



National
College *of*
Ireland

Master of Science in Marketing

**An investigation into effectiveness of multi-screen advertising
campaigns.**

An exploratory examination of Irish market in 2012-2016.

Dissertation submitted in partial fulfilment of the requirements for the degree of
Master in Marketing at National College of Ireland

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Abstract

The effectiveness as a term was examined by academic researchers in the advertising field. However, the advancing form of the discipline implies that studies have been limited and number of major elements remain unsatisfactorily explored. The possibilities of advertising to generate data which examination can lead to improvement in the multi-screen marketing campaigns, and enable marketers to better understand and analyse results of specific campaigns. Mentioned issues are crucial components needed to develop and launch an effective digital campaign, however they stay underdeveloped. This thesis investigates the multi-screen marketing campaigns in order to examine their effectiveness in the digital world.

The research methodology undertaken for this study represents a qualitative approach which implicates exploratory nature. In-depth, individual interviews were conducted in order to gain detailed answers in relation to complex issues presenting the experts thinking process and logic. The purpose of this study is to indicate a number of contextual and conceptual insights into new digital advertising discipline and to investigate the effectiveness of multi-channel campaigns and in order to deliver a point of reference for further studies to practitioners and scholars alike.

Declaration

Submission of Thesis and Dissertation

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Chapter 1: Overview

1.1. Introduction

Today's world is becoming more digital, continuously changing the relationship between companies and their customers. Today, individuals gain more options, more information and more influence in where, when and how they contact and engage with brands. Companies are pushing digital barriers of what can be developed into what is expected and then demanded. The advancing speed and rising complexity of the digital world delivers a vast range of possibilities and obstacles, especially to fields like marketing and advertising.

Today's Integrated Marketing Communication (IMC) is facing many complex issues in relation to how to communicate with customers and what channels to use for it. Additionally, the rapid development of media and fragmentation of audiences led to situations where advertisers have to deal with less responsive consumers. Audiences are presenting more negative attitudes toward advertising and other types of marketing communication. They are bored and tired of being exposed to an enormous number of sales messages. Additionally, new generations are even more sophisticated and sceptical toward advertising (Belch and Belch, 2012).

Advertisers have to find the right way to communicate with their audience. Thus, multi-channel communication is becoming more efficient and effective. Brands are able to reach their customers through different types of devices anywhere, anytime. The new opportunities provided by the digital world open many new doors to marketers. Multi-screen marketing campaigns are one of new methods to communicate and engage with specific audiences. However, the effectiveness of these campaigns is still considered as a major challenge since the measurement can lead to many misleading findings.

According to Fulgoni (2016) many metrics commonly considered as relevant to measure the levels of effectiveness and engagement are not accurate and precise enough to provide such findings. Fulgoni and Morn (2009) indicated that there is no relationship between click rates and effectiveness. In order, to examine effectiveness of certain multi-screen marketing campaign marketers should focus more on actual

attitudes of their audience rather than on passive actions that do not lead to any engagement (Fulgoni, 2016).

This thesis strives to add to the currently available literature in academia. The paper uses secondary literature and aims to develop on this available knowledge by conducting qualitative method research. The literature review is used here as common a thread for investigated issue. Furthermore, it supported the process to structure and organize the problems that are under study and consequently lead to the identification of gaps in available literature as logical consequence. This has caused the research purpose of this dissertation and delivered an actual basis for the following creation of research objectives.

Research here is an exploratory in nature and aims to explore, examine and identify the topic matter through the use of individual in-depth interviews. The interviews allow a researcher to gain high quality data and information needed for this primary research. Additionally, employing an inductive method enhances this research since an examination of patterns in the gathered information allows to generates concept which are based on relevant and coherent evidence for both the multi-screen marketing campaigns and advertising effectiveness.

1.2. Justification of research

The effectiveness as a term was examined by academic researchers in the advertising field including marketing concept (Gijsenberg, 2014; Webster, 1995) and data measurement (Fulgoni, 2016; Kerzner, 2011; McDonald et al., 2015). Few advertising agencies and experts have yet established new ways in which effectiveness of multi-screen marketing campaigns can be measured and analysed (Nielsen, 2015; Lawrence, 2015). Additionally, number of academics recognise the need for further research in this area (McDonald et al., 2015; Fulgoni, 2016).

The literature regarding multi-screen marketing campaigns is still slight, and studies examining its effectiveness from companies' and adverting experts' perspective has not been established at this point in time. However, the secondary data has developed a solid foundation and pointed out a direction in pervasive thought. Nevertheless, it is evident that a gap in the literature exists. Thus, no specific research is available that particularly covers weak points in multi-screen marketing campaigns, their effectiveness and measurement. Through personation of coherent research that is

strongly concerned with advertising effectiveness and multi-channel campaigns, this thesis aims to enhance the existing academic work.

The present study reveals a base that advertising academics should build upon through research that investigates and scientifically indicates the sphere of influence which multi-screen marketing campaigns can exert on particular advertising effectiveness elements. Most of those effective components have not been examined in this regard yet. Moreover, the present dissertation investigates the industry experts' perceived effectiveness and indicates room for improvement on this topic. This delivers new options of advertising techniques to generate and analyse data in a way to gain more knowledge and enable marketers to develop more effective multi-channel advertising. The combination of multi-screen marketing campaigns and development of more effective advertisement through the examination of Irish market, represents a particular curiosity to the researcher. Multi-channel advertising is perceived as a very interesting yet still evaluating process, which provides the researcher with an excellent opportunity to understand phenomenon. The gain of such a knowledge might lead to an advantage in relation to further career aspiration in the digital marketing field. Digital marketing and multi-channel advertising is an interesting and fascinating area in which the researcher had slight contact with before enhancing their existing knowledge.

Chapter 2: Literature Review

2.1. Introduction

According to Ridley (2008), the literature review is a chapter of the thesis which presents a comprehensive reference of theory and research that is strongly relevant to the field the researcher is concentrated on. Additionally, the author suggested that it is a continuous process that supports the researcher's investigation and helps find the answer to research questions. Moreover, it also provides significant theories and research studies that are relevant in order to critically analyse the researcher's findings. Bruce (1994) points out that it is a significant part of thesis which highlights the background and provides justification for the researched field. Thus, this chapter will present these components of literature that the researcher has chosen to review in order to conduct the investigation. The components are: advertising, e-commerce marketing and advertising, multi-screening experience, and marketing effectiveness concept.

2.2. Advertising

According to Werner (2013) advertising is an important marketing tool that allows firms to communicate with their target group. This communication creates a possibility to present the product or/and service that certain company provides. Belch and Belch (2012) described advertising as any paid form of communication, regarding certain companies, goods, services, or ideas which determined by a specific sponsor. The paid element refers to what channel and time are bought for promotional message. Additionally, authors indicate that one of the most important parts of advertising is the fact that the customer turns into an active rather than passive individual in the economic cycle (Belch and Belch, 2012). Hart (1995) indicated that customer has to be informed in order to purchase a good, or make a social decision.

According to Singh and Dalal (1999), there are two main characteristics which advertising delivers: information and persuasion. Nevertheless, Schmalensee (2008) presents a completely different approach in comparison to Hart (1995), and suggests that hyperbole around the promise of advertising persuasion toward customers may be ill-suited. The author highlights that comprehensive studies indicated that advertising does not represent a significant cause of customer behaviour. Additionally, research has shown that advertising itself follows, rather than creates cultural trends. Moreover,

scholars argue that in relation to the major issue which is advertising pro-competitiveness, there are premises that indicate advertising connection with lower prices (Schmalensee, 2008).

Advertising is described as the most common and known formation of promotion because of its pervasiveness character. Additionally, it is presented as a main promotional method, especially for organizations whose goods are segmented for mass markets like car manufactures, drug producers or fast-moving consumer goods (FMCG). According to Belch and Belch (2012), over 200 American organizations spend more than 100 million dollars on advertising and promotion every year. Additionally, the authors indicated that there are few features which make advertising such a significant element of Integrated Marketing Communication (IMC) programs for many marketing practitioners. Firstly, media channel commerce is continuously the most cost-effective platform to reach a wide number of customers (Belch and Belch, 2012).

Secondly, advertising is a useful tool for developing firm equity. It delivers to the customers an information, and additionally it impacts on their perception. It can be used to present favourable and original content that is strongly associated with the brand. And, it helps to differentiate the product or service which is difficult to distinguish because of its basics functional features. Brand logo still plays one of main roles in the buying process of many goods. Moreover, advertising is indicated as one of the most effective ways to develop a brand. The purpose of advertising might differ from situation and industry. However, organizations whose sell the product/service to the customers usually based their marketing strategies on advertising in order to communicate with their consumers (Belch and Belch, 2012).

2.3. E-commerce marketing and advertising

The past decades brought most rapid and extraordinary shift in the history of marketing. The shift was caused by development of new technologies and the Internet. Those changes increased the communication through online interactive platforms (Belch and Belch, 2012). Internet advertising has grown quickly and has engaged a major place as a significant element of advertising mix. It became a successful platform due to the fact it provides wider number of possibilities in comparison to traditional advertising (Pergelova et al. 2010). Power of online advertising is based on

two key components. First, almost every household has constant access to the Internet. Second, the daily audience that Internet gathers is larger the total of whole traditional media audience.

Laudon and Traver (2015) argue that the constantly increasing popularity of smartphones, tablets and other interactive devices allowed advertisers to connect with their customers in completely different and innovative ways. This led to the creation of e-commerce which refers to use of the Internet, the Web (World Wide Web), and mobile applications to communicate with target group. Internet is described here as worldwide network of computer networks. Web refers to the one of most common Internet's services which gives the access to billions of websites around the world. And apps are the software applications, often associated with mobile applications, however they occur on other digital devices as well (tablets, laptops, etc.). The professional literature often indicates e-commerce as digital commerce, and it is accepted to consider them as synonyms (Laudon and Traver, 2015).

Before marketers considered the online advertising mainly with company's website creation. Today, the possibilities to communicate with customer are significantly wider. Online marketing provides number of channels to connect with targeted group (Straker et al., 2015). For instance, social media, smartphones, blogs, however they are often strictly linked with company's official website (Ganesh, 2004). Those possibilities led to creation of multi-channel approach in marketing and split comprehensive plan into five major elements: website, online marketing, social marketing, mobile marketing and offline marketing. Each of above launch elements represent specific platforms. Firstly, Website refers to the traditional Web page. Secondly, online marketing contains platforms such as search engines, display advertising, e-mail, and affiliates. Thirdly, social marketing composes of social networks, blogs, micro blogs, forums, video marketing and game marketing. Fourth, mobile marketing represents smartphone site, tablet site and apps. Fifth, offline marketing refers to traditional media such as television, magazines and newspapers (Laudon and Traver, 2015).

