**Pacific City Cultural Association[[1]](#footnote-1)**

You are the twenty-three-year-old media director of the Pacific City Cultural Association, a not-for-profit organization that promotes museums and performing arts institutions in one of the country’s largest media markets. You have worked for PCCA since graduating from Pacific City College with a major in marketing communications and a minor in art history.

A bi-partisan bill has been introduced in the Pacific City Council that would fund needed infrastructure improvements at PCCA museums and performance venues. PCCA management wants to improve attendance and increase arts supporter awareness of PCCA as the Pacific City Council begins to consider increased arts funding. Last week, a group of local arts patrons – including members of a prominent PCCA donor family who own a number of media properties in the Pacific City market – offered the PCCA a gift of $1,800,000 in donated free advertising for a two-month campaign to drive attendance and awareness. You have been asked by PCCA’s executive director to recommend how the $1,800,000 advertising budget should be allocated among the nine different types of media vehicles which have been donated for the two-month campaign.

**The Pacific City Cultural Association**

Established in 1954, the PCCA was created to foster the development of cultural attractions in fast growing Pacific City. Today, the PCCA’s small staff serves as a coordinating communications hub for the numerous cultural institutions that serve the metropolitan area. According to PCCA’s market research, about 3.6 million adults (18 years and older) or 26.5% of all adults have visited at least one museum or attended a performance in the past 12 months:



**The PCCA Advertising Campaign**

Your task is to present a recommendation for allocating the $1,800,000 value of the campaign across the nine different media vehicles where time and space are being made available to the PCCA advertising campaign. Although all time and space is being donated, you want to use the market cost of the donated media to help guide your decisions about the media mix in your campaign.

As a cost yardstick, a PCCA colleague has prepared a table showing “cost-per-thousand impressions” for each of the nine media. Sometimes “impressions” are also called “exposures” or “opportunities to see.” Your estimated costs-per-thousand impressions range from a low of $5 cost-per-thousand for transit advertising to a high of $49 cost-per-thousand for print ads in the major metropolitan daily newspapers.



Using consumer research available to the PCCA, you’ve estimated the percentage of media audiences who are likely to be your target “culture consumers,” the 26.5% of adults who visit museums or attend performing arts venues. For example, on National Public Radio, culture consumers make up 53% of the audience while culture consumers are only 26% of the audience on primetime access television shows such as “Wheel of Fortune”.

**Your PCCA Media Plan**

You have prepared an Excel spreadsheet to assist you in allocating the $1,800,000 campaign budget across the nine media vehicles. As a starting point, you have allocated $200,000 to each of the nine media vehicles. Your spreadsheet is designed to re-calculate all values as you change the dollar amounts in the grey-shaded column.

Your goal is maximize the number of culture consumer impressions (Column H) by changing the dollar amounts in column A and playing “what-if?” – while using your judgment regarding the appropriate mix of the nine media. The PCCA executive director has told you that it is not necessary to use all of the nine media.



Before beginning to try different scenarios, you should familiarize yourself with the underlying formulae in the spreadsheet by clicking on different cells to see how the values are calculated. For example, culture consumers make up 30.9% of the audience for late-night television programs as shown in column D – this is slightly higher than the 26.5% incidence of culture consumers in the total Pacific City population. This is reflected in column E, which shows a culture consumer media index of 116 – index values above 100 indicate that a media vehicle is more likely to reach culture consumers. In other words, late-night television audiences are 16% more likely than the average Pacific City adult to be culture consumers.

A late-night television budget of $200,000 with an average cost per thousand impressions of $17 (column C) gives us a total of 11,764,706 estimated impressions with adults 18 years and older (column G). Since we know that, on average, 30.9% of these impressions will be with culture consumers, our spreadsheet estimates that we will achieve a total of 3,635,294 impressions with our target culture consumers (column H) on late-night television.

In columns J and K, we see that late-night television currently accounts for 10% of our total impressions with culture consumers, and is 11% of our total media budget. Our average cost for reaching culture consumers on late-night television is $55 per 1000 culture consumer impressions (column L). These figures will change as you manipulate dollar amounts in column A.

As a starting point, you have allocated an equal $200,000 to each of the nine media. At the bottom of the table you see that this yields a total number of adult impressions of 111,957,450. Comparing our adult impressions to the adult population of 13,593,000, we see that our impressions are equal to 824% of the adult population – in media math, this means we have achieved 824 gross ratings points (GRPs) among adults. Among our target culture consumers, however, we have achieved a higher 968 GRP level. An effective media plan will have a target GRP level that is higher than the overall adult GRP level.

**Your PCCA Media Plan Briefing**

PCCA management is expecting the following:

1. The Excel spreadsheet with your recommended allocation of the $1,800,000 budget. Make sure that your name and contact information appear on the spreadsheet where indicated.
2. A document file (no longer than 8 pages) in which you answer the following questions in support of your media mix allocations. If you desire, the document may include tables or/and charts.
3. What media received the largest shares of your budget and why? What media received the smallest shares and why?
4. Beyond maximizing the number of culture consumer impressions, what were some other factors that you took into consideration when determining your recommended media mix?
5. If the PCCA could solicit the donation of other types of media, what other media vehicles would you like to see included in your plan?

1. The situation described is fictitious and not based on any actual industry organization or marketing initiative. These population estimates, media audience profiles, costs and other data are presented only for the purpose of this case competition. 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. © 2018 by the authors and the Washington Media Scholars Foundation. May be reproduced only by permission. [↑](#footnote-ref-1)