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## **C-MEEs:**

### **Cross-Media Engagement Evaluations**

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#### **Abstract**

Media proliferation, new technologies, consumer media sophistication and new consumption patterns are forcing marketers to rethink traditional models of audience measurement.

Nowhere is this truer than in the area of cross-media consumption. This paper presents a cross-media engagement evaluation (C-MEE) process that can be applied to *any* combination of media platforms for any product or service.

Using a specific case study for the Dove moisturizing bar soap brand, this paper presents a discussion of the methodology with correlations provided for cross-media consumption, engagement effects, and product purchases.

The results of this research respond to the very real need to understand real consumer behavior and allow marketers to assess the true effectiveness of marketing communication in an increasingly multi-media environment. It proves, beyond a doubt, the efficacy of engagement-based cross-media consumption measurement.

## **Welcome to the Media Ecology**

Nearly four decades ago, Neil Postman, American professor, media theorist, and cultural critic, predicted the coming of what he termed a “media ecology.” Postman noted, “Media ecology looks into the matter of how media of communication affect human perception, understanding, feeling and value,” which astoundingly reflects the concerns modern marketers are faced with, albeit in regard to how consumer engagement is facilitated by cross-media utilization.

Almost 10 years later, communications theorist Marshall McLuhan further observed that a “media ecology means arranging various media to help each other. . . to buttress one medium with another,” which even more astoundingly sounds like the current conundrum regarding the measurement of cross-media consumption and the effect it has on consumer engagement, brand development, and sales.

One can argue about the precise date that this media ecology finally arrived in its full-blown complexity, or the continuum upon which the media environment migrated. But what is incontrovertible is that a real, 21st century media ecology, that is to say, an environment where consumers are virtually cocooned by media of one sort or another on a 24:7 basis has arrived, and that media planning for this environment is more complex than ever before.

The need for a real measure of cross-media consumption has been further amplified by the rapidly evolving ways in which consumers use, juggle, adopt, and “gate keep” old and new media, and in light of the reality that burgeoning “new” media technologies have become more and more accepted – and used - as “media platforms.” The current research effort measures 26 individual media touch points that marketers might use to engage and persuade consumers to the brand’s particular point-of-view. BIGresearch currently reports making observations across 45 different media, which include 12 in-store media

formats. Planning complexity cannot be denied and, as such, it is critical that marketers are able to measure their brand's interaction in this "ecology."

Yes, it is true that some media formats are more practicable than others. Others are more "cost-effective." Each touch point argues that they incorporate a unique set and subset of values, nuances, and capabilities to communicate, inform, and persuade. And – based upon the Brand Keys predictive Brand-to-Media Engagement (B2ME) metrics – some *are* actually more efficacious for certain categories and brands than others.

And it is equally true that more and more marketers are utilizing a variety of touch points to communicate their existence and differentiation, and their messages and values to their intended target audiences, with, one hopes, the ultimate goal of selling products and services to their target audiences.

We also recognize that embracing more and different media touch points *theoretically* optimizes the opportunity the brand has to engage the target consumer, since any one consumer uses different forms of media at different times. That being the case, reasonable men might ask that *if* each medium has its strengths, and *if* a combination of media has even greater potency, won't the brand with the most touch points win?

The C-MEE assessment answers that question by demonstrating the effects cross-media consumption has on brand engagement levels – both positive *and* negative – as well as consumer behavior in the marketplace.

### **The C-MEE Model**

The C-MEE model is an engagement-based assessment that "fuses" emotional and rational values that govern brand engagement and loyalty. It is a combination of indirect, psychological inquiry and higher-order statistical analyses. The questionnaire has a

test/re-test reliability of .93 off National Probability Samples in the US and UK and has been used in B2B and B2C brand strategy and media scenarios in 26 countries.

Here “engagement” is defined as “*the consequence of a marketing or communication effort that results in an increased level of brand equity for the product or service,*” and a variety of validity tests and independent, professional reviews have proven the efficacy and in-market legitimacy and utility of this definition.

The output of such engagement assessments provides two critical elements necessary to provide cross-media measures that correlate with positive behaviors towards the advertised product or service, *i.e.*, sales.

The first element is an identification of the category drivers that define *how* the target audience views the category, compares brand offerings, and, ultimately, how consumers will *behave* in the marketplace.

The second output-element is the identification of the percent-contribution made to engagement, loyalty, and sales by *any* marketing element or variable included in the assessment. This can include *any* consumer or category attribute, benefit, or value, and can be quite useful in strategic brand planning.