Advertising no debut dominates the main two screens in individuals' lives – television and laptops. Moreover, a continuously increasing number of promotional content appears on the third, and most common screen which is the smartphone. According to

Persaud and Azhar (2012), marketing practitioners consider mobile marketing as an interactive possibility to communicate with customers at specific situations and locations. The main factors that influence rapid growth of this channel are development of apps and mobile shopping. Now, customers can make their purchases more economical (e.g. price comparison apps), productive, efficient and enjoyable (Persaud and Azhar, 2012).

2.4. Multi-screening experience

According to Webb (2002) the last decade led to the situation where marketers have to familiarize themselves with the growing number of complex platforms and its strategies concerning the change in consumer buying behaviour, the globalization process, and the beginning of the digital world. However, Stone and Woodstock (2014) argue that marketing practitioners have to still adapt to many issues. A number of digital platforms are still managed in the same way as offline media. The major problem refers to isolation rather than connection and encouragement of communication among those channels. In the successful multi-channel digital campaign, no platform stands alone.

The media industry is continuously changing due to the huge expansion of digital devices and access points, consisting of television, connected television (smart TV, connected directly to the Internet or devices that send content to a TV), smartphones, laptops, gaming consoles and tablets. The common boundaries among devices and formats becomes blurred, and once content is delivered to one device it can be shared across multiple channels (Nielsen, 2015). According to Edelman (2010) new digital options provide not only complexity but also a wide range of possibilities. Marketers need to understand the changing environment and adapt their strategies to match today's reality. It will be possible by providing relevant content that is characterized by easy access across all devices and platforms. Watching television in a linear way has changed for many individuals. Now, people have more control over what they watch and where they watch. Thus, it is significant for advertisers to understand how watching patterns are changing and indicate the reasons behind the shift. The meaning of multi-tasking reached a completely new level, as new interactive devices allows users to connect in the manner and in spaces that never have been considered before (Ash, 2014).

According to Interactive Advertising Bureau (IAB) multi-screening is described as the simultaneous usage of any of the mentioned devices while watching TV: smartphones, tablets, smartwatches, computer (desktop, netbook, laptop), gaming consoles and other digital devices. The researches have shown that 78% of American adults use another device while watching television, and smartphones is indicated as the main second screen. Additionally, two out of three mobile users multiscreen while watching television. Moreover, the intensity of this phenomenon is increasing. Multi-screening became a daily habit, 89% of mobile owners confirmed that they multiscreen every day. The computer users are placed on the second position as 79%, and tablet multiscreeners make up 65%. In relation to levels of attention, mobile and tablets users are more willing to pay attention to the television (around 60:40 split). While, computer users split their concentration half and half. Moreover, one-quarter of respondents indicated that their multi-screening activities are strongly related with the content that they watched on the TV (IAB, 2015).

The most common activity while multi-screening is browsing the Internet across different digital devices. According to Interactive Advertising Bureau (IAB), the searching activity is usually unrelated (social media, e-mail, shopping and gaming) to the content viewed on TV. However, there is a portion of users who based their search on the TV show or commercial that they are seeing. Especially, smartphone users are more willing to extend the television screening to their second device. Half of these multiscreeners texts, emails, or instant messages (IM) are about the content seen on TV. Around one-third use social networking (join the conversation, post content) or a browser engine in relation to a specific TV ad that they are seeing. Computers present significantly greater decreases in relation TV content searches. Around 4 in 10 individuals will look for information regarding the content they are seeing on television (IAB, 2015).

Clarcken (2015) argues that the viewing experience has shifted, and individuals use from two to sometimes four devices while multi-screening. It is clear that many platforms deliver viewers more options. Nevertheless, new platforms provide greater opportunities to advertisers as well. They are able from now on to reach and engage with those users. Interactive and well-constructed experiences can make the screening more pleasurable. However, what is most important here, is it extends the time viewers spend interacting with the brand. Nielsen (2015) indicated three elements for second-

screen effectiveness: *be social, be interactive, be available*. First, *be social* refers to social networking. The studies conducted by Nielsen have presented that social platforms can boost program awareness, make the viewing more pleasurable, and keep individuals engaged with the brand. Second-screen methods should consist of interactive and social elements that let viewers interact and move the multi-screening experience into an obligatory event.

Second, *be interactive* indicates the need to keep content updated in order to extend the time spent with the content and encourage their next visitation. Additionally, it requires interactive elements which will increase the viewers feel of involvement and intensify their connection with certain programs. Third, *be available*, presents the need of accessibility across all devices. Advertisers cannot concentrate only on one screen. They have to make sure that the content is available wherever individuals are, and that multiscreeners experiences have to be enjoyable on all screens (Nielsen, 2015). In order to fulfil all these elements, advertisers have to understand targeted group behaviour in this multiscreen environment, and then design a unique and interactive campaign.

2.5. Marketing effectiveness concept

According to Webster (1995) marketing effectiveness has been strongly linked with many beneficial outcomes of organization, which should be characterized by long-term growth, increased consumer satisfaction, stability, advantage over competition, and a powerful marketing orientation. However, marketers do not focus only on marketing investments in relation to effectiveness. They consider main outcomes that are examined in financial forms (sales, profit, or turnover) as the result of carried marketing activities. Marketing effectiveness is strongly related with organizational objectives. It is necessary to measure both short and long term outcomes. The effectiveness of marketing strategies should be presented as the return of investments spent on these strategies (Gijzenberg, 2014).

The Return on Investment (ROI) is defined as the profit gained from any investment. ROI is calculated by the spending, minus the total cost related to the investment, divided by the cost. The result is presented in percentage form (Hemann and Burbary, 2014). The metrics have become a significant indicator to improve quantity and quality levels or organizational financial aspects. According to Kerzner (2011) metrics are a

digital measures indicating a data for certain part of business in certain area. Marketing effectiveness uses a number of metrics, split into financial and not-financial categories. Marketing metrics determine planned objectives, measure the level of completion and deliver a feedback and/or a need for improvement (Kerzner, 2011).

2.5.1. Cross-screen campaign measurement

Effective multiscreen ad campaigns deliver advantageous consumer engagement and visible brand influence in term of sales, loyalty and significant influence on premium price. However, the measurement of those elements is a complex process and require specific metrics to access the outcomes. According to Lawrence (2015) cross-screen measurement is characterized by several uncontrollable significant factors. In order to effectively measure it, marketers have to establish the correct level of precision required to make decision. Lawrence (2015) argues that multi-screening measurement cannot be strictly precise because it can cause significant risks and represent misleading data.

Even statistical models are presented by some amount of deterministic linkage, which are way more actionable in comparison to data that is available just under constricted conditions. The advantage of statistical modelling is that it works across devices, functions around sample bias, and gives a possibility to protect customer privacy. Those elements were noticed, and more marketing practitioners confirmed that a deterministic approach cannot deliver realistic and relevant solutions for marketing. The effective measurement solution will vary across firms and marketing strategies. However, entire multi-screen measurement can consist on some level of probability to operate at scale. Elements such as actionable insights and business value should strongly impact the measurement decisions rather than the precision considerations (Lawrence, 2015).

Today, advertisers aim to reach the accurate cross-screening measurement, in order to make sure that bought media will provide the KPIs. KPI refers to Key Performance Indicator, and presents a measurable form that indicates how successively an organization is reaching main business objectives. Companies use KPIs in order to access their effectiveness at achieving targets. However, the measurement process of integrated multi-screen campaigns is challenging. In order to measure the effectiveness (ROI) of cross-screen strategy marketers have to use a wide variety of

metrics specifically to each screen. The relevance of these metrics is strongly related with campaign objectives (Chen, 2013).

Audience measurement and determination of campaign goals can be quite demanding because the complex and confusing characteristics of campaign measurement process. Metrics for accessing campaign effectiveness might not be accurate. The reach can be duplicated by few screens with a combination of different networks. Thus, reach, as a major element for audience measurement, might not include the aggregated effect of advertising on intention to purchase and brand health. However, it can be efficient to concentrate on campaigns excluding the reach as an individual metric. Since, many of cross-screen campaigns develop the word-of-mouth. Today's main and most common metrics that are used by marketers to measure the effectiveness of cross-screen campaigns are: reach, exposure, frequency, GRPs (Gross Rating Points), and engagement metrics (Chen, 2013).

2.5.1.1. Reach metrics

Reach metrics indicate the size of company's potential audience. Thus, reach presents the audience for a content located on specific page and the total number of followers (Instagram, Twitter followers, number of "likes" on Facebook, etc.). For example, if the Instagram account reach 10 thousand followers, then the posted content could possibly reach 10 thousand individuals. Facebook allows users to access their own analytics about reach coverage. The metric is described as the total number of individuals who saw specific post. Thus, if certain post will be presented on the individual's News Feed then it is count as a reach by Facebook. Additionally, mentioned social media platform provides "the total reach" that indicates the amount of unique individuals who saw any type of activity from a page (organic or paid reach) (Hemann and Burbary, 2014).

Organic reach represents the total amount of unique individuals who saw the post through unpaid form of distribution. While, paid reach indicates reach gained through paid ads distribution. In order to measure the reach, advertisers could sum up the followers on each social media channel. Thus, number of Facebook likes, Twitter followers, LinkedIn connections, etc. Marketers can collect those results manually or access analytics reports which are offered by each social platform. Measured reach

can help to indicate where company is experiencing the highest boost (Hemann and Burbary, 2014).

2.5.1.2. Exposure

Exposure refers to the expansion of a potential audience by measuring the number of followers that single individual has. When one of followers shares some content, the message is seen by his/her followers as well. The number of these impressions are consisted into message's exposure. For instance, if a brand's post was reposted by an Instagram user who has 10 thousand followers, then the exposure of this post would consist of the amount of impressions from the brand audience plus the 10 thousand impressions from that specific follower's audience. However, it is important to remember that not every user will read the content that appeared on its social feeds. Thus, the exposure indicates only the potential audience (McDonald et al. 2015).

