Papers

Media synergy: The next frontier in a multimedia marketplace

Don E. Schultz

Abstract

The changing media landscape of the 21st century is requiring marketers and media organizations to rethink their forms of media planning. This paper reviews the development of marketing communication planning and moves into the current and future multimedia marketplace. Today there are more media forms and more consumer interaction; this, coupled with the increased consumer knowledge, requires new methodologies far different from the traditional media planning approaches. This paper presents a new media consumption model as a potential solution and urges others to respond to the changes.

Introduction

To understand today’s multimedia marketplace and the current and future challenges marketers, media organisations and their agencies will face, it is first necessary to take a step back and review the origins of marketing communication planning and measurement. That will provide a perspective on current marketing and media systems and allow one to draw some potential vectors for how marketing organisations must anticipate and accommodate the expected changes that are coming.

The development of marketing communication planning

Marketing communication, as a discipline, emerged as a direct result of the development of various forms and types of media systems. Newspapers began to expand geographically in the late 1800s, and magazines developed in the early part of the 20th century. Those were followed by broadcast: first radio in the 1920s and then television in the 1940s. Marketing communication methodologies, formats and measurement techniques developed as direct results of these new media systems; thus marketers and their agencies developed planning, implementation and measurement systems to fit each new media form as it emerged, separately and independently. And that initial single-medium focus has prevailed ever since. As a result, today most marketing communication activities are still form, media and function specific, even though the media themselves have changed dramatically over the years, as have the consumers of those media.

In addition, new media distribution methodologies such as digital, electronic, wireless and now mobile have fallen into the same trap, each being planned, implemented and measured separately and independently.
by both the media forms and their advertisers. And, because of marketplace acceptance, there has been little incentive to change. Thus media and their support organisations, along with advertisers and their agencies, have maintained separate and distinct functional planning, distribution and measurement approaches, believing that they need to differentiate one medium from another.

Today, specialists abound in everything connected to media and marketing communication. Generalists, those people or groups who are able to think or plan across media forms, are in short supply. As this separation and isolation of the various media forms has prevailed, the result has been that most marketing communication programmes are still planned, developed and implemented on an intra- rather than an inter-medium basis.6

In tandem with the development of media communication systems, other forms of market or marketing-oriented communication have developed along the same lines — sales promotion, public relations, direct marketing and the like. Given the history of media systems and marketing communication, there was a natural tendency for these disciplines to want to claim differential advantage and functional superiority.7 So they too developed their own planning, implementation and measurement systems, again separately and independently of each other. Thus the history of marketing communication has been, and to this day still is, one of separation and isolation, not integration and complementation or synergy. In short, marketing and media communication today are atomistic, driven by specialist media forms, planned, developed and implemented by functional specialists and measured and evaluated by separate specialist research methodologies and firms. It is no wonder integration or alignment of marketing communication activities and programmes by any organisation is, and continues to be, so difficult.

Most importantly, a broad range of assumptions have been developed by the media, marketers and their agencies. These have generally been based on the media forms and formats, focused on their functional distribution system, their capabilities and how consumers access and use them. These assumptions, often unstated and unproven but assumed to be true, drive most marketing communication programmes and activities. Some of these well-known assumptions are discussed in the next section.

**Implied assumptions of a media-driven marketing system**

Assumptions of a how a media-driven marketplace operates seem to have been initially developed as a result of marketer and media intuition. Some later confirmation developed, but that often flowed out of the individual media forms themselves, not from general and supportable research development.8 Thus most understanding of how media ‘works’ has been derived from current practices, marketer experiences and limited measurement methodologies. Some of the most common assumptions are listed below.

— Most marketing communication is outbound, and generally based on
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...a transportation model, i.e. from advertiser or marketer to consumer. This assumption is as old as the bazaar: sellers trying to attract the attention of potential buyers through outbound communication, initially through voice and later by media forms. Thus media are assumed to be a method of extending the commercial ‘voice’ of the seller.

