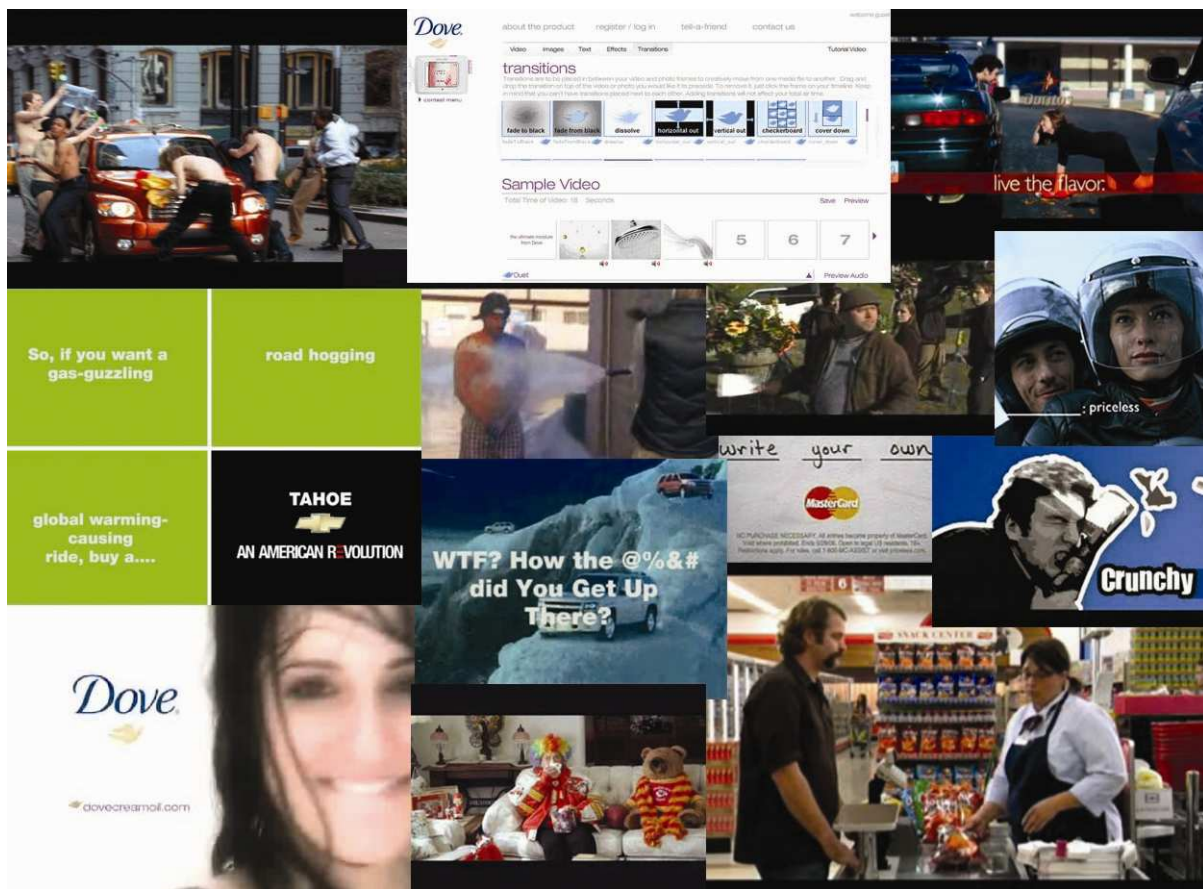


“When Madison Avenue turns into Main Street”

Consumer generated advertising as a marketing tool and its effects on online word of mouth



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Lund University
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Abstract

Title: When Madison Avenue turns into Main Street: Consumer generated advertising as a marketing tool and its effects on online word of mouth

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Keywords: Consumer Generated Advertising, Word of Mouth Behaviour, Consumer Contests, Word of Mouth Marketing

Thesis purpose: To investigate the effectiveness of consumer generated advertising as a marketing tool to encourage online word of mouth. Subsequently will be examined if there are certain design factors in consumer generated advertising that influence its effectiveness in encouraging online word of mouth.

Methodology: A multiple-case study is conducted and a mix of quantitative and qualitative research techniques is used for this study. The encouraged online word of mouth is analysed by making use of a quantitative content analysis. Additionally an in-depth qualitative content analysis of several consumer generated advertising cases is done.

Theoretical perspective: The theoretical framework to conduct this study is mainly based on theory concerning word of mouth, consumer contests and the advertising campaign development

Empirical data: The cases studied in this research are: MasterCard, Chevrolet, Dove, Southwest Airlines, Doritos and Moe's Southwest Grill. The encouraged word of mouth by is measured on the internet. The data concerning the design of the selected cases is mainly collected at the assigned contest websites.

Conclusions: This study shows that consumer generated advertising is an effective marketing tool that encourages online word of mouth activity. Concerning the design of consumer generated advertising campaigns it is recommended to use a multiple-winners prize structure with monetary prizes, not have an entry fee, use company judges in combination with public voting, try to have a certain amount of control over the advertising creation process, and try to increase the viral effect. This increases the effect of consumer generated advertising and word of mouth.

Preface

After studying one year at Lund University our last report is finished. In front of you is lying the thesis that is written for the Master of Science in 'International Marketing & Brandmanagement', at the school of economics and management of Lund University.

First and foremost we would like to thank our supervisor, J. Anselmsson for his guidance during the process of writing this thesis. His useful comments and feedback gave an extra dimension to this thesis and made it possible to bring this thesis to the 'next' level. Consumer generated advertising has been a rather new subject for us and therefore interesting to write our thesis about. We gained knowledge about this new concept and word of mouth marketing, which is gaining in importance for companies. Hopefully we are able to use this knowledge in our future jobs.

Last, but not least, we would like to thank all the people that made this year in Lund to a valuable and unforgettable experience. We look back on an amazing year.

W.F.F. Kappers
T.N. de Boer

Lund, May 2007

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Chapter 1: Introduction

Word of mouth marketing is increasingly viewed as an important marketing tool next to traditional media. It has become an essential part of the marketing mix because of technological and social developments that have fundamentally changed marketing and communication (Word of Mouth Marketing Association, 2007). Nowadays consumers communicate quicker with each other through email, blogs, social media and can give their opinion about products, services and brands on the internet easily. Furthermore, consumers have become more or less immune for advertising and distrust corporate messages (Word of Mouth Marketing Association, 2007). Traditional advertising is not effective enough in today's fragmented media landscape due to which word of mouth marketing is becoming attractive and popular.

In today's media landscape the fastest-growing media is the one consumers create and share among each other, known as consumer generated media. In 2005 consumer generated media sources counted around 15 million in total whereas in 2006 consumer generated media sources counted over 25 million in total. The daily consumer generated media postings in 2005 were around 3 million a day whereas in 2006 this was about 4.5 million a day (Nielsen BuzzMetrics, 2007). There has been a big increase in consumer generated media the last couple of years and the expectations are that consumer generated media will continue to grow at a fast rate in the next couple of years. Typically, consumer generated media encompasses consumer generated opinions, experiences, advice and commentary about products, services, brands, and companies. Usually they are informed by personal experience and posted on publicly available online sources like discussion boards, usenet newsgroups, forums, blogs, social networking websites, moblogs, etc. (Nielsen BuzzMetrics, 2007). Consumer generated media can include text, images, photos, videos, podcasts and other forms of media. It is also referred to as online consumer word of mouth behaviour or consumer buzz that exists on the internet.

Although online word of mouth is sometimes stimulated or influenced by traditional marketers and marketing activities, it is often perceived as more credible and trustworthy than traditional media, especially in the time when media channels have become more and more fragmented and less trusted. Consumer generated media consistently outranks other advertising sources on trust (Nielsen BuzzMetrics, 2007) and is more likely to influence consumer behaviour than traditional advertising (Intelliseek, 2005). Nowadays, word of mouth platforms grow and traditional tools lose impact. Because consumer generated media is highly trusted by consumers and the advertising landscape has changed, marketers are forced to broaden and redefine the concepts of media, influence and audience reach.

The increase in consumer generated media influences traditional marketing. Nowadays marketers and advertisers no longer 'control' the message or the medium. It is critical that marketers start to measure, manage and influence consumer generated media, as word of mouth behaviour continues to grow in importance in consumer awareness, trial, and purchase of (new) products. According to the CEO of the American Marketing Association, D. Dunlap, "the increase in resistance to all forms of marketing has led many companies to rethink their strategies and focus more on involving the customer in the marketing process to build sense of collaboration and reciprocity" (American Marketing Association, 2006).

The past years there has been a trend of co-creation going on in society. This trend is about creating products, services or marketing in close cooperation with creative consumers, which is also called customer-made sometimes (Trend Briefing, 2006; Trend Report, 2007).

