

*~The Academy Awards Social
Media
Campaign Plan~*



Executive summary

The Academy Awards (also referred to as The Oscars) is an annual celebration and awards night held each spring in Hollywood honoring the years' most successful films and actors. The event is broadcasted on the ABC network and receives coverage from a wide number of media outlets regarding the fashion, entertainment and news industries. As television watching is changing and becoming a more social and digital experience, The Academy Awards has a huge opportunity to leverage event coverage and broaden its audience with social media.

We used both primary and secondary research to discover what The Academy Awards and other influencing entities have done in the past on social media as an effort to take the production from the TV to the digital world . We also looked at research regarding what comparable television productions have done with social media. In doing so we put together a social media strategy that would allow The Academy Awards to fulfill the goal of becoming the most talked about event on social media in the year 2014. We gained most of this information through online news articles, Nielsen reports and software like Radian6 and Topsy Pro.

As a result of our research, we identified that The Academy Awards doesn't have a niche audience, rather a large group of viewers from multiple generations, sexes and backgrounds. Since we are looking at the social strategy of The Academy Awards and because the people using social media platforms, specifically Facebook and Twitter, are members of the millennial generation, our campaign ideas have been tailored to appeal to this generation. Millennials tend to be early adapters to

The Oscars

new technology, new ideas and lovers of social media. Within this generation we will further target by sex and personal interests.

As The Academy Awards grows horizontally across industries it is no longer how the organization is marketing itself, but rather, how other organizations are using The Academy Awards to communicate with audiences and how that conversation is affecting the production. Even if The Academy Awards can't control what is being said, or even leverage it, by harnessing entities that influence conversation they can at least somewhat get a better grip.

The ultimate goal of this report will be to create a strategy The Academy Awards could use to collaborate with different media partners to generate online content and conversation and make its production the most talked about TV production on the internet in 2014. We have come up with four main goals for our campaign:

1. Increase the number of Oscar partnerships by 10 percent.
2. Generate 10 percent more pre-Oscar buzz.
3. Increase real time Oscar buzz by 15 percent during live event.
4. Increase male involvement in the Oscars by 10 percent.

We recommend a budget of \$107,000 to fully implement this campaign and to reach the goal of being the most talked about TV production in 2014. This will begin January 10, 2014, the day that the nominees are announced. The campaign will end a couple weeks after the production only after the most popular trends and moments are highlighted and a content winner of the Oscar Bracket is announced.

The Oscars

We predict our overall campaign will increase the buzz of The Academy Awards and will reach the goal of becoming the most talked about event on social media in the year 2014.

Organization and Purpose

The Academy Awards show is an honorary ceremony commemorating films and their participants and is put on by the Academy of Motion Picture Arts and Sciences (AMPAS), a non-profit professional organization founded in 1927 to benefit the entire film industry and advance the arts and sciences of motion pictures (Oscars.org). Though it is now one of the most prestigious and extravagant award shows in the country the Academy Awards started small. The first Academy Awards ceremony was a private event that took place in May 1929 during an Academy banquet at the Hollywood Roosevelt Hotel where 270 people attended (Oscars.org). Guest tickets cost \$5 (Oscars.org). Today an estimated 2,700 people attend the event held at the Dolby Theatre in Hollywood, which has been home to the award show since 2001 (dolbytheatre.com). The attendees are only those whom receive exclusive invitations handed out to Academy members, nominees, and presenters (Oscars.org).

The production is aired each spring on the Disney owned ABC Network. Given current social trends, the network is trying to create more content so that the show can elevate more conversation. To do this ABC is hyping up the event to advertisers and charged \$1.37 million per 30-second spot during the 2011 awards show. That compares with an average of \$3.5 million charged by NBC for each 30-

The Oscars

second spot on the Super Bowl earlier in 2013 (Halkias, 2012). According to TVbythenumbers.com, the Oscars broadcast, watched by 38 million people in 2011, has the biggest non-football rating of any other televised production (The Futon Critic, 2011).