- Traditionally, marketing communication is controlled by the marketing organisation. Media forms create audiences with their content. Advertisers and marketers ‘rent’ space, time or exposures to reach those created audiences. Since the marketer pays for this media exposure, the marketer controls the amount, volume and content of the marketing communication being distributed to consumers. This forms the base of various marketing communication planning tools based on accumulated audiences and frequency of message distribution.10

- Models of consumer behaviour are generally based on some type of marketer → message → distribution → consumer receipt system. This is hypothesised through a behaviourist psychologically based ‘hierarchy of effects’ model. In this model consumers change their attitudes about products or services as a result of their exposure to mediatransmitted messages. These models, developed in the USA in the 1950s and 1960s, are based on some type of behaviourist, conditioned-response psychological concept that posits the stimulus → response process: marketers send out messages through the media and consumers respond in some way. Further, it is assumed that marketing communication can influence consumer attitudes, which will, in turn, at some point influence consumer behaviours.11

- Since all marketing communication activities are planned, developed and implemented by functional specialists, the measurement assumption developed follows, i.e. each media form is measured separately and independently.12 If multiple media are used in the consumer contact plan, cross-media effects are assumed to be additive, not multiplicative and certainly not degenerative. Thus we add up the number of GRPs in television, newspaper and magazines and arrive at an estimated total. The system, unfortunately, ignores any possible or potential cross-media or synergistic effects. This follows the tradition of considering only intra-media, rather than inter-media, impact and effect.

- Marketer and agency organisational structures reflect the assumptions of separate and independent media forms. Figure 1 illustrates the typical promotional marketing structure found in many large organisations at the beginning of the 21st century: separate and independent marketing communication forms, planned and implemented separately and independently with no assumption of cross-media impact or effect. This is in spite of the fact there is substantial evidence that individual consumers take in, process and somehow respond to this cacophony of marketer messaging on an ongoing basis. Clearly, most media planning looks at the consumer much as William Tell looked at the apple, something to be ‘hit’ with...
media messages, ignoring the fact that the customer, like William Tell’s son, is more interested in not being hit by the arrow than seeking it out.

Separate and distinct media measurement forms have developed. These further reinforce the assumption of a lack of or the value of cross-media impact or effect. Thus we have television ratings, radio audience measures, newspaper and magazine distribution counts, sales promotion coupon distribution and redemptions counts, estimates of public relations exposures and a host of other unrelated and unconnected media measurement methodologies.

Clearly, these assumptions create major challenges for media planners, buyers and measurement experts who are challenged to be ‘media neutral’ or ‘media agnostic’ when developing media plans. The history, tradition and tools simply are not in place to allow that to be done today.

The primary problem with all these marketing communication assumptions and time-worn myths is that they totally ignore the reality of today’s multimedia marketplace. Today’s consumer media world is one where people are accessing and assembling multiple messages from multiple media forms through various methods of media multitasking and trying to fit all these into some relevant structure for themselves. Obviously, somehow, consumers are creating sense and meaning for themselves in spite of the disjointed efforts of the marketers. Unfortunately, most marketing and media organisations and their agencies totally ignore this very obvious media situation and continue merrily on the path they have been following for the past hundred years or so. The next section looks at the 21st-century media marketplace as the basis for a new approach to media planning.

The 21st-century media marketplace

Clearly, we have seen an absolute revolution in media delivery systems over the past dozen years.
Ever since the commercialisation of the internet and web in the mid-1990s, new media forms have continuously burst on the scene, all claiming involved and engaged audiences and all clamouring for the advertiser’s media dollar.\textsuperscript{15} Digitalisation has enabled most of these new electronic media forms, but other media developers have been active as well, ranging from sponsorships and mobile media through telecommunication devices to various forms of word of mouth. And consumer media protection devices have blossomed too, from television remote control devices to TiVo and other input-limiting screeners, all of which allow consumers to be more selective than ever about what reaches them.

The most critical element in this new media marketplace is the major change electronic media have forced on traditional outbound marketing communication. The rise of the internet has changed marketing communication from simply outbound monologues developed by marketers and distributed by their media partners to an interactive and almost instantaneous system where customers ask questions and expect an immediate response, hoping to create a dialogue system between themselves and the sellers.\textsuperscript{16}

In addition to the media changes, the marketer has learned more about the customer — the people for which the firm is trying to create marketing communication programmes. New research on how the human brain works has done much to help marketers understand how their messages are taken in, processed, stored and recalled for later use.\textsuperscript{17} While some marketers and media hold on to the age-old concepts of the hierarchy of effects models, it is quite clear that most media no longer fit the stimulus-response model and that attitudes do not necessarily lead to behaviours. The human brain is not a series of compartments, as the positioning experts have long claimed.\textsuperscript{18} Instead the brain is a set of networked and interconnected impulses and impressions. Thus many of the assumptions on which media planning has historically been based are seriously challenged today.\textsuperscript{19}