Furthermore there is a big increase in consumer generated media the last two years, which is shown by a trend of consumers creating contents such as blogs, podcasts, and social network sites. Marketers capitalized on the trends of consumer generated content and co-creation. They have embraced these trends further and are engaging consumers to do marketing for them, which is partly made possible by the modern digital technology for creating media. These days a lot of brands invite consumers to contribute to their next advertising campaign (Florian, 2006). According to advertising agency JWT, participatory advertising, which is also called consumer generated advertising (CGA), is seen as the internet trend of 2007 (JWT, 2006). The New York Times reports the same and says that CGA is one of the advertising industry's latest trends (Bosman, 2006). Companies engaging in CGA try to benefit from a big and inexhaustible potential, i.e. the creativity of the consumer. It can be seen as some sort of mix between a consumer promotion tool and an advertising campaign. In a contest consumers are asked to submit an entry, a jingle, a guess, a video, or similar things, to be judged by a panel that will select the best entries. The contests give participating consumers the chance to win something by luck or extra effort (De Pelsmacker et al, 2007: 364). In the case of CGA campaigns consumers are asked to submit an advertisement that will be judged by a panel that will select the best entries and the contestants have the chance to win a prize. There are different reasons why consumers are willing to spend their leisure time on making commercials (Vue Royale, 2007). Firstly, some consumers participate for status because of the attention and respect it yields for their creative talent. Secondly, there are people who participate because of their career. For them submitting advertisements is seen as a way to be discovered as a potential employee or talent by companies. A third reason for people to participate is satisfaction, fun and commitment. Finally there are consumers that participate because there is the chance on some kind of reward. By letting consumers create the advertisements themselves they are more inclined to spread or pass along the commercials. Furthermore they are stimulated to encourage word of mouth (WOM). CGA can be seen as a promotion tool with built-in viral marketing potential (Word of Mouth Basic Training, 2007). Examples of companies that experimented with CGA are PepsiCo, General Motors, L'Oreal and MasterCard.

A recent example of a CGA campaign is the "Crash the Superbowl" ad contest of Doritos. For this campaign PepsiCo's Frito-Lay division invited consumers to create and submit their own Doritos video commercial to a website. The contestants' creativity was limited by Doritos' advertising agency, which created the required theme: 'the passion Doritos eaters feel about the flavours' (Howard, 2006). Out of all entries Doritos' judges choose five finalists based on the following criteria; originality, adherence to assignment and regulations, and overall appeal. All five selected finalists won 10.000 US dollar and a trip to Florida for a private Superbowl viewing party, to which they could take one guest. The final winner, whose video was broadcasted in the commercial break of the Superbowl, was chosen by users of the website. The contestants were able to download various Doritos brand logos, which could be used in the commercials. Doritos' campaign generated a lot of publicity, attracted two million hits on the contest microsite and about 1.100 videos were submitted. The contest encouraged a lot of buzz according to McDonnell, director of marketing for Frito-Lay's Doritos brand. Besides, the contest enabled consumers to interact with the Doritos brand and buzz about it, which fostered a kind of magnetic process pulling fans to the brand (Elkin, 2007). The success of the "Crash the Superbowl" campaign of Doritos is for a large part due to the word of mouth marketing done by the participants themselves (Word of Mouth Basic Training, 2007). Frito-Lay is impressed by the media attention this advertising contest and the Superbowl commercials have encountered. They say that this was the biggest thing in the history of Frito-Lay regarding the amount of positive media attention surrounding the contest and its commercials. The winning commercial scored quite a lot of buzz on different online social

media outlets, especially the blogosphere (Jahn, 2007). The campaign a lot of feature stories in The New York Times and The Wall Street Journal (Arnall, 2007).

Companies engaging in CGA give consumers control over their brands to a certain degree. According to research by the American Marketing Association, using CGA has a more positive influence on the brand perception, especially on innovativeness, customer friendliness and creativeness, than using only professionally created advertising. Letting consumers make advertisements results in extra commitment to the brand and an increase in exposure. (American Marketing Association, 2006). Below some quotations from managers of companies that were engaged in CGA and marketing experts will be reviewed to see what the motives behind CGA are.

L'Oreal President C. Hamilton said: *"it will be inspiring to see the L'Oreal brand through consumers' eyes by doing a CGA campaign."* (Klaassen, 2006).

Brand Director J. Paisner from CoreBrand says: *"inviting consumers to create advertising will be a compelling way to engage them in thinking about your brands in a different way and, if there is something unique about your initiative, you can create buzz in the process."* (Anfuso, 2006).

A. Mukherjee, marketer at Frito-Lay, says: *"they think CGA will give consumers the control they are looking for and the creativity they are looking for to share. The buzz for the brand by CGA is important."* (Howard, 2006)

According to J. Bosman (2006), journalist at the New York Times *"Chevy was hoping that visitors to its website would e-mail their won videos around the Web, generating interest for the Tahoe through what is known as viral marketing."*

"Anyway, it sure got people talking about the Tahoe. Which was the whole idea, after all.", said E. Peper, Chevrolet General Manager (Peper, 2006).

The CEO and co-founder of Renegade Marketing Group says: *"one reward the consumer creator will do the marketers' work, talking the brand in a wonderfully original direction that captivates the media and ultimately millions of other consumers at a relatively low cost. Marketers seek for a way to generate consumer buzz and free publicity with CGA."* (Neisser, 2006).

According to these quotations and other sources it is suggested that companies engage in CGA for different reasons including: saving production costs of advertising, creation of ideas, high consumer involvement and commitment or building brand experience, encourage WOM and free publicity, enhance viral pass along effect and getting to know the consumer's brand perception in a form of priceless feedback.

In existing aggregate marketing models the current level of sales is seen as the only relevant state variable in the system (Bayus, 1985). There are two key assumptions underlying these aggregate models. Firstly, the marketing strategies are limited to the target market. Secondly, when included, WOM is operationalized only as a function of cumulative buyers. The strategy of directing marketing effort to the other influential population, who can in turn influence those of the target market, is not represented in existing aggregate marketing models. Therefore Bayus (1985) developed a model in which all possible interactions between WOM, sales and marketing efforts are presented (see figure 1.1).

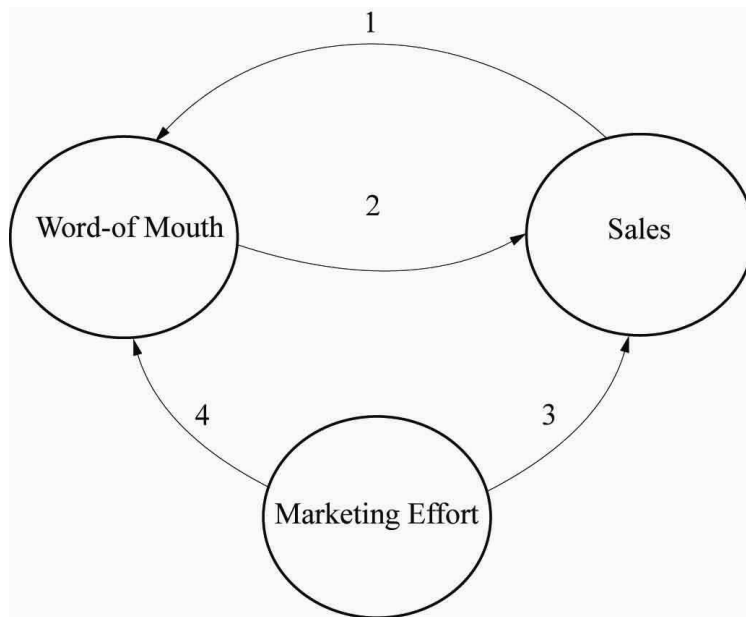


Figure 1.1 The Conceptual Model Structure (Bayus, 1985)

Figure 1.1 shows that feedback from buyers can impact the level of WOM (i.e. buyers participate in WOM conversations) (1) and that WOM affects final sales (2). Furthermore, it shows that marketing efforts have a direct impact on sales (3) and can affect the level of WOM activity as well (4). In this model is suggested that marketing efforts (e.g. advertising, personal selling, promotion, public relations) can affect the WOM activity (Cox and Cunningham 1961; Arndt 1976b; Day 1971). Advertising can be an effective mean of stimulating WOM communication (Bayus, 1985). As said before, one of the motives for companies to start with CGA is enhancing or stimulating WOM. However, the question is whether CGA is effective as a mean to encourage online WOM.

Theoretical and practical relevance

To determine the theoretical relevance of this research, it is necessary to start with a look at the present literature. There is a lot written about WOM, which is generally seen as an outcome of almost everything that a company does, either intended to create WOM or unintended. Within this study WOM itself will not be studied in detail, but rather it is seen as an outcome of a new form of marketing effort, namely CGA. Because CGA is a new marketing tool, with which companies start experimenting now, there does not exist a lot of scientific literature about it yet. Therefore it is useful to determine to which field within marketing this research will contribute. Looking at the well-known book “Principles of Marketing” by Kotler et al. (2001), CGA would contribute to several fields of marketing. Research about CGA will contribute to the knowledge of promotions, one of the four P’s. Within promotion, CGA shows interfaces with different marketing tools. Firstly it fits to the marketing tool advertising, which is seen as any paid form of non-personal presentation and promotion of ideas, goods or services through mass media such as newspapers, magazines and television by an identified sponsor (Kotler et al., 2001: 715). CGA shows similarities with advertising because the end-result of a CGA campaign is an advertisement created by consumers which will be used to be presented through mass media. It will contribute to theory about advertising campaign development because the creation process of an advertisement in CGA is different from the traditional advertisement creation process. Secondly, CGA can be seen as a sales promotion, in the form of a promotional contest, which is defined as a contest in which consumers are asked to submit an entry, a jingle, a guess, a video, or similar things, to be judged by a panel that will select the best entries. A contest gives participating

consumers the chance to win something by luck or extra effort (De Pelsmacker et al, 2007: 364). In the case of CGA campaigns consumers are asked to submit advertisements, mostly in the form of a video, which will be judged by a panel to select the winners. The winning video will be used for a commercial and often the winner receives an additional prize. Because CGA is seen as promotional contest, which falls under sales promotions, it will contribute to this field. Thirdly, this study will contribute to the already existing knowledge about WOM marketing strategies when this study shows that CGA is an effective marketing tool in encouraging WOM.