As the Academy Awards is the premiere event for Hollywood and all of its publics, it creates buzz not only in the movie industry but across the entire entertainment platform, from magazines to music to fashion to philanthropy. Thus how The Academy Awards is using this media attention to its benefit as a means of communicating with its audience is essential to the success and growth of the awards show.

Situation Analysis

We are in an era where people are watching TV with a mobile/digital companion. Research from Nielson shows that 75 to 85 percent of TV viewers use internet devices while watching television — 52 percent of viewers are doing something with social media related to the show being viewed and between 27 to 44 percent browse for products spotted in the show (Dredge, 2012). Thus, a former solitary experience, TV has become communal. The viewers now decide the most important moments of any televised production.

Since the Academy Awards involves many different publics, the discussion surrounding the event starts way before the airdate. Even before the Academy Awards happened on February 24, 2013 it was generating an online buzz. The nominees for the most prestigious awards in Hollywood were announced on

The Oscars

January 10 and by January 21 there were more than 912,000 mentions of the Oscars/Academy Awards across social media platforms, which is a drastic increase from 332,000 mentions during the equivalent time period last year. This number doesn't even include the talk about who is going to be wearing what or other Hollywood happenings going on surrounding the event.

The pre-Oscar online buzz is the period where the films up for awards get talked about. People are posting their predictions of winners and losers all over social profiles and it is easy for anyone to see the public opinion of the films nominated. Some suggest that this online buzz is ruining the element of surprise regarding which films and people will win an Oscar. This buzz is not being leveraged across social platforms and needs a way to become centralized.

The night of the show is what generates the most buzz. The Monday after the Academy Awards aired, mashable.com reported 66.5 million Facebook updates about the production while it aired live and a respected 8.9 million tweets (2.1 million tweets from the red carpet and 6.8 million during the actual show). Analysis shows that though the Academy Awards is all about the movies, during the show people talk about anything but the movies. From presenters, to hosts, to performances and commercials, viewers everywhere wanted their opinions out for the cyber world to see.

The above numbers show that a big problem for the Academy Awards pertaining to social media is control. There is so much being said they can't get a handle on it. Below are screen shots of The Academy's current Twitter following as of March 31, 2013. The numbers are not even half of the people tuning in to the

The Oscars

televised production. The same is true for The Academy's Facebook fan page, which has 659k 'likes'.



With all the social media attention, The Academy Awards needs to find a way to leverage social media and our idea of doing so is to team with a group of partners. An interesting aspect about what is being said regarding The Academy Awards is the

The Oscars

entities influencing the conversation. Ironically, the organization itself (The Academy) has little influence in the conversation surrounding its very own production.



The above image is a visual representation found on Radian6 using a detailed profile targeting Oscar/Academy Award conversation regarding which twitter handles had the most influence in online conversations. With further investigation the influencers our group found to be most prominent are: eOnline, Perezhilton, nytimes, cnnbrk and funny or die. It is interesting because these handles cover an expanse of grounds and include media that is a trusted news source and media that is a complete mockery. As times change and TV watching becomes social The Academy Awards can use the influencers we recommended to broaden its audience and increase the duration of time people are talking about the production so that it can be the biggest talked about event of the year (online anyway). Even if The Academy Awards can't control what is being said by harnessing entities that influence conversation they can grow online conversation and use that to curate engaging and fun content for its audience and following.

The Oscars

Our report will look at the ways influencers use Twitter, Facebook and owned websites to create and influence conversation. We feel Twitter is the most important handle to analyze because it is the platform that is updated in real time. So even though there were more posts about the production on Facebook our theory is that a smaller number of people were contributing more on Twitter. Tweeps are more likely to post a greater volume of tweets during one show whereas other platforms would be less frequent. We looked at which influencer was most successful, in number of re-tweets, mentions and hashtag promotions and tried to see if what the influencer was saying reflected positively or negatively on The Academy Awards brand overall. We also used word clouds and topic profiles look at the biggest topics covered by the influencers and public (through quantity of Tweets) and evaluated how those topics reflect The Academy Awards' image and ratings. Through our research we outlined the following campaign that will use four strategic sub goals to grow online conversation surrounding The Academy Awards to make it the most talked about TV production online in 2014.