And, while strategic brand planning and cross-media consumption are not mutually exclusive, in this case, the C-MEE model was created to assess media platforms and combinations thereof. For this paper, 26 individual media touch point platforms that *might* conceivably be consumed/seen/viewed/read/experienced, individually and in combination with one another, were also assessed for the category in which the client-brand competes: moisturizing bar soap.

The model acknowledges that relying upon cross-media consumption on a “time spent” interaction basis would produce limited “insights” in terms of cross-media-generated consequences. This is equally true about relying on some assessment mechanism based

on identifying media touch points that consumers “love,” “trust,” find “educational,” or even think “inspiring.”

What’s more, inferences made on the basis of percent of the media budget allocated to various touch points may be acceptable for some allocation exercises, but not for understanding consumption effects.

The C-MEE approach “equalizes” these media platforms on those bases, and the combined output – via an engagement-based value equation – allows marketers to better understand media consumption (as opposed to allocation). Through the diagnostics, marketers can not only identify the impact media has on the success of a brand when used together, but also how – and in what way – the media combinations work from a strategic brand management perspective. Media can then be allocated on a more synergistic and efficient basis, which, in a more complex marketplace, is more and more critical to the success of a brand.

### **The Survey**

The C-MEE survey was conducted in 3 phases:

- Phase 1 was conducted to identify a brand engagement benchmark for the Dove brand.
- Phase 2 identified cross-media consumer segments and quantified the engagement effects engendered by exposure to the brand’s advertising.
- Phase 3 determined the percent-of-contribution made by each of the 26 media options (and their summative value for the cross-media consumption groupings), meaning, for example, that the percent-contribution identified for TV Only was added to the percent-contribution identified for ISP, and so on.

Phase 3 also included the calculation of the correlation for cross-media consumption engagement effects with the identified percent-contribution to engagement and loyalty for the category Ideal, *and* the correlation of the percent of the cross-media consumption summative values (for each of the cross-media consumption segments identified) with self-reported past 60-day purchases of Dove moisturizing bar soap.

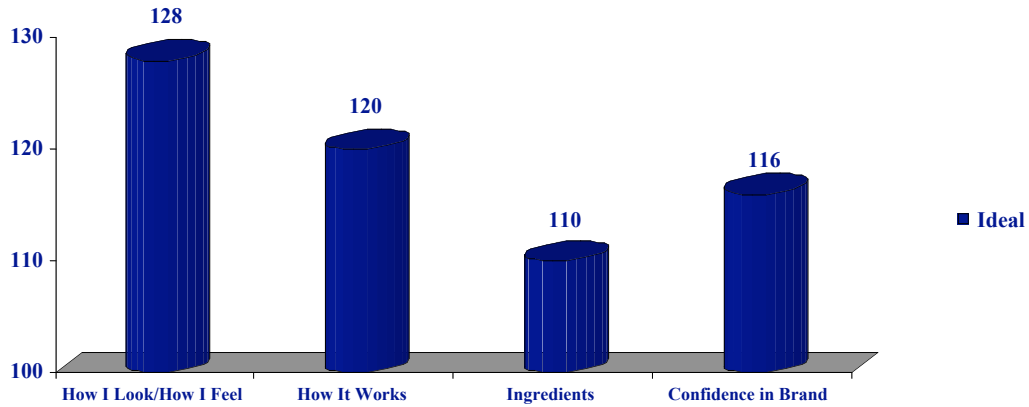
### **Phase 1**

Two hundred (200) interviews were conducted with exclusive Dove and Ivory moisturizing soap users who had purchased their brand in the past 60 days.

All respondents assessed the Ideal Moisturizing Bar Soap, 20 category attributes, benefits, and values, and 26 media touch points. Respondents assessed only one brand, that being the “Dove brand” or the “Ivory brand,” and only the one they used exclusively.

Thus, the Ideal describes the ultimate “moisturizing bar soap” for the Total Audience, while the brand assessments measure how the brand-exclusive users themselves “see” their preferred brand in terms of how well it meets (or, sometimes, even exceeds) their conception of the Ideal.

The combined audience Ideal Moisturizing Soap was expressed as follows, with category drivers listed in order of importance from left to right. The indexed height of the bars describes the levels of expectations consumers hold for each of the drivers.