There is a trend going on with companies starting to use CGA as a marketing tool. However, it is unknown if companies do this because other companies do so, i.e. 'me- too effect', or because it is an effective marketing tool in stimulating WOM. Besides that, it is unknown what the best way is to design a CGA campaign. This study tries to find out if CGA is an effective marketing tool to encourage WOM and to see if there are design factors in a CGA campaigns that influence the effectiveness of CGA in enhancing WOM. The outcomes of this study are of practical relevance for researchers as well as companies.

Purpose

The purpose of this study is to investigate the effectiveness of consumer generated advertising as a marketing tool to encourage online word of mouth. Subsequently will be examined if there are certain design factors in consumer generated advertising that influence the effectiveness of consumer generated advertising in encouraging online word of mouth. This will be done by tracking the encouraged online word of mouth and examining the design of different consumer generated advertising campaigns.

Research question

The research question is the question that the researchers want to answer by means of the research. It acts as a guiding force throughout the whole study (Bryman and Bell, 2003: 36). The research question for this research is stated as follows:

“Is consumer generated advertising an effective marketing tool that encourages the word of mouth activity online and if so, are there certain design factors that affect the word of mouth activity?”

Several researchers have recently identified the internet as a new, interesting and useful context for research (e.g. Kozinets, 2002; Danahar et al., 2003; Chatterjee et al., 2003). Consumers are turning more and more to the internet for product news and reviews to make their buying decisions (Kozinets, 2002). Although online WOM gained importance the last couple of years, it is still mostly measured in an offline setting. However, online conversations offer an attractive opportunity for a company to learn about its environment by means of directly observing the flow of interpersonal communication (Godes and Mayzlin, 2004: 548). Because studying WOM in an online setting gained more attention from both practitioners and scientists lately, this study will focus online WOM as well. CGA is mainly a web-based phenomenon, which makes it more interesting to study the outcomes of CGA, in terms of WOM, in an online setting. Besides, this study has to be completed within ten weeks and with a relatively limited student budget and most CGA campaigns are executed in the United States, due to which it is impossible for the researchers to measure the encouraged WOM in an offline setting. Furthermore is online measurement considered as a less costly and time consuming research method (Godes and Mayzlin, 2004), which makes it the most appropriate research method for this study.

Chapter 2: Theoretical framework

2.1 Word-of-mouth

Research within the last decades has shown that consumers are influenced by those with whom they interact. Consumer choice is influenced in a direct and meaningful way by the actions taken by others. These actions range from face-to-face recommendations from a friend to the passive observation of what a stranger is wearing (Godes et al., 2005). Research has always demonstrated that personal sources of information strongly influence consumer choices and preferences (e.g. Arndt, 1967a; King and Summers, 1970; Herr, Kardes and Kim, 1991). Katz and Lazarsfeld (1955) already showed that personal influence is the most important information source for certain household items. In later studies on the purchase of both durable and non-durable consumer goods, it is shown that up to 90% of the respondents rely on personal sources of information (Price and Feick, 1984). More recently, a study by Jupiter Communications (Slack, 1999) found that 57% of the people visiting a new website did so based on a personal recommendation; this is higher than any other source of influence. Personal influence refers to any change, whether deliberate or unintentionally, in an individual's beliefs, attitudes, and/or behaviour, that occurs as the consequence of interpersonal communications (Kiecker and Cowles, 2001). One of the most influential categories of personal influence in the marketplace is WOM.

The Word of Mouth Marketing Association (2007) simply defines WOM as, “the act of consumers providing information to other consumers”. However, it is hard to define WOM, especially in a time when the number of communication methods is increasing. Traditionally WOM has been discussed by Arndt (1967a) as oral face-to-face communication about a brand, product or a service between a receiver and a communicator who are perceived as not having a connection to a commercial entity. In the definition of Bone (1995) the face-to-face communication is specifically seen as an exchange of thoughts, ideas or comments, and could be considered as being a group phenomenon. Despite these existing definitions, Buttle (1998) still found them unsatisfactory. The first reason for this is that WOM can be more than just about a brand, product or service, i.e. it can be organization focused as well. Secondly, in this electronic age, virtual WOM is functioning more often analogously to face-to-face WOM. The last reason to criticize the existing definitions is that WOM can be incentivized and rewarded by companies. Buttle concluded that the only distinguishing feature of WOM may be that, “WOM is uttered by sources that are assumed by receivers to be independent of corporate influence” (Buttle, 1998: 7). Research generally agrees that WOM has more impact than other marketer-controlled sources, and has shown to influence a number of conditions, which are awareness, expectations, perceptions, attitudes, behavioural intentions and behaviour (Buttle, 1998). Day (1971) discusses that WOM is more important than advertising in raising product awareness. This is due to the reliability of the source and the flexibility of interpersonal communication. Murray (1991) argues that personal sources are seen as more trustworthy. Within this study, the definition of the Word of Mouth Marketing Association is used. This definition defines WOM in a way that the information provided to consumers is not limited to a certain subject and the way in which the information is transmitted is not limited to face-to-face situations. Using this definition enables an open view within this study.

Many see WOM as being similar or comparable with advertising. However, Stern (1994) made a distinction between these two concepts. She discusses that WOM differs from advertising in its lack of boundaries. WOM is face-to-face, interactive, ephemeral and does not contain poetry, catchy taglines, jingles or other comparable features. Furthermore consumers are not assumed to create, revise or use pre-written conversational texts about a

brand, product or service. Finally WOM appears in a spontaneous matter and disappears as fast as it came.

Not only researchers are placing an increasing importance in WOM, but consumers do this as well. The reasons behind this are that products have become increasingly complex, as well as growing numbers of consumers who perceive media as being less reliable, on top of the growing number of information sources (Godes et al., 2005). On the other hand the importance of WOM for companies is growing. This is mainly due to the decentralised forms of communication nowadays (potentially faster diffusion of information), a decrease in the costs of using them (consumers can use many communication channels at a much lower price than before), and because interpersonal communications are increasingly easier to aggregate (Godes et al., 2005). The above mentioned reasons show that technical developments have provided consumers with many more opportunities to exchange information than physical face-to-face communication enabled and due to this there is growing attention for online WOM.

As mentioned in chapter one, it can be useful for companies to manage and monitor WOM, to get information about what is going on in consumers' minds. In order to get this information companies need to measure WOM. Volume, dispersion and polarity are variables that are mostly used to in the measurement of WOM (e.g. Carl, 2006a; The Keller Fay Group, 2007). Making use of these variables not only gives an overview about what is going on, but also how much is going on and by whom.

2.1.1 Online versus offline word of mouth

In paragraph 2.1 is discussed that WOM does not only exists face-to-face anymore, but in reality WOM communication can be transmitted in a variety of ways including, through a person, through mail, via the internet and over the phone. Technical developments, mainly the internet and developments concerning the internet, have enabled new forms of interpersonal communication. As Buttle (1998) already noticed virtual WOM is functioning more and more analogously with traditional WOM. The internet has become a powerful and penetrative medium to transmit WOM (Sun et al., 2006). According to Madden emailing is the number one activity on the internet and more than 90% of the Americans use email (Phelps et al., 2004). These people use email to communicate with different groups of people like friends, colleagues and family. Another example of the internet as a powerful and penetrative tool is the exponential growth of consumer generated media such as MySpace, Facebook, blogs and YouTube. For example, MySpace approached 80 million members within three years after its introduction in 2003, with a sign-up rate of two million users every week (Bulik, 2006). Consumer generated media has become one of the most popular places to share life with friends or complete strangers.

The internet offers a greater anonymity to users, due to which online communicators may demonstrate fewer inhibition, exhibit less public self-awareness and display less social anxiety (Sun et al., 2006). Online communicators tend to be more willing to share information and to be more honest and forthcoming with their opinions. As traditional WOM mainly consists of the spoken word, online WOM usually involves the written word. This allows consumers to search for information and opinions of strangers at their own pace, with help of several search engines. This is impossible with traditional WOM, which is mostly spread by opinion leaders within their own network (Sun et al., 2006). At almost any time, the online communicator is able to reach one to an unlimited number of other online communicators with the 'speed of a mouseclick', in a way that could be perceived as being personal (Kiecker

and Cowles, 2001). As Phelps et al. (2004) conclude, online WOM differs from traditional WOM in several ways. It is more influential due to its speed, convenience, absence of person-to-person pressure, and one-to-many communicators reach.

2.1.2 Negative versus positive word of mouth

Considering WOM it is possible to make a distinction between negative WOM and positive WOM. Because there are both positive and negative submissions for certain CGA campaigns, which in turn encourage positive and negative WOM, the consequences of positive WOM and negative WOM will be discussed in more detail in this section.

According to research done in the past, negative WOM can have disastrous consequences. It was found that negative WOM will more dramatically and accurately predict decreases in company revenue than positive WOM will predict revenue growth (Marsden et al., 2005; Ferguson, 2005; Arndt, 1976a). Several studies have confirmed that negative WOM is stronger than positive WOM (Weinberger, Allen and Dillon 1981; Mizerski, 1982) and that negative WOM is perceived as more extreme than positive WOM (Anderson, 1998). Besides, it is suggested that negative WOM will be communicated to more people than positive WOM and that the one who initiated negative WOM does not need to be an opinion leader, as is often the case in positive WOM (Richins, 1984). A study by Samson (2006) found that the predictive power and financial impact of negative WOM is depending on the industry under consideration. Brands in high commitment/low choice sectors are more sensitive to negative WOM (e.g. mobile networks and cars), while positive WOM is a better predictor for business growth in low commitment/high choice industries (e.g. movies and restaurants) (Samson, 2006).