Campaign Goal

The ultimate goal of this report will be to create a strategy The Academy Awards could use to collaborate with different media partners to generate online content and conversation and make its production the most talked about TV production on the internet in 2014.

- Objective 1: Increase the number of Oscar partnerships by 10 percent.

The Oscars

- Create sponsor partnerships with: eOnline, Perezhilton, nytimes, cnnbrk and funny or die.
- Objective 2: Generate 10 percent more pre-Oscar buzz.
 - Come out with an Oscar “Bracket” competition (further referred to in this report as the Oscar Bracket).
 - Start a video series on Facebook starring the host of the 2014 show.
 - Have influencer sponsors leverage voting discussion and promotion.
 - Create a Facebook application for the Oscar Bracket competition that compares your bracket selections with those of friends.
- Objective 3: Increase real time Oscar buzz by 15 percent during the live event.
 - Have one central landing page (www.oscars.go.com) pulling best tweets and curating other interactive content.
 - Have one central hashtag, #oscars2014.
 - Have the Facebook application monitor users bracket success during the show and post updates.
- Objective 4: Increase male involvement in the Oscars 10 percent.
 - Invite a host that appeals to both males and females.
 - Include a filter on content that targets the male demographic.

The Oscars

- Find sponsors/influencers that are dominant in the male community.

Target Audiences

Millennials (ages 13 – 34) are the predominant age group on Twitter and Facebook and make up the largest portion of Oscar viewers (Nielson).

According to Forbes.com, millennial's lifestyles and spending habits do not reflect their income and they spend more than they should be (Faw, 2012). "The majority of the 79 million U.S. millennials are either unemployed, underpaid, or weighed down with student loans. But at the same time, millennials spend \$784 a month on discretionary expenses." (Faw, 2012). Millennials desire instant gratification and social media greatly influences their buying decisions. They are confident, connected, tech-savvy men and women who balance time-consuming careers with vibrant social lives. With social media always at the touch of a hand, they can always see what their friends are doing and buying. They are put-together young professionals who are trying to live up to their parents' expectations and desire a sense of acceptance in life. A Pew study states millennials identify with being liberal, self-expressive, upbeat and receptive to new ideas and ways of living. More than 20 percent have four plus years of college under their belt (Faw, 2012).

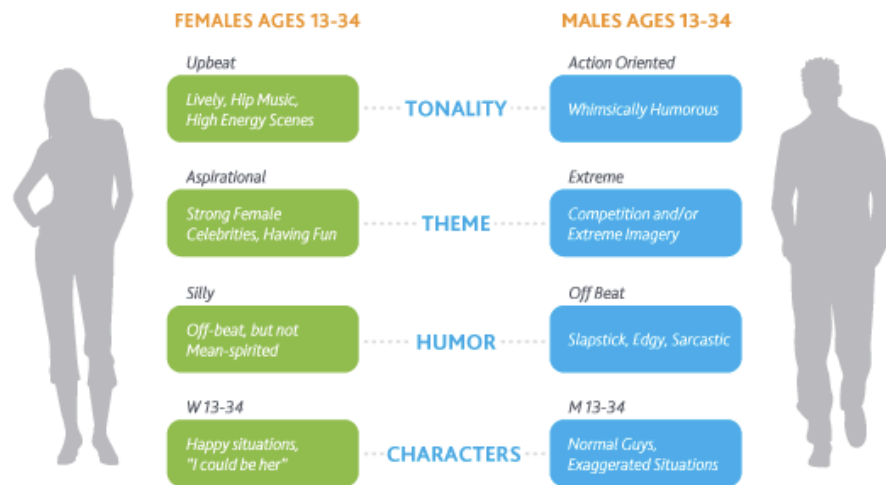
For content to resonate with this audience it is important to further segment millennials by gender. The tone and context of the content for males will obviously be different from that of females as each gender has different likes, interests and values and therefore different genders watch The Academy Awards for different

