plooy-Cilliers *et al.*, 2014).

All identities of participants have been kept anonymous and a coding scheme was generated to ensure identities were not published in this study. The participants were asked to confirm answers and statements obtained through the research to ensure answers were not misinterpreted.

Video interviews were recorded via Skype and written consent was provided by participants prior to the interview taking place. To ensure credibility of the interview, transcripts of the interview were sent to the participants for them to accept or suggest changes concerning their interview, research findings and insights gathered during the interview (Kennedy-Clark, 2013).

All data collected for the duration of this study was compiled electronically. Data was saved on a secure drive with password-encrypted software. All hard

copies of research data collected are stored separately in a secure location. After a period of five years from date of publishing, all data will be destroyed (Merriam & Tisdell, 2015).

The research conducted followed three different data collection methods that avoided any bias from the research. The three methods did not include any leading questions that might influence the trustworthiness and reliability (Tracy, 2012).

Upon receipt of ethical clearance from the Institute of Independent Education, the interviews were conducted by common courtesy norms. It was ensured that all interviews were conducted punctually and professionally over Skype.

3.12 CONCLUSION

The purpose of this chapter was to discuss the research methodology used in the application of this study. The research paradigm, strategy, data-collection and analysis methods were discussed. The research design discussed the application of study through three methods: interviews, contemporary framework and iterative review process.

The inductive approach was selected as the purpose of study was to further gain an understanding of the perceptions and insights of senior level media channel planning professionals within media channel planning to achieve integration (Barden, 2013; Ormston *et al.*, 2014; Sekaran & Bougie, 2016). Qualitative research would be the adoptive approach as it involved the engagement and insights within the subject reality of participants (Green & Bricki, 2007; Sekaran & Bougie, 2016).

From the literature review, the conceptual framework provided three specific areas of media channel planning: media channel planning, media channel perspectives and media planning frameworks, which informed the areas for further research within the primary research. The main area of consideration given to the interviews was the need to further understand the concept of integration in media channel planning by interviewing leading media channel

planning agencies. Further insight and perspectives used in media channel planning could be uncovered within these in-depth interviews. The interview questions emphasised the areas of concern in media channel planning and integration of IBC in media channel planning frameworks. The interview topics covered media channel planning, role of media channel planners, allocation of media channels in relation to BCPs.

The population for the study was obtained from an externally audited industry report, Forrester Global Media Agency Report. This credible report identified eight media agencies that assessed media agencies beyond the scope of annual expenditure. This quarter report would be used to determine a suitable sample for the research (Deng *et al.*, 2015). A purposive sampling approach was deployed to identify the senior professionals with a minimum of 10 years' experience from the eight media agencies (Levy & Lemeshow, 2003; Tracy, 2012; Palinkas *et al.*, 2013; Cleary *et al.*, 2014).

Ethical considerations were important to this study, as the identities of the participants could not be disclosed due to the nature of the topic considered to be the intellectual property of the agencies they are employed at. The study took care to gain informed consent from the participants before conducting interviews and the study was committed to the confidentiality of their identities (Du Plooy-Cilliers *et al.*, 2014).

Chapter Four presents the data analysis and findings obtained after the completion of the research, which will bring to light the key insights about integration in media channel planning.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 INTRODUCTION

During the period of May 2019 to August 2019, the study conducted semi-structured interviews with eight Senior Media Channel professionals from eight global media agencies.

The exploratory research approach used qualitative methods to allow the perspectives and insights from these eight Senior Media Channel professionals to deepen the understanding, regarding media channel integration across traditional and new media channels (Ridley, 2012; Bernard, 2017). These industry professionals were selected based on their knowledge and experience, to uncover insights and perspectives into media channel integration and media planning constructs.

Chapter Four discusses how the qualitative data analysis was conducted using thematic analysis. Section 4.3 describes the outlined thematic analysis steps in detail, showing how the interviews were transcribed to allow for categorisation of codes extracted from these transcripts and how these themes were used to report on the research findings.

The research findings are presented in relation to each core theme and subtheme discussed in context of the literature and quotes or insights from interview responses being used to support the discussion.

Chapter Four concludes and Chapter Five continues with a discussion of themes and IRP in relation the research objectives and the synthesis of findings into research results.

4.2 CHALLENGES CONCERNING PARTICIPANTS

It should be noted that the challenges experienced in finding suitable participants for this study significantly delayed the initial timelines allocated for the primary research. Table 4.1 displays the identification of participants that met the sample criteria for the study.

Each of the selected participants were contacted to explain the purpose of the study and to ensure them of confidentiality of the information provided, as the topic of the study involved sharing insights and perceptions that media agencies may consider to be intellectual property. The participants were asked for a convenient time for the interview and sent through an introduction to the research topic for context. The media and advertising industry is known to be demanding, with pressing deadlines and limited time available, thus the interviews were based at a time that was convenient for the participants. An introductory brief on the topics and questions to be addressed was emailed to the participants a week in advance. This was done to ensure that the participants were at ease and prepared for the interview, as well as to build rapport and a relationship before the response collection began (Yin, 2012).

Table 4.1: Participant Sample

Source: Developed for the Research

Agency	Suitable Participants	Participants
Carat	11	1
Mediacom	5	1
Mindshare	16	1
OMD	12	1
Starcom	6	1
UM	6	1
Wavemaker	4	1
Zenith	4	1

While the overall identification of participants was higher, the ability to persuade the identified participants was a barrier to completing the research within the planned time frame. Many of the participants did not respond to the introduction communication to participate in the study. Those that did reply,

responded with the common concern, that the research questions were too confidential to share for academic purposes. Upon ensuring that the confidentiality clauses of the research were maintained, one participant from each media agency agreed to participate in the study (Connelly, 2016; Ereditato, 2016). This was achieved through signed anonymity clauses with their consent. They were given participant codes when referencing quotes, perceptions or insights. The research findings have been presented holistically in terms of the research questions.

In this chapter, the research design that embodies the responses and insights obtained from the in-depth interviews with these selected industry professionals is presented, in order to understand their methods of planning media plans as part of a larger integrated media channel plan. These insights, together with the information from an extensive review of relevant literature, will be used to develop a contemporary framework for media channel planning through integration of traditional and new media channels. These are discussed in the final chapter of this study.

4.3 DATA ANALYSIS PROCESS

Thematic analysis is one of the most common forms of analysis in qualitative research (Zhang & Wildemuth, 2016). It emphasises the pinpointing, examining and themes within the data collected (Nowell *et al.*, 2017). As this is a qualitative study a vast amount of data was collected during the primary research. The challenge of data reduction was considered to ensure that only the vital elements of data that met the research questions, purpose and research problem outlined in this study were to be reported on. This process ensured that critical insights could be explained in detail by further elaboration of the findings (Clarke & Braun, 2016).

Miles, Huberman and Saldaña (1994) stated that the analysing of qualitative data be in three parts. The first views data reduction concerns that arrange and focus the collected data so that relevant conclusions can be drawn from them. The data display assists in the understanding of what is happening and enables the analysis to move further, based on that understanding. Finally, it

includes the conclusion drawing and verification process where the conclusions drawn are verified as the research develops (Yin, 2012; Zhang & Wildemuth, 2016). This data analysis process was conducted throughout the research processes to ensure that once data was received, an objective review and analysis could be conducted, which aided the research in the final analysis of data.

Once the primary research phase was completed the collected data was analysed through the use of thematic analysis (Tracy, 2012). These units of analysis provided the study with the means to interpret the data against the research questions, problem and purpose.

The process of thematic analysis was conducted by immersing in the raw responses through reading and re-reading interview transcripts, cross-referencing, and making notes of ideas from the responses collected (Zhang & Wildemuth, 2016). This allowed for responses to be categorised into the themes and codes identified during the primary research. Codes are short key words that capture the meaning of the phrase and can be used to index the responses and group together phrases with similar ideas or meaning (Saldaña, 2016). The stage of coding is critically important to data analysis, since codes will form the building blocks of the further analysis to be reviewed before developing the contemporary framework (Liedtka, 2015). Thematic analysis has a high degree of subjectivity and it is important to demonstrate trustworthiness, in particular by minimising bias through careful notes justifying selection or rejection of particular phrases, as this will assist with the data reduction. Responses was constantly checked in relation to the research questions, problem and purpose to reduce bias in the analysis (Du Plooy-Cilliers *et al.*, 2014).

The codes were combined and contrasted to develop categories that group similar codes together, thereby generating a network of associations (Saldaña, 2016). The themes were then reviewed and compared to assess whether they are complete; and whether they encompass all the codes developed from the responses to date and whether they can be combined or

subdivided into further themes (Du Plooy-Cilliers *et al.*, 2014). These codes emerged from the thematic analysis of the data collected (Saldaña, 2016).

The categories and codes from the primary research are:

Category 1: Planning

Code: Brand engagement

Code: Touch points

Code: Consumer media journey

Category 2: Perspectives

Code: Consumer-centric

Code: Brand message

Code: Media neutral

Category 3: Frameworks

Code: Digitisation

Code: Decisions

Code: Media mix

Once these codes were compiled from the fieldwork, Microsoft Excel was used to compile the frequency of the codes in the primary research (Broman & Woo, 2017). This program was chosen over others as individual cells could be used to disseminate the responses collected. Each column would represent the code, and each row was the participant's response. Microsoft Excel was used in collating responses from previous research, and therefore was preferred.

4.4 ANALYSIS OF THE BODY OF DATA

Through thematic analysis the coding process compares and examines categories and subcategories of information which allows a holistic conceptualisation of data (Saldaña, 2016; Zhang & Wildemuth, 2016). Coding therefore builds constructs which can eventually be grouped together and turned into specific categories (Clarke & Braun, 2016). Coding thus enables previously broken-down data, to be developed in new ways, followed by

making connections between categories. This process is possible through linking codes to specific contexts, causes and patterns of interactions (Saldaña, 2016).

The insights gained from the literature review were combined with the primary research obtained from the in-depth interviews. Those are illustrated in the form of a word cloud to determine the frequent occurrences of identified keywords.

Figure 4.1: Word Cloud Keywords

Source: Developed for the Research



Upon thematic analysis using the word cloud these keywords were tabulated in Microsoft Office Excel. Once tabulated, the process to identify dominant

and related keywords that are relevant to this study was conducted (Tracy, 2012; Maree, 2016). These keywords are presented in Table 4.2. Once the keywords had been identified they were presented into core themes in which patterns began to emerge, that could be discussed in relation to the research questions.

Table 4.2: Keywords Relevant To Study

Source: Developed for the Research

Keyword	Occurrences	Theme
Integration	44	(184) Create a seamless brand experience
Contact Points	29	
Consumer Media Journey	15	
Disconnect	22	
Seamless	24	
Planning	37	(117) Planning
Media Mix	27	
Consumer	24	
Media	29	
Perspective	36	(118) Perspective
Experience	30	
Decision	28	
Strategy	24	
Framework	34	(97) Framework
Model	25	
Guide	23	
Process	15	

4.5 DATA FINDINGS

For this study, the insights established during the interviews uncovered meaningful themes that emerged from the data analysis; these were used to report the findings. In the following sections, the discussion of the findings obtained from the qualitative analysis of the interviews are presented, according to the three research questions (Davies & Hughes, 2014).

As the chapter progresses, the themes that emerged in relation to these research questions are discussed in detail (Du Plooy-Cilliers *et al.*, 2014). The

findings from the insights in this chapter were either mentioned by the participants or derived from the responses. When a verbatim quotation of the participant is used, it is indicated with quotation marks and identified by the number of the participant. For example, “P2” means participant two.

The Table below describes how the identified core themes have been identified through the keywords. Breaking down the keywords into themes allows for the specific insights to be unpacked in relation to the literature review (Clarke & Braun, 2016). In the following sections, the five illustrated core themes have been presented and the insights and their interpretation are discussed. In each of the research questions, the discussion commences with first the theme on top, while the related categories are discussed going clockwise. The same process follows upon the discussion of the next two research questions.

Table 4.3: Hierarchical View Of Themes And Subthemes Of The Primary Study

Source: Developed for the Research

Core Theme	Subthemes
Integration – creates a seamless brand experience	Integration is built through media contact points
	Integration is delivered through consumer media journeys
Planning – Embodies media neutral decisions	Biased media mixes
	Consumer need for information
Perspectives – Professional perspectives influence decision making.	Media channel planners experience to integrate based on prior learnings
Frameworks – Use in media agencies	Media planning processes
Media contact points – Relevance to overall media channel plan strategy	Brand engagement through consumer centric media contact points

The five core themes and their subthemes are discussed next. Specific statements made by participants are applied to illustrate the professionals’ perception; all participants extended permission when quoted verbatim.