The measurement of exposure is a bit challenging, mainly an advertiser is aiming to measure the impression of the specific campaign. Nevertheless, each social media analytics or quality management will provide the exposure measurement. The exposure can be tracked manually as well. The advertiser has to sum up the entire follower count and the number of shares of content in social networking. In this case, the practitioner has to concentrate on sharing data from each channel. Thus, the elements such as: retweets, likes, reposts, shares, and links from the company's website page in order to count the average number of impressions (McDonald et al. 2015).

Exposure helps to analyse the spread of conversation to determine the effectiveness. It provides information that resonates with the brand's audience by indicating what type of content reaches the greatest exposure. Thus, it could be used to effectively plan the future campaign and its content features. Additionally, a brand is able to track the exposure of their competitors and determine the potential share of voice. Share of voice refers to online advertising and indicates ad revenue model which concentrates on percentage or weight among other competitors. For instance, if there are two advertisers on a page, both of them get 50% of advertising weight. The advertiser gets a chance as well to determine potential influencers. If exposure of certain post was distinctly greater than was expected, an individual with large group of followers is explicitly spreading the content. In this case the collaboration with those type of

individuals could bring beneficial outcomes. Additionally, the possibility to analyse exposure and reach metrics with engagement measurements allows a brand to develop a clearer vision of the campaign impact. Exposure metrics are significant for any campaigns that aims to generate leads to a sign-up/registration page, make sales, or/and draw traffic to specific social media posts (McDonald et al. 2015).

2.5.1.3. Frequency

Frequency indicates the average number of times each viewer has seen the ad. The metric is calculated by Impression divided by Reach. Impression (view/ad view) presents the moment in which an ad is displayed once on an online page, or is viewed once by a user. The measurement is significant especially when practitioner does not want to overexpose the follower with too many ads. Averagely, the number of ads should vary between from 4 to 8 per page. The social media platforms provide analytics with the frequency measurement. These metrics are significant while the campaign aims to generate leads, make sales, lead to traffic to a specific social media page, and for video ads in order to measure how many times certain user has seen the ad (Hemann and Burbary, 2014).

2.5.1.4. Gross Rating Points (GRPs)

Gross Rating Points (GRPs) indicate the size of a specific audience reached by a certain media platform during specific a period of time. Each point is equal to 1 percent and can be described as a percentage of individuals/households turned in a television program (or other form of medium) in comparison to the total amount of population/households. Gross Rating Points are considered to be the most important KPIs which can help to reach planned objectives and deliver key results. Many successful international advertising campaigns were set up and developed on rating points.

The gross rating points are progressive metrics of the implementation that an advertising campaign creates. The GRPs express campaign's impression as a percentage amount of the reached population. Metric is calculated by Reach (reached audience) multiplied by average Frequency (number of times the ad was seen):

$$\text{GRPs (\%)} = \text{Reach} \times \text{Avg. Frequency}$$

GRPs are useful for practitioners who aim to advertise their products on TV (or other platforms), and wish to know the size of the potential audience (Hemann and Burbary, 2014).

2.5.1.5. Engagement metrics

There are many more metrics which indicate measurement for more specific issues. For example, if the multi-screen campaign is linked with a smartphone as a channel then there are number of metrics which can indicate the effectiveness of a specific campaign. Measurement of downloads, time spent using app, uninstalls, feature usage (features an individual uses on app), retention (if user comes back), reviews (what people say about an app), conversion (e.g. sign up, subscription, app purchase), etc. On the other hand, online video available on platform such as YouTube would present different demand in relation to relevant metrics. Marketers could track how many times video was shared, where it was shared, how many comments gained, or if it became viral, etc. (McDonald et al. 2015).

Another important element, but, at the same time, highly challenging, is the retention rate. Retention measures how many individuals turned into actual brand customers. Companies could track them from the moment of first purchase and analyse every repeated transaction as well. Nevertheless, for both online and offline channels, companies need to be clear on what is and is not working. The engagement needs to be measured in order to understand what individuals think of and how react to a brands content. Engagement does not refer only to the number of likes or followers. It determines how individual interacts and communicates with brand. An objective of metric's measurement should not only lead to an assessment of a campaign, but also aim to improve each subsequent move and provide a lesson, in order to avoid previous mistakes (McDonald et al. 2015).

2.6. Conclusions

The literature review presents a literature gap regarding multi-screen marketing campaigns and their effectiveness in relation to metrics measurement. Paper aims to close this gap by conducting a specified research approach. As of yet, few studies have focused on the above mentioned issue. There is a need to determine if the analysis of studies provided by digital marketing research can increase advertising effectiveness. Furthermore, this generates the necessity to identify if multi-channel advertising

delivers effectiveness, whether it can be tracked, measured and used efficiently, in order to reach previously established objectives.

Chapter 3: Research Methodology

3.1. Introduction

Saunders et al. (2012) describes research as an action undertaken by individual that attempts to understand specific issues in a systematic way, thus enrich their knowledge. According to Blumberg et al. (2011) the key element is the relevance of a clarified methodological plan to any study since it delivers the researcher concepts, tools and methods in order to gain the skills and knowledge significant to answer the research question. This paper's main focus is an extent analysis of data collected in relation to the effectiveness of multi-screen marketing campaigns in the Irish market. In order to gain the relevant information to cover the research objective, this chapter deals with a number of points containing the methodology of design, selection of sample question, the methods used for data collection, and analysis of research questions in relation to ethical aspects while conducting research.

3.2. Research problem definition

According to Ary et al. (2014) the research problem is a major element while conducting research and has to be undertaken as the first move in systematic research, as it creates the base for all subsequent actions of the investigation. Blumberg et al. (2011) present the significance of a problem statement as closely specified in order to apply the research sufficiently and separate the primary research problem from associated ones. This paper's main research question is presented as follows:

“Do multi-screen marketing campaigns conducted on Irish market deliver an effectiveness into organizational efforts”.

3.3. Research objectives

According to Saunders et al. (2012) the research objectives should be generated from the research question to develop the relevance to the study problem. The objectives should be characterised by specified and clear statements. Thus, it could support the identification process, regarding to the outcomes which the researcher is seeking for. Due to a number of difficulties in relation to set and precise definition of the effectiveness regarding to multi-screen marketing campaigns, the following research objectives for this investigation are based on those circumstances:

1) To investigate multi-screen marketing campaigns as an effective advertising strategy.

More specifically:

To examine the frameworks of multi-screen marketing campaigns in comparison to different advertising methods on the basis of the following elements:

- Added values of multi-screen marketing campaigns;
- Shortcomings of multi-screen marketing campaigns;
- Alternatives of multi-screen marketing campaigns.

2) To analyse the available metrics that can measure the effectiveness of multi-screen advertising campaigns.

In particular:

To precisely understand if outcomes generated by certain multi-screen advertising campaign can influence on the established marketing goals. For instance:

- Increase the sales revenue generated by advertising activities;
- Increase the brand awareness;
- Efficiently shift the attitudes toward brand, or product;
- Advance in the market share;
- Increase the generated leads;
- Decrease the ratio of advertising costs to sales revenue.

3) To state if multi-screen marketing campaigns can increase target group engagement and enhance their experience with a brand.

Specifically:

To examine the data of certain multi-screen marketing campaigns by analysis of engagement levels and other outcomes that enhanced the target group experience with the brand. For example:

- Number of followers;
- Amount of brand's page visitors;
- Number of "likes" and shares;

- Total amount of sign ups etc.

4) To analyse the major factors that can influence on the effectiveness of multi-screen marketing campaign.

Particularly:

To investigate the elements and characteristics which may contribute to the successful multi-screen campaigns by use of the certain tactics and strategies. For example:

- Short-term campaign;
- Long-term campaign;
- Number of platforms used for campaign;
- Reach and segmentation of campaign etc.

3.4. Proposed methodology and its structure

The goal of the study is to present, in a qualitative way, if multi-screen marketing campaigns on the Irish market can make organizational efforts more effective. The methodology selected in this study was obtained from the Research Onion (Saunders et al., 2012) in order to achieve this goal in an organized method. The Research Onion and its layers were used as a guideline for research process.

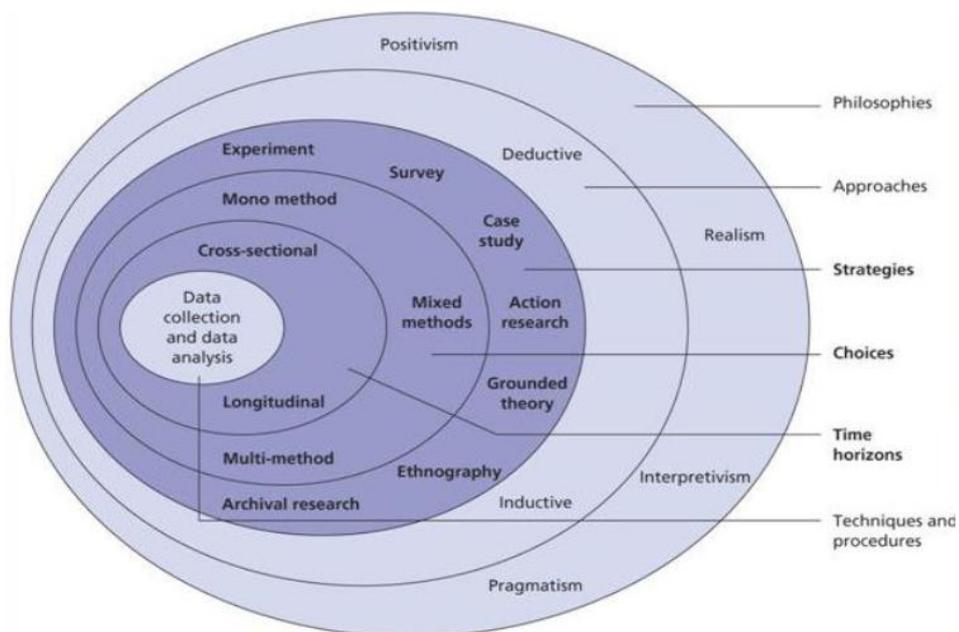


Figure 1: The Research ‘Onion’ (Saunders, et al. 2009, p. 138).

The centre of the model contains data collection and analysis. Farther layers represent the need to acknowledge study strategies and choices. The external layers involve examining philosophies and methods.

3.4.1. Research philosophy

Saunders et al. (2012) present term research philosophy as a generation of knowledge and its specifics in relation to research. According to Johnson and Clark the key element is to indicate philosophical choices and present the ability to defend them in relation to the available alternatives. Furthermore, Maylor and Blackmon (2005) highlight that there are several ways to present the term since the presentation provided by the researcher can deliver different definitions due to the fact of researcher ideology and study question that individual is aiming to answer.