The Oscars

reasons (Nielsen). Humor preferences differentiate from males to females and according to a study performed by Nielsen “slapstick, edgy and sarcastic humor” works best to engage men and “silly, off-beat humor that’s not mean-spirited” or vulgar engages young women. The Nielsen study also said guys and girls identify differently with tone and theme. This study states, “imagery of strong, female celebrities in fun, high-energy situations fosters emotional connection with women. Men tend to be more action-oriented, and competitive scenes and extreme images are visuals to which the average young man responds” (Nielsen).

Nuance Matters: Men vs. Women

Advertising That Resonates



Source: Nielsen

nielsen

Platforms/Channels:

The Oscars

The social media platforms we recommend The Academy Awards to focus on are Facebook, Twitter, Instagram, Vine and a newly design Oscar website that will provide a live stream of our main channels. Twitter will incorporate communication to viewers before, during and after the show. The Academy Awards' Twitter will connect photos and videos through Instagram and Vine to share live content to its followers. Instagram and Vine will offer viewers the chance to connect with their favorite stars and view their apparel, red carpet trends, live chatter and more.

Facebook content will be similar to that of Twitter but it is important to post different content on each platform so that if people are following on both they are not annoyed. Facebook content can be more visual and engaging but still link back to the website. Facebook will also have an app that users can download to track the progress/success of their Oscar bracket and the app will post updates to user's walls. The app will allow the Oscar Bracket to become social, comparing users brackets to friends before the show and posting updates on success during the show.

While watching and monitoring the 2013 production of The Academy Awards we noticed the host was one of the most popular subjects people were talking about online. To capitalize upon this observation our campaign will implement a Facebook video series two weeks before the televised production takes place. The video series will star the host and act as a way to get people excited about The Academy Awards and likely help attract more males to the social campaign through the hosts use of humor. In addition videos of past academy awards dealing more with fashion and celebrity gossip can be posted on the Facebook site before

The Oscars

the awards show to draw in females. By using Facebook as the video platform, videos of the event will stay on the Oscars' timeline and fans can easily access the videos and go back to see the ones they liked or missed.

The URL www.oscars.go.com will be a central platform that will engage viewers through one website. This website will provide The Academy Awards Twitter feed, Instagram photos, Vine videos, sponsors' tweets as well as a collection of other popular online content posted with the hashtag outlined below thus all content will come together in one place. There will be interactive content dealing with the celebrities and main events, content will come from influencing ambassadors and content coming from the general public.. This interactive content will be targeted to females or males and channeled to the right gender through an introductory survey upon entering the site. This is further detailed below.

Digital products/Content/Message:

- Hashtag
 - #oscars2014
 - By creating one central hashtag it will simplify the conversations happening on Twitter. It is important that the hashtag be broad so that content from that will be filtered to the correct stream on the website for males or females.
- Vine and Instagram
 - Implementing Vine and Instagram in our Social Media campaign, will allow viewers to have backstage access to pictures and videos. Since

The Oscars

Vine and Instagram are not as popular as Twitter and Facebook we will link each Vine or Instagram to Twitter or Facebook, which will provide more engagement to a larger number of The Academy Awards' followers. Vine and Instagram brings a visual aspect to the viewers and will act as a backstage pass and red carpet preview.

Examples of pictures and videos:

- Red carpet apparel
 - Hot trends and topics happening during the show
 - Backstage interaction
 - Awarded nominees
 - Shortened acceptance speeches on Vine
- Website
 - By creating one website where influencers, sponsors and The Academy can put interactive content it will decrease confusion of people watching The Academy Awards and help increase The Academy's involvement in leveraging the conversation. This website will filter content based on a survey taken by the users. The survey will ask questions that determine sex and interests. With this implementation content will be better tailored to people and thus more enjoyable.
 - The Oscar Bracket

The Oscars

- This component will attract loyal Academy viewers and bring attention to a new audience. It is designed similarly to the NCAA's March Madness bracket. The Oscar Bracket will cover each category and give viewers the opportunity to pick the winners of each category. Each viewer will be given an online ballot where they can pick the nominees they think are going to win. The Oscar Bracket will run through the website discussed above. It will have a social component on Facebook and after The Academy Awards is completed a winner will be chosen and receive a trip to the 2015 Academy Awards.

