



The Youth Enfranchisement Act campaign Giving 16 and 17 year old Mountainville citizens the right to vote¹

The Opportunity

Becky Sorenson has been the director of the Founding Fathers School for Government (FFSG), the nation's premiere magnet school for government and international relations, for 10 years and has taught government at the school for the last 20 years. Like most magnet school administrators, she spends as much time working with the local government and surrounding school districts for support (read: funding) as she does serving in the principal leadership role during the school day. FFSG teaches and encourages its students to be civically active, including regular voting once they are of age. So, it was no accident that her longtime friend, Jackie Stanton, choose Becky to lead a political action committee in an attempt to pass a ballot measure in Mountainville² this fall. Jackie has successfully raised \$5 million in support of Ballot Measure #2, and she has asked Becky to manage a media campaign to support this issue.

The Legislation

The proposition that Jackie has tasked Becky with supporting is the Youth Enfranchisement Act, referred to informally as YEA:

Ballot Measure #2: The right of citizens of the city of Mountainville, who are sixteen years of age or older, to vote shall not be denied or abridged by the city of Mountainville or by the United States or by any State on account of age.

This ballot measure has met the minimum requirements to appear on the Mountainville ballot on Election Day 2016 and it requires a majority (50% + 1) of votes to pass. As of this writing, there is no organized opposition group known to exist, meaning no one is currently campaigning against this piece of legislation. However, that could change.

The Task

Jackie raised \$5 million for a paid media campaign to support the passage of YEA. Becky asked Jackie for clarification on the media budget. Jackie said that the \$5 million was a gross³ figure specifically for paid media only. Becky and her team would have to (1) identify the target audience(s), (2) understand how the targets use media, and (3) plan how the \$5 million media budget should be spent

¹ The Youth Enfranchisement Act campaign is fictitious and not based on any actual industry organization or marketing initiative. Research data is drawn from consumer studies and may have been edited for the purposes of this case study exercise. Students are encouraged to augment the provided data with their own research. © 2016 by the authors and the Washington Media Scholars Foundation. May be reproduced only by permission.

² "Mountainville" is a fictitious city created for the sole purpose of the 2016 WMSF case competition. All data presented as "Mountainville" data is based on an actual top-35 media market in the U.S. See *Appendix A: Mountainville media market versus Mountainville City* for details about city limits compared to the entire media market.

³ WMSF case competition participants are assumed to know the difference between gross and net media costs. All planning is done in gross dollars.

over the 5-6 month campaign. All other expenses (salaries, office space, research, production of creative content, etc.) related to media would come from other budget areas, as Jackie anticipated continued fund raising success. Jackie said she would provide resources on a case-by-case basis if an idea not covered by the media budget arose, so as not to limit creative thinking.

The Team

Becky created the “Yes on YEA” PAC and quickly assembled her team. Two former FFSG students were hired as the media director and the research specialist:

Ricardo Salazar recently graduated from Wattford University with dual degrees in public policy and marketing. Ricardo had remained in frequent contact with Becky over the years, as she continued to mentor him through his academic and early professional careers. Becky wanted Ricardo to spearhead the media efforts to support the “Yes on YEA” media campaign. Ricardo had experience with the basic media concepts from his time spent working on the Waterfront Renewal Coalition project in Central Coast.

Taylor Ardis was an experienced data analyst with stints at D.C. think-tanks and multi-national corporations on his résumé. Becky’s call came at a crucial time in his career, as he was seeking to start his own data consulting company. “Swift”, as Taylor’s colleagues called him because of his ability to quickly tackle any data analytics problem (and also mockingly because of his “secret” affection for his pop-star namesake), agreed to help with the campaign knowing the capital available would allow him to purchase several consumer-based research tools that would benefit his fledgling company.

Becky told Ricardo and Swift that polling data for the YEA ballot measure was not yet available, and would not be available until after their media recommendation was due. Ricardo would be responsible for analyzing the media research and applying it to the media plan. His insights and instincts about potential target segments would be vital to the successful creation of a media plan. Becky reminded her media team that they were not responsible for the production of creative content, but their thoughts on the types of creative content that should be produced are encouraged.

The Data

Swift’s first move was to purchase Scarborough Research data for the Mountainville media market. Scarborough provides in-depth survey data about adult lifestyles along with consumer and media behaviors across the United States, including nearly 2,000 interviews a year in Mountainville. He was confident the insights provided by analyzing this data would guide the “Yes on YEA” media planning and buying decisions.