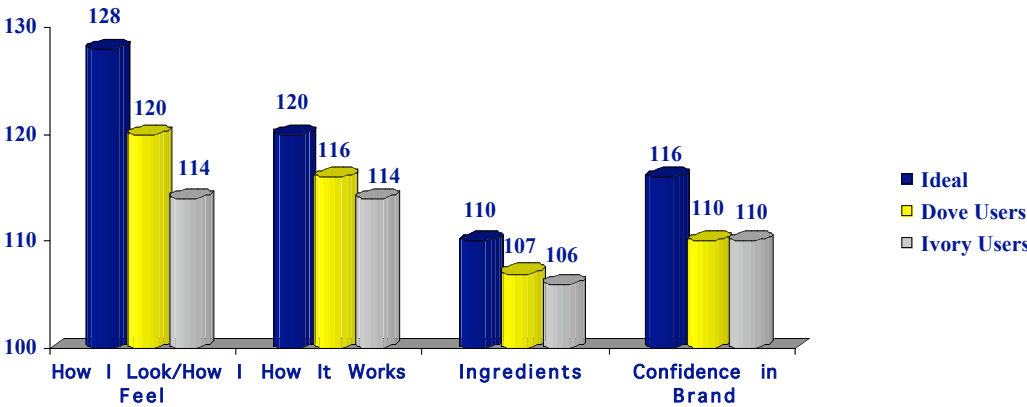
On the basis of respondent assessments (and factor, regression and causal path analyses), the 20 attributes, benefits, and values have been identified as the components of the drivers of the category, as follows:

<b>Driver #1: How I Look/How I Feel</b>
I look good
I feel confident
I have beautiful skin
Brand knows who I am
<b>Driver #2: How It Works</b>
Cleanses skin gently
Exfoliates
Smoothes
Hydrates
Doesn't dry
<b>Driver #3: Ingredients</b>
Has lotions
Has moisturizers
Has olive oil
Uses purest ingredients
Comes scented and unscented
<b>Driver #4: Confidence in Brand</b>
Brand I trust
Doctor recommended
Can use daily

Hypoallergenic
Worth the money
Available in different sizes and forms

*Pro forma* brand engagement assessments provide the percent-of-contribution that each individual attribute, benefit, and value makes to engagement and loyalty. This includes any marketing or communication element, including the 26 media touch points. The results of that particular analysis will be discussed and utilized in Phase 3.

Brand engagement assessments were as follows:



A weighted average of the brand-specific assessments are calculated and provides an overall Brand Equity Index score. In this case, Dove was calculated to be 113, which, for cross-media consumption purposes, represents the Brand Engagement Benchmark.

**Phase 2**

Phase 2 was conducted among a separate sample of exclusive Dove users who had purchased the brand in the past 60 days.

Respondents were asked to self-report on/in which of the 26 media touch points they had “seen Dove advertising in the past 60 days.” Their options included the following:



Media Touch Points		
Article about Product	Magazines	Text Message
At Retail	MP3 Player	TIVO
Cell Phone	Newspaper Insert	TV Broadcast
Direct Mail	Newspapers	TV Cable
Email Advertising	Outdoor Billboard	Video Games
Instant Messenger	PDA	Web Radio
In-Store Promotion	Picture Phone	Word of Mouth
Internet Advertising	Radio	Yellow Pages
ISP/Search Engines	Satellite Radio	

They were also asked to appraise – using the same engagement assessments used in Phase 1 – “the Dove brand they had seen advertised,” and were asked to indicate how many bars of soap they had purchased in the same time period. It should come as no surprise that, given the current media ecology and myriad ways in which consumers use media (and the more numerous and complex ways in which advertisers use them as well), segments large enough to provide generalizable samples of “one-off” touch points were difficult to come by.

In fact, only one such segment revealed itself, and that was for magazines.

“Television” has been included as a “one-off” segment not only because it is an essential and most voluminous medium but because it is also generally the medium that accounts for the "lion's share" of major brands’ budgets. That conceded, the paucity of consumer segments reporting only one medium as the place they had “seen Dove advertising in the past 60 days,” required us to combine both “broadcast” and “cable.”

However, the following 11 consumption segments with large enough user segments (150+) were revealed:

**Cross-Media Consumption Segments**

TV Only (Broadcast & Cable)	TV + Word of Mouth	Magazines Only
TV + Magazines	TV + Word of Mouth + ISP	Magazines + Word of Mouth
TV + Magazines + Newspaper Insert	TV + Word of Mouth + ISP + Article	Magazines + Word of Mouth + ISP
	TV + Word of Mouth + ISP + At Retail	
	TV + Word of Mouth + Magazines	

On the basis of standard engagement appraisals – or in this case, cross-media consumption – media can be classified as having produced “an increased level of brand equity for the advertised brand,” which classifies the media effort as a “High Engagement Brand Enhancer.” Based on all previous work in this area, that means the effort should correlate with high(er) degrees of positive attitudes and behaviors toward the advertised brand.