Engagement: influencers tell about it

We recommend The Academy use the ambassadors we selected through Radian6 research as the main way to encourage people to visit platforms of Twitter, Facebook Instagram, Vine and the Oscar website. We have picked a variety of Oscar influencers as our ambassadors and all appear to resonate with the millennial generation. Ambassadors will also be the lead marketing voice for the Oscar Bracket and generate traffic to the website. By filling out the Oscar bracket users will have a chance to win a very alluring grand prize of attending the 2015 Oscars.

The Oscar website will be a concise way for people to see all Oscar content. Ambassador's content will be a central focus of the content on the site as well as information on the Oscar Bracket, live blogging, photos and videos. This is an all-in-one product for the Oscars, which creates an easy platform for users. The simplicity of this would encourage people to use and visit the site.

The Oscars

As the main goal of this campaign is to make The Academy Awards the most watched production on television, its main competitor is The Super Bowl and we suggest using the competition to The Academy Awards' advantage. Using a Super Bowl commercial spot to market The Academy Awards' social media endeavors will create buzz and engagement and at same time, grow excitement towards the upcoming telecast of The Academy Awards. This would be one of the first touch point the Oscars has to engage with the audience and introduce its social media campaign and is a great platform to use because of the already huge audience that follows this event. In 2013, the Super Bowl generated more than 24 million tweets.

Spokespersons & Ambassadors

eOnline, Perezhilton, nytimes, cnnbrk and funny or die

We recommend the use of five main ambassadors for our campaign: E! Online, Perez Hilton, New York Times, CNNbrk and Funny or Die. All of these different influential ambassadors will partner with the Oscars to promote their brand, as well as the Oscars. Having these popular Oscar influencers will promote the Oscars itself, helping increase traffic and involvement with the show. These ambassadors will promote all online happenings including the Oscar Bracket and the interactive website and resonate specifically with our target audience of male and female millennials.

E! Online and Perez Hilton will reach mainly women and trendy males, who stay up-to-date on celebrity gossip and news. The New York Times and CNN Breaking news would target those who are less involved in fashion and

The Oscars

entertainment, but want to stay recent on current events. Incorporating Funny or Die would be to generate and increase male millennial involvement. Overall, by using these different Oscar ambassadors, the interaction would help us increase the pre and overall Oscar buzz, amount of partnerships and the male involvement in the Oscars by 10 percent.

Risk Analysis

- Risk – the Oscar bracket removes element of surprise.
- Risk – Sponsors not cooperating with the plan and instead create media that competes with our proposed content surrounding The Academy Awards.
- Risk – Since The Academy Awards are in real time, technical errors and technical difficulties are a big risk.

While monitoring the event in 2013 we noticed people weren't even talking much about the movies that were winning and losing. In regards to the Oscar Bracket ruining the element of surprise we feel people are less interested in that and more interested in the entertainment elements of the production so by increasing conversation surrounding the nominated films before the show happens with the Oscar Bracket there will better the chance of achieving the overall goal of the campaign.

Another risk that could potentially derail our social media campaign would be sponsors not cooperating with our overall plan. One of the problems we noticed while creating our campaign was there is a lot of great coverage for the Oscars, but it is spread out among many different platforms and users. Using our new plan, all of

The Oscars

this coverage would be simplified and could be found in one central location.

However, this requires all of these different platforms/sponsors to agree to sign off on this plan. If one of these sponsors does not agree to this plan they immediately become a competitor to our campaign. They would potentially drive away viewers from our website and Twitter to whatever they plan on providing.