The Target(s)

Swift's initial analysis of Mountainville (Table A) showed that there are approximately 2,180,000 adults in the market. 867,000 of those adults are the parent of a child under the age of 18; this represents roughly 40% of all adults in Mountainville. He also noticed that 601,000 of those parents⁴ are also likely to always vote in presidential elections (27.6%). Swift showed Ricardo these results. Lacking polling data, Ricardo would have to make his own judgments about the population segment(s) most likely to support (and vote for) YEA that he would target. Would young adults be sympathetic to the desires of 16-17 year olds to vote? Would parents of teenagers support the right of their children to vote? Would older adults trust teens with an equal vote on matters such as electing our leaders and choosing the ways we want to live?

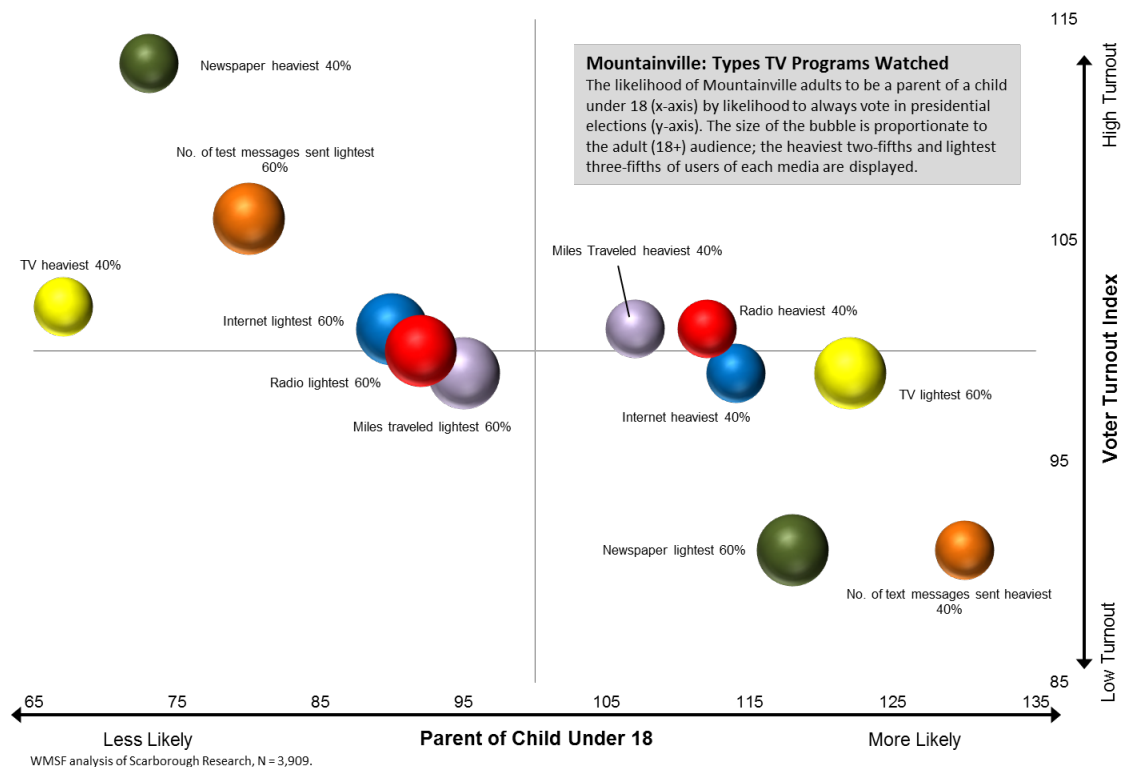
Table A: Voting behaviors of select segments of Mountainville media market adults					
		All Adults	Parent of child under 18		Mountainville City
			Yes	No	
All Mountainville DMA adults	Proj	2,179,822	867,109	1,312,713	1,325,774
N = 3,909	Vert %	100.0%	100.0%	100.0%	100.0%
	Index	100	100	100	100
	Horz %	100.0%	39.8%	60.2%	60.8%
	Total %	100.0%	39.8%	60.2%	60.8%
How often usually vote in presidential elections					
Always	Proj	1,558,856	601,179	957,678	944,604
	Vert %	71.5%	69.3%	73.0%	71.2%
	Index	100	97	102	100
	Horz %	100.0%	38.6%	61.4%	60.6%
	Total %	71.5%	27.6%	43.9%	43.3%
Sometimes	Proj	238,536	117,194	121,342	144,626
	Vert %	10.9%	13.5%	9.2%	10.9%
	Index	100	124	84	100
	Horz %	100.0%	49.1%	50.9%	60.6%
	Total %	10.9%	5.4%	5.6%	6.6%
Never	Proj	382,430	148,737	233,694	236,545
	Vert %	17.5%	17.2%	17.8%	17.8%
	Index	100	98	101	102
	Horz %	100.0%	38.9%	61.1%	61.9%
	Total %	17.5%	6.8%	10.7%	10.9%