Media consumption (or marketing efforts or even individual media vehicles) can be classified in two other ways: as producing “Neutral” levels of engagement, indicating that the effort did not significantly reinforce brand values to a degree that consumers felt the brand better met or exceeded their conception of the category Ideal, or engendering “Negative” levels of engagement, where brand values have actually been degraded by the media environment.

The effects to the Dove brand – on the basis of their reported cross-media exposure to the Dove advertising – were:

<b>High Engagement Brand Enhancers</b>	
TV + Word of Mouth + ISP + Article	137
TV + Word of Mouth + ISP	133
TV + Word of Mouth + Magazines	133
Magazines + Word of Mouth + ISP	132

TV + Word of Mouth + ISP + At Retail	130
TV + Word of Mouth	129
Magazines + Word of Mouth	128
TV + Magazines + Newspaper Insert	126
TV + Magazines	125
<b>Neutral Engagement</b>	
TV (Broadcast & Cable) Only	120
Magazines Only	118
<b><i>Dove</i></b>	<b><i>113</i></b>

It is interesting to note that the two media that normally account for the most time-spent and/or larger percentage(s) of the media budget – TV and magazines – while not degrading brand values, did *not* produce significant levels of brand engagement when “consumed” on their own.

But, 9 of the cross-media consumption segments *did* produce significantly higher engagement for the Dove brand. Examined on a cross-media consumption basis, seven (7) of these segments included TV and 5 included magazines. Only 3 of the segments included both TV and magazines.

### **Calculating C-MEEs**

C-MEEs equal the percent of “lift” to the brand’s engagement benchmark that are caused by exposure to various combinations of media.

These were calculated using an identified range between the benchmark engagement score for the Dove brand from Phase 1 (113) and the highest single assessment that was achieved as a result of the reported consumer consumption to a particular combination of media options. In this instance, that was the cross-media consumption segment including ‘TV + Word of Mouth + ISP+ Article.’ Exposure to advertising via this combination of

media resulted in the highest brand engagement assessment of the 9 identified segments of 137.

This methodology allows us to calculate the “lift” achieved with the benchmark-to-highest-realistic-level range (113 to 137). We followed this procedure because examining the data in this manner takes into account the fact that brand engagement scores are *not* linear or open-ended, unlike temperature as measured by a thermometer.

Therefore, on the basis of the 11 cross-media consumptions segments examined, the effects to brand engagement were calculated to be as follows:

<b>Cross-Media Consumption Segments</b>	<b>% “Lift” to Brand Equity</b>
Magazines Only	21%
TV (Broadcast & Cable) Only	29%
TV + Magazines	50%
TV + Magazines + Newspaper Insert	54%
Magazines + Word of Mouth	63%
TV + Word of Mouth	67%
TV + Word of Mouth + ISP + At Retail	71%
Magazines + Word of Mouth + ISP	79%
TV + Word of Mouth + ISP	83%
TV + Word of Mouth + Magazines	83%
TV + Word of Mouth + ISP + Article	100%

### **Phase 3**

Earlier in this paper we noted that on a *pro forma* basis brand engagement assessment output provides the percent-of-contribution that each variable included in the assessment

makes to engagement and loyalty. In this particular study that included the 26 possible media touch points that Dove might conceivably use in the marketing of their brand.

Keep in mind that these assessments describe how target audiences consume media and will vary from category-to-category. The results of that analysis for the “Moisturizing Bar Soap” category were found to be as follows:

Contributions to Various Media Touch Points: Moisturizing Bar Soap			
Word of Mouth	12%	Internet Advertising	2%
ISP/Search Engines	11%	Newspapers	2%
Article about Product	10%	Text Message	2%
TV Cable	10%	Cell Phone	_%
Magazines	8%	MP3 Player	_%
TV Broadcast	8%	PDA	_%
In-Store Promotion	7%	Picture Phone	_%
At Retail	5%	Radio	_%
Direct Mail	5%	Satellite Radio	_%
Outdoor Billboard	5%	TIVO	_%
Newspaper Insert	4%	Video Games	_%
Email Advertising	2%	Web Radio	_%
Instant Messenger	2%	Yellow Pages	_%

Summative calculations of percent-of-contribution were made for each of the media consumption segments.