In order to prepare for this risk, Oscar representatives must clearly layout a list of all potential sponsors/competitors and approach them in advance to pitch this new campaign idea. They must have all sponsors agree to sign a contract saying they will only contribute to Oscar media. If those sponsors do not agree to sign this contract, the Oscars would have plenty of time to prepare for how to handle the potential competition.

The last risk to our new campaign would be general technical difficulties. By combining all Oscar related material and publishing it on one central website, that will drive an exceptional amount of traffic to one central location. Mass amounts of web viewers could cause numerous amounts of technical difficulties. These difficulties could result in a slow website speed, increased risk of hackers, and could potentially result in the entire website crashing. If any of those three risks were to occur to the website it would be a drastic blow to our social media campaign. To prepare for the increased amount of web traffic the Oscars needs to invest in larger servers and memory space for the website. This will prevent the website from crashing and will help maintain a higher website performance speed. The Oscars should also invest in an experienced web developer team of engineers. This team would be in charge of creating the website and maintaining it throughout the

The Oscars

campaign and will be in charge of website security, making sure the website is safe from hackers. This web development team would also be asked to maintain website performance during the event, making sure the website does not crash and the download speed stays at a high level.

Measurement

As there are many components to our social media campaign it is important that the success of each component as well as the success of the campaign over all is evaluated. This evaluation will be done using Google analytics, Radian6, Topsy and Twitter. In-depth detail of the evaluation will be done through examination of the campaign goals.

- Objective 1: Increase the number of Oscar partnerships by 10 percent.
 - This will be measured through the acceptance or rejection of partnerships from our proposed five organizations listed in the spokesperson/ambassador section.
- Objective 2: Generate 10 percent more pre-Oscar buzz
 - Much of the pre-Oscar buzz will be generated through the Oscar Bracket. Since the hub of the Oscar Bracket is on one website this success can be monitored through website analytics regarding traffic, unique visitors, number of ballots submitted, number of links tweeted to website and number of out-bound links on other sites linking to the ballot. Downloads of the social component to the Oscar Bracket on Facebook will also be a means of measurement.

The Oscars

- Objective 3: Increase real time Oscar buzz by 15 percent.
 - This will be heavily monitored through the hashtag #oscars. It will also be monitored through topic profiles on Radian6 and Topsy regarding the night's most popular celebrities. Increased number of following to @theacademy will show success as well as mentions and retweets. Same is true for the growth in The Academy Awards' Facebook fans and interaction with them on that platform. We will also monitor the sponsors engagement and interaction with Tweeters, Facebook-ers, Instagramers and Vine videographers through comments, favorites, likes and retweets.
- Objective 4: Increase male involvement in the Oscars 10 percent
 - This will be looked at by number of males who start following @theacademy on Twitter, like the page on Facebook and number of males who submit a ballot for the Oscar Bracket, as well as number of males who visit the interactive website during the show.

Timeline

The Academy Awards Social Media Campaign will begin January 10, 2014. This is also the day that the nominees are announced; we will have this announcement in a live video cast from a sponsor on the newly designed site, www.oscars.go.com. This way followers can begin their excitement for the big event and be introduced to the concept of the Oscar Bracket. High communication through

The Oscars

The Academy Awards' Twitter and Facebook will keep viewers involved with what's up and coming before the show.

The Super Bowl is two weeks before the live Oscars show and we recommend creating an ad that generated buzz and drives people to The Academy's Twitter and website. By having this commercial geared towards the campaign it will help gain followers and introduce what platforms and channels target audiences should go to.

It is also two weeks before the show that the video series starting the years' host will begin on Facebook.

During the show, live tweeting and engagement with followers will be the main focus. Influencers will also create attention as they will be creating conversation through their opinion. After the show is over we will focus on the highlights and trends that were most popular and announce the Oscar Bracket winner to keep interaction with followers after the show is over.