⁴ The survey variable is listed as "parent of a child under 18"; this case will use the full variable name along with derivatives like "parent(s)", "parent & always vote" and others. Unless otherwise indicated, WMSF contestants should assume that references to "parents" represents the variable "parent of a child under 18". The same applies to the term "always vote"; unless otherwise indicated, this refers to adults who indicate that they always vote in presidential elections.

Ricardo requested a series of cross tabulation tables based on the Scarborough survey data. Ricardo wants to work through as many rows of data as possible to better understand voters, non-voters, parents, and more to help evaluate the various target audience options.

Swift decided to analyze voter turnout behaviors and parenthood a little more closely, before compiling the massive cross tabulation report that would ultimately guide Ricardo's media planning decisions. First, Swift wanted to know the media usage behaviors of adults who are the parent of a child under 18 and of adults who say they always vote in presidential elections.

The Mountainville Media Quintiles chart below shows the media usage behaviors of the heaviest-40% and lightest-60% of users of each media, as measured by time spent with each media. The 1st and 2nd quintiles are the most important measure of media heaviness (i.e. the top 40% of television users account for 70%+ of total TV time⁵). Below, the heaviest 40% of users of newspapers (print edition) are 13% more likely to vote than the average adult, but 27% less likely to be parents of children under 18. Looking closely at the chart, there is not a clear media choice that indexes above 100 for both variables (the upper-right quadrant is essentially empty, save for radio and miles traveled⁶ that are close to average).