Perhaps the greatest neural revolution has been the study of monochronicity and polychronicity: the study of how people take in and process information. Current research shows that people process incoming information, in this case media messages, either sequentially (monochronically) or in parallel and simultaneously (polychronically).\textsuperscript{20} This explains why some people are able to multitask with various media forms, ie be online, monitoring the happenings on a television set and talking on a cell phone, all at the same time. As more evidence of the human capability to engage in multimedia experiences emerges, it seriously challenges the traditional individual and separate media marketing communication systems that have been developed over the years.

As with the current system, there are several basic assumptions underlying this view of the media marketplace; some are listed below.

— Today, the consumer controls the marketplace. Given media fragmentation and consumer access, this is more a fact than an assumption.
Marketing and media are moving from a ‘push’ to a ‘pull’ strategy. That simply means that the entire marketplace is moving from marketers trying to push products on people to trying to develop programmes, incentives and the like that encourage consumers to contact or initiate the marketing programmes with the organisation.

There is better understanding of how consumers access, process and store information. Much of this knowledge is coming from the work done in neural science and cognitive psychology which challenges the behaviourist concepts and argues that that the mind is a network, not a series of slots and niches.

Multitasking with various media forms is becoming prevalent among all types of consumers. No longer are people singly focused on consumption of a specific media form or format. Instead, they are using several media at the same time. This has been reported in the last two ESOMAR Worldwide Audience Measurement Conferences in 2004 and 2005.

These assumptions underlie the approach and methodology described in the new media planning approach described below.

Moving to the consumer side of the equation
The challenge for marketers and their agencies is that they know a great deal about media systems, media distribution and the like, but relatively little about media consumption. That is why there is so much emphasis today on new measurement devices and systems such as the ‘personal people meter’, a device that encourages consumers to report their media exposures, consumer observation and so on. It has become obvious that just knowing what messages were sent out is only half of the media equation. There must be better measures of consumer reception, for in truth media combinations do not occur at the sender’s end, but only at the receiver’s. And that has been the challenge of media planning, seemingly forever. Figure 2 illustrates the issue.

As shown in Figure 2, there is no media synergy between and among the various media forms when developed and distributed by the marketing organisation (left illustration). Media synergy — an enhancement of the media form through combination with other media forms — only occurs
Media synergy occurs at consumer level

at the consumer level (right illustration). Only consumers can assemble the messages being sent through the various media forms, not the marketers. This is the crux of the media planning challenge in the 21st century: a focus on creating combinations of media distribution systems by the marketer rather than a focus on media form receptions by the consumer.

The study of media consumption, unfortunately by individual media forms, has been going on for years. That is what the Neilsen television ratings, the Arbitron radio studies, the Simmons magazine reports and others have been doing, trying to measure the amount of time consumers spend with specific media forms. But, as discussed earlier, those efforts have been at the individual media level, i.e., how much television, how much radio, how much magazines and so on. There has been little or no effort to look at the combinations of media used by consumers in terms of amount of time devoted to them, and certainly not in what combinations they access them.

In 2002 BIGresearch and the faculty in the Integrated Marketing Communications Department at Northwestern University began a joint effort to try to provide some understanding of the new issues and potential solutions. The Simultaneous Media Studies (SIMM), on which this paper is based, consist of a twice-yearly research initiative conducted online via e-mail of readers and subscribers of various online newsletters and information sources. Participants are invited to respond to the SIMM questionnaire through a double-opt-in approach. A computer algorithm sorts and weights responses into the 14 age-sex cells found in the US 2000 and subsequent yearly Census updates, thus assuring a nationally representative sample each time the survey is conducted.25

SIMM generally comprises 13,000–16,000 respondents in each wave, so the total database now contains over 100,000 individual responses. The online questionnaire asks consumers to respond to a series of questions about their media usage and media habits. For example, consumers report their media usage habits, ranging from time spent with each media form to which are used simultaneously and which media form has the greatest influence on their purchasing decisions. This is done for each of the 28 media forms monitored through the study. (See Appendix A for a list of the media reported.) From this resource it is clear that simultaneous media usage is an ongoing and increasing phenomenon among US consumers.