4.6 CORE THEME 1 – INTEGRATION CREATES A SEAMLESS BRAND EXPERIENCE

The primary theme that emerged from the data analysis, is the notion that media channel integration is a challenge across the media agencies interviewed (as emerged from conversations during the interview questions Q1, Q2 and Q5). A number of participants are of the opinion that existing media agency frameworks within media channel planning suffer from media channel disconnects through the change from traditional to new media channels in the consumer media journey. While the goal is for media channels to be interconnected, interdependent and transparent (P2), it is not always achieved through media channel frameworks. Participants constantly referred to the ever-changing media landscape and development of new channels that clients were eager to test in campaigns. P4 stated that, “New channels are constantly added to our media landscape. Clients want to try them out but do not consider the goal or objective of using a new channel.” These media channels were not always successfully integrated in the media channel plan which lead to underperforming media channels across the overall BCP. An example would be the use of WhatsApp in the BCP. While it is BTL it often leads to a response required by the consumer. A client wants to add this to the consumer journey but does not consider the engagement required by the consumer in order for the channel to be used to the best of its ability (P7). Incorporating WhatsApp now leads to a disconnect in the BCP as the consumer will not move further than WhatsApp.

The review of literature indicates that the focus of media channel integration is the challenge to ensure the delivery of a consistent brand message across a variety of different media channel contact points effectively (Duncan 2005; Clarke, 2014; Young, 2016; Blom *et al.*, 2017). Target consumers can be selective around the choice of communication during a campaign, leading to a fragmentation of messaging across the media channel touchpoints, as discussed in the literature (Benady, 2014; Beck & Rygl, 2015). Participant (P1) stated that “the point of engagement and the touch point of experience is the convergence of media channels”. This quote details how consumers interact with media channels to learn more about the brand. The experience is

from the first point of interaction of the media channel to the final point located on the consumer media journey. The journey from start to finish delivers the overall experience.

Several participants also questioned whether a seamless brand experience could ever be achieved outside of a theory as what is often planned can change when the BCP is executed. Participants were aware that this was an academic study. As such, sometimes models and frameworks are too theoretical in the industry. It was reiterated that with their combined assistance a collaborative model could be established that has the possibility to be used in the industry.

P5 highlighted that new media plans cannot be seen in isolation and need to integrate a direct response not just brand awareness. P3 also noted that the continued blurring of media channels and creative elements, as media planners develop materials into the market for consumers to pass on virally, will be a trend that will grow in the future. P8 spoke of media channel planning as the development of media channel plans to maximise the delivery against a core target audience via selected media channels. Integration of media channels also established in the literature review requires more precision in defining the target audience and identifying where that audience can be most effectively reached, across various media channels and within segments of an individual media channel (Lockwood, 2011; Kliatchko & Schultz, 2014; Straker *et al.*, 2015).

The subthemes with regard to fragmentation that emerged from the thematic analysis are derived from two notions; integration is built through media channel contact points and integration is delivered through consumer media journeys. Each of these subthemes are discussed in detail in relation to the primary research and where relevantly substantiated by literature.

4.6.1 Integration Is Built Through Media Contact Points

In discussing the notion of creating a seamless brand experience the importance of establishing a BCP that involves strategic media channel contact points that are relevant to the consumer media journey was frequently brought up by a number of participants (Dunn & Davis, 2004; Duncan, 2005; Lemon & Verhoef, 2016; Young 2016; Wilk *et al.*, 2018). Understanding the target consumer's profile was an important factor among the participants and was a common view that this is the critical starting point of developing a BCP. Knowing the persona and profile of the intended target consumer, as established in the study of literature, would allow for relevant media channel contact points to be identified in the consumer media journey (Tapp, 2005; Kliatchko, 2008; Rana, 2015; Wayne, 2017). This requirement was also highlighted by several of the participants who identified how establishing a consumer profile is a critical starting point of integration in the consumer media journey.

It was agreed among some of the participants that client budget is a determining factor in selecting media channel contact points. This provides a restriction when developing a BCP as media channels with a larger audience come at a higher price, which is dependent on the overall client budget. Thus, P4 and P6 agreed that there are factors that influence the media channel selection process that are not within their control. While integration is the overall goal of developing a seamless consumer media journey, the scope of media channel selection is constrained by the available budget.

Along with the media budget being a determining factor of integration, a few participants mentioned that timing plays a role in determining the media channel contact points. The overall objective of the BCP along with the budget allocated to it would determine the time frame in which the campaign would run. This insight is underscored by the review of literature that longer campaigns could utilise the same media contact points but have additional creative elements to ensure that the media channel does not become irrelevant in the BCP due to consumers not engaging with the content (Chao-Chen, 2013; Sommer & Marty, 2015; Shen *et al.*, 2018).

4.6.2 Integration Is Delivered Through Consumer Media Journeys

Many of the participants stated that consumer media journeys were vital in understanding how consumers engage with the media channel strategy through the consumer media journey and media channel contact points (Kliatchko, 2008; Gershon & Bell, 2013; Jugenheimer *et al.*, 2015). However, all participants agreed that this was not a linear process; the consumer does not move from one media contact point to another. P1: “Consumers jump around like a spider’s web when they move through a consumer media journey. There isn’t a structured flow to where they will go next.”

P4 expressed that consumers would engage with the first phase of media channels and may move to phase 3 of media channels. This gap can lead to a disconnect in the overall campaign and may cause confusion about which media contact point to move to next or where to find more information (Koekemoer, 2014; Rana, 2015; Young, 2016). P4 discussed a tactic to get around this, is the use of driving the consumer to a primary channel such as a website to gain more information. The consumer media journey should identify stronger media channels that act as points of direction that would lead to the secondary channels. This bridging between primary and secondary media channels would provide as the review of literature also indicates, a more cohesive brand experience (Mulhern, 2009; Kotler, 2014; Newman, 2014; Keller, 2016).

A few of the participants suggested that increasing their audience across the media channels helped integrate the consumer media journey. P6 for example states: “If I need to reach a large audience, I will always include a large amount of ATL channels to reach consumers.” While the downfall is that the media budget would need to be quite large in order to reach a larger audience, which would be more achievable by bigger brands.

A notable challenge uncovered by some of the participants in the development of consumer media journeys was that of convincing the client

that the chosen media channels are the best suited for media channel strategy. “It’s a challenge to go to a client and say these are the best channels to reach your audience” P8 said. While most boards of larger companies are still occupied by more mature individuals the need to adjust the balance of new media and traditional media channels is still largely favoured with a higher allocation to that of traditional media. Some of the participants expressed that it is often easier to convince clients when media channels can be measured by a result. While most traditional media channels do not have real-time metrics, it is often harder to measure the success rate of the media channels other than brand awareness in the BCP. This insight reveals that new media channels can provide tangible results to clients to gauge success. While traditional media channels are still largely seen as large budget items, these are the media channels that have the exposure to a larger less targeted audience. These traditional media channels are seen as methods to increase brand awareness with the BCP.

4.7 CORE THEME 2: PLANNING – EMBODIES MEDIA NEUTRAL DECISIONS

The second dominant theme uncovered was media neutral decisions in BCPs and consumer media journeys as seen in responses to Q4, Q6 and Q7. The common challenge from several of the participants was the engagement of media agencies by creative agencies. In the context of a client that needs a BCP that incorporates both traditional and new media channels the brief is often developed by the creative agency and then briefed to the media agency (Meskauskas, 2005; Barker, 2014; Young, 2014). The challenge lies in that the media agency is essentially instructed on the media channels to utilise in the consumer media journey instead of the media agency working with the creative agency. This silo approach was felt amongst many of the participants. Their analysis is that the creatives think in executions and select the media channels that enable them to focus their creative ideas with particular media channels in mind. P7 mentioned that media agencies that are integrated within creative agencies often yield a better result due to the closeness of the relationship between both agencies as the review of

literature indicates, would produce a better collaborative working relationship (Kotler, 2012; Killian & McManus, 2015; Ries & Ries, 2015).

Some of the participants stated that some media agencies have established relationships with suppliers of media across traditional and new media channels, where the price of the media is discounted thereby making it favourable to utilise in the BCP, which often leads to a disconnect in the consumer media journey as the media channel is not relevant. While sometimes these media channels are not relevant to the target audience they are included as secondary channels in the BCP. This is not seen as common practice but is utilised when a client's budget is restrictive in the types of media channels that can be used in the BCP. Two of the participants noted that this practice more than often leads to a disconnected consumer media journey.

4.7.1 Biased Media Mixes

A number of participants admitted that on certain campaigns their previous experience had a determining factor in which media channels perform better based on their previous decisions from these experiences. Other factors participants mentioned that influence media reinforced the review of literature and included budget, suitability of medium, reach, target market, timing and overall campaign objectives (Barker, 2014; Roux & Van der Walddt, 2016; Young, 2016).

When probed further, four of the participants acknowledged the theory and importance of biased media mixes but admitted that this is not always the case in working with clients. Many clients insist on using media channels that they trust or understand without exception due to upper management influence or a mindset of the client. "By taking on the client's interest in channels will often lead to a disconnected consumer journey" P4 agreed.

4.7.2 Consumer Need For Information

Participants repeatedly referenced that it is vital to understand who will be going through the consumer media journey. More importantly the consumer's need to acquire information from the product or service advertised in the media channels. P6 and P7, shared a similar ideology in how consumers bounce from one media channel to the next thereby creating a myriad of interactions within the consumer media journey by the same consumer. The participants reasoned that this type of tracking technology is not available. It can be theorised how the multiple paths of interaction can be undertaken by consumers when moving through the consumer media journey. The review of literature indicates that, acceptable interaction in the consumer media journey is between three to five media channels for the consumer to interact with before finally achieving the end result; often a purchase (Kotler, 2012). Some participants argued that this number is higher, often up to eight interactions, but it is largely subjective due to the objective of the BCP. This consideration is used when developing a consumer media journey and the number of media contact points to utilise in the BCP.

4.8 CORE THEME 3: PERSPECTIVES – PERSONAL PERSPECTIVES INFLUENCE DECISION-MAKING

The next theme that presented itself within the research was the notion of previous learning that can impact the media channel process (as emerged from Q4, Q5, Q6, Q7). Several of the participants had worked within the industry for a number of years and would have acquired experience from multiple different media agencies with versatile approaches to media channel planning.

The subtheme that was uncovered within this theme, which is reinforced through the review of literature, was concerned with how significantly the experience of media channel planners can develop BCP's even further due to their vast knowledge and experience (Stephen & Galak, 2012; Benady, 2014; Dewenter & Heimeshoff, 2014).

4.8.1 Media Channel Planners Experience To Integrate Based On Prior Learnings

The concept of previous experience was seen through the different job titles of the participants. Each of the participants had expressed how moving from different media agencies had diversified their experience and outlook of media channel planning, simply by how different media agencies approach media channel planning. Five of the participants who had more than 15 years' experience, had seen the emergence of new media channels such as social media play a more pivotal role in media channel planning than when the media channel was first seen as a viable channel in media planning. P6 who was promoted to Media Manager for example said that "I excelled at understanding the value of integration when I had to manage a team, as I needed to keep this top of mind for the client."

Some of the participants mentioned that moving countries in their career brought about the change in thinking based on how different consumers interacted with media channels. This links back to the theme of understanding the importance of the consumer profile, and how integration is fluid when moving to different countries that have access to different media channels across cultures. P3 mentioned that some media channels are more important in different countries based on the consumer profile you are targeting. "Twitter is a social platform of choice for many Americans, however in most of Europe Instagram is a better choice." Thus, as a media channel planner one needs to consider the media channel selection available to ensure that there is integration within the consumer media journey.

4.9 CORE THEME 4: FRAMEWORKS – ESTABLISHED FRAMEWORKS

In the interviews, several of the participants spoke about a guideline or framework used to develop their BCP. This insight was further elaborated on in responses to Q4, Q5 and Q6. These responses bring to light the examples of how these media agencies are attempting to develop integration across multiple traditional and new media channels in their own established framework.

4.9.1 Media Planning Processes

P1 identified the complexity of media planning, and the importance of including media planners in the strategy planning team at the start of working on a campaign. This theme was echoed by a number of the participants who noted the blurring of lines between account management (client services) and media planning. Media planners not only have valuable insight into the brand and media usage, but also the ability to plan within the financial frameworks to achieve the campaign objectives from the client. This enables media planners to establish the foundation objectives and consumer media journey at the beginning of the process. P6 for example, stated that with the ongoing digitisation of media channels, the evolution of media channels and audience fragmentation, appears to become a challenge for media planners to encounter if there is not an integrative media channel planning framework, thus reinforcing the review of literature and the purpose of this study (Mulhern, 2009; Kerr & Patti, 2015; Matthews, 2015).

Many of the participants spoke of the structural changes within the industry, with media departments being separated from their full-service agencies to build global media networks. P8 highlighted the increasing degree of separation and identified a number of negative effects' impact on the start of a media channel plan. P8 and P5 suggested that creativity and exploration into new media relied upon a number of factors, including internal structures employed to reduce silo mentality, size and diversity of media agency expertise. The review of literature similarly indicates that media channel planning should be based on a stream of research reviewing media planning techniques and evaluating which media channel, or combination of channels, are the most effective for the required consumer media journey (Castronovo & Huang, 2012; Maity & Dass, 2014).