According to Saunders et al. (2012) there are three main ways of thinking in relation to research philosophies, and they impact on the process in which the researcher undertakes the study. These ways of thinking include following:

- **Ontology:** The individual's perception regarding the nature of being or reality;
- **Epistemology:** The individual's perception in relation to understanding of acceptable knowledge;
- **Axiology:** The individual's view regarding the role of values in study.

The way in which this was adopted in this thesis is epistemological since the individual is concerned about the understanding of acceptable knowledge in the advertising. Additionally, the opinion of industry experts was presented as acceptable knowledge and was indicated as major information in this discipline. Blumberg et al. (2011) indicate that the three above-mentioned elements (ontology, epistemology, axiology) are presented in few research philosophies. For instance: positivism, interpretivism and realism. The first layer of onion contains the strategy of study and methods undertaken as the elements of this research strategy.

The position adopted for this research was interpretivism. Interpretivism, also known as interpretivist, influence the researcher to interpret parts of the research, thus the position links human interest into research. Moreover, interpretivism indicates that access to reality is possible only by social constructions (i.e. shared meanings,

language, instruments). An interpretivist approach is created through critique of positivism position in social science (Saunders et al., 2012).

Interpretivism is usually characterized by small samples and in-depth qualitative investigations. Philosophy presents a researcher as a social actor that understands and respects differences among people. Additionally, interpretivist research often concentrates on meaning and addresses several approaches in order to indicate different elements of the problem. An interpretivism position is focused on a naturalistic position of data collection such as observation and interviews. Secondary research data is also significant for interpretivist philosophy. The meanings are often indicated at the end of a study (Saunders et al., 2012).

The general interpretivism philosophy is built on two beliefs: relativist ontology, and transactional/subjectivist epistemology. Relativist ontology reflects a reality in the intersubjective way, and is focused on understandings and meanings on experimental and social layers. Second, transactional/subjectivist epistemology suggests that individuals cannot be disconnected from their knowledge. Thus, there is an evident link between research subject and researcher (Saunders et al., 2012).

3.4.2. Research approach

According to Maylor and Blackmon (2005) the significant element of study is to select a research approach which is consistent with the stated research question. Additionally, the selection of the research approach narrows the adequate research method. Authors indicate two approaches: deductive or inductive. According to Saunders et al. (2012) deductive logic is based on analysing a theoretical scheme by specific research strategy which was created particularly for the purpose of its examining. Thus, the provided reasons are leading to conclusions as a proof element, and those conclusions are the result of premises. As a consequence, deductive approach is characterised by logic and is not based on experience or observation (Blumberg et al., 2011).

According to Ghauri and Grønhaug (2015) inductive logic represents approach which is characterised by empirical evidence that includes the generation of theory as an outcome of examined data which was already assembled. Saunders et al. (2012) argue that in comparison to deductive logic, inductive approach does not present the same strength of relationship among conclusions and reasons. Where known premises are

used to develop not examined conclusions. In this manner, conclusion reflects facts, which hold up the structure of conclusion.

This study uses inductive, logic which began by collecting information to understand the phenomenon and develop a theory. Furthermore, a small sample of subjects are taken as more adequate in comparison to a large amount which is associated with deductive logic (Saunders et al. 2012). Due to the fact of time limitations regarding this study, a small number of subjects were undertaken, indicating inductive logic as the more accurate approach. Additionally, this paper was developed to use qualitative data, thus induction method became clearly justified. According to Saunders et al. (2012) a researcher who undertakes inductive logic will be more willing to use qualitative data. Data is generated through the conduction of a variety of different methods which in turn indicate a wider understanding of specific phenomena.

Moreover, Saunders et al. (2012) indicate three different approaches of research: descriptive, explanatory and exploratory studies. Descriptive research presents performance and experience as associated study in order to develop an adequate representation of individuals, as well as delivers measures of situations or events. Explanatory research reflects cause-oriented study that concentrates on examining the situation or an issue to indicate the relationship among variables. Exploratory research is a discovery orientated study whose purpose is to examine new insights, and ask new questions in order to generate a greater knowledge of a problem or event (Saunders et al. 2012). Exploratory research was used for this thesis; it gave an opportunity to ask open-ended questions and explore more insights on multi-screen marketing campaigns and opportunities to develop effectiveness through the analysis of the gathered data.

3.4.3. Research strategy

According to Saunders et al. (2012) a particular study strategy might be linked with particular study philosophies and deductive or inductive logics that were mentioned before. The research strategy should be based on a research question, objectives and consistence, in order to develop an association with study philosophy, purpose and logic. Moreover, elements such as the extent of available knowledge, time limits, existing resources, access to precipitants and other accessible sources should be undertaken. The Research Onion presents various number of strategies which go as

follow: survey, experiment, case study, archival research, ethnography, narrative inquiry, grounded theory and action research.

The researcher conducted in-depth interviews in order to be used for the purposes of an inductive study. The qualitative research interview aims to cover a meaning and factual level, while meaning level is often more difficult to interview. The interviews help researcher to understand the story behind interviewee's experience and lead to in-depth information around specific issue (Saunders et al., 2012).

3.4.4. Research choice

According to Saunders et al. (2012) there are two methodical choices: mono-method and multiple method design. The mono-method uses just one approach for the research, while multiple methods require the need of two or more approaches. Multiple methods often represent the simultaneous use of quantitative and qualitative approaches. Only one method was chosen for this research - qualitative approach which represents mono-method research design. For the purpose of this dissertation, in-depth interviews were conducted with advertising experts in Ireland in order to gather a depth of data on how multi-screen marketing campaigns can lead to company's effectiveness. Qualitative approach was conducted in form of in person, individual, in-depth interviews targeting advertising experts specialized in digital marketing in order to investigate the effectiveness of multi-screen marketing campaigns on Irish market.

3.4.5. Time horizon

The employed time horizon allows an answer for the research question and lead to a separation between longitudinal and cross-sectional research. Longitudinal research represents repeated character of study, thus it is replicated over a specific period of time and the changes in variables can be tracked (i.e. cohort groups or panels). Whereas, cross-sectional research is undertaken only one time and requires an exposure of snapshot in one moment of time (Blumberg et al., 2011).

A cross-sectional study was undertaken since a time frame to gather data was constrained to specific period of time for qualitative data collection. The data was collected within a time frame of three weeks. The general process of time for the thesis is fixed to be fifteen weeks which additionally indicates a time limits.

3.4.6. Data collection

According to Blumberg et al. (2008) two variables, reliability and validity, need to be considered in order to generate a high quality study design. Reliable study has to consist of data collection approaches and analysis procedures that generate clear and consistent outcomes. Whereas, validity presents the extent to which a data collection approach precisely measures what it was designed to measure and indicate a study's outcome. According to Saunders et al. (2012) a number of threats to study reliability (for example, observer error and bias, subject error and bias) and validity (for example, loss of subject during research) can occur and have to be indicated and controlled.

3.4.6.1. Secondary data collection

Maylor and Blackmon indicated that secondary research presents the type of data that has been gathered and recorded by other individuals for their own study process or commercial objectives. This type of data is cost and time effective because data is already accessible and own study does not have to be undertaken to gain information. Nevertheless, secondary data should be analysed with care since it was gained and collected by different specifics and needs than the researcher's exact research problem. Additionally, it should be examined to fulfil the needs for the researcher study. Secondary data can be grouped into three main sections: documentary, survey-based and the ones gained from mixed sources (Saunders et al., 2012).

The researcher generally bases their study on mixed sources such as snap shots (e.g. journals, data copied in books) and longitudinal elements (e.g. statistics and reports, industry data, journal, books) for this thesis. The electronic academic database of National Collage of Ireland was used as the major source to gain secondary data.

3.4.6.2. Qualitative primary data collection

According to Bryman and Bell (2011) the qualitative study procedures might be grouped between indirect (disguised) approach consisting observation techniques, projective methods and direct (non-disguised) techniques including the procedures individual in-depth interviews and focus groups.

For purpose of this study, researcher prepared semi-structured, in-depth interviews with four advertising experts in digital marketing area. Hair et al. (2011) suggests that informal interview style allows the researcher to test own action in following up on interviewees' responds to a question that may consist probing responds by allowing

the interviewees to present or build on their answers. Moreover, conversation in specified areas that were planned previously can turn into valuable discussion and lead to a better understanding of the phenomenon thereby enhancing the contribution to the research question and objectives. In-depth data and high level of significance are not possible to be conducted in focus groups since concentration only on one knowledgeable and interesting interviewee is unlikely to be conducted.

According Saunders et al. (2012) there are three kinds of questions consisting of open, probing and closed questions while the adequate generation of these questions is presented as significant to reach efficiency in in-depth semi-structured interviews. For the purpose of this primary research, the researcher uses open questions since this kind of questions are permit for an infinite number of possible responds. Additionally, interviewees provide an opportunity to respond in a specific, clarified and detailed way to investigated complex problems. Moreover, open questions present an interviewee's thinking, logic and knowledge which are significant for an accurate interpretation of answers.

3.4.6.2.1. Population

The researcher conducted the interview with four advertising experts through audio recorded individual in-depth interviews:

- 1) **Aline Nolan**, Executive Marketing Director - *Make A Wish Ireland* (makeawish.ie, 2016) – one-to-one in-depth interview.
- 2) **Dylan Cotter**, Executive Creative Director, *Irish International BBDO Advertising Agency* (irishinternational.com, 2016) - one-to-one in-depth interview.
- 3) **Robert Ward**, Executive Marketing Director, *National College of Ireland* (ncirl.ie, 2016) - one-to-one in-depth interview.
- 4) **Sean Hynes**, Managing Partner - *Bonfire Advertising Agency* (bonfire.ie, 2016) - one-to-one in-depth interview.