Although it is still widely believed that negative WOM is more common than positive WOM, new studies found the opposite. It was found that positive WOM is a couple of times more common than negative WOM (East and Hammond, 2005; The Keller Fay Group, 2006; East et al., 2005). Besides, an instance of negative WOM has the same or less impact than the instance of positive WOM and people are more likely to pass along good mentions than bad ones (The Keller Fay Group, 2006; East et al., 2005), which is different from what is found in former research. These new findings would mean that a lower incidence of negative WOM is not necessarily offset by any greater impact on brand choice or sales.

Negative WOM used to be seen as bad. However, negative WOM does not necessarily have to be bad. It can have wonderfully weird and even dramatically positive effects. People know that not every product is perfect and do not expect these to be. Negative WOM can be seen as a priceless source of feedback for the brand, product, service or company (Balter et al., 2006). Furthermore, negative information may appear more credible than positive information (Chevalier and Mayzlin, 2004).

Furthermore, research by Sweeney et al. (2005), which dealt with the similarities and differences between positive and negative WOM found that positive WOM is more associated with cognitions, whereas negative WOM is more associated with emotions. Positive WOM is a cognitive construct, driven by considered rational evaluation, while negative WOM is largely emotive, driven by strong emotions such as anger, frustration and exasperation.

2.1.3 Organic versus amplified word of mouth

Next to the distinctions already made, it is possible to make a distinction between WOM that results from day-to-day interaction with consumers and WOM that occurs as a result of a specific campaign to create or encourage WOM. The former is organic WOM, which occurs naturally when people become advocates because they are happy with a product, service or brand and have a natural desire to share their support and enthusiasm (Word of Mouth Marketing Association, 2007). This form of WOM is also called everyday WOM sometimes (Carl, 2006a). It concerns informal, evaluative communication (positive, negative or neutral) between at least two conversational participants about characteristics of a company, brand, product or service that can take place online or offline (Carl, 2006a). Practices that enhance organic word of mouth activity include: focusing on customer satisfaction, improving product quality and usability, responding to concerns and criticism, opening a dialogue and listening to people, and earning customer loyalty (Word of Mouth Marketing Association, 2007).

The latter form of WOM is called amplified WOM, which occurs when marketers launch campaigns designed to encourage or accelerate WOM in existing or new communities (Word of Mouth Marketing Association, 2007). This form of WOM is called institutional WOM as well (Carl, 2006a). It refers to WOM communication where the institutional identity or corporate affiliation of at least one participant may be salient and/or where the object being discussed is part of an organized WOM campaign (Carl, 2006a). Practices that amplify WOM activity include: creating communities, developing tools that enable people to share their opinions, motivating advocates and evangelists to actively promote a product, giving advocates information that they can share, using advertising or publicity designed to create buzz or start a conversation, identifying and reaching out to influential individuals and communities, and researching and tracking online conversations (Word of Mouth Marketing Association, 2007).

2.2 Word of mouth marketing

Institutional or amplified WOM is associated with WOM marketing, which is designed to stimulate the WOM. When companies initiate WOM it is called WOM marketing, which is defined as giving people a reason to talk about your products and services and making it easier for the conversation to take place (Sernovitz, 2006). Actually, it is some kind of B-to-C-to-C marketing. When it comes out of the mouth of a marketer it is marketing. When it is repeated by a real person it is called WOM. WOM marketing concerns activities that companies undertake to generate personal recommendations as well as referrals for brand names, products and services (Sernovitz, 2006). It is not only about creating WOM, but also about learning how to make it work within a marketing objective (Word of Mouth Marketing Association, 2007). It is the science of building active and mutually beneficial consumer-to-consumer and consumer-to-marketer communication structures. Companies can facilitate and encourage consumers to communicate, feel happy, listen to them and make them tell others. A company that can boost WOM by 7% will add 1% to sales growth whereas a 2% reduction in negative WOM delivers a 1% increase in growth (Kaizo, 2007). Besides, companies that manage their WOM grow four times as fast as those that do not (Kaizo, 2007).

The Word of Mouth Marketing Association (2007) distinguishes eight positive WOM strategies:

1. encouraging communities
2. giving people something to talk about
3. co-creation and information sharing
4. engaging in transparent conversation
5. creating communities and connecting people
6. researching and listening to customer feedback
7. working with influential communities
8. creating evangelist or advocate programs

Among other things, CGA is designed to foster conversations, i.e. encourage WOM, and can be seen as a WOM strategy to encourage the WOM activity. In chapter one is said that CGA stems from the trend of co-creation and consumer generated content. The WOM strategy co-creation, which has to do with involving consumers in marketing, shows similarities with CGA campaigns in which consumers are invited to make advertisements. Kotler refers in his book marketing management to work from Cafferky concerning WOM marketing. Cafferky (1996), demonstrates which tactics really work to build WOM. One of the best WOM tactics he mentions to build WOM is called involvement. He suggests that companies are often afraid to involve consumers and try to stay as far away as possible from them. However, Cafferky (1996) recommends companies to involve consumers in the process of making or delivering products or services. The personal experience by means of involvement creates positive feelings that are the force behind their talking. This WOM tactic shows similarities with the WOM strategy co-creation and CGA, in which companies involve consumers in their branding.

Different types of WOM marketing exist, including buzz - and viral marketing, which will be discussed in the next paragraphs because they have ground in common with CGA.

2.2.1 Buzz marketing

Buzz marketing is defined as using high-profile entertainment or news to get people to talk about your brand. It is a conversation starter (Word of Mouth Marketing Association, 2007). With buzz marketing a company can capture attention of consumers and the media to the point where talking about a brand, product, service or company becomes entertaining, fascinating and newsworthy (Hughes, 2005). Buzz marketing is the amplification of initial marketing efforts by third parties through their passive or active influence (Thomas, 2004). CGA can be seen as some form of entertainment through which people start conversations about a brand, product or service, which are features of buzz marketing.

Buzz marketing differs from traditional marketing. With traditional forms of marketing consumers choose to 'tune out' or 'turn off' advertising most of the time (Carl, 2006a). In the case of buzz marketing the consumers are in control. Most traditional forms of marketing follow a 'push strategy', which in general is not liked by consumers. However, buzz marketing creates a 'pull'. WOM marketing connects with consumers, costs a lot less than traditional marketing and travels exponentially further (Hughes, 2005). See the two comparative figures below.

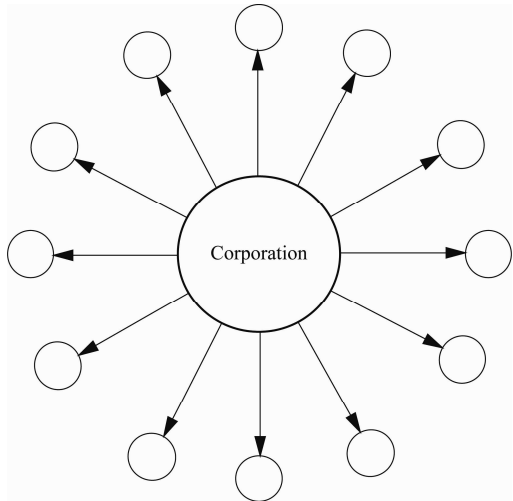


Figure 2.1 Traditional Marketing Model (Hughes, 2005)

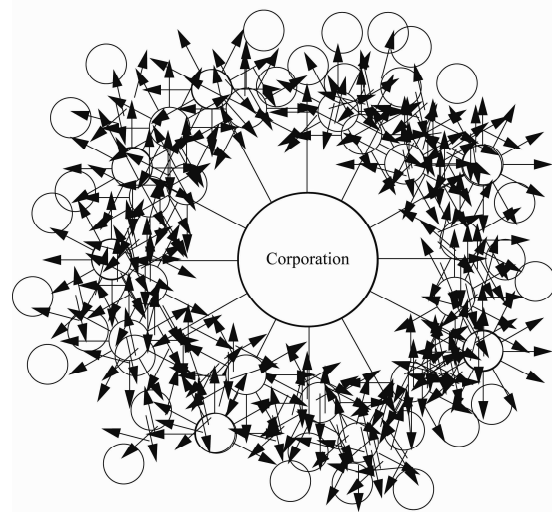


Figure 2.2 Buzz Marketing Model (Hughes, 2005)

2.2.2 Viral marketing

Another type of WOM marketing distinguished by the Word of Mouth Marketing Association (2007) is called viral marketing, which is defined as creating entertaining or informative messages that are designed to be passed along in an exponential fashion, often electronically or by email. In chapter one is mentioned that CGA has built-in viral marketing potential, due to the fact that consumers are more inclined to pass along messages they created themselves. According to Balter et al. (2006) the goal of viral marketing is to manufacture a message, typically online and in tangible format such as a video clip or email, that can spread among consumers quickly and exponentially. Viral marketing exploits existing social networks by encouraging customers to share information about brand, products or services with people they know. A company using viral marketing can utilize email and the web to generate electronic WOM that passes on information about a brand, product or service through other people's efforts (American Marketing Association, 2007). Viral marketing has some advantages over other forms of marketing including: an extensive reach, it is relatively cheap, has high credibility and high efficiency (Richardson, 2007).