A number of participants were reluctant to reveal any of the frameworks utilised within their media agencies; due to contractual intellectual property restrictions. However, there were common elements associated within the discussed frameworks. These elements included consumer profiles, media contact points, the consumer media journey and media channel results. Each

of these elements related to a form of integration within the BCP but are often seen in isolation within media channel planning.

Literature indicates that previous planning frameworks such as AIDA have become outdated due to the funnel process (Rathod, 2011; Heinz, 2016; Sattari & Mehrabi, 2016). Consumers are harder to influence through rigid structured frameworks and require more agile frameworks. The elements of the media agency frameworks are discussed on the common elements that emerged from the discussions around Q5 and Q6. This was a considered limitation by participants not sharing the actual framework.

Several of the participant responses as well as the review of literature reveal that the notion of all frameworks should start with planning as the foundation; ideally the importance of who the media channel plan will target. Understanding the design thinking principle of empathy aims to target the core of the target consumer (Beakbane, 2012; Kotler, 2014; Frost, 2015). The importance of understanding the consumer persona is paramount in defining an integrated media channel plan. Participants agreed that often this phase is extremely critical in obtaining enough information to deliver a cohesive BCP. Restraints around timing and resources allocated for this phase are largely dependent on the client budget and availability of resources to conduct the research (Belch & Belch, 2008; Sissors & Baron, 2010; Kotler, 2012; Kannan, 2017).

P5 for example said that media channel planning guidelines are used to ensure integration could be achieved in media channel planning; adoption of an omni-media approach through a combination of media reflects the consumers' behaviour and preferences; a combination of paid, owned and earned media in the media plan; precision targeting of consumer audiences to effectively use media channels. These three points of media planning act as a guideline to construct a media planning framework of integration through the different media channel categories (Corcoran, 2009; Benady, 2014; Newman 2014; Dietrich, 2015; Seuna, 2016).

Once the media contact points are established the overall design of the consumer media journey should be defined. All participants were in agreement that there is no one-size-fits-all approach to develop a consumer media journey. Instead the media channel planner should reflect on the mix of media channels and plot these out within an integrated approach so that the same media contact point can be engaged with more than once during a single interaction.

Once the media channel plan is rolled out the media channel planner should analyse the results achieved during the interactions to consider the value of the media channel within the BCP. Several participants mentioned that they have tracking software that has been built around performance measurement of media channels to determine live results, which assist in making strategic decisions around changing goals and objectives dependent on the media channel performance. Whilst other participants say that they measure against existing performance measuring programmes provided by the media channel provider.

It seems that all BCPs need to be objective-driven through an effective media channel plan. These could have multiple objectives based on brand engagement or brand awareness. Achieving these objectives are largely what is presented to the client to determine the success of the campaign.

It can be noted that although participants did not share their frameworks in the study, the conversations experienced uncovered synergies within the frameworks that could be used to develop a “public” media channel framework that could be explored and tested within the industry and academically.

4.10 CORE THEME 5: MEDIA CONTACT POINTS – RELEVANCE TO OVERALL BCP

The final theme encompassed the importance of media contact points and roles in the BCP which emerged in responses to Q3, Q4 and Q5. Media contact points work together in delivering the consumer media journey. Once

a framework is considered the roles of the media contact points can be established in the consumer media journey.

Several of the participants agreed that the adoption of an IBC strategy begins with the holistic view of the audience's media consumption. Researching the contact points and the consumer media journey is the building block to a media channel strategy. Participants agreed that a solid understanding of the context and issues around media interaction, frequency and synergy will assist in the delivery of an integrated consumer journey.

P4 mentioned a study that sought to measure the perceptions of media channel effectiveness against a range of measurements, such as engagement, persuasion and brand experience. P7 found that traditional media channels, such as television, were more effective than new media channels such as digital channels as these media channels offer a range of measures relating to attitude and awareness aimed at gaining the consumer's attention. P5 also found that the traditional channels of television, radio, newspapers and direct mail retain their historically favoured attributes of trust and reliability of information, even among "tech-savvy" younger audiences. P5 stated that "Traditional media is still considered a large portion of the media landscape in media planning." While P2 said that, "Including these traditional channels within the media plan assists in building a larger audience. The challenge is around ensuring there is integration achieved through smaller media channels that can act as conduits to move to the next channel." Thereby this perception outlines that traditional media should be plotted first and new media should be the connections between the different media channels.

P6 outlined a more linear process reflecting the consumer journey around which media planning should be orientated, with clear accountable and measurable metrics that would allow media planners to measure effectiveness at each stage such as search, frequency, engagement, thus emphasising the behavioural responses of the audience. "A structured approach provides a systematic process for consumers to engage with." This

consideration while valid, is seen through the literature that consumers do not interact in a linear manner (Newman, 2014; Lovett & Staelin, 2016). The review of literature also indicates that this method of thinking is a good starting point but not feasible in the evolution of the media landscape (Belter, 2010; Rana, 2015).

4.10.1 Brand Engagement Through Consumer-Centric Contact Points

Most participants expressed that identifying the media contact points for the consumer media journey was an important factor as this assisted in developing consumer media journeys that consumers could relate to. This theme emerged from conversations prompted by Q2 and Q3, in how media channel planners can select a mix of media channels in the consumer media journey, with the knowledge that some media contact points will perform better depending on the consumer's personal preference in interaction across the consumer media journey.

It seems that factors that determine interaction are largely focused on the target consumer profile as the consumer will decide on the media channels to engage with based on their own personal choice. A few participants mentioned that design thinking principles play a role in determining the mix and allocation of media contact points, however, some participants argued that mindsets of individuals often determine which media channels to utilise, thus including a sufficient mix of media channels with the consumer media journey to ensure the risk of fragmentation of the brand message. The literature review concludes that traditional top-down approaches are not successful in encouraging engagement of media channels (Kliatchko, 2008). Instead Kotler (2014) emphasises the importance of a cohesive experience of each media channel that works together to produce an integrated consumer media journey.

4.11 REVIEW OF INSIGHTS

Upon the review of insights gained from the interviews in relation to the literature review the following can be summarised:

RQ1: What media channel planning perspectives and frameworks support IBC?

Integration is not a new challenge in media channel planning as seen through the literature review (Duncan, 2005; Young, 2016; Blom *et al.*, 2017), it has become more prevalent by media channel planners through the evolution of the new media channels incorporated in traditional media channel frameworks and constructs (Benady, 2014; Beck & Rygl, 2015). Many of the participants spoke to the notion of their media agencies further developing their own form of integration with frameworks. Although these frameworks were not shared, common elements were revealed which could be incorporated with the IRP. In the primary research media channel planners speak to the further development of this framework as well as how media agencies have additional constructs and resources to assist with integration. These insights were uncovered in Q1,Q4,Q5,Q6 and reinforced through the review of literature (Tapp, 2005; Rana, 2015; Lemon & Verhoef, 2016; Wayne, 2017).

RQ2: How are media channel planners incorporating new media channels in the development of integrated media channel frameworks?

Several participants agreed that consumer media journeys were a pivotal element within media channel planning, as understanding the consumer profile would assist in incorporating the selection of media channels as seen in interview questions Q7,Q8,Q9 and reinforced by the review of literature (Kliatchko, 2008; Gershon & Bell, 2013; Jugenheimer *et al.*, 2015). Many of the participants mentioned that fragmentation can occur when there is a strain on media neutral planning due to client considerations or creative agency bias in executing on creative requirements before media strategy requirements covered in Q1 and Q2 of the interview questions and supported by the

literature review (Kotler, 2012; Killian & McManus, 2015; Ries & Ries, 2015). Many of the participants also mentioned that measuring the number of interactions across media channels in the consumer media journey helps to determine the success of BCP uncovered through Q3.

RQ3: What media channel planning frameworks are media channel planners making use of in developing IBC plans?

The documentation of the contemporary framework will be discussed within Chapter Five as the integration of findings from the literature review and primary research have been incorporated into the process of developing the contemporary framework. Common elements mentioned through the interviews have been used as the foundation in designing this framework uncovered through insights from Q2, Q3, Q5, Q6 and reiterated through findings from the review of literature. These are: consumer media journey (Castronovo & Huang, 2012; Maity & Dass, 2014); media channel roles (Mulhern, 2009; Kerr & Patti, 2015; Matthews, 2015); consumer profiles (Beakbane, 2012; Kotler, 2014; Frost, 2015) and media channel categories (Benady, 2014; Newman, 2014; Dietrich, 2015).

4.12 CONCLUSION

Chapter Four discussed the data analysis tools and techniques used for analysing the senior media channel planners' insights, opinions, views and perspective gained through the use of in-depth interviews, relating to media channel frameworks and the integration of media channels through a cohesive consumer media journey. Thematic analysis was utilised in the data analysis and produced five core themes and seven interrelated subthemes. Below is a summary of outcomes from each theme.

4.12.1 Key Insight 1: Integration – Creates A Seamless Brand Experience

Most of the participants shared the notion that integration is a challenge across media agencies. While the goal is for media channels to be interconnected, interdependent and transparent it is not always achieved through media channel frameworks. The subthemes indicated that integration

is delivered through cohesive consumer media journeys and that integration can be built from media contact points.

4.12.2 Key Insight 2: Planning – Embodies Media Neutral Decisions

Several of the participants shared the notion that a seamless brand experience starts at the planning phase. Media neutral decisions allow for a non-biased approach to media channel selection and in turn non-biased contact points as seen through the subthemes of unbiased media mixes and the importance of consumers' need for information.

4.12.3 Key Insight 3: Perspectives – Personal Perspectives Influence Decision-Making

A number of participants shared the notion that personal perspective can influence decision-making in media channel planning, as media channel planners learn from past experience and bring about their experience with BCPs and consumer media journeys.

4.12.4 Key Insight 4: Frameworks – Established Media Planning Frameworks

Most of the participants shared the notion that integration starts from the client brief; existing media agency structures provided silos that lead to media planning disconnects. The fundamentals to achieve integration of media channel planning is through discussion of proprietary frameworks.

4.12.5 Key Insight 5: Media Contact Points – Relevance To Overall BCP

Many of the participants shared the notion that the balance of media contact points work in synergy upon identifying a media channel planning framework. Subthemes established under this theme build upon the consumer-centric synergy of the consumer media journey.

The discussion in Chapter Five brings about the broader challenge of the research problem that a single framework would be able to provide enough relevance within the integration of new and traditional media channels. It is therefore important that the findings of the research be discussed in relation to the research questions and the purpose of the channel, media channel

planning integration, this will be addressed in Chapter Five. The IRP provides the final outcome of the research process through a contemporary media channel planning framework, which is discussed in the next chapter. This contemporary framework seeks to bring collaboration of findings and insights from both primary research and the literature review.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The study of the literature suggests that it is through the lack of integration of media channels that the brand message begins to break down. Cohesion, seamless consumer media journeys, and integration of media channels through a consistent clear brand contact plan is a common challenge for media channel planners as seen in the interview findings. The purpose of the primary research therefore was to explore the perspectives and insights of media channel planners in developing BCPs to achieve integration of media channels across the consumer media journey. Secondary research provided a foundation of understanding the media planning frameworks, and planning tools used by senior media channel planners.

In this final chapter, the conclusions and recommendation of the study, based on the research questions and more specifically the research put forward will be addressed. After thorough thematic analysis during the data gathering in each phase of the research, a contemporary framework was recommended for media channel planning integration. This framework emerged from the analysis of data and from the research conducted in context of the study of literature. The framework evolved in consultation with participants through an Iterative Review Process, as will be discussed in this chapter.

This framework emerged from the data, and the interviews from participants of this study. This is discussed through the iterative review process.

This chapter provides the conclusion of this study, through concluding remarks made on the research questions, research purpose and research problem. The value of the study is highlighted to reiterate the trustworthiness of the study as well as the limitations experienced.

5.2 ITERATIVE REVIEW PROCESS

Upon completion of the in-depth interviews with participants and consolidation of the data analysis, the next step of the research process was to develop a proposed contemporary framework that could be used within the field of media channel planning in order to provide integration of new and traditional media channels. The discussion of Core Theme Four: Established Framework, considered elements that would be included within the first iteration of the contemporary framework as seen in Figure 5.1.

This study sought to provide a contemporary framework that included the following themes established from the primary research: integration of new and traditional media channels; consumer media journeys; consumer contact points. Each of these themes provides a specific focus in order to produce an integrative media channel planning framework which presents a seamless consumer media journey.

As identified in the primary research, the framework incorporates the four components defined by the participants: consumer profile, media contact points, consumer media journey and metrics. Each of these components move in a horizontal manner from left to right across the framework. While it is noted that this is a structured approach to media channel planning, each of the components integrate with one another in the process; the consumer profile enlightens the consumer media journey and media contact points notify the consumer media journey and deliver on the overall performance.