3.4.6.2.2. Analysing qualitative data

Ghuri and Grønhaug (2005) suggest that the major difference among quantitative and qualitative study does not refer to the quality of data itself but the outcomes which in qualitative approach are unreachable through process of quantification like for instance statistical methods. Due to the need of preparation the data for analysis, the

interviews were recorded and consequently transcribed. According to Corti et al. (2014) transcribed version indicates a reproduction of a written version through the use of actual worlds. There are five major analytical approaches to examine qualitative data including the template analysis, grounded theory method, narrative analysis, analytic induction and disclosure examination. For the purpose of this study a template analysis was undertaken. According to Cassell and Symon (2004) template examination indicates a number of associated techniques that contribute to thematic organization and examination of textual data. A template represents a list of categories or codes that indicates gathered textual data. Saunders et al. (2012) highlight that variety of the codes are often prearranged and further timed or included as researcher interpretation of text. Cassell and Symon (2004) argue that template analysis organizes and structures researcher's data into different groups, and indicates a relationship among those groups in relation to various perspectives of different individuals who have been interviewed.

3.4.7. Ethical issues

Blumberg et al. (2008) argue that ethical issues can appear in every single research and all participants who are involved in the study should represent ethical behaviour. Therefore, research ethics highlights the moral values and principles that impact on the process in which the researcher conducts its study without leading to potential or actual harm of any type to anybody.

For the purpose of this study, the researcher paid special attention to an ethical approach in order to prevent ethical issues through different study stages. All data and information gathered through individual in-depth interviews was solely used for the purpose of this thesis. The researcher presented coherence and objectivity at all study stages and the privacy of all involved individuals was respected. Moreover, the participation in this research was voluntary and individuals had a right to resign from participation at any stage.

3.4.8. Limitations to the research

According to Hair et al. (2003) limitations represent extraneous situations that lead to restrictions whereas conducting a research. Therefore, the researcher should be informed about the existing limitations in order to avoid a harmful impact on the outcomes gained from the study. During investigation for this dissertation some

limitations occurred. Firstly, it is important to mention that the researcher had access to limited secondary data in relation to both multi-screen marketing campaigns and advertising effectiveness. Thus, this caused an investigation on multi-screen marketing campaigns and their effectiveness (quantitative method) in order to provide relevant information to the study questions and the study problem statement.

Limitation related to qualitative data collection was mainly confined to the difference among professional background of interviewed experts which caused difficulties while comparing and analysing gathered information. Additionally, time limitations to the study only allowed for the undertaking of a small number of in depth interviews.

Chapter 4: Research Findings

4.1. Introduction

Digital marketing is becoming increasingly more significant, indicating what types of marketing campaigns appeal to audiences. The right choice leads to an increase in advertising effectiveness and consequently affects sales. Nevertheless, it is evident that available literature indicates a gap which lacks of coherent concept that explains in what way the multi-screen advertising campaigns can be addressed by a variety of elements and stages in order to reach effective advertising. Additionally, no literature exist that refers to the Irish market.

Moreover, no specific framework exists that consequently indicates weak points in multi-screen advertising effectiveness, which can be improved by employing an adequate metrics model supported by research. The outcomes in this study aim to fill these gaps and show the first coherent research that is specifically focused on the effectiveness of multi-screen marketing campaigns in the Irish market. The researcher hopes that results may encourage digital marketing scholars to engage in research that investigates and scientifically confirms the effectiveness of multi-screen campaigns, developing metrics which can specifically measure this effectiveness, as these elements have not been explored and examined yet.

4.2. Findings of the qualitative research

The main four objectives developed the framework for qualitative research of this investigation. Individual, in-depth interviews were conducted with four digital marketing experts that reflected the topic from both a business and an academic point of view. The research outcomes are specifically concentrated on effectiveness of multi-screen advertising campaigns and their measurement.

4.2.1. Objective 1 - Research findings

To investigate multi-screen marketing campaigns as an effective advertising

These research findings present the relevance of multi-screen marketing campaigns by comparison to traditional marketing strategies such as use of old media channels. The questions indicated the subjective opinions on added values and shortcomings of

multi-screen advertising campaigns. Additionally, respondents indicated the character of campaigns in terms of supplementary or substitutional features.

4.2.1.1. The added values of multi-screen advertising campaigns

The study indicated that multi-screen marketing allows for brands to engage and interact with audiences on a deeper level than that of more traditional marketing strategies. The usage of numerous screens and platforms gives the brand the potential to reach its target group anytime and anyplace. Additionally, another added value refers to the enhancement of an advertising message and significantly higher possibility to grab customers' attention.

“It is a very good way to get people engage more deeply”. (Dylan Cotter)

“Multi-screen marketing presents enormous opportunity, as brands look toward the promise of being able to reach consumers wherever they are, on any screen”. (Aine Nolan)

This statement presents a close propinquity to available secondary literature highlighting a beneficial elements of multi-screen marketing in terms of engagement and interaction (Ash, 2014; Elms, 2015).

4.2.1.2. The shortcomings of multi-screen advertising campaigns

Secondary data points out the complexity of process in relation to the implementation and measurement of results (Stone and Woodstock, 2014; Lawrence, 2015). The study's outcomes complemented secondary literature and indicated to the complexity as one of the major disadvantages.

“Multi-screen marketing campaigns can be considerably more difficult and can be more expensive to implement”. (Aine Nolan)

Additionally, research findings indicated the high cost as one of shortcomings, and highlighted the fact that multi-screen marketing is still on an underdeveloped level. Thus, the existing knowledge is still limited.

“If you are spreading your budget across digital media it can be costly”. (Sean Hynes)

“It is still on very rudimentary kind of level. Thus, the amount of synchronisation is quite limited and quite superficial. We have not properly invented the best ways of doing things yet”. (Dylan Cotter)

4.2.1.3. Multi-screen advertising as supplement to traditional marketing strategies

All respondents suggested the beneficial supplementary character of multi-screen advertising campaigns rather than the substitute form in comparison to old media. Multi-screen advertising campaigns are the extendable element to the traditional strategies. And, they represent complementary features.

“Whenever there is a new technology, whenever there is a new advance it never really replaces what were before. It kind of enriches and enhances what was before”. (Dylan Cotter)

This assertion can be linked with Ash’s (2014) findings which suggested that TV is still a key channel while launching multi-screen campaigns.

4.2.2. Objective 2 – Research findings

To analyse the available metrics that can measure the effectiveness of multi-screen advertising campaigns

The secondary literature indicates a significant gap in terms of accurate measurement of multi-screen marketing campaigns and their effectiveness. The available literature does not refer directly to the multi-screen marketing, and suggests further research in this field. The findings were split into three questions in relation to existing metrics, their interpretation and the influence caused by effective campaigns.

4.2.2.1. Metrics of multi-screen advertising

The research findings indicated that the measurement of this advertising activity is still unexploited. Respondents made reference to a number of different metrics such as website traffic rates, impression rates and click rates. Additionally, respondents argued that social media metrics might be effective but in terms of comments. Thus, the type and number of people that are talking about their experience with a specific brand is a significant element of campaigns effectiveness.

“The multi-screen marketing campaigns are not easy to measure because there is so many different media, it is very complex to really see what is working. I think that is an issue for digital marketing. On the beginning, that was a great promise of digital marketing that it would be very measurable, and perhaps in some ways it is however,

it is still quite difficult challenge to know if your advertising spending are effective”.
(Robert Ward)

This point of view complements the statements of Lawrence (2015) and Chen (2013). Lawrence (2015) suggests the complexity and challenging character of multi-screen marketing measurement and analysis. Whereas, Chen (2013) suggested few metrics (i.e. reach, exposure, frequency, Gross Rating Points, and engagement metrics) which can be used to measure the effectiveness of multi-screen marketing.

4.2.2.2. The interpretation of multi-screen marketing metrics

Respondents mentioned again that modern measurement is not accurate enough as of yet to analyse data in a precise manner. However, they highlighted the importance of goals that brands want to achieve. Based on established objectives, the specific metrics and interpretations can be used in order to gain efficient and effective measurements. A similar statement was presented by Chen (2013), the author indicates that a company’s goals are a major element in precisely analysing gathered data.

“The metrics should be measured against your goals. Each platform is different so you need to treat each metric differently”. (Aine Nolan)

Additionally, the research findings pointed out the need of metrics which could measure exact sales revenue. Whereas, the secondary data presented close proximity to that idea and highlighted a need of accurate metrics which could measure the precise impact of digital campaigns on sales (Fulgoni, 2016).

“I think the important thing is to try to come up with metrics that ultimately fit in to your sales channel. There is lots of metrics out there in the digital world but not all of them make sense for each brand”. (Robert Ward)

4.2.2.3. Impact of results generated by multi-screen advertising campaigns

The study findings determined that results generated by multi-screen marketing have an important impact on elements such as changes in brand awareness, customer attitudes, and sales revenue. Respondents presented examples of Aldi and Lidl, both of whom ran campaigns that directly increased sales; Virgin Media’s multi-screen campaign that generated changes in brand awareness and customers’ attitudes; and National College of Ireland digital campaign that led to increase in the number of applications.

“UPC became Virgin Media last year. UPC was quite functional, not very interesting, sexy or innovative brand. For Virgin Media, we extended our communication campaigns so that they included multi-screen marketing campaigns (such as games and all that type of interactivity). After those actions, they social media and presence is much more visible today. All of that has a huge effect on awareness and how people feel about brand, and sales as a result”. (Dylan Cotter)

The impact of results generated by multi-screen advertising campaigns were previously outlined by Smith (2014) using the launch of the new Hyundai as an example. Changes in brand awareness and sales occurred.

4.2.3. Objective 3 – Research findings

To state if multi-screen marketing campaigns can increase target group engagement and enhance their experience with brand

The third objective refers to the levels of engagement and experience that might be reached through the multi-screen marketing methods. This objective strives to investigate the reliance of multi-screen advertising campaigns in terms of audience’s actual interaction and communication with brand.

4.2.3.1. The engagement and experience of multi-screen marketing

The research findings have shown that there is a strong relation between campaigns and engagement. Respondents indicated engagement as a main advantage of multi-screen advertising campaigns. Additionally, some of them highlighted the significance of getting closer to audience and creating a deeper, mutual conversation with them.

“Absolutely, yes. It allows brand to get closer to customer. Almost to have a conversation.” (Sean Hynes)

“Yes, integrated marketing communication strategies can have an effect on the experience of a target group. When adverts are emotive, there is an increased likelihood that consumers will form brand attachments to the product/service”. (Aine Nolan)

The secondary literature represents comparable data. Especially the reports established by Nielsen (2015) and Interactive Advertising Bureau (2015) have shown that engagement levels among audience significantly increased with multi-screen advertising campaigns.

4.2.3.2. The engagement metrics of multi-screen advertising campaigns

This research question referred to the relevance of social media engagement metrics (e.g. number of followers, likes, shares, and views) in term of multi-screen marketing. Respondents suggested that the actual number of likes and followers does not have an evident impact on the effectiveness of advertising.