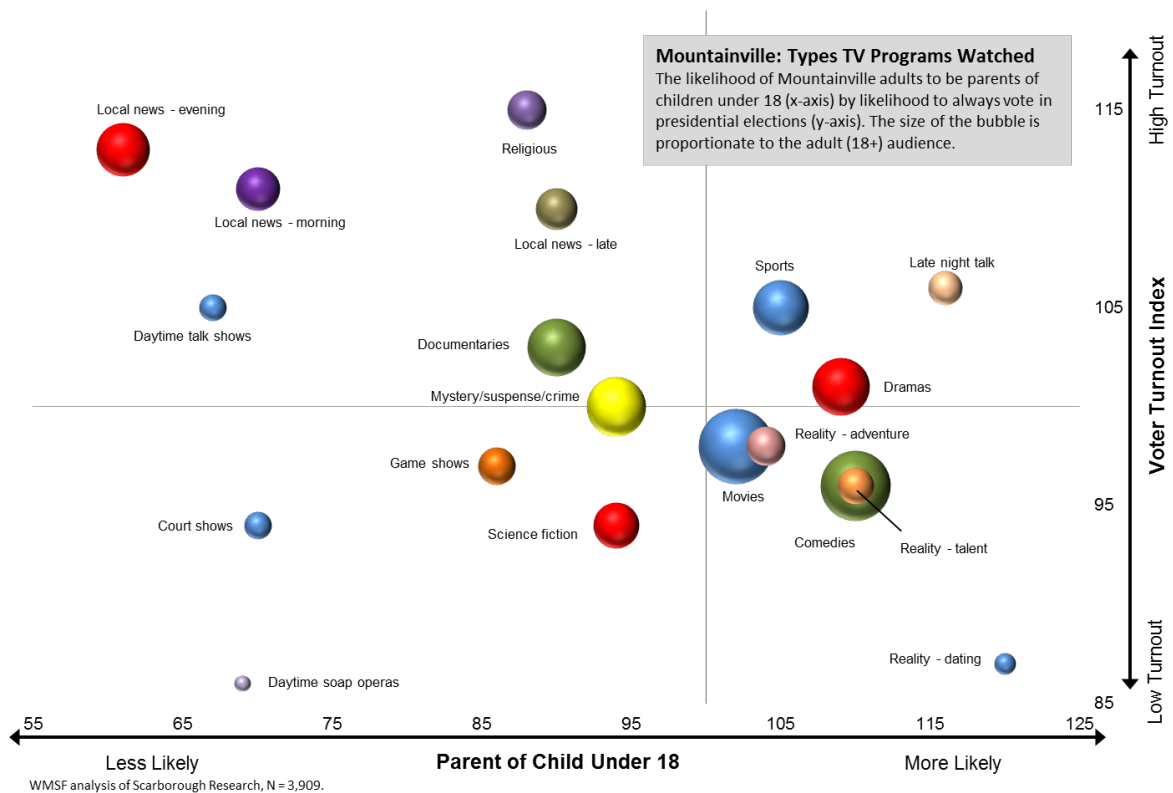


A similar analysis of the types of TV programs watched graphically shows those adults who are more likely to be the parent of a child under 18 and who are more likely to vote in presidential elections are also more likely to watch sports, dramas and late night talk and less likely to watch court shows and

⁵ Based on the authors' review of GfK MRI quintile data, other estimates may vary slightly.

⁶ Miles traveled is used as a proxy for out-of-home advertising, like billboards.

daytime soap operas (see “Mountainville: Types TV Programs Watched” chart below). Swift was quick to remind Ricardo that these bubble charts are graphical representations of data that are useful for explaining media targeting concepts; however, close inspection of the cross tabulation files is the most important method for making strategic media recommendations.



The Math

Once Ricardo got his hands on the cross tabulation reports, he began to study how his target audience(s) uses media. Ricardo then began to evaluate his budget alternatives – what media would he purchase each month during the campaign, and how many total adult impressions and target audience impressions would he achieve?

Swift included planning costs with the cross tabulation reports for a variety of media types, including some types that Ricardo might not use.⁷ Below is an example of the planning cost data which describes different types of TV programs. The target in this example is adults who are the parent of a child under 18 who always vote in presidential elections (labeled Parent & Always Vote). The highest indexing program type is kids' shows; however, Ricardo was mindful that this media type traditionally does not accept political advertising. The next highest indexing program type is late night talk – Swift's research estimates that nearly 35% of viewers will be a parent who always votes. The index score for

⁷ Planning costs provided are for the purpose of the WMSF case competition only and are not intended to represent current CPMs in any media market.

late night talk is 125⁸, meaning this program type is 25% more likely to be watched by the target audience than the total adult audience.

Ricardo does some quick math to refresh himself on the relationship between costs and audience estimates. He knows that if he spent \$10,000 gross on late night talk television at a \$9 A18+ cost per thousand, it would generate 1,111,000 adult impressions. This would also generate approximately 384,000 target impressions among parents who always vote. Expressed as a percentage, Ricardo knows that this means he would have bought 64% of his target universe. Referencing his media lexicon, Ricardo realizes that this means he would have bought 64 target rating points (TRPs) at an average cost of \$156 per TRP.

Yes on YEA

Media Planning Costs and Audiences

Yes on YEA		Parent & Always Vote	
Media Planning Costs and Audiences			
	Avg Planning Costs per 1000 impressions (CPM)	As Horz% of Media Audience	Index
TELEVISION (:30)			
Combined Broadcast & Cable			
TV (by program type)			
Kids shows	\$9	43.4%	157
Late night talk	\$9	34.6%	125
Dramas	\$13	31.6%	115
Comedies	\$15	29.8%	108
Reality - adventure	\$15	29.7%	108
Religious (adjacencies only)	\$2	29.6%	107
Reality - talent	\$16	29.0%	105
Sports	\$21	28.6%	104
Movies	\$5	28.2%	102
Satellite TV	\$12	27.7%	101
Local news - late	\$12	26.7%	97
Science fiction	\$14	25.5%	93
Mystery/suspense/crime	\$12	25.3%	92
Reality - dating	\$18	25.5%	92
Documentaries	\$5	24.5%	89
Local news - morning	\$7	21.8%	79
Game shows	\$5	21.0%	76
Daytime talk shows	\$6	19.3%	70
Local news - evening	\$11	17.8%	65
National/network news	\$11	17.6%	64
Court shows	\$5	17.0%	62
Music videos	\$15	16.9%	61
Daytime soap operas	\$7	13.1%	47
Novelas	\$25	4.6%	17