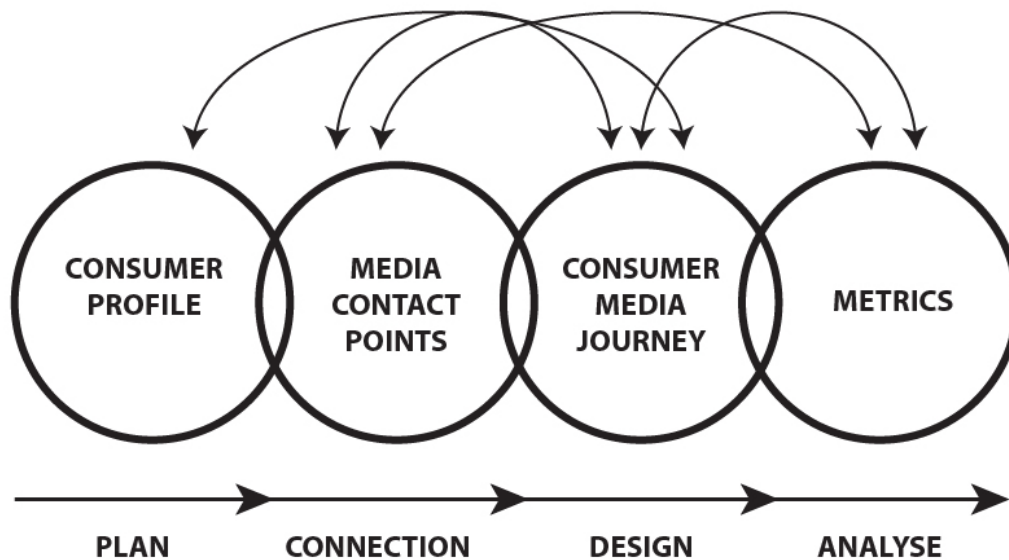


Figure 5.1: Iteration 1 – Integrated Media Channel Planning Framework

Source: Developed for the Research

Once developed, Figure 5.1 was presented to the eight participants to gain their insights and perspectives of the framework for improvements. Due to the participants' busy schedules the framework was sent via email, which is included in Appendix 21. In order for the participants to reflect and complete their feedback within their own time, six responses were received. Overall, the feedback revealed that this process was too rigid and a revised framework needed to be developed in order to fulfil the requirements of media channel planners and the topic of this study. The following is a summary of the feedback from Figure 5.1 based on the participants' comments in relation to the literature review.

- P6 – The process shows the interrelations between each of the themes that once the media planner completes the process, they can go back to a previous theme, before commencing on to the next. Within industry, media channel planning is never a start to finish process, thus the framework should allow for flexibility for media channel planners to revisit previous elements to ensure that integration can be achieved. Literature supports this statement as media channel planning frameworks should not be rigid but provide a foundation for media channel planners to form a solution for integration within their BCP (Dias *et al.*, 2013; Maity & Dass, 2014).

- P4 – Possible elaboration required on the circle categories as there is quite a bit of detail involved when breaking down the steps in developing media plans. Literature supports this as frameworks should ensure that the framework cannot be misinterpreted. Further context should be given across the categories, which will assist in providing additional elements to consider when developing the integrative BCP (Koekemoer, 2014; Ries & Ries, 2015; Jensen, 2016).
- P4 – The middle two themes have more detail in the process of establishing a BCP. This should be included within the framework. Define the subcategories required within each theme. Literature reinforces this comment that, the consumer media journey needs to present a holistic voice across the multiple channels engaged with, to ensure an integrated consumer journey between all media contact points (Belter, 2010; Newman, 2014; Schultz, 2014; MacInnis *et al.*, 2015).
- P5 – To prevent this framework from being seen as a linear process, integrate the bottom arrows within each of the themes. Integration should be presented with the contemporary framework DNA, in order to visually depict how each element of media channel planning integrate with one another. From the literature, integration should be seen within the framework as a way to reinforce cohesiveness. A fragmented framework will lead to a fragmented BCP, thus achieving integration in the contemporary framework DNA is a valid point (Tanaka, 2010; Day, 2011, Kotler *et al.*, 2013; Matthews, 2015).
- P2 – The process still can be seen as a start to finish structure, while not always the case in real-world scenarios. More fluidity would be required to illustrate this process. This comment reflects the above in which integration should be shown through the figure, however, flexibility needs to be incorporated within the framework. Supported by the literature, this framework should be easy to use and reinforce the ability for media channel planners to use it in making decisions towards integrative media channel planning (Benady, 2014; Maity & Dass, 2014; Zsombok & Klein, 2014).

- P2 – The first stage speaks to media planning; however, the first theme is the consumer profile. This step is more consumer-centric and revolves around the process of understanding who the target consumer is, their profile, insights and personality. The literature supports this comment to reinforce how frameworks provide a guide for media planners to utilise to achieve integration and the importance of determining the media allocation of media contact points (Sissors & Baron, 2010; Young, 2014; Katz, 2016).
- P8 – The importance of media and the integration within the consumer media journey should be emphasised within the framework to assist with the notion of integration of media channels. From the literature, integration should be included within the overall approach of media channel planning across all elements of the anticipated framework (Newman, 2014; Kotler *et al.*, 2017; Wayne, 2017).
- P7 – The final theme speaks to metrics; however, the BCP should be optimised as it is rolled out based on the performance of channels. Some changes may need to be made to achieve the overall media objectives of the BCP. An insight from the literature is that while metrics have not been discussed, the framework needs to ensure there is some element of reflection of the BCP, to ensure media channel planners can consider areas of improvement during the BCP roll-out (Kotler, 2014; Frost, 2015; Katz, 2016).

Upon synthesising the feedback from the participants from Figure 5.1 the following amendments were included within the proposed framework, which is presented as Figure 5.2: Iteration 2: Integrated Media Channel Planning Framework.

The changes incorporated in this framework show a more detailed approach with subtasks for media channel planners to consider. Media channel planners start with understanding the consumer profile which leads to behaviours and insights; next is determining the media mix and media contact points; which in turn translate into the connection delivered through the brand

message and consumer media journey. Finally, performance is reviewed as the final step to measure for improvements of the BCP. This second iteration provides a more holistic media channel planning framework from that of the first. Integration is seen by how each of the elements translate into Figure 5.2.

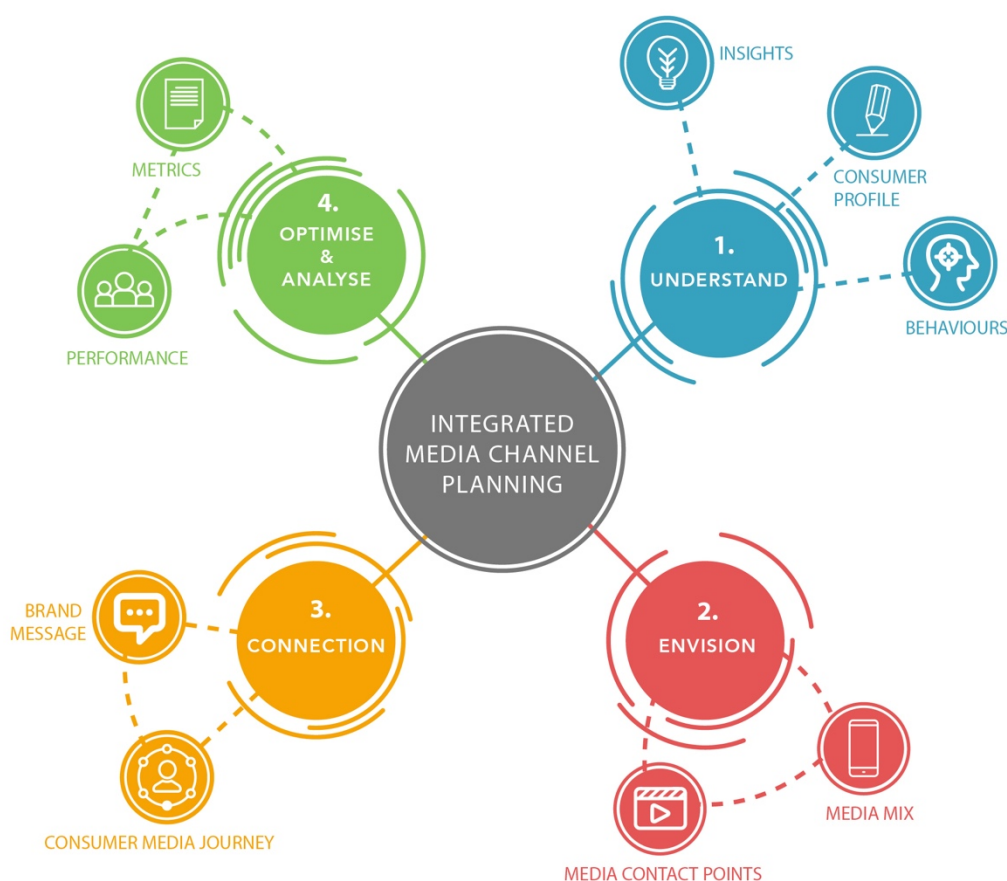


Figure 5.2: Iteration 2 – Integrated Media Channel Planning Framework

Source: Developed for the Research

Figure 5.2 was presented back to the previous six participants for final comment; overall the feedback was positive. To ensure continuity of feedback, only the six participants who submitted feedback on Figure 5.1 were sent the second iteration framework. The main challenge was around how this could be seen as an ideal approach to integrated media channel planning. This contemporary framework should be the guide for media channel planners to utilise for integrative media channel planning. The following is the synthesised feedback from the six participants backed by the literature review on Figure 5.2. Several of the participants agreed that the framework improved the process of fluidity to achieve integration within media

channel planning. From the literature, the framework had areas of improvement that were supported by the comments of the participants. This core insight was the notion of integration within the DNA of the contemporary framework that needed to be included in the construction of the framework of the second iteration (Tanaka, 2010; Day, 2011; Kotler *et al.*, 2013; Matthews, 2015).

Several of the participants agreed that there was great inclusion of the subcategories within each of the themes established in the literature. These components should guide the Media Channel Planner to the next step of the framework to maintain integration within the contemporary framework (Mulhern, 2009; Belter, 2010; Newman, 2014; Schultz, 2014; Jugenheimer *et al.*, 2015; MacInnis *et al.*, 2015).

Several of the participants agreed that the framework highlighted the essential points covered in media channel planning and noted that they would be interested to see how this is adopted in real-world scenarios. These essential elements; consumer journey, consumer profile, metrics and media contact points, were brought through in the context of the literature, primary research and comments from the previous iteration (Benady, 2014; Maity & Dass, 2014; Newman, 2014; Zsombok & Klein, 2014; Kotler *et al.*, 2017; Wayne, 2017).

A final comment was that participants noted that further research could explore the breakdown of each of the categories and sub-categories, which could be used as a more detailed guide for media channel planners.

To conclude this framework potentially provides the starting point of media channel integration within media planning. While the categories of new and traditional media channels are not shown as specific elements in the framework, this was purposeful to not limit the considered media to new and traditional. Instead new and existing media channels can be considered using this framework to ensure integration. The measurement of success is ensuring the brand message transitions across the media channels

seamlessly. The next phase of future research would be to apply this framework within existing media agencies through the use of case studies to measure the effect of media channel integration.

5.3 DATA INTERPRETATION OF KEY THEMES AND INSIGHTS IN RELATION TO THE RESEARCH QUESTIONS

The primary purpose of this research study was to investigate the perspectives of media channel planners on media channel planning frameworks used in IBC planning within a new media environment. Secondly, the research developed a contemporary media planning framework from the findings and insights in the literature and primary research. This framework could be used by media channel planners in the development of integrated media channel plans.

The findings of the research are discussed in relation to each of the research questions:

- RQ1: What media channel planning perspectives and frameworks support IBC?
- RQ2: How are media channel planners incorporating new media channels in the development of integrated media channel frameworks?
- RQ3: What media channel planning frameworks are media channel planners making use of in developing IBC plans?

5.3.1 RQ1: What Media Channel Planning Perspectives And Frameworks Support IBC?

5.3.1.1 Findings from Literature Review

The review of literature produced a thorough understanding of media channel planning and theoretical frameworks namely: media channel planning and the importance of media contact point integration, media contact point roles and their role in media neutral planning, new and traditional media integration within omni-media channel planning. These conceptual constructs provided

the study with core elements of media channel planning as each of these constructs contribute to the outcome of integration within media channel planning. The analysis of data provided ideas and the foundational knowledge of how media channel planners engage with the notion of media planning processes and strategies.

The review of literature as well as the analysis of participants' responses through relevant themes and subthemes reveal that integration is not a new challenge experienced by media channel planners (Kotler *et al.*, 2013; Kliatchko & Schultz, 2014; Rana, 2015). However, very little is shared within the public domain as most media agencies claim that these breakthroughs are limited to intellectual property that gives them a competitive edge in the execution of media plans.