“Five, six years ago when Facebook and Twitter were some new things, people thought likes and followers were the most important measurement in the world. And, I think since that everybody kind of realized that these are quite shallow metrics. People can like things, people can follow things without really engaging with it emotionally”. (Dylan Cotter)

“The simple like might not be that efficient. I do not know how effective is that anymore. Perhaps, that is questionable”. (Sean Hynes)

However, shares and comments were presented as one of the major elements which should be analysed. A similar statement outlined by Fulgoni (2016), the author arguing that measurement of actual actions (such as number of shares, and comments) can be an effective and efficient measure of advertising.

4.2.4. Objective 4 - Research findings

To analyse the major factors that can influence on the effectiveness of multi-screen marketing campaign

The last objective concerns to two questions. First question aims to indicate the major factors that can improve the multi-screen marketing. Second question, it refers to number of elements and their importance while launching and running multi-screen advertising campaigns.

4.2.4.1. Factors that enhance the effectiveness of multi-screen marketing

Respondents cited interestingness, creativity and uniqueness as some of the main factors that can enhance and boost the effectiveness of multi-screen marketing campaigns. Content should be different, surprising and interactive in order to grab an audience’s attention.

“Interestingness - I would say, it is the most important thing. That is a truth of any piece of work. No matter, how lavish the production is, no matter, how elaborate; if it is not interesting to people then it is pointless, it is a waste of money”. (Dylan Cotter)

“I think it sounds obvious but creativity is still a key. The effective campaign has ability to pop out through all the noise of all the messages that we all receive every day. Thus, creativity has still a huge part to play”. (Robert Ward)

Nielsen (2015) outlined similar statement, presenting a framework that consists three elements which can lead to the effectiveness of second-screen: *be available, be interactive, be social*. Additionally, research findings indicated the significance of interestingness factor to the audience, not to people creating campaign.

“And by interesting, I mean interesting to the audience, not just to the person making it. That is another thing. Brands often mistakenly think that what is interesting to them will be interesting to real people. And that is not a case. People care really little about brands, new product launches or stuff that for brand owner or advertising agency seems incredibly interesting. Thus, the first and last job that the agency always has to do is just make the things interesting”. (Dylan Cotter)

4.2.4.2. Relevant elements of multi-screen advertising campaigns

This question refers to elements such as time period, number of platforms, reach and segmentation; and their importance while launching and running the multi-screen marketing campaigns. The research findings have shown that number of platforms, segmentation and time period play a significant role for multi-screen marketing.

“Research indicates that smartphones and laptops are the main platforms used during the day and television still continues to dominate in the evening. Marketers need to take this into consideration when they are designing campaigns as TV adverts during the day will be less effective than an advert that runs in the evening”. (Aine Nolan)

Respondents suggested that brands need to get know their audience better in order to understand their habits and daily routines. Thus, they will be able to implement and launch an excellent digital advertising campaigns.

“We find that different times of the week, different times of a day work more effectively, and people are engaging with things. Different platforms work better for different customers”. (Robert Ward)

“You need to make sure that you are accessible in all places that your audience want you to be. You have to use whatever technology to get closer to your consumer”. (Sean Hynes)

Chapter 5: Conclusions and Recommendations

5.1. Introduction

The limitations in secondary data are related to both effectiveness of multi-screen marketing campaigns and their measurement. These elements have significantly confirmed the usefulness of conducting this method of research. The gap in the literature refers to the conclusive knowledge around the effectiveness of multi-screen advertising and its frameworks in terms of effective implementation and measurement. The exploratory qualitative methods are aimed at developing a deeper understanding of advertising effectiveness in the digital world and the phenomenon that is multi-screen marketing. This research approach allowed for the generation of constructive findings which can be used as a base for further research.

5.2. Applicability of multi-screen marketing in the digital world

This research has concluded that multi-screen marketing campaigns have the potential to complement the traditional advertising strategies in the digital world. Additionally, the effectiveness of multi-screen marketing campaigns was evidently considered by advertising experts through in-depth interviewing techniques. In these terms, mono-method research design was employed which presented the experts' point of view and consequently enriched the certainty to track a response back to a specific stimulus, indicating shortcomings and added values of the approach. Additionally, the necessity of expert opinion was needed in order to address the strategy significance and investigate its effectiveness.

The use of multi-screen marketing campaigns is more or less justified, depending on the specific questioning. The findings of the thesis help to indicate the main improvement potentials for effective implementation and measurement of the multi-screen method. However, the efficient measurement of multi-screen marketing is still undeveloped, thus the adequate metrics that measure the effective digital campaigns are on the rudimentary level. It is significant to point out that multi-screen marketing is not a sole salutation that leads to ultimate advertising effectiveness. Moreover, the complexity of this digital strategy contributed to present the capacities and possibilities of multi-screen experience.

5.2.1. The potential of multi-screen marketing

Multi-screen marketing campaigns deliver an excellent opportunity to develop high levels of engagement with the customer. The engagement refers to the interaction which occurs between brand and target group. Customers are actively taking a part in the process and consequently engaging through this communication channel. Respondents indicated that the higher the level of engagement, the more effective campaign. The possibility to communicate with the customer in this way opens enormous opportunities for further campaigns. Brands can reach their audience through all devices simultaneously, everywhere and anytime. However, it is needed to indicate the disadvantages of method. Firstly, the rudimental level of multi-screen marketing and its complexity delivers number of challenges to marketers. The exact features of the method are not precisely developed yet. Thus, the campaigns can present unpredictable and unmeasurable character.

The existing metrics do not ultimately cover all spheres which should be considered while measuring the effectiveness of multi-screen marketing campaign. It is important to highlight that different campaigns may indicate different objectives. However, the available metrics do not allow marketers to zone in on examining these objectives in particular. Elements such as the level of engagement, changes in brand awareness and customer attitudes are extremely complex, and difficult to specify due to the multi-dimensional character of campaigns. There is a significant need to develop a system of measuring which will be able to investigate the effectiveness of multi-screen advertising campaigns. Moreover, respondents outlined the lack of metrics that consequently fit to the sales channel. Therefore, there is a necessity to the further research in this direction.

Additionally, respondents presented a number of examples of a multi-screen marketing campaigns which were conducted on Irish market. All of them delivered the positive feedback, however the effectiveness of them could not be precisely examined due to lack of specific metrics. Nevertheless, in a certain sense, they covered established goals such as rebranding, increase of product sales and brand awareness.

5.3. Recommendations for further research

Although this study has enriched the understanding of the multi-screen marketing approach and its applicability to Irish market, there are many issues which left are

underdeveloped. In order to enhance existing literature, further research should be conducted to investigate issues that lie outside of the academic core of investigation. Consequently, further research should indicate the limits of this study findings. In reflection of those limitations, the following chapter concentrates on recommendations for academic investigation, digital marketing discipline and advertising experts. The recommendations are expressed from the study findings and integrated by insights received from the secondary data.

5.2.1. Academic research

Previous digital marketing research has not employed the advertising effectiveness elements which should be developed in order to increase the core of marketing research. Moreover, they should enrich the quality of outcomes which indicate the methods that enhance the effectiveness of multi-screen marketing. Additionally, deeper research in terms of measurement should be conducted. The existing metrics are often misused in a non-productive manner. Social media engagement metrics are usually over interpreted. Metrics such as the number of likes and followers do not necessarily indicate an effectiveness of multi-screen marketing campaigns.

Furthermore, the customer's point of view should be investigated as the present research measured only the advertising experts' opinion. The perception of audience could specifically enrich and enhance existing literature in terms of customer satisfaction and loyalty. The studies could focus on the same elements such as brand awareness, sales, and attitudes, however from customer's cognition.

Overall, multi-screen advertising campaigns deliver significant potential for marketing research and should not be disregarded. Thus, the agenda should be set for further study. Research that investigates questionable issues of multi-screen advertising will improve discipline academics by introducing them with an enhanced understanding of multi-screening experience. Hence, it can be used as an encouragement to employ the approach for discipline-specific research purposes.

5.2.2. Digital marketing businesses and practitioners

The present limitations of multi-screen marketing should be used as a fundament for advertising organizations and their employees to collaborate together with digital marketing academics in order to introduce new studies and further development of multi-screen marketing field. Experts who sell digital advertising services should

address those limitations with their clients in order to introduce ethical behaviour and present the transparency. The existing statements which are developed on scientific findings can improve the public view of digital marketing by establishing the applicability of multi-screen advertising methods as beneficial supplementary to traditional marketing strategies.

5.3. Conclusions

Multi-screen marketing can lead a heightened advertising effectiveness. However, limitations exist at the present point in time. This study has indicated questions of academic thought, a number of them have been answered by in-depth investigation and an interpretive examination. Nevertheless, several issues are still beyond the sphere of this research and require recognition and further examination by academics. The academic-industrial collaboration is essential to investigate those topical problems and investigate the advertising-relevant features in terms of multi-screen experience. The researcher hopes that present study indicated number of those topical issues and established a guiding foundation to further academic efforts.

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Appendices

Appendix 1: Interviews - qualitative primary research

Objective 1: To investigate multi-screen marketing campaigns as an effective advertising strategy.

Q 1.1: What are the potential added values of multi-screen marketing campaigns in comparison to traditional advertising strategies?

Aine Nolan, Executive Marketing Director – Make A Wish Ireland

The value of multi-screen marketing campaigns as opposed to traditional marketing is that you are more likely to grab the consumer's attention. When used in conjunction with traditional marketing methods, like television adverts, you can reinforce your brand message. Using a multi-method approach increases the likelihood of you breaking through the clutter also. Multi-screen marketing presents enormous opportunity, as brands look toward the promise of being able to reach consumers wherever they are, on any screen. My favourite multi-screen campaign is the Nike Greatness 2012 Olympics ambush campaign. The campaign debuted with the brand's normal aspirational television spots, and it encouraged consumers to share their personal achievements using the hashtag #findyourgreatness. The adverts then evolved into a series of digital missions. Users were encouraged to complete and then share their personal achievements with friends via social media website and a microsite. The footage was then compiled into Nike+ Fuelstream. The campaign was unique, used a multi-method approach and allowed users to engage with the brand.