Viral marketing strategies differ in their degree of consumer integration, i.e. the degree of requiring consumers' activity to pass on the 'virus' (Helm, 2000). These strategies can be classified into low and high integration strategies. A simple strategy makes use of the internet to amplify WOM, causing consumers to spread the message. An example of a low integration strategy are the 'send this story to a friend'- buttons on a website that do not call for more activity of the consumer than to send a message to a potential user (Helm, 2000). An example of a high integration strategy that demands proactive participation of the consumer in acquiring new users, is the online messaging service ICQ.

2.2.3 Strategies to manage word of mouth and consumer generated media

As described before it is not only critical for marketers to measure consumer generated media but also to manage and influence it since WOM behaviour continues to grow in importance. Marketers try to manage the consumer to consumer communication in consumer generated media more and more. Companies start to rethink their strategies and focus on getting involved in consumer generated media. Godes et al. (2005) developed a framework that represents four generic strategies that a company might implement in managing WOM.

When ordered from most passive to most aggressive strategy these are: observer – moderator – mediator and participant. When a company chooses to be an observer it only collects WOM information to learn about its ecosystem. An example is a company that observes different forums actively to see what is said about their brand, product or service and about its competitors. In the moderator strategy a company not only gathers information about conversations but also takes steps to foster conversations. In this case the company tries to make consumers to participate in the discussion. The mediator actively takes control over the information and disseminated it itself. As a mediator a company makes strategic decisions about how and to whom the information will be disseminated. The last and most active strategic option is the one as participant in which a company participates directly in consumer-to-consumer conversations by creating WOM.

Carl (2006b) developed a framework concerning the management of WOM as well. In his framework he distinguishes six phases to characterise a company's level of involvement and engagement in the WOM/consumer generated media space. In his framework the early phases are more passive while the later ones are more active. In phase I, oblivious, companies do not realize people are talking about them and do not think about paying attention to what consumers have to say and do not benefit from their insights or ideas. In phase II, indifference or neglect, companies are aware that consumers are talking about them but they are indifferent and do not care about it. In the next phase, monitoring, the company is aware that consumers are talking and consider it as important to pay attention to it. In phase IV, listening, companies not only monitor the WOM and consumer generated media space but do so with the intent to move towards more engagement. The company is listening for insights but also for understanding as a move towards a dialogue. In the following phase, which is called responding, the company takes the next step and responds to consumer WOM and consumer generated media. The last, and most active, committed and dialogic phase is called 'joining in'. In this phase the company is a contributor to the dialogue about its brand, products or services.

2.3 Promotional contests and advertising campaigns

As said before, CGA can be seen as some sort of mix between a consumer promotion tool and an advertising campaign. A CGA campaign is a contest of which the result is an advertisement. Instead of using traditional advertising agencies, the companies use the consumers' creativity to make an advertisement. A model that is developed with the purpose of analyzing the phenomenon of CGA specifically does not exist. However, it is possible to analyse CGA campaigns by making use of a combination of models that explore advertising campaigns and other models that explore contests, which is discussed below.

2.3.1 CGA campaigns as a promotion tool

One consumer promotion tool that companies can use in their marketing are contests in which the company gives the consumers the chance to win something (e.g. cash, goods or trips) by luck or extra effort. A contest challenges consumers to submit an entry, a jingle, a guess, a video, etc., to be judged by a panel that will select the best entries (Kotler et al., 2001). Promotional contests reward consumers according to their relative performance (De Liu et al., 2007). CGA can be interpreted as a promotion tool in the form of a contest. In CGA campaigns a group of consumers is invited to participate in an advertising contest and by doing this they can win something. In this type of contest the focus lies on the contestants' output i.e. the advertisement created by the consumer. It is suggested that contests can be an

effective promotion tool when the prizes to win are attractive enough (De Pelsmacker et al., 2007: 364).

Research on the use of contests as promotional tool has been extremely rare. In a recent attempt, Ward and Hill (1991) attempted to give recommendations regarding the design of promotional contests by drawing upon cognitive and social psychology. Regarding the optimal prize structure in a contest with several contestants, Kalra and Shi (2001) did some interesting research. Their main finding was that the total number of prizes should not exceed one half of the number of contestants. A more recent research that complements the existing theory, is done by De Liu et al. (2007). This study generated some interesting insights into the optimal design of promotional contests, which can be used for the analysis of this study. According to this research the optimal design is dependent on the prize structure that the companies use for the contest, the segmentation of the contestant population and if the company charges an entry fee. De Liu et al. (2007) drew several conclusions concerning these design factors. They conclude that a contest with a winner-take-all prize structure is optimal. A higher ranked prize has higher incentive power on high ability contestants, i.e. contestants that have a higher level of skills or competence, than a low ranked prize. Besides, the contestant population should be segmented on ability, but not on region, since a global contest will outperform regional contest in its positive effect on the firm's return. Concerning the entry fee, the study showed that it is optimal if a company charged an entry fee, to exclude low-ability contestants.

2.3.2 CGA as an advertising creation process

Besides seeing CGA as a contest, it can be seen as a new form of an advertisement creation process. Therefore there will be made use of the stages in a traditional advertisement development process as a framework to analyse the creation process of an advertisement in a CGA campaign. Most models concerning the steps in the development process of an advertising campaign are comparable. However, the model by De Pelsmacker et al. (2007: 194) gives a more detailed overview of the advertising- and creative strategy stages in the advertisement development. These are of particular interest in the case of CGA due to the fact that these stages differ from traditional advertisement development, because consumers have a certain influence. Therefore the model by De Pelsmacker et al. is selected to analyse different CGA cases (see figure 2.3).

The figure shows the different stages in advertising campaign development: marketing strategy, advertising strategy, creative strategy, media strategy, evaluation of alternatives, implementation and campaign evaluation (De Pelsmacker et al., 2007: 194). In the case of traditional advertising these steps are taken by the company, mostly in co-operations with an advertising agency. The company has control over the different steps. In the case of CGA, the company gives the contestants some control over certain steps. Normally the company, together with the advertising agency, decides about the content of the advertisement, but in the case of CGA consumers have partial decisive power. They have power over the advertising- and the creation strategy, which will be investigated within this study. Besides, the evaluation process of several alternatives is different in a CGA campaign, since it consists of judging the submissions. Therefore this stage will be investigated within this research.

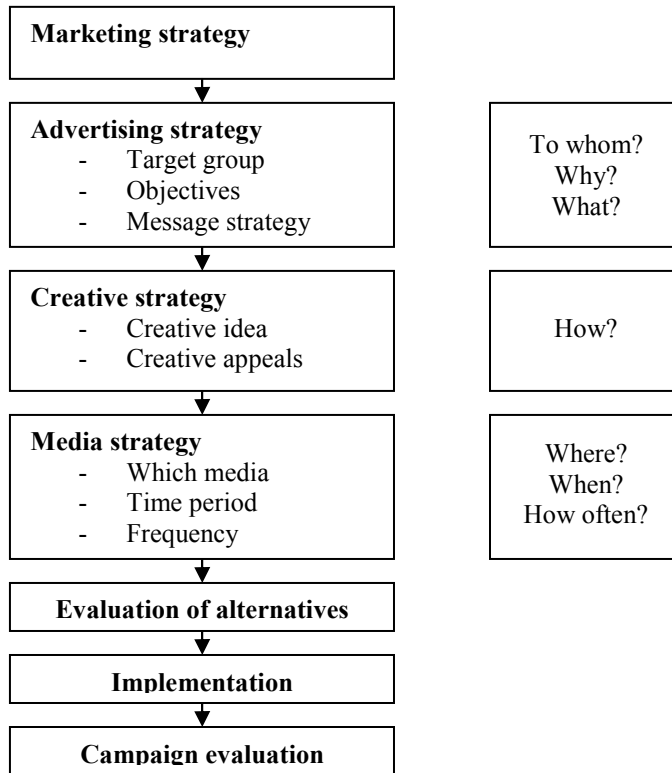


Figure 2.3 Stages in campaign development (De Pelsmacker et al., 2007: 194)

2.4 Summary theoretical framework

One of the reasons why companies engage in CGA is to generate WOM, as mentioned in the introduction. In today's complex marketplace where media is very fragmented and seen as less reliable, there exists an increased importance in WOM by researchers, consumers and companies. Technical developments enabled new forms of interpersonal communication. As a consequence consumers exchange information about products, brands and services online. It is suggested that online WOM is more influential due to its speed, convenience, absence of person-to-person pressure and one-to-many communicators. With consumer generated media as the fastest growing form of media and the trend of CGA campaigns that are executed online, the interest in online WOM increases. CGA can be interpreted as a campaign, some sort of promotion tool, designed to encourage or accelerate WOM and is associated with WOM marketing. By executing a CGA campaign companies give consumers a reason to talk about their product or services and make it easier for the conversation to take place. CGA has interfaces with buzz marketing and viral marketing. Most research concerning WOM marketing investigates the encouragement of offline WOM, i.e. in face-to-face situations. There exists a lack of knowledge about the possible influence of WOM marketing in an online context. It is known that certain marketing activities are effective means to encourage WOM (Bayus, 1985). As mentioned in chapter one, one of the motives for companies to engage in CGA concerns the encouragement of WOM. However, at the moment there is a lack of research that examines the effectiveness of CGA in encouraging WOM. Therefore this study investigates the online WOM encouraged by CGA to see if CGA is an effective marketing tool to encourage WOM and to examine if there are certain design factors that have influence on this effectiveness.

To see if CGA is an effective marketing tool, this study measures the encouraged online WOM by different CGA cases. Volume, dispersion and polarity are variables that are often

used in the measurement of WOM (e.g. Carl, 2006a; The Keller Fay Group, 2007). This research will use these three variables as well. Concerning the dispersion, it will be measured on which sources the encouraged WOM occurs and concerning the polarity, it will be measured and analysed if the content of the WOM is positive, negative or neutral. To be able to fulfil the purpose of this study, the design of the CGA campaigns has to be analysed next to the measurement of the encouraged online WOM.