For example, Figure 3 illustrates consumers’ reported simultaneous usage of television and online from Wave Three of SIMM. This result is fairly common: generally 40–60 per cent of respondents report using some of the more common media forms in combination, i.e., online and radio, television and newspapers, magazines and radio and the like on a regular basis.

The research has provided one interesting new area for media understanding: the ability of consumers to create what are termed ‘foreground’ and ‘background’ media. This simply means that when two media are being consumed simultaneously, one medium is generally the prime form, the one in the foreground, while the other is in the
background. That phenomenon is illustrated by comparing Figure 3 with Figure 4.

When asked ‘when you are watching television are you simultaneously online?’ 58.4 per cent of male SIMM respondents and 60.3 per cent of females reported they did. When the question was simply flipped around, ‘when you are online do you also watch television?’, the reported incidence was 60.6 per cent for males and 65.0 per cent for females. Clearly, media consumers consider one media form to be primary and the other secondary when they are multitasking. This multimedia use
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certainly raises additional questions about current assumptions on how media is used and what constitutes a 'media audience'.

The cognitive literature is rich with discussions of these split-attention capabilities in both laboratory settings and the marketplace. Unfortunately, these concepts and this stream of research have been either overlooked or ignored by the advertising and media communities.

These concepts of simultaneous media usage have been further developed into the concept of media clusters. This simply means that, again using the SIMM studies, through various forms of factor analysis and clustering it has been possible to identify clusters of consumers who have similar media consumption, ie media clusters. The argument is thus made that media consumption by media form, length of consumption and the like is a much better method of understanding consumers and their media habits than the traditional use of demographics and geography.

Another interesting issue uncovered by SIMM is that not all consumers are enthusiastic about media and media consumption. In fact, some consumers are actively engaged in avoiding media. For example, in the most recent SIMM waves almost 20 per cent of all consumers said they were trying to avoid media or do not access media systems (Figure 5). That means they are also reducing their media exposure to marketers' messages. Clearly, the marketers' assumptions and the consumers' stated behaviours are at odds.

Finally, all these new views of media usage and media consumption have introduced the concept of 'media touchpoint planning'. An example of one media touchpoint approach is illustrated in Figure 6.

As shown, in this approach the media planner starts with what media form the consumer uses, rather than what media form the marketer wants to use. Thus, by looking at the media forms the consumer uses or how the consumer comes in contact with the marketer's messages, the critical issues become relevance and receptivity. Relevance is simply how

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**Figure 5:** The 'empty quintile': Some people even report using 'no media' during the day.
important the marketing message is to the consumer and how likely he or she is to process the information provided. Receptivity is related to when and how the consumer would like to receive the message. This essentially flips the media planning model around from marketer distribution to consumer consumption, the point of which has been argued earlier.

Building a new media consumption model

Today’s media marketplace simply does not resemble in the least the one on which the common assumptions of media and marketing communication planning approaches are based. People do not consume media forms singly and individually. They consume them in various combinations which change quickly, depending on their whims or needs. Media impact, based on the number of messages distributed by the marketer, and the media format seem to have little to do with consumer engagement and marketplace results. Unless and until the consumer avails himself or herself of the medium, the number of messages distributed by the marketer through that media form has little meaning. Instead, it is argued that it is the amount of media to which consumers expose themselves, with the attendant marketing communication messages included or embedded, that really matters. And we seem to know precious little about that, or those consumption patterns or how they occur.

Thus, starting in 2004, based on SIMM, an argument was presented for a media consumption model to be used in marketing communication planning and measurement, not a message distribution model. The first conceptual model proposed is shown in Figure 7. It was presented at the ESOMAR Worldwide Audience Measurement Conference in Geneva in 2004.30

Contrast this media consumption model with the traditional media planning model shown in Figure 1. The differences are quite clear. Marketing communication has an impact based on the number of media
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Figure 7: The media proposed consumption model

messages the consumer accesses and processes, not the number of messages the marketer sends out or distributes through the media form. Further, it is the combination of media forms accessed and consumed by the individual that is important in understanding media effects, not the media plan developed by the marketer. Referring again to Figure 2, it becomes clear why media synergy is the most critical issue in media planning today, not the improvement of existing distribution systems. If consumers access media systems simultaneously, or even in close sequence, the issue of media value is not how many messages the marketer distributed but rather to which the consumers exposed themselves and consumed. If a consumer is taking in, processing and responding to the panoply of media that simply surrounds and inundates him or her today, and if the mind is more a network of related and associated experiences and influences, the question moves from traditional media planning, in which efficiency is the primary goal and the optimisation of message distribution is paramount, to one in which consumer acceptance, engagement and response are the key goals. Unless and until that shift is made, most media planning concepts are not just outdated but may well be totally irrelevant.