Article about Product  
 At Retail  
 Cell Phone  
 Direct Mail  
 Email Advertising  
 Instant Messenger  
 In-Store Promotion  
 Internet Advertising  
 ISP/Search Engines

Cross-Media Consumption	%-Contribution
Magazines Only	8%

Magazines	TV (Broadcast & Cable) Only	18%
MP3 Player	TV + Magazines	26%
Newspaper Insert	TV + Magazines + Newspaper Insert	30%
Newspapers	Magazines + Word of Mouth	20%
Outdoor Billboard	TV + Word of Mouth	30%
PDA	TV + Word of Mouth + ISP + At	51%
Picture Phone	Magazines + Word of Mouth + ISP	31%
Radio	TV + Word of Mouth + ISP	38%
Satellite Radio	TV + Word of Mouth + Magazines	72%
Text Message	TV + Word of Mouth + ISP + Article	51%
TIVO		
TV Broadcast		
TV Cable		
Video Games		
Web Radio		
Word of Mouth		
Yellow Pages		

This survey analysis also included the calculation of correlations for cross-media consumption with engagement effects to the brand and with reported purchases.

The correlation of percent of “lift” to brand equity based on cross-media consumption with the C-MEE summative calculations of percent-of contribution made by the cross-media groupings was found to be 0.769.

Cross-Media Consumption Segments	% “Lift” to Brand Equity	Media %-Contribution to Engagement & Loyalty: Ideal
Magazines Only	21%	8%
TV (Broadcast & Cable) Only	29%	18%
TV + Magazines	50%	26%
TV + Magazines + Newspaper Insert	54%	30%
Magazines + Word of Mouth	63%	20%
TV + Word of Mouth	67%	30%
TV + Word of Mouth + ISP + At Retail	71%	51%
Magazines + Word of Mouth + ISP	79%	31%

TV + Word of Mouth + ISP	83%	38%
TV + Word of Mouth + Magazines	83%	72%
TV + Word of Mouth + ISP + Article	100%	51%

Next we calculated the correlation the C-MEE summative calculations of percent-of contribution made by the cross-media groupings with the average, past 60-day purchases of Dove moisturizing bar soap.

Cross-Media Consumption Segments	Summative Media %-Contribution	Average 60-Day Purchase (# of bars)
Magazines Only	8%	5
TV (Broadcast & Cable) Only	18%	8
TV + Magazines	26%	8
TV + Magazines + Newspaper Insert	30%	10
Magazines + Word of Mouth	20%	5
TV + Word of Mouth	30%	7
TV + Word of Mouth + ISP + At Retail	51%	12
Magazines + Word of Mouth + ISP	31%	8
TV + Word of Mouth + ISP	38%	9
TV + Word of Mouth + Magazines	72%	11
TV + Word of Mouth + ISP + Article	51%	15

The correlation was between these two measures was found to be 0.779.

We find these correlations – beyond their statistical potency – heartening because, although the values were calculated on the basis of the “Ideal Moisturizing Soap,” it is clear that with some fine-tuning it can be used to create a Dove-specific engagement-based value equation. And, we believe that it is fair to say that these calculations prove the efficacy of engagement-based cross-media consumption measures.

In the spirit of full disclosure, the results of a correlation between the summative calculations of percent-of contribution made by the cross-media groupings from the engagement assessment and *how* Unilever actually allocated their budget dollars was less