Budget

- Oscar Bracket winner trip to 2015 Oscars plus spending money \$2,000
- Web servers (CDN Content Delivery Network) (To prevent crashing) \$2,000
- Web Security Package: est. \$3,000
- Sponsors / Influencers Promotion: est. \$100,000
- **Total campaign: \$107,000**

Conclusion

The plan described above was strategically designed for The Academy Awards to target millennials in engaging and interactive ways that get them to communicate with topics surrounding The Academy Awards. Once the online

The Oscars

conversations begin the campaign objectives will extend and leverage conversations in ways that can be easily monitored through analytics.

The overall goal of all these efforts is to use Twitter, Facebook, Vine, Instagram and a newly designed website to curate content and make the 2014 Oscars the most talked about event on the internet. One of the biggest problems The Academy Awards has had with social media in the past was that too much was being said and they had no control, or even participation in the conversation. Our practices will streamline content into one central location where viewers can see content specific to their gender and interests. The centralization will help hyper-target audiences and make the social experience more enjoyable for them. It will also allow The Academy Awards to grow its following on individual platforms and direct traffic to its website rather than other media outlet's websites.

The campaign will be promoted through a variety of hand picked influencers that are relevant in a variety of news, entertainment and media industries. They will be key in broadening the diversity of Academy Award viewers and specifically help draw in a larger male demographic. The campaign will also be marketed in a Super Bowl television commercial that will draw viewers to various social media platforms mentioned throughout the report.

We feel it is important for The Academy Awards to put this plan into motion because The Academy Awards is not currently reaching its full potential. In implementing this campaign it will help increase the viewers of the televised production and increase its ratings, which will allow an increase in price for advertising spots throughout the production.

The Oscars

Furthermore as TV continues to transform from a solitary experience to a social one it is important that The Academy Awards caters to this changing trend. By broadcasting aspects of the production on social platforms before, during and after the show it will allow people who might not be able to watch the show to still participate and be in the know of what is going on.

Bibliography

(2013). About the Dolby Theatre venue profile. Retrieved from <http://www.dolbytheatre.com/profile.htm>

(2013). *The academy of motion pictures arts and sciences*. Retrieved from <http://www.oscars.org>

Dredge, S. (2012). *Social tv and second-screen viewing: the stats in 2012*. United Kingdom: The Guardian. Retrieved from <http://www.guardian.co.uk/technology/appsblog/2012/oct/29/social-tv-second-screen-research>

Halkias, M. (2012). *Academy awards vs. super bowl ads*. Dallas: Dallas Morning News. Retrieved from <http://bizbeatblog.dallasnews.com/tag/abc/>

Hernandez, B. (2013). *8.9 million oscars-related tweets sent sunday*. Mashable. Retrieved from <http://mashable.com/2013/02/25/oscars-million-tweets-twitter/>

Hernandez, B. (2013). *66.5 million facebook interactions occurred during the oscars*. Mashable. Retrieved from <http://mashable.com/2013/02/25/oscars-facebook-chatter/>

Keeter, Scott, and Paul Taylor. (2009, Dec. 10). "The Millennials." *Pew Research Center*. Retrieved from <http://www.pewresearch.org/2009/12/10/the-millennials/>

Larissa Faw. (2012 May 8). "Why millennials are spending more than they earn and parents are footing the bill." Retrieved from <http://www.forbes.com/sites/larissafaw/2012/05/18/why-millennials-are-spending-more-than-they-earn/>

The Oscars

Nielson. (2012 September 9). *"Gender divide reaching male and female millennials."* Retrieved from <http://www.nielsen.com/us/en/newswire/2012/gender-divide-reaching-male-vs-female-millennials.html>

The Futon Critic (2011). *"The 83rd annual academy awards" telecast averages a 24.6 household rating, 37 share in the overnight metered markets read more at* <http://thefutoncritic.com/ratings/2011/02/28/the-83rd-annual-academy-awards-telecast-averages-a-246-household-rating-37-share-in-the-overnight-metered-markets-785203/20110228abc02/>