The real problem, of course, is not that we are unable to accept the concepts of media synergy, it is that we know so little about it. That leads on to the next section.

Media consumption, not media distribution — Media synergy, not media separation
As the changes in the media marketplace have occurred, as understanding of how consumers take in and process media through media exposures has expanded and as technology has enabled both marketers and media to
make radical changes in message distribution, it is disappointing that more has not be done to update and revise media planning, particularly when one considers how much money is being invested. Yet media planning, implementation and measurement appear to be mired in concepts and methodologies developed more than 50 years ago.

Clearly, media synergy — that is, how media forms interact at the consumer level — is a key element in moving forward. The problem is, little is known about media synergy and what little we do know has received scant attention in the trade or academic press. This section reviews what is known about media synergy to identify the background and future requirements for a new media planning model that is slowly evolving.

Naik and Raman\textsuperscript{31} summarised the status of media synergy in this way: ‘Interaction among marketing variables is a central theme in marketing. Indeed, it is interaction that provides a rigorous basis for the marketing mix concept which emphasizes that marketing efforts create sales synergistically rather than independently. Several studies document the joint effects of marketing variables on market outcomes. Notwithstanding this body of knowledge and despite the fundamental significance of Interactions in the marketing mix concept, few studies systematically investigate the role of synergy in multimedia communications.\textsuperscript{32} They summarise their findings as ‘the literature provides limited empirical and theoretical knowledge on cross media synergy’.\textsuperscript{32}

One of the early attempts to recognise media interactions, or perhaps lack thereof, was the work by Montgomery and Silk\textsuperscript{33} on formalising the communication mix. This they defined as a ‘set of marketing activities by which a firm transmits product information and persuasive messages to a target market’. They estimated the relative effectiveness of communication activities such as product samples, direct mail and television for prescription drugs, but did not estimate the impact or synergy across the three media. In 1975 Appel\textsuperscript{35} offered his view of ‘media imperatives’ which argued that heavy usage of one medium by consumers opened an opportunity for other media to be used to reach them. There have been a small number of other studies involving radio and print and television and print, but all provide limited information about media synergy. So in spite of the growing recognition of the value and importance of media interactions, there is precious little in the literature to help advertisers or their agencies develop synergistic media programmes.

In 2003 Naik and Raman\textsuperscript{36} published the first useful methodology to help get at the measurement of media synergy. Using advanced analytical techniques, including what they termed a ‘Kalman filtering methodology’, they were able to identify and measure cross-media marketplace synergy between television and print for a widely used consumer product. Importantly, they found some media combinations are not always simply additive, i.e. one media exposure added to another in a different medium does not result in a two-exposure effect. Instead, aggregated exposures may become multiplicative or, in other cases,
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actually offset or even destroy the value of another when combined by consumers in their media usage patterns.

Thus, while research on media synergy among multiple marketplace media activities is slowly developing, this is an area of vital import to marketers going forward. What is very clear, however, is that new forms of media planning are imperative for marketing organisations. The next section presents a new view of how media planning might develop in the future.

Towards a new media planning model

If the key to understanding media effects in the 21st century is media synergy, a new approach to media planning is required: one that starts with media consumers, not media distribution organisations. Such a planning system would demand horizontal, not vertical, media planning: an understanding of how the media forms interact with each other when consumed by the audience. The first draft of such a media planning approach is presented in Figure 8.

As shown, media planning becomes a horizontal process, not a vertical one. The audience or media consumers have simply been shifted to the side rather than being at the top. This forces the media planner to consider the interaction among and between the media forms as they are received by the consumer, i.e. synergy, not just separate and individual media impact. This model recognises that media forms will not disappear, nor should they. Thus there will always be media form silos. Television is a different medium than magazines and radio is different from direct mail, but all interact in the marketplace even though they are unique and different. The primary difference is that the interaction is now inter-media, not intra-media.