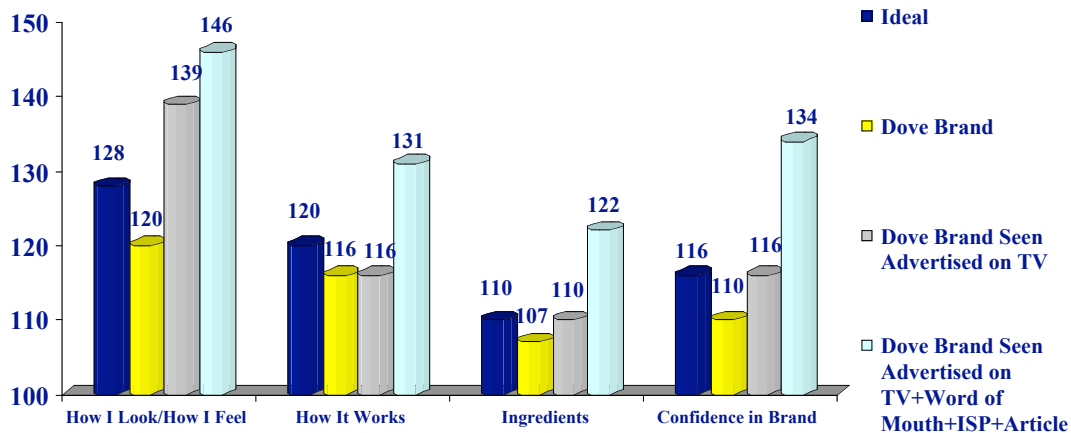
impressive, yielding a correlation of 0.298. This did not come as a total surprise given the fact that “allocation” and “consumption” are two different activities and that costs related to purchasing TV time is generally far more expensive than, say, web site or PR/Word-of-Mouth activities.

### An Engagement Extra

The C-MEE assessment not only provides high correlations that identify how well the cross-media consumption reinforces a brand’s values, but its diagnostics identify *which* of the top four category drivers of engagement and loyalty are being most-highly influenced by the “insertion” of the brand into one cross-media option versus another.

In this study these measures show the difference between the brand benchmark and the “Dove brand seen advertised” for each of the cross-media consumption segments.

For example, below is a diagnostic chart indicating the effects for the ‘TV (Broadcast and Cable) Only’ segment and the ‘TV + Word-of-Mouth + ISP’ cross-media consumption segment.



Note that the among the ‘TV Only’ segment, positive strategic effects show up as primarily influencing only one category driver – that having to do with *How I Look/How I Feel*, while among the ‘TV + Word-of-Mouth + ISP’ cross-media consumption



segment, significant and positive effects show up in *all four* of the category drivers that influence engagement, loyalty and product purchase.

Additionally, and reflecting the correlation of the C-MEE summative percent-of contribution made by the cross-media groupings with their past 60-day purchases of Dove moisturizing bar soap, while there are only directional differences in the numbers of bar of moisturizing soap purchased in the past 60 days, the correlation supports the validity and utility of the C-MEE assessments.

With information like this for each cross-media consumption segment anticipated, it is actually possible to select media for a campaign on the basis of which set of options best reinforce the brand on the basis of specific copy and engagement objectives. This same assessment can, of course, be conducted on a specific media vehicle basis as well, *i.e.*, *Desperate Housewives* versus *The View*, which will allow for more efficient and effective planning.

### **High Expectations for Engagement**

The reality of the media ecology and the fact that media planning for this environment has become more and more complex is not a surprise to marketers and media planners. Huge media proliferation, new (and everyday, newer) technologies, and the more sophisticated ways in which today's "bionic" consumers use, juggle, adopt, and "gate keep" old and new media are forcing advertisers to re-think traditional models of audience measurement.

At no time in post-modern marketing (by our estimate, 1985 and onwards) has the need to possess a consumer-centric measure of cross-media consumption been so great. We believe that the C-MEE approach successfully addresses this need.

The C-MEE model “equalizes” media platforms normally measured on a time-spent basis. It allows marketers to truly understand media consumption, and not become mired in questions of allocation.

The model explains how and in what ways media combinations work, and does so from both a behavioral (product purchase) *and* attitudinal (brand engagement) basis. The diagnostics make it possible to select media on the basis of sets of options that best *reinforce* the brand – based on category imperatives, specific copy objectives, or engagement goals.

Because of the high correlation between attitudinal and behavioral measures and the summative calculations of percent-of contribution made by the individual media consumed by the cross-media segments, it is fair to say that the output of the C-MEE model makes it now possible for marketers to construct engagement-based value equations that can identify the impact media will have on the success of a brand when consumed in various combinations.

The ability to do just that corroborates two marketing paradigm shifts. First, today advertising has become less about the character of the products to be consumed, and more about the character of the consumers of the products, and more particularly, the combinations of media they consume. And second, anyone who has been paying attention to the changes in the media landscape knows that the advent of new technologies involves some sort of trade-off. Change in the media landscape does not necessarily result in equilibrium and, depending upon the category, some become greater contributors than others, and marketers need to know that.

Utilizing the C-MEE approach means that “character” and “contribution” can be identified, and media can then be allocated on a more synergistic, efficient, and consumer-centric basis. Given the current trends, that ability will become more and more critical to the success – and profitability – of a brand.

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