In the analysis of existing media channel planning constructs in the literature, a foundation of understanding of essential components in media channel planning; consumer media journey, media contact points, media neutral planning as well as challenges of integration through the evolution of media channel planning were explored (Agostini, 1961; Belch & Belch, 2008; Lane *et al.*, 2011; Kosterich & Napoli, 2015). Frameworks such as the IMC Planning Framework (2004); Google Journey to Online Purchase (2013); Owenhealth Channel Strategy Framework (2016); Mapping Touchpoints and Channels Framework (2017) were discussed based on the integration through 'public' media channel frameworks.

From the literature these frameworks have tried to integrate media channel planning; however, they are linear, as found in the primary and secondary research, consumers enter the consumer media journey in different phases and a media plan should cater for these instances (Beakbane, 2012; Clarke, 2014; Hackley & Hackley, 2015; Rana, 2015; Katz, 2016; Young, 2016). Another insight from these frameworks was that there was not a fully integrated framework for media channel planning published in the public domain from either a new media environment or a traditional media

environment (Belter, 2010; Newman, 2014; Beck & Rygl, 2015; Kumar & Reinartz, 2016).

5.3.1.2 Insights from Interviews

Due to the intellectual property of the media agency frameworks, participants did not openly share their frameworks during the interviews. Instead elements of these frameworks were mentioned through the responses to the interview questions. Q1, Q3, Q4 and Q6 presented these findings as it provided a deeper understanding of the perceptions and constructs media channel planners utilise when developing BCPs. A number of participants mentioned similar constructs in developing BCPs such as media channel roles and the consumer media journey, as is confirmed by the study of literature which all contribute to the connection of the media channels with the consumer brand experience (Mulhern, 2009; Matthews, 2015; Rana, 2015).

5.3.1.3 Findings from Iterative Review Process

Upon reviewing the findings from the primary research and literature review, Figure 5.1 was developed as the first iteration of an integrative media channel framework. Six of the participants contributed additional feedback for the first iteration in which they sought a less linear approach and more detail was required on the key elements within this iteration. Based on the feedback, there are additional improvements that can be made to the framework, such as providing greater context within the categories and depicting the concept of integration into the framework. These recommendations for the iteration were proposed into a second iteration that provided a more holistic approach to integrative media channel planning. Six of the participants contributed feedback to this iteration in which all were positive.

5.3.1.4 Conclusion

As the literature review supported the fieldwork conducted, it is fair to deduce that integration has been a challenge for the media channel planning industry (Kliatchko, 2008; Tanaka, 2010; Day, 2011; Chao-Chen, 2013; Newman, 2014; Rana, 2015). Integration of new and traditional media is a challenge that media channel planners experience frequently as found in the interviews.

An integrative framework that provides an holistic set of elements that contributes to cohesive media channel planning is one that would be favourable in the industry, as shown in Figure 5.2 (Young, 2014; Katz, 2016; Wayne, 2017). As such, this framework would be within the 'public' domain for comment in order to openly contribute to integrative media channel planning.

5.3.2 RQ2: How Are Media Channel Planners Incorporating New Media Channels In The Development Of Integrated Media Channel Frameworks?

5.3.2.1 Findings from Literature Review

The notion of IBC defines a consumer-centric approach to media channel planning as seen by Kliatchko (2008). Many frameworks have taken this ideology and incorporated it within the subcategories of media channel planning. Gershon and Bell (2013), believed that the convergence of new and traditional media has become entwined within brand channel plans thereby leading to a cohesive consumer media journey. The importance of incorporating new media channels within brand channel plans should present the unified combination of both types of media contact points to ensure a cohesive brand message across media channels (Benady, 2014; Koekemoer, 2014; Newman, 2014; Manser Payne *et al.*, 2017).

5.3.2.2 Insights from Interviews

Participants in the primary research agreed that when planning media channel integration across the consumer media journey, one should remember how the brand message will translate across the selected new media channels implemented. This was echoed in the insights gathered from the literature review (Boatwright *et al.*, 2009; Mulhern, 2009; Beakbane, 2012; Matthews, 2015; Rana, 2015).

A further insight according to some of the participants was that some clients and media agencies tend to have bias towards certain media channels thereby limiting the consumer media journey to preferred media channels. This bias was not common but would have an effect on the overall integration

of media channels in the consumer media journey. The BCP would have a disproportion of media channel allocation across the spectrum of traditional and new media channels that would lead to a disconnect in the brand message within the consumer media journey (Duncan, 2005; Clarke, 2014; Rana, 2015; Jensen, 2016; Wayne, 2017).

5.3.2.3 Findings from Iterative Review Process

In both iterations of the proposed contemporary frameworks, new and traditional media channels have been incorporated as one holistic element: media contact points. From the literature review, new media channels are not a replacement of traditional media channels. Instead and more importantly they should be seen as presenting a framework for one cohesive message across the consumer media journey (Koekemoer, 2014). From the interviews, media channel planners utilise different constructs in order to try and achieve integration within their BCPs. One construct that was frequently referred to was the consumer media journey, as this was brought from Outside-In thinking and discussed in the interviews (Tanaka, 2010; Stephen & Galak, 2012; Gershon & Bell, 2013; Benady, 2014; Newman, 2014; Young, 2016). Utilising this construct in media channel planning can assist in the development of integrative media planning and builds upon the IBC construct as it considers how consumers engage across the consumer media journey (Beakbane, 2012; Newman, 2014; Rana, 2015; Young, 2016).

5.3.2.4 Conclusion

The main outcome of this research in context to this research question has been that media channel planners, should focus on consumer-centric approaches to media planning with new media channels. The consumer media journey construct is one that is used by media planners to review an Outside-In approach to the consumer media journey. While this construct plays a role in achieving IBC, it is only part of the integrative media channel planning framework.

5.3.3 RQ3: What Media Channel Planning Frameworks Are Media Channel Planners Making Use Of In Developing IBC Plans?

5.3.3.1 Findings from Literature Review

In Chapter Two this study was conceptualised in terms of the disconnect by the brand message moving from one channel to the next across the consumer media journey which was outlined in the review of literature (Kliatchko, 2008; Mulhern, 2009; Rathod, 2011; Dunn & Davis, 2014; Koekemoer, 2014; Young, 2014; Jugenheimer *et al.*, 2015; Matthews, 2015; Ries & Ries, 2015; Keller, 2016). The four categories of media channel planning, based on the literature were discussed in detail in Chapter Two, specifically: consumer profile, media contact points, consumer media journey, metrics. These categories provided the main themes of inclusion within the iterative framework. The starting point for media planning is understanding the consumer profile and the consumer personality to uncover insights about the target consumer that can be integrated within the media plan. More particularly utilising an Outside-In approach within developing a brand contact plan (Tanaka, 2010; Lockwood, 2011; Newman, 2014; Schultz *et al.*, 2015). Through an understanding of the consumer, media channel planners can understand the potential media contact points and interactions consumers may have through the consumer media journey.

5.3.3.2 Insights from Interviews

Although the participants did not share their media agency frameworks, a common occurrence of elements was verbally mentioned within the interviews. The four elements of media planning based on insights from the in-depth interviews were included within the first iteration of the media channel planning framework: plan, connection, design and analyse. These elements were included in the first iteration of the framework, and further developed through the literature review and thematic analysis into the second iteration. Six media channel planners from leading global agencies contributed positive feedback in the improvement of both iterations to achieve a proposed integration of media channel planning constructs.

5.3.3.3 Findings from Iterative Review Process

Within the IRP of the first iteration by participants, areas of improvement were carried through in the second iteration. These areas of improvement provided the framework with necessary adjustments for integration of media channel planning by several of the participants. Areas of improvement considered a less linear graphic and more detail required in the main categories, which were identified by several of the participants. One of the recommendations from the participants was to include integration within the visualisation of the framework.

The proposed contemporary framework addressed the foundational concepts of media channel planning acquired from the literature review. These foundational concepts include the need for planning and understanding the consumer profile before engaging with media contact channels. The framework is not a general media planning framework. Instead it is a guideline for media channel planning, to use in developing integrated media channel plans. The second iteration of the framework provides a starting point for a case study to understand the framework within industry scenarios.

The framework is based on an extensive exploration into the relevant literature related to media channel planning presented in Chapter Two, as well as the insights obtained during the qualitative phase of the study through in-depth interviews in an iterative review process, as presented in Chapter Four.

5.3.3.4 Conclusion

Overall this second iteration presented a synthesis of the literature review and the primary insights gained from the qualitative research to provide an integrative approach to the media channel planning process to avoid a disconnect between new and traditional media channels through an integrated consumer media journey which presents a cohesive brand experience (Mulhern, 2009; Kotler, 2014; Matthews, 2015; Ries & Ries, 2015; Young, 2016). Achieving integration in media channel planning across the multitude of media channels available is a challenge a number of participants mentioned frequently. Client requests, budget and determining the media mix

are factors that impact decision-making as seen through the interviews. Figure 5.2 seeks to bring together the common threads of media channel planning into an integrative media channel planning framework for media channel planners. It is through this public framework that further discussions can begin in industry and academia to improve the consumer brand experience in media channel planning. This contemporary framework is therefore also the starting point for future research recommendations and case studies in order to facilitate integration in media channel planning.

5.4 CONCLUDING REMARKS – IMPLICATIONS AND RECOMMENDATIONS

The study actively explored the perspectives and frameworks of media channel planning towards achieving a seamless integration through IBC. It is important to note that the insights of the qualitative exploratory study support the findings of the literature review. The views of media channel planners are supportive of the findings gained from the literature review and none of the views of the industry professionals contradicted insights gained from the review of literature. This is suggestive of the idea that media channel planners are aware of the challenges new media channels contribute to an integrated BCP. The study also uncovered other factors that influence the selection of media channel planners when developing a BCP; budget and client perception were among the two factors.

5.4.1 Implications Of Findings For Future Media Channel Planning Frameworks

The research revealed that the value in a public domain framework that contributes to integrative media channel planning is important, as this framework acts as a starting point for the industry and academics to consider integrative media channel planning.

Media channel planners identified key strategy principles to deliver on seamless brand contact plans. These have been developed into the contemporary framework as seen in Figure 5.2.

Although most media agency planning frameworks are held confidential, this area of media channel planning requires further research to conceptualise integrative media planning frameworks. Further case studies through the proposed contemporary framework would contribute to better understanding integration across media channel planning.

5.4.2 Recommendations For Future Research

The study of media channel planning frameworks towards IBC produced insights and a contemporary framework which would inform recommendations for future research. The study considers future research that is recommended to the core element of media channel planning: integration (Kerr & Patti, 2015; Killan & McManus, 2015; Matthews, 2015; Ries & Ries, 2015). The areas of recommended research are discussed below:

5.4.3 Empirical Recommendations

First, if the study is to be replicated, in-depth interviews with senior media channel planners from other media agencies are recommended; this could include senior directors within media agencies. Additional perspectives can further enrich the contemporary framework related to integrated media channel planning aspects to support the sample size viewpoints detailed by the participants in this study.

Further research could be undertaken to contribute to a case study application of the contemporary framework within industry scenarios. The findings from such a case study would contribute to the field of media channel planning, with a specific focus on the consumer media journeys and the use of new and traditional media contact points within the BCP.

Lastly, research could focus on the development of a conceptual framework for the implementation of IBC in media channel planning, specifically designed for the South African context. From the literature, it was noted that a framework does not exist in the public domain, thus cannot be adapted for the

South African market. Insights from such a study could contribute to the expressed need for appropriate media channel integration based on the South African consumer, as these consumers utilise media channels across a multitude of different media contact points (Belter, 2010; Beakbane, 2012; Wayne, 2017).

5.5 UNIQUE CONTRIBUTIONS AND LIMITATIONS

Unique contributions can be named, first; the study presents an attempt to review potential media channel planning frameworks to achieve media channel integration, this contributes to the value of a contemporary framework. Second, the study transferred the ideologies of an integrated media channel process into a contemporary framework which could be utilised by the global media agencies interviewed as a conceptual framework to achieve media channel integration.

The main limitation of the study is that it is conceptual in nature and provides a critical analysis of perceptions and viewpoints to contribute to the field of media channel planning (Davies & Hughes, 2014). Despite these limitations, it is strongly believed that this contemporary framework could stimulate academic and industry debate on the integration of IBC within media channel planning. The second limitation relates to the transferability of the study. Since the nature of the study qualifies as qualitative and exploratory, the sample size (eight participants) could produce limitations in terms of generalising the findings to the larger population of interest. It must, however, be noted that the eight participants represent the views of eight global leading media agencies. This sample size moved down to six participants in the second iteration of the contemporary framework.

Media channel planning frameworks within industry are not shared within the public space due to the intellectual property element of these frameworks. Thus perceptions, insights and perspectives will be used to determine integrative elements of media planning.

Future studies should extend the testing of this conceptual framework in practical settings to reinforce interpretations presented. This conceptual framework is thus proposed as the starting point for further development of integrated media channel planning with the changing environment of omni-media channel media planning.