Normally the company itself and the advertising agency are in full control of all development stages of an advertisement. Nevertheless, in the case of CGA campaigns the advertising development process is different because it involves consumers. Theory that is developed with the purpose of analyzing the phenomenon of CGA specifically does not exist. However, it is possible to analyse CGA campaigns by making use of a combination of models that explore the development process in traditional advertising campaigns and other models that explore the optimal design of consumer contests. The former deals with the stages in advertising campaign development, by De Pelsmacker et al. (2007), to be able to analyse how CGA differs from traditional campaign development. The former deals with the optimal design of promotional contests (De Liu et al. (2007). Different advertising contests will be analysed by looking at the advertising- and creative strategy, segmentation of contestant population, entry fees, judging and prize structure. Both of these theoretical frameworks, together with the different variables to measure and analyse WOM are adopted to create a research model for this study, see figure 2.4.

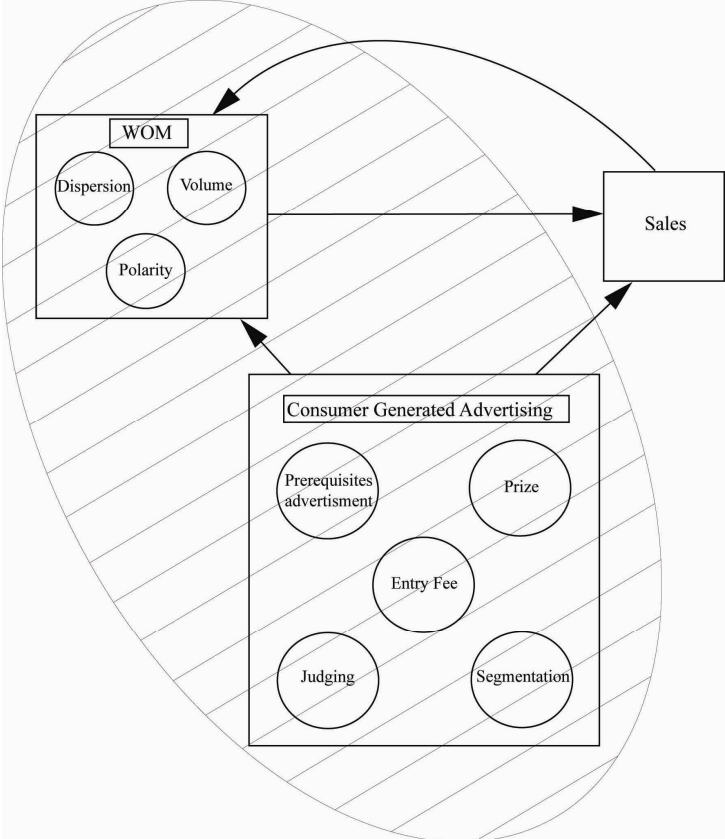


Figure 2.4 Research Model

The focus of this research will be on the concepts of WOM and CGA. The basis for the research model can be found in the conceptual model structure by Bayus (1985), see figure 1.1, which concerns all possible interactions between marketing efforts, WOM and sales. The variables within the concepts of WOM and CGA stem from the theory about the consumer

contests and the traditional advertising campaign development. The concept of WOM will be measured by means of dispersion (on which source does the WOM occur), polarity (is the WOM positive, negative or neutral), and volume. Concerning the design of a CGA campaign there will be looked upon the creative- and advertising strategy, which are named prerequisites in the research model. Considering these prerequisites, the researchers will analyze, among other things, if it is clear for the contestants to whom the final advertisement should be targeted. Furthermore, there will be analysed if there is decided upon some message strategy by the company and if is determined what should be communicated to the consumers through the created advertisement. The fifth stage of the traditional advertisement campaign development, called evaluation of the alternatives, is comparable with the judging of submissions for the contest in CGA campaigns. The judging process in a CGA campaign can be seen as different compared to the evaluation of alternatives in the traditional advertisement campaign development. To investigate if this has an influence, the judging process will be analysed in this study. The other variables that are used to analyse the design of CGA campaigns are derived from the theory about the design of a promotional contest. The different design issues where will be looked upon and which can be found in the research model are: prize structure, the segmentation of the contestant population and entry fees. Concerning the prize structure there will be analyzed if the prize structure can be seen as a winner-take-all or a multiple-winners structure and if the contestants either get a monetary prize or a non-monetary prize. Furthermore the segmentation of the contestant population will be analysed as well as the presence of an entry fee.

Chapter 3: Methodology

3.1 Research objective

The major objective of descriptive studies is to describe something, usually market characteristics or functions (Malhotra and Birks, 2003: 65). In other words, it is to portray an accurate profile of persons, events or situations (Saunders et al., 1996: 79). The purpose of this study, which can be found in chapter one, is descriptive, because the objective is to describe several CGA cases by making use of variables that were derived from prior studies. These variables will serve as a guideline for the descriptions. The same holds true for the evaluation of the encouraged WOM, which is examined by making use of variables derived from prior studies. To start a descriptive study it is necessary to have a clear picture of the phenomena on which you wish to collect data prior to the collection of data (Saunders et al., 1997: 79). The major difference with exploratory studies is that descriptive research is mostly pre planned and structured (Malhotra and Birks, 2003: 65). The information needed for a descriptive study is often clearly defined, which is also the case in this study. Although the research subject of this study is relatively new, a review of existing literature will serve as a guideline for research. Existing theories from relating subjects will be used to come up with a research model for this study. Prior to the data collection it is clear what has to be investigated and on which variables the CGA cases and their outcomes in terms of online WOM will be evaluated. Although the majority of the study will be descriptive, it is also the objective of the study to create an overview of variables that are most effective in encouraging WOM. This is done in order to create some sort of guidelines how to optimize the design of a CGA campaign to encourage online WOM. This can not completely be seen as being part of a descriptive purpose. Despite this fact, most of the study will still be characterized as being descriptive.

This study has adopted a corporate perspective on CGA and WOM. The implications of this study are mostly useful for corporate use. By means of investigating if CGA is an effective tool to encourage online WOM, this study tries to find answers that are useful for companies. For other researchers this study creates a general overview of this new concept and insights into the encouragement of online WOM by means of CGA, which might be useful for further research. However, companies will mainly benefit from this study because concrete design factors will be evaluated in this study. The knowledge generated by this study can be used by companies in the design of future CGA campaigns.

The term effectiveness is explicitly used within the purpose, and therefore needs to be defined. A CGA campaign is seen as an effective promotion tool when it inspires conversations about the brand, product, service or company for which it is used. This definition is comparable with the definition of effectiveness used by the Word Of Mouth Marketing Association (2007), which states that WOM marketing is effective when it inspires conversations about a company's brand. WOM is seen as truly successful when it also motivates people to buy more of the company's products. However, this study does not investigate if a CGA campaign motivates consumers to buy more products. Though, in this study CGA is seen as more effective when it encourages a higher volume of WOM.

Although in this definition there is no distinction between negative and positive WOM, it is seen as relevant to make this distinction. In paragraph 2.1.2 is described that it is becoming more common in research that negative WOM is seen as less damaging to a company. However, the majority of scientists still see negative WOM as harmful for companies. In this study the latter thought will be adopted, and WOM is seen as more favourable when it is

positive, although negative WOM can be a priceless source of information too. Therefore the content of both forms of WOM will be investigated. Additionally, research by Forrester/Intelliseek (in Blackshaw and Nazzaro, 2006) shows that the impact of WOM on consumer generated media, including blogs and forums, on the purchase intent is much higher compared to other media. This shows a preference for a dispersion of WOM that is concentrated on consumer generated media, which is seen as more desirable in this study.

3.2 Philosophical considerations

The researchers have to make choices about the assumptions of the world, because these will affect how the research will be executed (Bryman and Bell, 2003). When a social science research is conducted, like in this study, the researcher has the choice between several contrasting views, which provide opposite positions of epistemological and ontological assumptions (Easterby-Smith et al., 2004). Ontology is the assumption researchers make about the nature of reality, whereas epistemology is a general set of assumptions about the best ways of inquiring into the nature of the world (Easterby-Smith et al., 2004: 31).

The focus of this research is on several CGA cases and their outcomes in terms of online WOM. The epistemological position of the researchers in this study can be described as positivism. The role of the researchers in this study is to be independent observers with attempt to measure the world objectively through observations, and to see the social world as existing externally, which are features of positivism (Easterby-Smith et al., 2004: 28).

A positivistic stance asks for an attitude which does not impose one's own values on the research. However, sometimes it might be hard for the researchers to be completely objective, for example when determining whether the content of encouraged online WOM is positive, neutral or negative. But as Easterby-Smith et al. (2004: 41) mention, reality is not black and white. Therefore it is not rare for researchers to use ideas from several epistemological or ontological views. In the case of WOM people try to have an influence on other people. In some way they try to inform others about products, companies, brands, services etc. They can do this either in face-to-face situations or indirectly through phone or mail for example. In this research the focus will be on the influential behaviour in an online setting. The researchers will observe the encouraged online WOM by the CGA campaigns by looking at the following categories: dispersion, polarity and volume. This is in line with a positivistic view, in which the reality is often operationalized into subcategories (Easterby-Smith et al., 2004: 32).