What happens if you spend \$10,000 on Late night talk shows to reach adults who are the parent of a child under 18 and always vote?	
Late Night Talk CPM Adults 18+	\$9
A18+ impressions purchased	1,111,000
Gross cost	\$10,000
Est. percent of adult impressions that will hit Parent & Always Vote target	35%
Est. target impressions	384,406
Total universe of adults who are a Parent & Always Vote	601,179
Target impressions as a percent of universe	64%
Target Rating Points	64
A18+ impressions	1,111,000
Total universe A18+	2,179,822
A18+ Rating Points (GRPs)	51

⁸ Index scores are calculated by dividing the vertical % of the target audience by the vertical % of all adults. In the example (vert %'s not shown) of late night talk, the formula is $(18.1\% / 14.5\% = 1.25)$, expressed as an index of 125). An index of 100 is average and represents all adults in the media market. See *Appendix B: How to read cross tabs*.

The Deliverables

Ricardo gave serious consideration to the key strategic questions that he would need to answer before presenting his final media plan to Becky, and ultimately to Jackie: (A) Who was his target(s) for the “Yes on YEA” campaign?, (B) How could his target(s) be reached?, (C) What mix of media-vehicles would be a cost-effective way of reaching them?, and (D) How would he schedule the spending of the \$5 million budget over the next 5-6 months.

Your job is to assume the role of Ricardo and to prepare a proposal for Becky and Jackie. You do not know exactly what the spreadsheet and summary will end up looking like, but you want to include the following:

- a. A month-by-month media plan in an Excel spreadsheet. The columns should include months. The rows should be different media vehicles that you want to include in your plan. The spreadsheet will show how much you will spend each month on each different type of media, how many impressions you will get each month and estimate the total gross rating points over the course of the campaign.
- b. Summary tables and graphs for presentation to Becky and Jackie. These will show the thinking and analysis behind your budget recommendations.
- c. A memorandum that includes a narrative description of the proposed media plan along with any supporting tables or graphics. You want to keep the memo to 7-10 pages long, including any tables or graphs that you decide to insert.

The End

The Appendices

Appendix A: Mountainville media market versus Mountainville City

The data presented to Ricardo includes a column that compares the city of Mountainville to the entire media market of the same name⁹. For the purposes of this case, you should assume that all television and all radio advertisements only have the potential to reach 61% of the entire adult media market population¹⁰. The chart below compares demographic segments of the city versus the entire media market populations.

Mountainville DMA vs Mountainville City N=3,909		Total Mountainville Media Market		Mountainville City Only			
		Vert %	Total %	Vert %	Horz %	Index	Total %
All Adults		100.0%	100.0%	100.0%	60.8%	100	60.8%
Potential Yes on YEA targets	Parent & Always Vote	27.6%	27.6%	27.9%	61.5%	101	17.0%
	Parent & Always or Sometimes Vote	33.0%	33.0%	33.7%	62.2%	102	20.5%
	Not Parent & Always Vote	43.9%	43.9%	43.4%	60.1%	99	26.4%
Race	White	93.5%	93.5%	92.8%	60.4%	99	56.5%
	Black/African American	1.6%	1.6%	1.9%	72.3%	119	1.2%
	Asian	0.8%	0.8%	1.2%	91.4%	150	0.7%
	Other	4.1%	4.1%	4.1%	60.6%	100	2.5%
Sex of respondent	Men	50.0%	50.0%	50.7%	61.7%	101	30.8%
	Women	50.0%	50.0%	49.3%	59.9%	99	30.0%
Age of respondent	18 - 20	6.6%	6.6%	5.9%	54.5%	90	3.6%
	21 - 24	9.7%	9.7%	10.6%	66.9%	110	6.5%
	25 - 29	10.0%	10.0%	10.8%	66.1%	109	6.6%
	30 - 34	11.7%	11.7%	12.1%	63.2%	104	7.4%
	35 - 39	9.4%	9.4%	10.1%	65.1%	107	6.1%
	40 - 44	9.1%	9.1%	8.9%	60.0%	99	5.4%
	45 - 49	5.9%	5.9%	6.4%	65.6%	108	3.9%
	50 - 54	9.5%	9.5%	9.4%	60.1%	99	5.7%
	55 - 59	7.4%	7.4%	6.7%	55.0%	90	4.1%
	60 - 64	6.3%	6.3%	6.1%	58.2%	96	3.7%
	65 - 69	4.3%	4.3%	3.9%	54.6%	90	2.4%
	70 or older	10.1%	10.1%	9.1%	54.6%	90	5.5%
Parent of child under 18	Yes	39.8%	39.8%	40.6%	62.0%	102	24.7%
	No	60.2%	60.2%	59.4%	60.0%	99	36.2%
Grandparent of child under 18	Yes	29.4%	29.4%	26.9%	55.6%	91	16.3%
	No	70.6%	70.6%	73.1%	63.0%	104	44.5%