5.6 CONCLUSION

The study presented a successful outcome when taking into consideration the research topic of Media channel planning perspectives and frameworks: towards IBC. This topic uncovered the inconsistencies of the brand voice when moving from traditional and new media contact points within the consumer media journey. The research questions unpacked the constructs of perspectives and frameworks of media planning to achieve IBC, through an in-depth analysis of literature as well as interviews with eight senior media channel planners from global leading media agencies identified through the Forrester Institute Report.

The study explored current media channel planning frameworks and theoretical frameworks related to media channel planning and gained valuable insights into how new media channels are being incorporated into media channel planning frameworks. The research included foundational research in media channel planning to uncover the core elements of media channel planning: consumer media journeys, media contact points and consumer profiles; these provided relevant themes used within the primary research. To enhance the findings from the literature, these insights were critically engaged with by senior media channel planners from global leading agencies to contribute to considerations used within the contemporary framework.

The research proposes a contemporary framework of media channel integration and reviewed the framework with participants for further refinement. The proposed contemporary framework in media channel planning integration received support from the participants. To further explore the theme of integration case studies are recommended to uncover more insights into how the framework can contribute to integration. These findings

can be contributed to insights gained from participants that this framework highlights the essential points within media channel planning and a fluidity in the approach to integrative media channel planning can be achieved. To enhance these findings, the literature also suggested that media channel planners should present a cohesive brand experience of both channels within the consumer media journey in support of the BCP (Armstrong, 2009; Frost, 2015; Straker *et al.*, 2015; Fuxman *et al.*, 2018).

The overall value of this study is strategic to the practices of media channel planning as it presents a guideline for media channel planners to utilise regarding the following:

- Integration of new and traditional media channels in media channel planning.
- The value of media contact points within the consumer media journey.
- The establishment of primary and secondary media channels to act as conduits in the consumer media journey.
- The importance of consumer targeting profiling in the planning of a BCP.

Integration is achievable within media channel planning when it is shaped by thorough research, understanding of the target consumer profile and a fluid consumer media journey. Media channel planners have the ability to craft integrated media channel plans based on these principles.

At the point of concluding this research, the study perceives that existing media channel planning frameworks held strongly within media agencies, with little shared knowledge available to collaborate or improve within this field of study.

This research has investigated the research questions of the study and has made suitable recommendations to address them. In addition, it has provided a public framework for comment and collaboration that provides a starting point to test and improve on for future frameworks, which will assist the field of media channel planning and academia.

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APPENDICES

Appendix 1: History Of New Media

Although new media is a relatively new construct in the communication world, a great deal of researchers and authors have provided their own interpretations of what can be defined as channels to communicate on a one to one level with the consumer. Even though these understandings vary from author to author, one idea remains consistent; new media is a growing phenomenon which brands are utilising to implement innovative strategies. Furthermore new media has revolutionised the way in which people communicate and how brands communicate with their consumers (Lievrouw and Livingstone, 2010). This can be seen through Social Media as it provides individuals and particularly retailers with the ability to cultivate and have on-going conversations and touch points with their customers and potential customers. Every retailer has a unique tribe of customers or a niche group of consumers. Social media helps broaden that group and engage with them like never before (Lievrouw and Livingstone, 2010).

Appendix 2: History Of Viral Marketing

Viral marketing is the phenomenon that facilitates and encourages people to pass along a marketing message or opinion through unconventional methods such as Social Media (Marketing Terms, 2017). The first known use of this strategy in a marketing campaign dates back to 1999. The Blair Witch Project used “found footage” and used messaging boards to create a myth about a real documentary about the supernatural (DesignContest, 2017). Viral Marketing is a cost-effective tactic to utilise in a marketing campaign and can be tracked by comparable metrics to measure Return on Investment in the campaign. Viral Marketing relies on the consumers to share and interact with the message and has the ability to spread from consumer to consumer at an increasing rate. One also needs to remember that this method relies on the use of technology in which case can limit who one has the ability to target (Lievrouw and Livingstone, 2010).

Appendix 3: Origins Of Social Media

When one thinks of the first use of social media, Facebook and Myspace are probably the most common definitions. However in reviewing the meaning, social media is the ability to communicate over large/small distances with others. Thus it can be dated back to the early use of postal services, which date back to 550 BC (Plus, 2017). Social media today, revolves around the first use of Myspace pages in the early 2000's and the surge of blogging sites available. In the present day there are a wide variety of social media sites that cater to social networking niches (Plus, 2017).

Appendix 4: Origins Of Facebook

Founded in 2004 by Mark Zuckerberg, the platform was originally born out of the concept of allowing students to rate each other based on facial appearance. Zuckerberg evolved this platform and introduced ideas into the

network, and added some additional features like a comments section. Within a few months the platform went viral, most schools and universities in the United States had all created profiles. In September 2006, the platform was opened up to anyone who had an email address and was over the age of 13. Currently Facebook is the most popular social networking site with 1.86 Billion users worldwide. Of these users 29,7% are aged between 25 to 34 years old, which means this is the prime target market for many businesses to advertise their products and services (Noyes, 2017).

Appendix 5: Origins Of Twitter

Twitter was the concept of founders, Jack Dorsey, Evan Williams and Biz Stone. Dorsey had originally imagined Twitter as an SMS-based communications platform. Groups of friends could keep tabs on what each other were doing based on their status updates. The limit of 140 character limits for tweets, is due to Twitter originally being designed as an SMS mobile phone-based platform. 140 characters were the limit that mobile carriers imposed with SMS protocol standard. Twitter eventually grew into a web platform and the 140-character limit remained. Currently there are 317 million users on Twitter worldwide (Statista, 2017).

Appendix 6: Origins Of Instagram

Instagram is a mobile app that allows users to upload content and share their lives through photos and videos. The app works fundamentally on applying filters to mediocre mobile photos and turns them into an artistic professional-looking image. Michael Kriegar and Kevin Systrom founded Instagram in October 2010, and the name is derived from the combination of “instant camera” and “telegram”. In 2013, Facebook purchased the platform in which it saw an exponential climb in popularity and users. Later in 2013, Facebook started to incorporate natural looking adverts within the app, which allowed for the monetisation of the app, by interacting with users to make purchases. Currently Instagram has over 600 million active users worldwide (Rakos, 2017).

Appendix 7: Origins Of YouTube

In 2005, three PayPal employees, Chad Hurley, Steve Chen and Jawed Karim, came up with the idea of YouTube: essentially a video sharing website where users can search for content based on key phrases in the search bar. Related videos can be viewed, liked and commented on by users. This platform allows for users to share content on other social media platforms such as Facebook. Businesses and individuals have the ability to create their own YouTube Channels and post videos to their followers who receive notifications immediately. In 2013, the use of 2 to 6 second adverts was incorporated before videos, where businesses had the opportunity to advertise. From consumer perceptions these are more an annoyance than a clever use of the medium (Elmes, 2017).

Appendix 8: Origins Of Blogs

Klopper and North define a blog as online journals within a social media application. Blog features can be combined with podcasts, which is digital audio that can be streamed or downloaded to audio devices. Additional blog features commonly include archives (previous posts, typically grouped by month and year), a blog roll (a list of recommended blogs), and a reader comment section (Klopper and North, 2011). Today, most blogs are interactive, allowing visitors to leave comments and even message each other via widgets on the blogs, and it is this interactivity that distinguishes them from other static websites. Word of mouth (WOM) communication is a major part of online consumer interactions, particularly within the environment of online communities. The relative simplicity required to set up and participate in a blog allows for any individual that has a basic understanding of how a computer works to be involved in this online activity. While blogging may seem out-dated as most social media sites have taken over a large portion, there are still some active sites, that consumers visit to engage opinions. Hellopeter.com was founded in February 2000 with one simple vision, to increase service levels of business by providing consumers with a public platform to report on their service experience from any business anywhere and to tell the world. This platform can be a useful market research tool as it provides reviews from consumers who like or dislike a product. If a common theme occurs, companies have the ability to further research this challenge (Hellopeter.com, 2017).

Appendix 9: Communication Planning Defined

Kotler and Armstrong define communication planning as any marketing initiative implemented to reach a particular target audience. Communication planning considered how to ensure your brand message reached your target audience using some form of communication channel (Kotler and Armstrong, 2014).

Communication planning is focused on the communication of the message and how the message is communicated through attitudes, beliefs, behaviour and lifestyle of the consumer (Belch and Belch, 2004). American author of academic journals and textbooks, Taylor argues that communication planning first started with Ogilvy's formulation of a 360 degree philosophy in 1997, which saw the start of integration across media channels (Sissors and Baron, 2010).

Through this theory of communication planning it is important to note that the message is the primary driving factor when developing a campaign strategy. This type of strategy is important for marketers to engage with as this will feed into the creative elements and how consumers interpret the message of the campaign.

Appendix 10: Media Channel Planning Defined

Media channel planning considers the media consumption habits of a consumer. It considers what the target audience does; when they watch,

listen or read (Dent, 2011). The importance of understanding channel planning allows for marketers to consider the interactivity of the media channel to advertise to their target consumer to ensure the message is effectively viewed by consumers.

Once these factors are considered this will optimise the media impression and engagement of each channel in the strategy plan to ensure the message is effectively viewed by consumers (Katz, 2017). The importance of understanding the notion of media channel planning is the start of IBC, as the engagement of each media channels role within the overall strategy allow for these channels to be used to interact with consumers successfully (Dent, 2011).

Appendix 11: Media Planning Defined

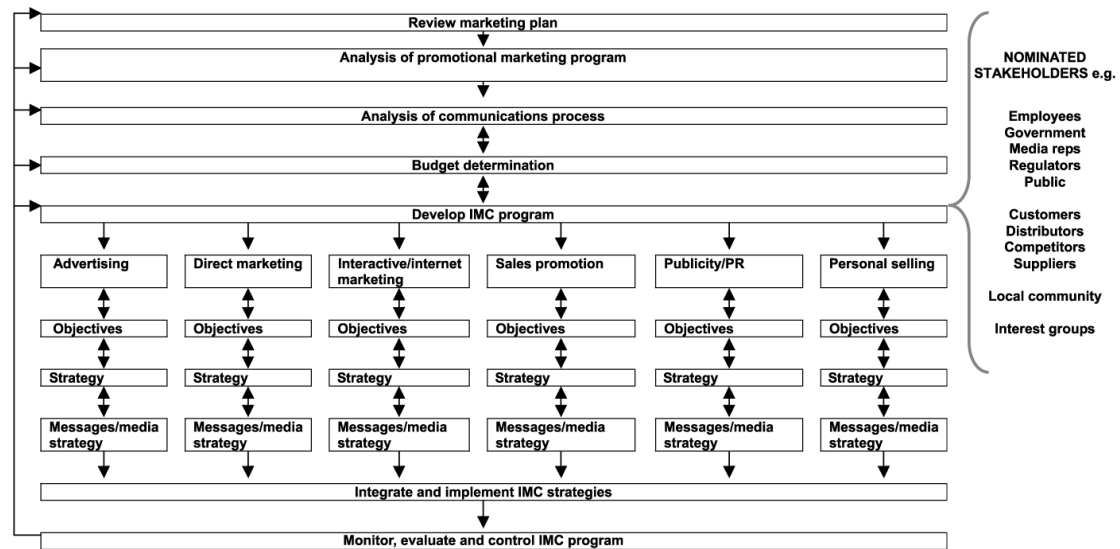
Media Planning is the final step in the strategy, most media agencies outsource this function to 3rd party agencies such as OMD or Mediashop, as the booking of media is quite intricate and many agencies do not have the resources available for this role (Geskey, 2010).

Media planning entails large amounts of research to find the most suitable media platforms to advertise the brand. Media planners rely on the objectives developed through the communication plan and channel plan to ensure they have allocated sufficient media timeslots for the campaign (Sissors and Baron, 2010).

Each of these three areas of planning are required when developing a brand communication strategy. The definitions have been defined to reveal how each point of planning directly feeds through into the next phase. By understanding these theories allow for foundation knowledge of the study to be established. The next section provides a more in-depth discussion of channel planning and how marketers consider the contact points to be included in the brand communication strategy.