The ontological orientation of this research is objectivism. The social phenomena and their meanings have an existence that is outside the influence of the researcher (Bryman and Bell, 2003: 19). In the case of WOM consumers are constantly interacting with each other in order to influence other actors. Some consumers are giving their opinion which can lead to certain behaviour of other consumers. The online WOM behaviour of consumers exists outside the influence of the researchers. The researchers will only adopt a role as objective observers in studying online WOM.

3.3 Research design

In this study is chosen to use a comparative design, which entails the study to use more or less identical methods of two or more contrasting cases (Bryman and Bell, 2003: 56). A comparative design is appropriate in this study because it embodies the logic of comparison. The aim of this study is to understand the phenomenon of CGA by comparing several CGA cases. A comparative design can be used within both quantitative and qualitative research.

This fits to this study in which a mixture of both research strategies will be used to investigate the CGA cases. The investigation will consist of an investigation of the separate CGA cases concerning their design as well as their separate outcomes in terms of online WOM. The research approach will look like a multiple case study, which occurs whenever the number of cases examined exceeds one and when they are analyzed in a qualitative approach (Bryman and Bell, 2003: 59).

The research question in this research is about how effective CGA is as a promotion tool to encourage online WOM. Besides, this study wants to investigate if there are certain design factors in a CGA campaign that influence the effectiveness of CGA in encouraging online WOM. There can not be drawn conclusions about the effectiveness from studying only one case. Therefore the choice was to conduct a multiple case study to be able to compare more CGA cases. By conducting a multiple case study it is possible to use the comparison between cases to learn from the differences between them. And as Yin (2003: 53) already advises, it is always better to do a multiple case study when this is possible. Case researchers look for what is common and what is particular about the cases they study, which applies to this multiple case study as well. It will be investigated what the different CGA cases have in common or not, concerning their design and encouraged online WOM.

Stake (in Denzin and Lincoln, 2000) identifies three different types of case studies: intrinsic, instrumental and collective. This case study can be interpreted instrumental case study extended to several cases, which is also called a collective case study by Stake (in Denzin and Lincoln, 2000: 437). This study investigates several cases to provide insight into the design of CGA campaigns and its effect on the encouragement of WOM. There is chosen for a collective case study because an understanding of different cases will lead to a better understanding of the whole population of cases. Besides, developing theory is only possible from studying more cases and looking at their similarities and differences.

Through analysing more CGA cases it is possible to compare the encouraged online WOM by the CGA campaigns and the way the CGA campaigns are designed. By doing so, the differences in the encouraged WOM and the way different contests are designed in order to be able to encourage WOM may be discovered. It may be possible to discover if there are certain design factors that influence the effectiveness of CGA in encouraging WOM on the internet. According to Stake (in Denzin and Lincoln, 2000: 445) it is better not to investigate a whole case, but to choose a few key issues to be studied in-depth. In this research an in-depth study concerning the design of the CGA campaigns, pursuing a few key issues will be conducted, which are explained in the research model in figure 2.4.

The main argument in favour of a multiple case study is that it improves theory building. By comparing more cases in a study, it is in a better position to establish the circumstances on which a theory will or will not hold (in Bryman & Bell: Yin & Eisenhardt, 59) The comparison itself may suggest concepts that are relevant to an emerging theory. Another potential strength of a multiple case study is that there is a bigger chance that one or more of the selected cases are ideal compared to this chance in a single case study. If a pattern within the cases exists, the results of the study can be more strengthened, which increases confidence in the robustness of the results (Yin, 2003). However there are also some drawbacks of multiple case studies. A multiple case study takes long and is an intensive research method, which normally costs more time and effort. The cases within this study are not very extensive and although the research is limited by time, the researchers planned their time to study all the cases. Therefore they do not consider this as a major problem. According to Dyer and Wilkins (in Bryman & Bell, 2003: 60) the researcher pays less attention to the specific context in a

multiple case study approach and more attention to the ways in which the cases can be contrasted. Although the researchers in this study developed a model which serves as a guideline to study certain variables, they will not close their eyes for other potential factors. In this way it is tried to avoid a too narrowed view on the cases .

The cases that are chosen to be studied, are the following:

- MasterCard: Priceless
- Chevrolet Tahoe: College Ad Challenge
- Southwest Airlines: Wanna get away?
- Moe's Southwest Grill: Moe's Burrito For Life
- Dove: Dove Cream Oil
- Doritos: Crash the Superbowl
- Chevrolet Tahoe: Apprentice
- National Football League: Superad

The cases have to be selected in such a way that they will predict the same results or in a way that they will not produce the same results but with a predictable reason (Yin, 2003). The first reason for selecting these cases is that they were chosen based on the fact that the advertising contests were held not more than one year ago, at the start of the research. It would be the best to select cases that were running at the same time, since encouraged WOM can differ over a certain period of time. It was tried to limit this as much as possible by choosing for cases that were executed almost at the same time, and as said at least not longer ago than one year from the start of the research. Another reason for selection was that the winners of these contests had to be known at the start of the research because only then it is possible to compare 'finished' CGA campaigns. A further reason to select these cases was the fact that for all cases the contest website was still online at the start of the research. Furthermore, all of the contests had in common that the submission could be used for broadcasting on national television in the United States. Some of the cases were chosen based on the fact that the winning submission was used for broadcasting once during a major event (Doritos, Dove, National Football League, and Chevy Tahoe college ad challenge). The others were chosen based on the fact that the winning submissions were not only used for broadcasting once during a major event (Moe's Southwest Grill, Southwest Airlines, Chevy Apprentice, and MasterCard). Another reason to choose certain cases was that the population of contestants was segmented (Dove, Chevy college ad, and MasterCard), whereas in other cases this is not done. Furthermore some contestants had to submit a complete commercial (Dove, Southwest Airlines, Moe's Southwest Grill, and Doritos), whereas for the other cases the contestants only had to submit an idea or combine pre-made videos (Chevy Apprentice, Chevy college ad, MasterCard, and the National Football League). The last reason to choose for certain cases was that the campaigns were held by companies in different industries, which makes it easier to discover differences between them. According to Yin (2003) a number of cases between 6-10 cases is normal in a multiple case study. Mentioned above, there was a reason to choose for four cases of which the winning submission was broadcasted once during a major event. On the other hand, there were four cases of which the winning commercial was broadcasted more often. This creates a sample of eight cases in total. From this total sample of eight cases, there were four cases for which the contestants had to hand in complete commercials, whereas for the other four, the contestants handed in ideas or combined pre-made videos. This division of two times four cases in combination with the sample size advised by Yin, creates a sample of eight cases for this study. By making this selection of cases, based on the above mentioned reasons, it is possible that some cases predict the same results and other cases predict the opposite results.

3.4 Research strategy

The data for this research will be collected by making use of a multi-strategy research approach, which is a strategy that integrates quantitative and qualitative research techniques within a single project (Bryman and Bell, 2003: 480). Although there are many arguments against a multi-strategy research approach, the amount of combined research has been increasing since the early 1980s and is particularly popular in business and management research (Bryman and Bell, 2003: 480). It is tempting to believe that research projects that combine the strengths of two or more methods will produce more than those same methods could produce in isolation (Morgan, 1998: 362).

For this research the multi-strategy approach is the most appropriate strategy, as the different CGA cases are investigated in a qualitative way and their outcomes in terms of online WOM in a more quantitative way. In this way the study shows statistically structured results of WOM, in terms of volume, dispersion, and polarity. This makes a comparison between cases easier. Assigning priority to one method and sequencing both methods is included in many statements about combining quantitative and qualitative methods (Morgan, 1998). The quantitative study is followed up by a qualitative study in this research. The measurement of online WOM will be followed up by an in-depth qualitative investigation of several CGA cases. The qualitative study will be done in order to investigate differences in the design of the CGA cases, which possibly affects differences in the encouraged WOM on the internet.

To study the online WOM, a quantitative approach will be taken, which can be constructed as a research strategy that emphasizes quantification in the collection and analysis of data (Bryman and Bell, 2003: 69). One important feature of quantitative techniques is that the process of data collection becomes distinct from analysis (Easterby-Smith et al., 2004: 130). The analysis and data gathering will be seen as separate activities. The data will be analyzed and possibly linked with cases after it is collected. In this study it is not the objective to get detailed information about the content of the encouraged online WOM, but rather to create an overview of it. For this purpose a quantitative approach is more suitable. It is suggested by several researchers (e.g. Carl, 2006a; The Keller Fay Group, 2007) to measure WOM by investigating dispersion, polarity, and volume. Therefore, this study makes use of the following categories, in order to analyze the encouraged online WOM: volume of the online WOM (e.g. how many hits on the Technorati did a search generate), dispersion of the online WOM (e.g. did the WOM appear on a blog, newspapers, etc.) and the polarity of online WOM (e.g. can the encouraged online WOM be seen as positive, negative or neutral).

The different CGA cases will be investigated by use of a qualitative techniques, which are an array of interpretative techniques which seek to describe, decode, translate and otherwise come to terms with the meaning of certain more or less naturally occurring phenomena in the social world (Easterby-Smith et al., 2004: 86). The CGA cases will be studied in detail in order to get an understanding of similarities and differences in the design of advertising contests like this. Various design factors will be subject to the qualitative study, which include: prize structure, segmentation of contestant population, prerequisites for the advertisement, entry fees and judging process, as explained in the research model.

3.5 Research method

This study will make use of content analyses, which can be used in a quantitative and in a qualitative approach (Bryman and Bell, 2003). Virtual outputs are the contents that will be

analysed throughout the whole research. The use of virtual outputs raises some questions concerning the trustworthiness of the data, which will be discussed in the chapter seven.