Dylan Cotter, Executive Creative Director - Irish International BBDO Advertising Agency

There are two advantages. From positive perspective, it is a very good way to get people engage more deeply. For example, TV spots tend to be quite passive, individual is not really interested in it and wants the program to back on. However, if you synchronise the second screen with application such as Shazam then you will integrate the experience and get people more engage, thus they will participate in the whole process. Participation here is a big advantage. Whether it is something kind of playful or it is a purchase, or anything in between. Or even capturing somebody's details. And second advantage, it is kind of coming out from negative perspective. It is a rail,

stalking people, getting distracted. So as I said, we see people watching TV, and they are on their phones anyway because everybody is at least on two devices at the same time. Thus, if you are on both devices with your message then you are kind of keeping people trapped.

Robert Ward, Executive Marketing Director – NCI

I think the main advantage allows customers to engage with brand deeper. For example, individual while watching TV can see an ad and then look for more information online through their phone or laptop. Facilities such as mobile apps and websites allows customer to find quickly the content that he/she is looking for. Some brands will connect their TV spots to Shazam in order to more deeply engage with customers. The second advantage can be fact that those campaigns deliver more direct feedback or two-way communication. Thus, more information and better communication possibilities.

Sean Hynes, Managing Partner - Bonfire Advertising Agency

I suppose the most obvious one, it gives you the direct channel to your brand and possibility to interact with your brand. If it is a fast moving consumer good like Coca-Cola, you cannot buy the brand by your phone or by your laptop but you can engage with it, in terms of looking at their social media sites. On the other hand, for brands that actually do sell online it can lead directly to sales. So, there are huge advantages.

Q 1.2: What are the shortcomings that multi-screen marketing campaigns incorporate in comparison to traditional advertising strategies?

Aine Nolan, Executive Marketing Director – Make A Wish Ireland

Multi-screen marketing campaigns can be considerably more difficult and can be more expensive to implement. The campaigns involve a wide number of elements and can be difficult to execute because of this. The messaging needs to be consistent across all channels and this can present a challenge. These campaigns bring a new level of complexity. With consumers watching TV shows on digital devices, or jumping between a smartphone and a PC to engage with content, it becomes increasingly difficult for advertisers to measure the impact of their campaigns across overlapping devices. In Make-A-Wish we recently launched our first multi-screen campaign and it took in excess of three months to plan. The Make Memories nationwide campaign was

launched across television, radio, online and print. The campaign centres on how Make-A-Wish grant wishes that last many lifetimes. The campaign is designed to raise awareness about the powerful impact that these wishes can have and how their impact can last many lifetimes. There are four distinct types of wishes that are available for children. 'I wish to go', 'I wish to have', 'I wish to be' and 'I wish to meet'. The campaign has been really successful from an awareness perspective and we are looking forward to seeing the long-term impact that it has on wishes.

Dylan Cotter, Executive Creative Director - Irish International BBDO Advertising Agency

I suppose, it is the infancy. It is still on very rudimentary kind of level. Thus, the amount of synchronisation is quite limited and quite superficial. We have not properly invented the best ways of doing things yet.

Robert Ward, Executive Marketing Director – NCI

It is more difficult to hold people's attention. They watch many screens at the same time and to encourage them to watch certain content is really challenging. Thus, the main down would be the attention factor.

Sean Hynes, Managing Partner - Bonfire Advertising Agency

I am not sure if there are any. If you are spreading your budget across digital media it can be costly. So other than that is hard to see any shortcomings.

Q 1.3: Do you consider multi-screen marketing campaigns as a substitute or beneficial supplement to traditional advertising strategies such as broadcast and print? Why?

Aine Nolan, Executive Marketing Director – Make A Wish Ireland

I think multi-screen campaigns can act as a beneficial supplement to traditional advertising methods. They help to reinforce the brand message and help marketers target consumers when they would not traditionally be watching television or reading newspapers. Brands that do not embrace the phenomenon run the risk of being left behind.

Dylan Cotter, Executive Creative Director - Irish International BBDO Advertising Agency

Beneficial supplement, that is a good way of putting it. Whenever there is a new technology, whenever there is a new advance it never really replaces what were before. It kind of enriches and enhances what were before. I think that is what is happening with smart technology today, whether that is a new device or online app. Those elements can be treated as an extendable part to the old media. And, that is what I feel about the multi-screen advertising campaigns. The TV makes viewer's experience bigger and more multidimensional. It is all to do with how you use it. I think with good creativity, everything enriches everything else.

Robert Ward, Executive Marketing Director – NCI

I think it is essential now. You do not really have a choice because that is the way people engage with media. Thus, you have to kind of follow their trends and what they do. The old idea of just picking one or two media and broadcasting through that is more difficult. Some brand that have lots of money probably could do that by owning certain media. But I think for most of people it has to be multi-factitive approach.

Sean Hynes, Managing Partner - Bonfire Advertising Agency

It is definitely not a substitute. Everything is complementary and building on the old media. All traditional channels still have a very strong role. For instance, out-home advertising is still really strong. Probably, there is less multi-screening with radio. However, it is a beneficial supplement rather than substitute.

<p>Objective 2: To analyse the available metrics that can measure the effectiveness of multi-screen advertising campaigns.</p>

Q 2.1: What type of metrics can measure the effectiveness of multi-screen marketing campaigns?

Aine Nolan, Executive Marketing Director – Make A Wish Ireland

The first thing that a marketer needs to do is define what they want the campaign to achieve. Is it a brand awareness campaign or is it designed to increase sales through the use of a short-term sales incentive? After the objectives have been defined and the

campaign executed you can look at measurement. You can measure your search marketing performance by using Google Analytics. This is a free tool that measures website traffic and other data that has to do with the traffic to your website. You could also monitor your SEO Position. Google is constantly changing how they rank websites and the way searches are done when using them. The higher the ranking the more likely your website is to get more visits. If you are using PPC campaigns, it's important to monitor their effectiveness by monitoring impressions and clicks. If the campaign involves a social media element you will need to monitor the effectiveness using built-in analytics on each platform. These analytics can help you track the effectiveness of your posts and other messages that you put on them. If your posts are not performing well, most platforms give you the opportunity to tweak them. You can also use an external measurement tool like Hootsuite to analyse the effectiveness of your campaign.

Dylan Cotter, Executive Creative Director - Irish International BBDO Advertising Agency

The answer to that question depends very much on what you want to or trying to achieve. So sometimes all you want to achieve is entertaining people. And probably the best way to measure (in a kind of subjective way) is just based on the feedback you get, what and how much people are talking about experience, or more challenging ones, how many people do we captured, how many people sign up to something, or how many people bought something. So it kind of depends.

Robert Ward, Executive Marketing Director – NCI

It depends on your product and brand. So ultimately for us, we are going to measure the student numbers and applications. However, you have to remember that those cannot measure exactly the effectiveness of your advertising because there is so many other factors. We could measure as well the click-through rate, bounce rate, time spend on the website, attendance on open evenings, and phone calls. Thus, we measure all those things but difficulty now is what really matters and how to make your measurement effective. The multi-screen marketing campaigns are not easy to measure because there is so many different media, it is very complex to really see what is working. I think that is an issue for digital marketing. On the beginning, that was a great promise of digital marketing that it would be very measurable, and perhaps in

some ways it is however, it is still quite difficult challenge to know if your advertising spending are effective.

Sean Hynes, Managing Partner - Bonfire Advertising Agency

I think website traffic and activity on social media are main metrics that should be considered. However, there is lots of metrics which are very macro for any digital campaign.

Q 2.2: How should those metrics be interpreted?

Aine Nolan, Executive Marketing Director – Make A Wish Ireland

The metrics should be measured against your goals. Each platform is different so you need to treat each metric differently.

Dylan Cotter, Executive Creative Director - Irish International BBDO Advertising Agency

I think today the measurement is so much more accurate and interesting than it used to be 10 years ago. You cannot really measure how much people are really watching the TV. You cannot measure how many people are looking at the poster, and how many people are properly looking at the poster. However, you can measure really good people's engagement proof with content that is served online. Still not completely, but you can measure it much more accurately.

Robert Ward, Executive Marketing Director – NCI

I think the important thing is to try to come up with metrics that ultimately fit in to your sales channel. There is lots of metrics out there in the digital world but not all of them make sense for each brand. You should customize measure and use the ones that are the most applicable to your product and sales model. Additionally, they should be easily, automatically obtained and updated otherwise they would not be relevant.

Sean Hynes, Managing Partner - Bonfire Advertising Agency

It depends on the type of product we sell and what goals we want to achieve. However, as I said it can be quite challenging to measure exactly what we strive to. The number of available metrics is huge and complex; thus it can cause many issues in accurate interpreting.

Q 2.3: Do results generated by certain multi-screen marketing campaigns can influence on the elements such as changes in brand awareness, sales revenue, market share, attitudes, ROI etc. Any examples?

Aine Nolan, Executive Marketing Director – Make A Wish Ireland

Yes, I think multi-screening advertising campaigns can have the same aims and goals as traditional marketing campaigns and they can be use as effective. An example of this are the integrated marketing communication campaigns run by supermarket discount operators, namely Aldi and Lidl. These supermarkets have put 'Irishness' at the heart of all of their communications. Aldi launched their “Love Ireland, Like Aldi” campaign and it has been hugely successful across print, television and digital channels. Research has indicated that consumers had a high recall of Aldi’s campaign. The created a television advert showing the local farmer behind the product. This resonated strongly with their consumers. This campaign is a reflection of the noticeable shift in consumer opinion about discount retailers. They are doing more good for local producers and Ireland than the other dominant retailers. Shopper now believe they are supporting Ireland and Irish jobs (but at competitive prices) when they shop in these stores.

Dylan Cotter, Executive Creative Director - Irish International BBDO Advertising Agency

Virgin Media is a client that we would do the most interesting work in the multi-screen space. And the biggest impact that we have achieved, is just making the company more relevant to younger connected audience. So, UPC became Virgin Media last year. UPC was quite functional, not very interesting, sexy or innovative brand. For Virgin Media, we extended our communication campaigns so that they included multi-screen marketing campaigns (such as games and all that type of interactivity). After those actions, they social media and presence is much more visible today. All of that has a huge effect on awareness and how people feel about brand, and sales as a result. Another example, it would be Electric Ireland (around 3 years ago), we created a TV spot with really good piece of music in it. And just by enabling Shazam (application that recognize the songs) and collaboration with them by slightly, implicitly changing the music. Thus, when the people “shazam” the song in your ad then the application knows that it is an ad that they are “shazaming”. Thus, you are gaining lots of

interesting data through that. And, the interactivity on that was amazing. We got around 15 thousand people that interacted with this in about two weeks. What was really good for something that we were not sure if anybody would. We do not even put the Shazam logo into this ad.