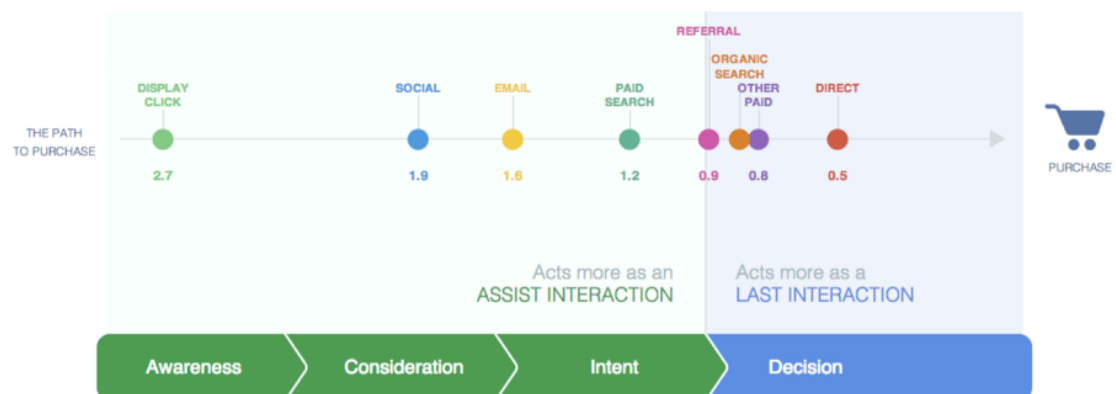
Appendix 12: IMC Planning Framework (2004)

Source: (Belch and Belch, 2004)



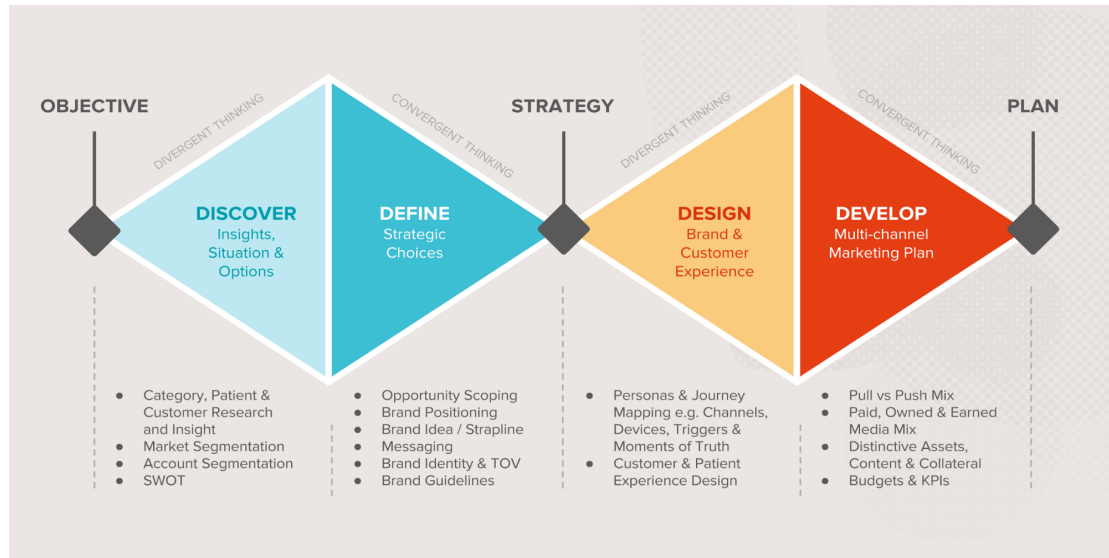
Appendix 13: Google Journey To Online Purchase (2013)

Source: (www.thinkwithgoogle.com)



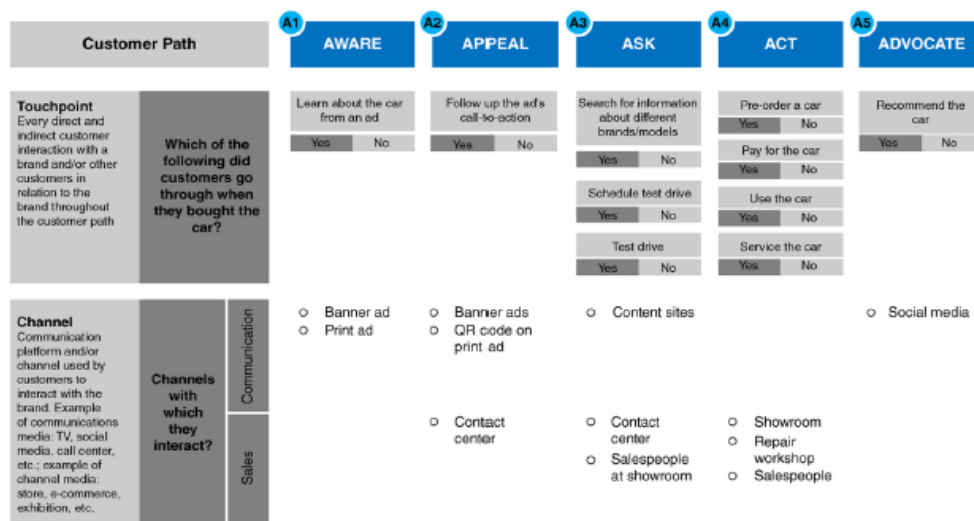
Appendix 14: Owenhealth Channel Strategy Framework (2016)

Source adapted from www.owenhealth.co.uk



Appendix 15: Mapping Touchpoints And Channels Framework (2017)

Source: Marketing 4.0



Appendix 16: Interview Schedule

Purpose:	
Aim:	The aim of this research is to have supporting user feedback and information to obtain perceptions and insights from media channel planners.

Schedule:		
Date	Time	Participant
4 June	10h00	Participant A
13 June	14h30	Participant B
18 June	18h00	Participant C
20 June	10h30	Participant D
24 June	14h30	Participant E
27 June	16h45	Participant F
26 July	12h45	Participant G
2 August	08h15	Participant H

Each participant will have completed a signed consent prior to the interview.

Programme:	
Welcome	5 mins
Item 1	3 mins
Item 2	3 mins
Item 3	3 mins
Item 4	3 mins
Item 5	3 mins
Item 6	3 mins
Item 7	3 mins
Item 8	3 mins
Item 9	3 mins
Closing	5 mins
Total	37 mins

Background	
Welcome	<i>Thank you for volunteering your time this morning/afternoon. I am Cameron Belling, a part-time Masters student from Vega, the School of Branding and I'll be interviewing you today. It is important that you know and understand that you can withdraw from this research at any stage.</i> <i>You completed a consent form indicating that I have your permission (or not) to audio record our conversation.</i> <i>If you did not consent to being audio recorded: Thank you for letting me know. I will only take notes of our conversation.</i>
Explain guidelines and how long the interview will last:	<i>I estimate this interview will not last beyond an hour. During this time I will be asking you to contribute in a number of ways to my research topic that primarily focuses on the integration of media channel planning within an IBC environment.</i> <i>I am interested in hearing your thoughts and points of view even if it is different viewpoint from the question. However, if at any point you feel distressed by anything we have/are discussing, you are free to stop the interview at any time.</i> <i>I'm going to make every effort to keep the discussion focused and within our time frame. If too much time is being spent on one question or topic, I may park the conversation so that we can move on and cover all of the stages and also to ensure that all questions have been asked. If we have sufficient time, we will revisit parked thoughts in the order they were parked.</i>
Address confidentiality:	<i>If you have mentioned on your consent form that you wish to remain confidential I will use a coded name, therefore you are assured of complete confidentiality.</i>

	<i>Before we begin the interview, do you have any questions?</i> <i>If any questions arise at any point in this study, please feel free to ask them at any time. I would be more than happy to answer your questions.</i>
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INTERVIEW QUESTIONS	
Core Questions	Possible Probing Questions
INTRODUCTORY RESEARCH ITEMS	
What is your personal perspective of integrated brand communication? (Q1)	- What are your views on media channel roles, contact points and consumer journeys? - How does media neutral planning impact these strategies/ decisions?
What is your personal experience of media channel planning when brands move from traditional media to digital media channels? (Q2)	- How do these frameworks differ across traditional and digital media channels? - What are the core points in the framework/guideline?
How do media channel planners approach media channel planning to develop consumer centric brand contact plans? (Q3)	How do these approaches differ from established frameworks?
PRIMARY RESEARCH ITEMS	
When you are working on integrated brand communication strategies, what guides the media mix selection to determine channel roles within the brand contact plans? (Q4)	- What steps are taken to avoid fragmentation? - What types of fragmentation occur in brand contact plans from touchpoints?
What type of guideline / framework / planning sequences do you/your agency utilise when developing integrated brand contact plans? (Q5)	- Is there a lifespan for planning frameworks? - Would you agree that planning frameworks have a life span, how are these frameworks assessed to remain relevant?
Outside of planning frameworks are there other criteria/approaches that you use to determine which media channels to utilise in brand contact plans? (Q6)	- What contributes to these factors that influences your decisions? - Why are these approaches better than your established frameworks?
How do you approach the integration of new and traditional media channels, in the development of a BCP? (Q7)	How could you improve the process of integrating traditional and digital media channels?

SECONDARY RESEARCH ITEMS	
How do media channels planners plan consumer media journeys and BCP to avoid fragmentation of media channels? (Q8)	What steps are taken to avoid fragmentation?
How do IBC and media channel planning develop integrative campaigns? (Q9)	What are the key learnings from these brands that can successfully implement intergration?

Offer an opportunity for any short final comments the participant would like to make.	<i>Thank you very much for your input today. I am just about out of time. Are there any last comments that you would like to make? The information you provided will inform further research projects but it is important to note that your identity will remain confidential at all times.</i> <i>If you should wish to contact me in relation to this research or would be interested in taking part in further aspects of my research then please notify me via email.</i> <i>Thank you again for your time.</i>
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Appendix 17: Participant Consent Form

RESEARCH TITLE: Media Channel Planning Frameworks Towards Integrated Brand Communication

INTRODUCTION

You are invited to participate in a research study about **Media Channel Planning Frameworks Towards Integrated Brand Communication**.

The main purpose of this study is to gain an in-depth view of integration of traditional and digital channels through media channel planners and agency frameworks/models.

It is important that you fully understand what is involved if you agree to participate in this study. If you have any questions that you feel are not addressed or explained fully in this consent form, please do not hesitate to ask the researcher for more information. You should not agree to participate unless you are completely comfortable with the procedures followed.

Your identity and job title will remain confidential and will not be disclosed in the report, and all answers will be anonymous.

Audio recordings of the study are for the researcher to ensure all details are not lost during the interview. Audio recordings will not be submitted in the final report. Please mark with an indication you consent to audio recordings during the interview: YES / NO

The contact details of the researcher are as follows:

Email address: ckbelling@gmail.com

Contact number: 072 2042477

THE NATURE AND PURPOSE OF THE STUDY

The aim of the study is to explore channel planning and the development of media channel planning frameworks from an industry perspective. The study considers the multitude of media channels from traditional media channels moving into the digital space and finally new media channels available to media channel planners. While there are a multitude of channels available to both traditional and new media, the study aims to provide an integrated media channel planning framework that combined both platforms into one holistic contemporary framework.

EXPLANATION OF PROCEDURES TO BE FOLLOWED

The information in this consent form is provided to assist you in deciding whether you would like to participate in this study. If you decide to participate, you will form part of the participants and will be asked questions about your experiences and perception about media planning and channel integration.

RISK(S) OR DISCOMFORT INVOLVED

There are no risks associated with this study. Your honest perceptions and opinions are requested.

POSSIBLE BENEFITS OF THE STUDY

Your insights and perception of integrated channel planning will be beneficial to the media planning industry.

WITHDRAWAL CLAUSE

- Your inclusion in this study is purely voluntary;
- If you do not wish to participate in this study, you have every right not to do so;
- Even if you agree to participate in this study, you may withdraw at any time without having to provide an explanation for your decision.

CONFIDENTIALITY

ALL information gathered in this study will be held in strict confidence and only the researcher will have access to the original responses. Insights will only be retained for as long as required for the research purpose and will thereafter be de-personalised and presented in such a way that you will not be identifiable.

CONSENT TO PARTICIPATE IN THIS STUDY

I have read the information presented to me in a language that I understand and I understand the implications of participating in this study. The content and meaning of this information have been explained to me. I have been given the opportunity to ask questions and am satisfied that they have been adequately addressed. I understand that I am under no obligation to participate in this study and that I can withdraw from this study at any stage without having to provide an explanation for my withdrawal. I hereby volunteer to take part in this study.

CREDIBILITY

To ensure the responses collected in this study is accurate, all interviews will be video recorded over Skype to ensure the researcher can upon a transcript of the responses. Upon reviewing the responses the transcript will be sent to you to confirm the insight gathered.

PARTICIPANT

Full Name and Surname: _____
Signature: _____
Date: _____

Appendix 18: Example Of A Screen Grab Of Surface Analysis Of Data

Question 1
How does your agency approach the integration of new and traditional media channels, in the development of a BCP?

Participant
It largely depends on the type of campaign involved before we can start determining the process in which to undergo the planning of channels. Usually we have a thorough brief from the account manager that details specifics around what the client is looking for. From there we can determine the media plan objectives before embarking on the chosen set of media channels. Our media agency does have a framework for media planning however I won't be able to share this with you, I'm happy to talk through the elements involved within this planning process that might assist you with your study. When we think of integration we think of the process to provide a solution to the client that will benefit them in terms building their brand and generating sales, factors like these are often the purpose of the client coming to the agency.

Probing Questions

- *What are your views on media channel roles, contact points and consumer journeys?*

My personal views on each of these is that they provide a component to plan a media strategy. It is important to remember how these can be included within the media plan for channel consideration.

