**The Youth Enfranchisement Act campaign**

**Giving 16 and 17 year old Mountainville citizens the right to vote[[1]](#footnote-1)**

**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 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 graduates civic-minded young men and women who are more likely to be involved in politics and government than the average young adult, including regular voting. So, it was was no accident that her longtime friend and successful businesswoman, Jackie Stanton, choose Becky to lead a political action committee in an attempt to pass a ballot measure in Mountainville[[2]](#footnote-2) 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. Is Jackie going to raise the money? This tit-for-tat sounds distasteful. I would say that Jackie had raised this money for school, and now Jackie is asking

**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 Mountainville, who are sixteen years of age or older, to vote shall not be denied or abridged by 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.

**About Mountainville and the Greater Mountainville Metropolitan Area**

**The Task**

Jackie had 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 gross[[3]](#footnote-3) 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 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. The two key hires were a media director and a research specialist:

Ricardo Salazar was a former FFSG student who 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 also a former FFSG student, though 15 years Ricardo’s senior. Taylor 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.

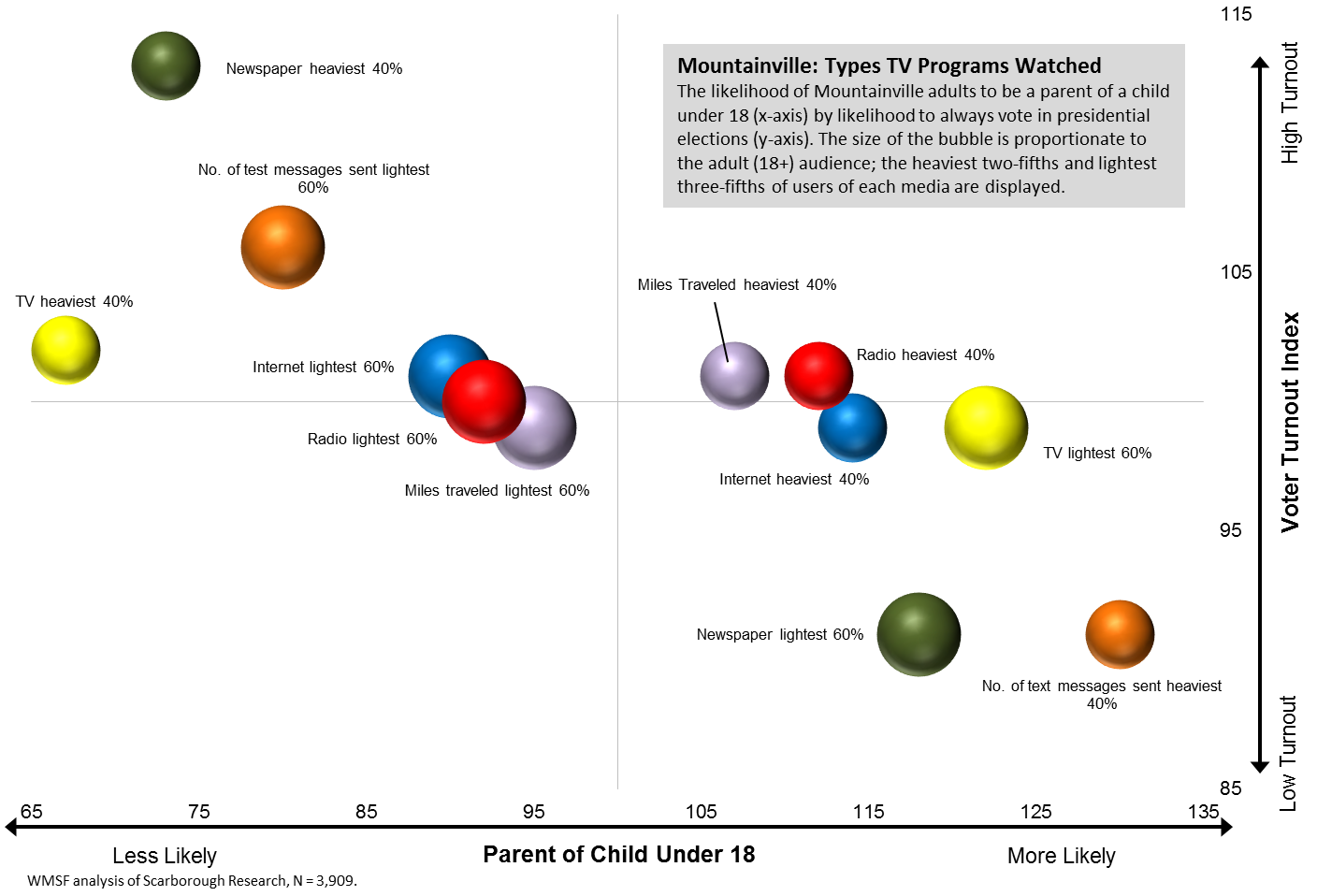
**The Target(s)**

 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 parents[[4]](#footnote-4) 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 (18-24) 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 (50+) trust teens with an equal vote on matters such as electing our leaders and choosing the ways we want to live?