Robert Ward, Executive Marketing Director – NCI

If I give you an example, with our part-time students campaign we changed our media company that buys all the media for us. And, they adopt more digital approach, more tailored approach to digital channels compare to what we did previously. And from that we noticed an increase in the enquiries and applications. Thus, it increased our two main Key Performance Indicators (KPIs).

Sean Hynes, Managing Partner - Bonfire Advertising Agency

Definitely, yes. However, I cannot think about any example that we have done right now. But for instance, you can use multi-screen marketing campaign to re-brand the product. Thus, change the customers' attitude toward product or brand. And, certain campaigns can lead to increase in sales as well. Everything is based on what you are striving to.

<p>Objective 3: To state if multi-screen marketing campaigns can increase target group engagement and enhance their experience with brand.</p>

Q 3.1: Do you think that the multi-screen marketing campaigns can have an impact on the level of engagement and experience of targeted group?

Aine Nolan, Executive Marketing Director – Make A Wish Ireland

Yes, integrated marketing communication strategies can have an effect on the experience of a target group. When adverts are emotive, there is an increased likelihood that consumers will form brand attachments to the product/service. This will directly affect them when they use the brand in a positive way.

Dylan Cotter, Executive Creative Director - Irish International BBDO Advertising Agency

Definitely, yes. Even if the people love the traditional piece of content whether that is in the cinema, or a poster, or a TV spot. It is very hard to them to interact and to engage

with it. Thus, it very hard for us to know if they engaged at all. While, the second-screening is a brilliant way of getting people involve. For example, for one of our clients - Virgin Media, we have done pretty interesting multi-screen campaign, where the ad was playing at both devices simultaneously. And then, we have done much more interactive stuff, where there is an extendable banner displayed on Smart TVs or laptops as a game, and people need to use their phones to play that game. Thus, the mobile phones became a controller for it.

Robert Ward, Executive Marketing Director – NCI

Yes, definitely. It thinks that is one of main advantages that multi-screening can give you.

Sean Hynes, Managing Partner - Bonfire Advertising Agency

Absolutely, yes. It allows brand to get closer to customer. Almost to have a conversation. It depends on brand's approach, however through platforms such as Twitter or Facebook company can easily engage and interact with its audience.

Q 3.2: Do you consider the social media engagement metrics (e.g. number of followers, likes, shares, views etc.) as a relevant source of data to analyse the effectiveness of multi-screen marketing campaigns?

Aine Nolan, Executive Marketing Director – Make A Wish Ireland

Yes, definitely. Social media metrics are extremely important for evaluating effectiveness. The aim of some campaigns is top increase followers and likes however, other marketers prefer to rely on engagement as a marker for success. One example of a company who used social media metrics as a relevant source of data to analyse the effectiveness of their multi-screen marketing campaigns was Nike. They decided to sue digital tools to reach their digitally savvy consumers. They established digital best practises and began to focus on storytelling. They moved from having one core message to telling stories involving inspirations, aspirations and beating the odds. They engaged with the subcultures of sport and communicated with their customers on their own terms. The results of their new strategy were excellent. They engaged with over 200 million fans daily in an interactive dialogue, had access to massive volumes of freely user data and achieved over 15 million likes.

Dylan Cotter, Executive Creative Director - Irish International BBDO Advertising Agency

Five, six years ago when Facebook and Twitter were some new things, people thought likes and followers were the most important measurement in the world. And, I think since that everybody kind of realized that these are quite shallow metrics. People can like things, people can follow things without really engaging with it emotionally. However, of course while launching a new campaign we would certainly track likes and shares. Shares especially because they are more engaging. But, in my opinion more interesting and certainly creative learning from social media is what people are saying. Thus, the comments are really significant element here. You can use those comments to tweak and adjust the work, and consequently make it better in a real time. For example, we do a lot of work for Guinness. We look after their social media for here (Ireland) and UK. During the Rugby World Cup (after or during the match), we posted some beautiful pieces of work which were all based on the shape of pint. They all got fantastic number of likes and shares but the most interesting part here were comments. And you can learn from those comments, what people like what people do not like. So you can just respond for it better the next time. However, it is important to remember that you cannot just do what people tell you to do. You need to kind of get that balance between listening critics and ignoring them.

Robert Ward, Executive Marketing Director – NCI

Personally, I think they are a measure and they might be for someone useful. However, I find myself thinking and all marketers should ask the question “so what”? So we have got 10 thousand of new followers, we have got so many likes. The question is so what? Is that relevant to your brand? Does that matter? Does that ultimately help you sell more? For me as marketing director, who is responsible for selling the product. I have to be asked what does actually mean. Does that sell me one more student? And, ok that is a positive thing, however does it work? For example, if you sell some piece of engineering product, maybe there is only 15 people in the country that are the market for you. Thus, what does fans, followers and all that mean for you? Probably, nothing. But if you are Adidas maybe it does mean.

Sean Hynes, Managing Partner - Bonfire Advertising Agency

Yes. I think you should look at all metrics. And if for instance campaign is scoring really high in terms of sharing rate that is absolutely positive. On the other hand, the simple like might not be that efficient. I do not know how effective is that anymore. Perhaps, that is questionable. People just like so many brands and it is not as easy to use that in terms of remarketing. However, people that actually stay active and consequently engage through actions such as sharing can deliver absolutely positive results for campaign.

Objective 4: To analyse the major factors that can influence on the effectiveness of multi-screen marketing campaign.

Q 4.1: What factors enhance the effectiveness of multi-screen marketing campaigns?

Aine Nolan, Executive Marketing Director – Make A Wish Ireland

There are many ways to enhance the effectiveness of multi-screen marketing campaigns. One way is through Twitter Advertising. Twitter, the world's second largest social media network, uses 'conversation mapping technology' to help targeting. Advertisers can promote posts to people based on the shows they're watching or their interests. Engagement rates can in some cases be stronger than traditional marketing methods. This method can extend the lifespan of an advert or campaign long after it has finished airing on television. Another way to enhance a campaign is to create a Google AdWords campaign. The advertiser can select keywords that are specific to their brand or the advert to drive traffic to the website. If done correctly, PPC campaigns can dramatically increase web traffic.

Dylan Cotter, Executive Creative Director - Irish International BBDO Advertising Agency

Interestingness - I would say, it is the most important thing. That is a truth of any piece of work. No matter, how lavish the production is, no matter, how elaborate if it is not interesting to people then it is pointless, it is a waste of money. However, if it is interesting it will resonate with people. They will talk about it and share it. They will engage with as many screens as they can. And by interesting, I mean interesting to the

audience, not just to the person making it. That is another thing. Brands often mistakenly think that what is interesting to them will be interesting to real people. And that is not a case. People care really little about brands, new product launches or stuff that for brand owner or advertising agency seems incredibly interesting. Thus, the first and last job that the agency always has to do is just make the things interesting.

Robert Ward, Executive Marketing Director – NCI

I think it sounds obvious but creativity is still a key. The effective campaign has ability to pop out through all the noise of all the messages that we all receive every day. Thus, creativity has still a huge part to play. Additionally, effective targeting and clever use of media, to make sure we are talking to the right people. It is not different from traditional marketing. It still has to answer two questions: who are your customers, and why they should buy from you? If you can answer those questions in a creative way, then that is a key for success. I think fundamentals of marketing did not change. Campaign has to be based on compelling truth. If you are a customer it has to be interesting to you. And, it has to be based on something that brand actually represent.

Sean Hynes, Managing Partner - Bonfire Advertising Agency

If campaign is more special, unique, and different. And, gives a feeling that is real and live, at least gives a feeling that is live then better. What is on TV repeated does not have value at all. If you are able to achieve engagement online, then it is more effective.

Q 4.2: Do elements such as time period, number of platforms, reach and segmentation are relevant while launching and running the multi-screen marketing campaigns?

Aine Nolan, Executive Marketing Director – Make A Wish Ireland

Yes, definitely. As discussed earlier, research indicates that smartphones and laptops are the main platforms used during the day and television still continues to dominate in the evening. Marketers need to take this into consideration when they are designing campaigns as TV adverts during the day will be less effective than an advert that runs in the evening. In regards to segmentation, it is extremely important to select channels that reflect the ones that your audience uses. If you are targeting the over 70's age group, creating a detailed social media campaign would be pointless. Print adverts

would be more successful and these should be placed in magazines read by the target audience. I do not necessarily think that it is important to use every available platform. I would place a higher level of importance on ensuring that the messaging is consistent on each channel and that they are going to be used by your target market.

Dylan Cotter, Executive Creative Director - Irish International BBDO Advertising Agency

Yes, they are certainly. It depends on the job. But in general, the bigger your presence is, the more impact you make. However, if you are kind of assaulting someone with the same message on their television, on their phone such as online advertising, social feed, and then they drive to work and see it on posters, and they hear it on radio; if it is coming often from all those different places then even if they loved it before they will start really quickly hating it. There is always a need for care and attention and it has to be in a real time. Especially with social campaigns, where you do not know how many people you are going to get, how many impressions and how many people will see your content. And you do not really know at what point that is going to get properly into the conversation. You do not know at what point is going to get viral. And you need to kind of dial up or dial down your investment in that. In real time you need to watch it, and need to maybe push more budget (use more platforms) into it if it is not kind of in the conversation yet. And then, as soon as people are organically just talking about it, then you can let it spread. And maybe come back with the second message which is respond to how people are talking about it.

Robert Ward, Executive Marketing Director – NCI

Yes, absolutely they are. We find that different times of the week, different times of a day work more effectively, and people are engaging with things. Different platforms work better for different customers. I think all those things are important elements, however brands should try different things to learn what works best. Thus, you should try different times of a day for your messages, different ways to deliver it, and different platforms. And, then you will be able to notice what is the most efficient and effective for you.

Sean Hynes, Managing Partner - Bonfire Advertising Agency

They all will be important. I think in terms of platforms. You need to make sure that you are accessible in all places that your audience want you to be. You have to use whatever technology to get to your consumer. And in relation to segmentation, you have to target the right group of people only then you will be able to get positive results otherwise it will not make any sense. Thus, that is why those elements are that important. You have to know exactly your audience. What they do, what they like, how they use their devices in order to be able to reach them anytime.