⁹ Nielsen assigns media market (DMA) names based on the largest city or largest cities within the defined geography. For instance, the New York City DMA includes New York City along with Long Island, counties in southeastern New York State and about half of the counties in New Jersey.

¹⁰ This is a generalization of a real media market. Geographical reach and coverage areas vary by broadcast television station, radio station and cable system. You are not required to differentiate by TV/radio station or cable system. Simply assume that all TV (broadcast and cable) and all radio used in your plan will deliver approximately 40% of impressions to adults outside of the city of Mountainville; non-city residents cannot vote for YEA.

Appendix B: How to read a cross tabulation report

The cross tabulation report provided by Swift contains hundreds of rows of data, some of which will provide insights for your media plan. It is your job to use this data to make your media recommendations. Below is an example of the report. Note that the projected total adult 18+ population in Mountainville is 2,179,822, but for reporting purposes population projections are best when rounded; you could say 2.2 million adults. Also, note the column header “All Adults” and row “Proj (000)” that rounds the adult population to “2,180” ($2,179,822 / 1,000 = 2,179.82$, rounded to 2,180). Similarly, because of the large sample size, it is acceptable to round percentages to the first decimal place (e.g. 27.6% of adults are in the Parent & Always Vote category, instead of 27.5688%).

You should notice that there are 958,000 adults who are Not Parents & Always Vote; this group represents 43.9% of the total Mountainville adult population. You also notice that 30.1% of those adults who are Not Parents & Always Vote are in the 1st Quintile of newspaper consumption compared to 20.2% of all adults in this category. In other words, Not Parent & Always Vote adults are 1.49x more likely to be the heaviest users of newspapers compared to the average adult. This is represented by the index score of 149. Consumer researchers frequently use index scores to compare a subgroup to the overall population. As previously indicated, the index score is calculated by dividing 30.1% by 20.2% = 1.49 and then multiplying by 100 = 149. As you read through the hundreds of rows of data provided, you can look for index values that are particularly high or low. This can help draw your attention to potentially informative data points.

Projected: 2,179,822 Adults 18+; Respondents: 3,909

Mountainville Crosstabulations for Yes on YEA Media Plan		All Adults	Combined Parent and Voter Groups			Parent of child under 18	
			Parent & Always Vote	Parent & Always or Sometimes Vote	Not Parent & Always Vote	Yes	No
Base Total	Proj (000)	2,180	601	718	958	867	1,313
	Vert %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Horz %	100.0%	27.6%	33.0%	43.9%	39.8%	60.2%
	Index	100	100	100	100	100	100
Newspaper print edition Quintile							
Newspaper print edition 1st Quintile	Vert %	20.2%	14.2%	13.0%	30.1%	12.1%	25.5%
	Index	100	71	64	149	60	126
Newspaper print edition 2nd Quintile (heavy)	Vert %	20.0%	19.3%	18.6%	22.5%	17.3%	21.7%
	Index	100	96	93	113	87	109
Newspaper print edition 3rd Quintile	Vert %	20.0%	20.9%	22.2%	14.2%	24.2%	17.3%
	Index	100	104	111	71	121	86
Newspaper print edition 4th Quintile (light)	Vert %	19.9%	21.5%	23.1%	16.2%	23.2%	17.8%
	Index	100	108	116	81	116	89
Newspaper print edition 5th Quintile	Vert %	19.9%	24.2%	23.1%	17.1%	23.2%	17.7%
	Index	100	122	116	86	117	89

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