Clearly, this new type of media planning will demand new types of media measurement with a specific focus on media synergy. Work is under way in that area. Naik has developed several new concepts of

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Media planning: A horizontal, not vertical process

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Figure 8: Horizontal media planning processes to integrate the firm
interaction and synergy using an integrated marketing communications rubric. For example, he argues that the primary challenge for the marketer in the future will be to understand the entire marketing communication mix: that is, the interaction among and between all media forms when processed by the consumer. While some of these concepts are still under development, they are encouraging enough to suggest that the real issue in media planning for the 21st-century marketplace is in identifying and measuring media synergy, not in improving the current separated and isolated systems of the past.

While all this media planning, distribution, consumption and the like is interesting, the fundamental goal of all media planning and measurement is to deliver messages or incentives to customers and prospects with some intended impact and effect. As marketing moves more and more toward a financial model of media results, rather than a communication effect, the impact will probably be enormous. Today the major focus of many marketing organisations is on 'accountability' or providing evidence that media investments had some impact on financial returns to the organisation.38 For nearly a dozen years marketers have been attempting to make the connection between media investments and sales results for the organization. Schultz and Walters demonstrated a methodology to do this in 1997,39 and a number of other authors have provided other methods as well. Yet there still is no consistent nor widely recognised methodology to which a majority of advertisers or their agencies subscribe.40

**The road ahead**

Clearly, the media landscape is changing. More media forms. More consumer interaction. More costs and, seemingly, fewer returns on current plans and programmes. What is needed is a new view of media consumption and how consumers access and use media in their daily lives and what impact the messages sent by marketers have on them. That simply means new research approaches, such as SIMM and others that get at consumption of media, are required, not distribution of media. New thinking is demanded and new methodologies are needed. The facilities and the opportunities are there. The real question is how the academic and professional communities will respond. One preliminary solution has been presented in this paper. The author hopes it encourages others.
SIMM MEDIA USAGE QUESTIONS

Demographics
- Gender
- Age
- Income
- Occupation
- Marital Status
- Household Size
- Religion

Lifestyle
- Regional
- Ethnic
- Socioeconomic Status
- Education
- Lifestyle

Media influence on Spending Influences on:
- Family
- Advertisements
- Friends
- Personal Experience
- Retail Environment
- Word of Mouth
- Advertising

MEDIA:
- Newspapers
- Magazines
- Books
- Television
- Radio
- Internet

Store Type Shopped most often
- Discount
- Department Store
- Specialty Store
- Opening
- Shopping Mall

Frequency of Purchases
- In Store Promotions
- In Store Television
- Online
- Advertising
- Membership Program
- Customer Service
- Salesperson
- Warranties
- Frequent Buyer

Website most often shopped
- Retail
- Internet
- Magazine
- Newspaper

Seeking advice before buying
- Friends
- Family
- Retail Environment

Frequency of giving advice before purchases
- Retail
- Internet
- Magazine
- Newspaper

Your Behavior
- Time Spent Shopping
- Media Shoppers
- Internet
- Newsletter
- Frequent Buyer

Video Gaming
- SIMM Usage when Online
- SIMM Usage when Offline

SIMM Usage - Magazines
SIMM Usage - Radio
SIMM Usage - TV
SIMM Usage - Direct mail
SIMM Usage - Attention

Magazines
- Money
- Newsweek
- Time
- USA Today

TV
- ABC
- CBS
- NBC
- TNT
- USA Today

Radio
- NPR
- PBS
- CNN

Internet
- News
- Sports
- Entertainment

Census Region
- US Census Region

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3. Ibid.


5. Azzaro et al., ref. 7 above

6. Sissors and Bumba, ref. 4 above.


8. Sissors and Bumba, ref. 4 above.


10. Sissors and Bumba, ref. 4 above.


12. Sissors and Bumba, ref. 4 above.

13. Azzaro et al., ref. 2 above.


15. Azzaro et al., ref. 2 above.


19. Du Plessis, ref. 17 above.


21. Zaltman, ref. 17 above; Du Plessis, ref. 17 above.

22. Pilotta and Pilotta, ref. 16 above; Schultz et al., ref. 20 above.


26. Schultz and Pilotta, ref. 16 above.


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corporate world of speech and consumer purchasing: Connecting the dots', paper presented at ESOMAR WAM Conference, Shanghai.
29. Schultz et al., ref. 20 above.
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33. Naik and Raman, ref. 31 above.
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39. Schultz and Walters, *ibid*.