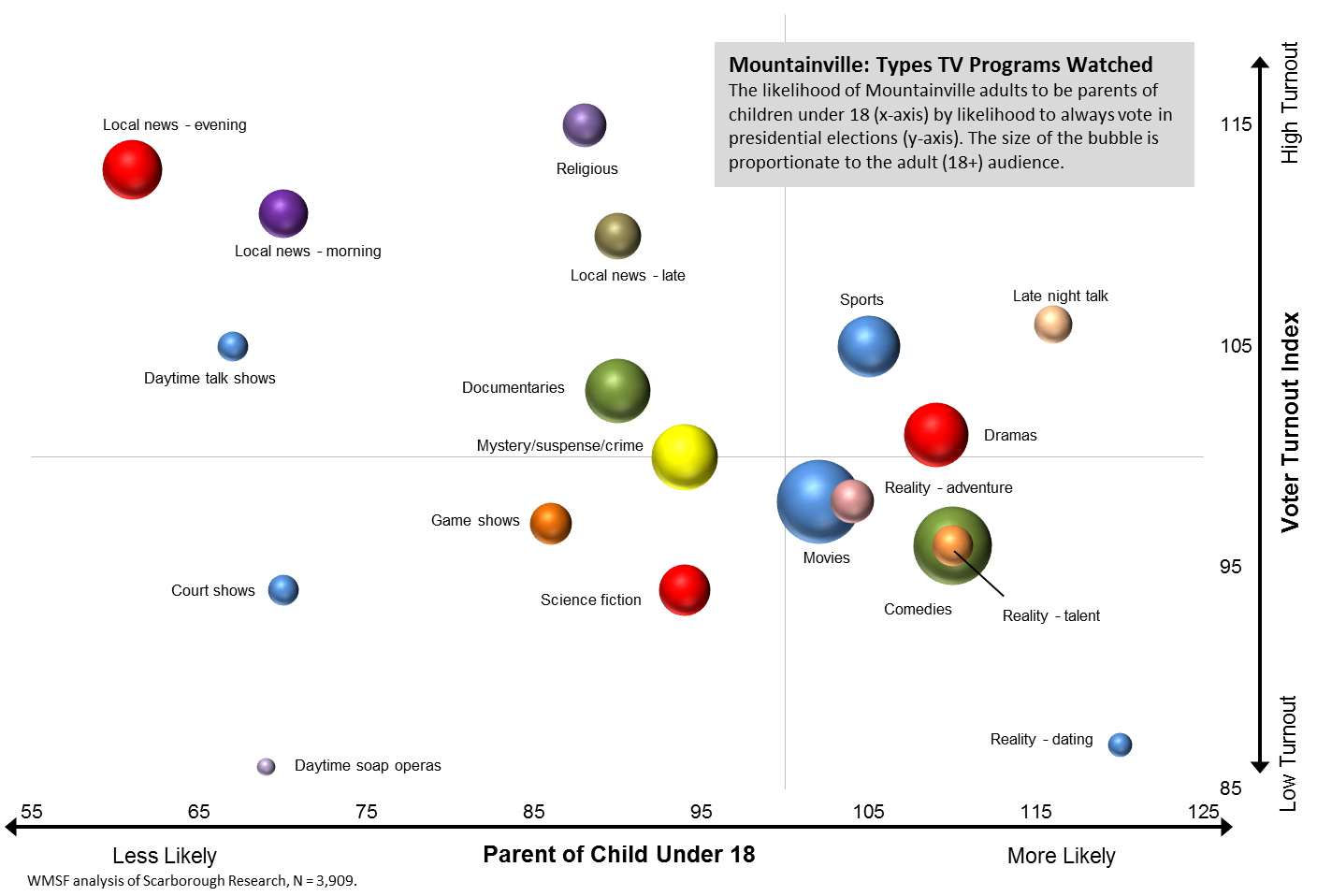
Ricardo requested a series of cross tabulation tables based on the Scarborough survey data. Ricardo wants to work through as many rows of data as possible to better understand voters, non-voters, parents, and more to help evaluate the various target audience options.

Swift decided to analyze voter turnout behaviors and parenthood a little more closely, before compiling the massive cross-tab 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 time[[5]](#footnote-5)). 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 traveled[[6]](#footnote-6) 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 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-tab reports for a variety of media types, including some types that Ricardo might not use.[[7]](#footnote-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 late night talk is 125[[8]](#footnote-8), 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.



**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:

1. 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.
2. Summary tables and graphs for presentation to Becky and Jackie. These will show the thinking and analysis behind your budget recommendations.
3. 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 Addendums**

**Addendum A: Mountainville media market versus Mountainville City**

The data presented to Ricardo is labeled as “Mountainville DMA”. This tells him that the data represents all adults within the Mountainville designated market area, which includes the entire jurisdiction of Mountainville city and the surrounding suburban and rural areas that receive their primary television source from Mountainville originated stations. Simply, the ballot initiative is only on the ballot in Mountainville proper, but a media plan that utilizes mass-media (television, radio, etc.) will broadcast signals beyond the city limits where non-Mountainville city residents will have the opportunity to be exposed to these signals. Some in the media industry call this “waste”. It is important for Ricardo to have an understanding of the media market versus the city demographics, to identify significant differences.



**The AddendumB: 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, or 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). Also, 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 43.9.0% 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 1.49% 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.



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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. [↑](#footnote-ref-1)
2. “Mountainville” is a fictitious media market 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 *Addendum A:Mountainville Media Market versus Mountainville City* for details about jurisdiction limits compared to the entire media market. [↑](#footnote-ref-2)
3. WMSF case competition participants are assumed to know the difference between gross and net media costs. All planning is done in gross dollars. [↑](#footnote-ref-3)
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. [↑](#footnote-ref-4)
5. Based on the authors’ review of GfK MRI quintile data. Other estimates may vary slightly. [↑](#footnote-ref-5)
6. Miles traveled is used as a proxy for out-of-home advertising like billboards. [↑](#footnote-ref-6)
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. [↑](#footnote-ref-7)
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. The *AddendumB: How to read crosstabs.* [↑](#footnote-ref-8)