- *How does media neutral planning impact these strategies' decisions?*

It's something to consider when developing a media plan, however sometimes factors are included within the brief like budget, preferred mediums and channels which we have to abide by to the client. Being media neutral is a great concept in theory but often there are factors in real-life that impact our decision making process, in which we have to abide by them to nurture the client relationship. Sure we can propose an alternative solution but more often than not the parameters of the brief are sometimes quite restrictive. These are challenges we have to include within our media plans.

Researcher - Thanks for the great insights into these, let us move onto the next question.

Question 2
What type of guideline / framework / planning sequences does your agency utilise when developing integrated brand contact plans?

Participant
Normally we ensure there is quite a bit of research around the customer profile, who do we want to target, what is their personality, etc. If we don't have this information, the account manager or strategist would need to provide these to us. One's understanding of the target customer is extremely important. Once we have this info we can review and determine the best channels of interaction to include. Sometimes the agency or creatives like to weigh in on this, however they can sometimes be side-tracked to see the creative solution instead of a strategic one. Once we have determined the channels to use, which is considered against what budget is available, we can start thinking about the reach and frequency of the channels in the media plan. How often do we want these to go on each channel and for how long. If the client has a large budget we often add in the traditional media like tv, outdoor etc. as these develop brand awareness while the digital channels act as the main drivers of executing the flow of the consumer to where we want to drive to them to, website, store, etc.

Probing Questions

- *How do these frameworks differ across traditional and digital media channels?*

We tend to use the digital media to assist in the process of directing the consumer to an end point, as mentioned above. It is still often felt that your traditional media channels while costly still act as brand awareness channels. While digital media helps in measuring where consumers fall off the journey to the end point.

- *What are the core points in the framework/guideline?*

The target consumer profile is the most valued element. Understanding how a consumer thinks and engages with media channels helps in building a successful media plan.

Appendix 19: Example Of A Screen Grab Of Data Tabulation

AutoSave OFF

Data Tabulation — Saved to my Mac

Home Insert Draw Page Layout Formulas Data Review View

Font: Calibri (Body), 12, Bold, Italic, Underline, Paragraph: Bullets, Numbering, Indentation, Styles: Default, Paragraph, List Group, Table, Cell Styles, Conditional Formatting, Format as Table, Cell Styles, Insert, Delete, Format, Sort & Filter, Find & Select, Ideas, Sensitivity

Share Comments

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Question 1

What is your personal understanding of integrated brand communication?

Value the importance of consistency across different mediums and channels
Ensuring the channels are part of one holistic strategy
A concept that is harder to implement than theory explains
A use of a variety of different channels into the media plan
A mix of creative and strategic planning incorporated into one sound strategy
A new equation for a fractured media world
A planning process to combat disconnected brand communications
Allows brands to reach out of the myriad of different channels available
Interwoven channels that promote a holistic experience of the brand

Question 2

In your personal opinion of media channel planning, is there a disconnect when brands move from traditional media to digital media channels?

Yes, a challenge media planners experience in convincing clients to diversify the mix of channels
Yes, it is the difficulty in planning media that provides a seamless experience
Largely depends on the flexibility of the client/brand as some are easier to show the strategy
Yes, digital channels are easier to track and measure but fall down in delivering a seamless experience
Largely due to factors outside the media planners control, tech requirements, different WIFI, lack of updates
I would say yes, however media planners always try and ensure the best approach and have to adapt when the campaign is rolled out
You are correct, however our media agency have internal tools that we utilise to check on the disconnects and improve paths
This will be a challenge for a while, as there is so many channels available we have to consider how consumers will interact
In short yes, however we continually try to improve this by examining the consumer journey to measure cohesiveness

Questions Summary

Appendix 20: Example Of A Screen Grab
Of Key Word Search

Keyword Tabulation									
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Ideas									
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Sort & Filter									
Format & Styles									
Conditional Formatting									
Format as Table									
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C15 Brands moving from one channel to the next leads to fragmentation if one hasn't considered the journey									
Question 2									
In your personal opinion of media channel planning, is there a disconnect when brands move from traditional media to digital media channels?									
Respondent									
Theme									
R1	Yes, a challenge media planners experience in convincing clients to diversify the mix of channels								
R2	Yes, it is the difficulty in planning media that provides a seamless experience								
R3	Largely depends on the flexibility of the client/brand as some are easier to show the strategy								
R4	Yes, digital channels are easier to track and measure but fall down in delivering a seamless experience								
R5	Largely due to factors outside the media planners control, tech requirements, different WIFI, lack of updates								
R6	I would say yes, however media planners always try and ensure the best approach and have to adapt when the campaign is rolled out								
R7	You are correct, however our media agency have internal tools that we utilise to check on the disconnects and improve paths								
R8	This will be a challenge for a while, as there is so many channels available we have to consider how consumers will interact								
R9	In short yes, however we continually try to improve this by examining the consumer journey to measure cohesiveness								
R10									
R11									
R12									
R13									
R14									
R15	Brands moving from one channel to the next leads to fragmentation if one hasn't considered the journey								
R16	Using agency frameworks assist with not having a disconnect in these two different channels								
R17	Fragmentation and a disconnect is always going to be a challenge for media planners								
R18	Integration is harder to achieve when adding more digital media channels								
R19	Traditional media convergence in the media plan, is easier to plot than digital media channels								
R20	Digital media channel act as conduits to the bigger traditional media channels, which act as drivers to move onto the next channel								
R21									
R22	Consideration of both traditional and digital media is important to review the consistency of the experience								
R23	Delivering a cohesive brand experience is essential in media planning, digital media helps to provide this in the broader media plan								
R24	Brand Consistency and Brand Experience are two factors to remember when building a media channel plan in both forms of channels								
R25	Traditional media is still a strong contender in the media plan, digital channels are more about an action, while traditional provides awareness								
R26									
R27									
R28									
R29									
R30									
All Participants									

Appendix 21: Example Of Notes

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NOTES

Question 1: OMD - Interview

Knowledgeable insights → Provides 360° outlook

Expert in B.C.

IBC = solutions to brand problems

Moved in industry/agencies.

Question 2: Common Disconnects

check of journey

consideration of media roles/channels.

Digital more than social.

Phone, AI, gaming → transcends between channels in both traditional + new media.

Big Brands = big budget.

more challenging expect more results.

Bigger Agency = Bigger Accounts.

Brief starting point.

Field research / own desktop research.

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www.sequencelogistics.co.za 010 045 7000

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NOTES

Question 3: OMD - Interview

Start → end → too linear.

inductive → not a budget

merges points then practical.

Non-theoretical.

Realtime insights.

Antenna - Consumer understanding

Buzz Monitoring - brand tracking

Consumer blogs

Sense - trust insights

Idea Generation

Snapshots - online survey

channels they occupy

understand the consumer profile.

Daily realities.

Realtime listening

Extremography

Appendix 22: Example Email to Participants for IRP

Dear Participant,

Thank you for taking the time to participate in my research study. The insights gained from your interview have assisted in the development of the first framework of integrative media channel planning.

I have attached this framework in the above email, and ask that you kindly review and make any suggestions or improvements so that I can further refine in developing an integrative media channel planning framework.

Please can you consider how this framework would be applicable within your agency and if factors/elements should be added or further elaborated on.

Please could you send me your feedback before the 30 August 2019.

Should you have any questions please feel free to contact me below.

Regards
Cameron Belling
Vega Masters Student
+27 72 204 2477
Skype: ckbelling

Appendix 23: Agency Profiles

Carat

Carat's mission is to redefine media. Carat creates better business outcomes for clients through our command of media convergence. Consistently at the top of recma's global qualitative evaluation ranking, we service clients in 150 countries via a network of more than 10 000 talented staff. We are uniquely designed to combine strategy with expert specialist execution, to deliver integrated solutions for our clients – from integrated media ecosystems reflective of culture, to data-enabled content delivered programmatically and optimised continuously. We are redefining media in four ways: redefining insight, redefining planning, redefining investment and redefining business outcomes. We have never been tied to the conventions of traditional advertising agencies, which has afforded us a level of agility and independent thinking in responding to people's rapidly evolving communication behaviours.

Mediacom

Mediacom is a member of WPP, the world's largest marketing communications services group, and part of GROUPEM, WPP's consolidated media investment management arm. We transform the effectiveness of our clients' communications through connections which are 20% more effective than the market norms. At Mediacom, we know that by focusing on the totality of a client's communications system, we can deliver transformative business growth rather than just marginal media performance improvements. Systems thinking is how we look at the interrelationships between brands, customers, content and connections that make up the system. By examining these relationships, we find the opportunities or leverage points that can take the performance of the entire system to a higher level. A low leverage point in a system is when a small amount of change causes a small change in system performance – an example of this might be adding in 100 extra tv ratings to an already robust tv campaign; the outcome being incremental gains in already high awareness levels.

A high leverage point in a system is when a small change causes a large change in system performance – an example of this might be a piece of content that is optimised for sharing via a paid distribution strategy, hence driving a significant improvement in a brand's natural search ranking and ultimately greater brand preference.

Mindshare

Mindshare was born in Asia in 1997, a WPP start up with a desire to change the media world. Now, they are a global network with 116 offices in 86 countries and billings of \$17b. Mindshare is the largest agency in GROUPEM, WPP's media investment management arm, which is the #1 media holding group globally with billings of \$48b (source: convergence 2018). Mindshare aims to be their clients' lead business partner, to grow their client's business and drive profitability through adaptive and inventive marketing. They do this through speed, teamwork and provocation because in today's world everything begins and ends in media. Mindshare creates new things and has fun doing it.

OMD

OMD is now the world's biggest media services brand, with billings of \$19.6bn in 2019 (according to COMvergence). As the main media brand within marketing services giant Omnicom, and principal component of Omnicom Media Group, it is closely associated with advertising networks BBDO, DDB and TBWA, although some business is handled by sister network PHD. OMD also manages media and related services for clients of other ad networks. Reflecting the creative abilities of its partner agencies, OMD has a reputation for especially innovative and unusual media planning and buying. According to the ranking compiled by The Gunn Report, it has been the world's most awarded media network every year since 2004. However life has been uncharacteristically challenging for the agency since 2013, with some large account losses and only a few big gains. The biggest of these - P&G and AT&T in North America - are managed by a separate, newly created network, Hearts & Science, rather than the main OMD network.

Starcom

This business helps advertisers reach out to the consumer universe. Starcom MediaVest Group (SMG) is a leading media planning and buying agency (along with rivals OMD Worldwide and Mindshare), with about 130 offices in around 80 countries. The media group helps advertisers determine the correct mix of media to get their message out and buys air time and space in print publications for the ads. In addition, it offers specialized media services through such units as SMG Search (search marketing expertise) and Forty-Two Degrees at MediaVest (multicultural media). Owned by the Publicis Groupe, Starcom delivers global reach across 101 offices in 74 countries around the world. Starcom guarantees consistency and coherence as 98% of global billings are accounted for by owned and controlled offices. Our headquarters are based in Chicago, USA. There are four other major regional hubs in London (EMEA), Miami (Latin America), Hong Kong (NE Asia) and Singapore (SE Asia) respectively.

UM

Universal Media has been on the Serbian market since 1999, first as part of the McCann-Ericsson and, since 2005 as an independent media agency. Good knowledge of local conditions and international trends helped us to become pioneers in the market and always offer our customers a better and quality service. Our most important partners are our clients! Long-term cooperation with our clients is the result of professional relations and measurable media results. The main activity of Universal Media is planning and lease of media space for our clients. The relationship between the media and consumers has changed dramatically and that the media is all around us, often in the hands of consumers. In line with changes Universal Media has expanded a range of services and thus became an adviser for media investments in the region. We are focused on solving your business problems, we develop creative ideas of media presence in partnership with the media, achieving remarkable and measurable results and fast return on investment. Our motto [we.know]* not only responds to your request, but goes even further, surpassing your expectations.

Wavemaker

Wavemaker is a new kind of global agency delivering world-class solutions through media, content and technology. 8,600 wavemakers in 90 countries with \$12b in billings create these transformative solutions for some of the world's biggest brands. Our secret sauce is our unrivalled collection of purchase journey data. Across 40 markets and 80 categories, it is deployed by the world's leading purchase journey experts to spot opportunities and problems at every stage of the customer cycle and turn both into growth. Our teams are leading-edge, diverse and integrated, from trading specialists to Data Scientists, ecomms experts to award-winning content creators. Our mission is 'let's make the future' – at a time when market and customer behaviour is disrupted 24/7, we never stop evolving to help clients succeed.

Zenith

Zenith is part of Publicis media - one of the four solutions hubs of Publicis Group, alongside Publicis communications, Publicis. Sapient and Publicis healthcare. Led by Steve King, CEO, Publicis media is powered by its four global brands, Starcom, Zenith, Mediavest | Spark and Optimedia | Blue 449, and supported by its digital-first, data-driven global practices which together deliver client value and business transformation. Publicis media is committed to helping its clients navigate the modern media landscape and is present in more than 100 countries with over 13,500 employees worldwide.