The principal study concerns analyzing contents using a quantitative approach, in order to investigate the encouraged online WOM. This part of the research is more structured as a traditional content analysis method, which is a research approach to analyse documents and texts that seek to quantify content in terms of predetermined categories and in a systematic and replicable manner (Bryman and Bell, 2003: 195). It involves identifying WOM and recording the dispersion, polarity and volume of the WOM. This will be done by making use of different virtual outputs, which will be explained in paragraph 3.6.

As a sequence to the quantitative approach to study WOM, a qualitative content analysis of documents of several CGA cases will be done. The content will mainly be the assigned website, where everything about the specific advertising contest is explained. This might be supported by analyses of other (online) documents which describe the specific CGA cases. This qualitative content analysis is done to get an in-depth understanding of the design of different CGA cases, i.e. advertising contests, in order to investigate and evaluate similarities and differences between them.

3.6 Data Gathering

Data collection for the quantitative study will be done by investigating the following websites: Google and Technorati. Gathering the data may be biased on two levels. First the online data may not be representative for all data. Secondly the chosen websites, Google and Technorati, may not be representative for all online conversations. However these data will identify the potential for online WOM at this moment in time. Using the most popular websites in the category of normal search engines and the category of blogsearch engines will maximize the representativeness of the data. Besides choosing one of each sort ensures that there will not be overlap between the same sorts of websites (i.e. within search engines or blogsearch engines).

The first tool that will be used to study the encouraged online WOM is the search engine Google, which is the most popular search engine with a market share of almost 50% in the United States in the first half of 2006 (Nielsen Netratings 2006). Due to its accurate results and an incredible large index, it has become the most used search engine. Google will be used to investigate the dispersion and polarity of the encouraged WOM about a certain CGA case. Another tool to measure the volume of the WOM will be used, because each case has thousands of hits on Google, of which many are useless. So using these numbers would be unreliable and checking all these hits on relevance is impossible due to time restrictions.

A sample of the hits that appear on Google will be evaluated on polarity. WOM will be seen as positive when the source either liked the contest or the created advertisement. If the opposite occurs the WOM will be seen as negative, i.e. when someone dislikes either the contest or the created advertisement. WOM will be interpreted as neutral if the source only provides information about a CGA campaign and does not share an opinion about this with the readers.

As mentioned above, Google will also be used to analyse the dispersion of the encouraged WOM. There are several sources for WOM, which will be categorised. The first category that was distinguished is marketing related websites. Blogs were also seen as one category, with only a separate category for marketing related blogs. Investigating these can be interesting, because WOM about the new marketing phenomenon within a marketing environment can be

seen. Websites of newspapers and magazines are seen as one category. These have many readers, which makes a fast spread of WOM possible. The same holds true for news websites. The sixth category is the one containing video websites. The consumers are mainly asked to make an advertisement in the form of a video, which makes it interesting to investigate the spread of these videos on video websites. Consumer information websites are the next category. These websites can give consumers all kinds of information such as media information, political information, and sport information. Forums were seen as another category, which is seen as an important source for discussion. Since some of the contests were only focused on students, university websites were seen as last category. Information about the contests that appeared on the companies' or contests' own website was not taken into consideration. These websites were not included in the sample, since this information cannot be seen as WOM. Corporate blogs concerning a company engaged in CGA were excluded from the sample as well.

The blogsearch engine Technorati is the second tool within this research to measure the volume of the online WOM. Technorati is the most popular blogsearch engine, which is currently tracking about 79 million blogs. By making use of Technorati, it is possible to investigate WOM behaviour on one of today's most influential online sources, namely blogs. Although the investigation of the volume of WOM will be limited to blogs, these types of 'consumer-created websites' are very popular to post news about products, brands, certain new phenomena, etc. and to discuss them. Besides, the number and importance of blogs has increased exponentially the last couple of years. Using only Technorati to measure volume will limit the knowledge about volume of WOM on the internet as a whole, but will give more reliable numbers about the volume on one source. Every hit will be checked if it really concerns the case, or that if it is irrelevant.

Within this research a sample of hundred useful hits per case on Google is chosen. These will be used to analyse the polarity and dispersion of the WOM. The choice for this sample size is mainly based on the fact that the study is bounded to certain time limits. Analysing more hits per case would take too much time, in order to finish the research within the scheduled time period. A bigger sample may increase the reliability of the analyses, however a total number of eight cases will be analysed and some conclusions about CGA will therefore be based on a sample of 800 useful hits. The volume numbers on Technorati are not sampled, since the cases have a limited number of hits, which can be investigated in total.

This study makes use of statistical analyses for the investigation of the WOM. Holme and Solvang (1997: 193) present a table in which the error margins for certain percentages can be found, see table 3.1.

Population parameter (p)	Sample size (N)					
	100	200	300	400	500	1.000
5%	4	3	2.5	2	2	1
10%	6	4	3.5	3	2.5	2
15%	7	5	4	3.5	3	2
25%	8	6	5	4	4	3
50%	10	7	5.5	5	4	3

Table 3.1 Error margins for certain sample sizes and population parameters (Holme and Solvang, 1997:193)

The table should be used as follows. If an average percentage of WOM is 15% and the sample size is 100, look at the row labelled 15% and at the column labelled 100. The number shown

is seven, which is the error margin in percentage points at a confidence level of 95%. This means that if a certain case has a positive WOM percentage that is seven percentage points above the average percentage of positive WOM, it can be said with a 95% confidence that this case has encouraged more positive WOM, when applied to the whole population. When the average percentage is different from one of the percentages mentioned in table 3.1, the choice should be for the closest percentage.

As said before, this study measures the online WOM encouraged by a CGA campaign for each case by making use of Google and Technorati. To be able to find WOM that is encouraged by a certain CGA campaign on Google and Technorati, it is necessary to use certain search terms. The search terms that are used are the same type of search term for each case, because only in that case it is likely that the results are comparable. It is chosen to use the brand name of the product of the CGA campaign that will be investigated in combination with the words ad and contest as search term. There is chosen for these search terms because the search terms needed to be kept as broad as possible. It is assumed that people talking about a certain CGA campaign or advertising contest do not always mention the name of the whole campaign, but will at least mention the brand name when they post a message or talk about the campaign on the internet. Using only the brand name as a search term will not deliver enough relevant hits and because this study is restricted by time, there would not be enough time to check all hits to see if these are relevant and concern the CGA campaign. Another motive to choose these search terms has to do with the fact that not all CGA campaigns have a specific name. Doritos has “Crash the Superbowl” as campaign name but Dove just calls their campaign after the new product that they were about to launch ‘Dove Cream Oil’. If was chosen to use the name of a company in the search term, the search would be narrowed down too much and it would be impossible to use the same type of search terms for all cases and, which makes a ‘fair’ comparison impossible. The measurement of the online WOM on Google and Technorati will be narrowed down by using the search term brand name + ad + contest and because of this there will be a smaller amount of hits that result from the search. This enables the possibility to check if all hits are relevant, i.e. encouraged by the investigated CGA campaign.

Chapter 4: Results of the case studies

This study analyses the online WOM that is encouraged by the different CGA campaigns. It is mentioned before that measurement of online WOM is mostly done through measuring the volume, dispersion and polarity of the WOM on the internet. In this study the volume of the created online WOM on blogs, the dispersion of the online WOM and the polarity of the online WOM that was created by the different CGA campaigns is analysed.

The results of the measurement of online WOM per CGA case will be presented in this chapter. For each case a table is presented in which an overview of the results of the measurements of the online WOM will be shown. The tables concerning the dispersion and polarity will be complemented with several quotations that give an overall impression of positive and negative WOM. The volume numbers, which measured on Technorati, are shown in separate tables.

4.1 MasterCard

4.1.1 Word of mouth

	Positive	Neutral	Negative	Total
Marketing website		9		9
Marketing blog	1	2	2	5
Remaining blog	4	30	3	37
Magazine/Newspaper website		13		13
News website		5		5
Video website		1	1	2
Consumer information website		27		27
Forum		2		2
Total:	5	89	6	100

Table 4.1 WOM for MasterCard (on Google, 22/04/2007)

As seen in table 4.1, blogs are the most common source for WOM concerning the MasterCard CGA case, and consumer information sites are the second most common. Video websites are not often used as source, which is mainly due to the fact that consumers were not asked to submit complete video advertisements. Marketing websites are mainly neutral about the contest, and only provide information about the contest. The majority of the positive WOM was focused on the contest itself. People liked the idea of having this contest, which can be read in the following quote:

“How cool! That's a lot of money to spend on consumer-generated media. And mass media to boot! Congrats MasterCard. You get it. Thanks for taking Priceless to the next level.”

Negative WOM on the other hand concerned pronouncements of consumers that thought the campaign was not as creative as was mentioned in the positive WOM. The priceless campaign has been parodied often already and this resulted in many entries that were completely useless for broadcasting on television:

“Off-colour MasterCard spoofs have become an art form over the years, so the credit-card company should probably expect more jokes than serious entries in its make-your-own-ad contest. Billy Crudup could really get into the voiceover on this one.”

The following table shows the volume numbers for MasterCard on Technorati:

	Relevant hits	Irrelevant hits	Total hits
MasterCard	38	20	58

Table 4.2 Volume on Technorati (08/05/2007)

4.1.2 The CGA case

The marketing campaigns of MasterCard have been consistent for a long time with its “Priceless” commercials, which names products along with its corresponding prices. In MasterCard’s last year’s campaign they asked consumers to play the role of advertising copywriter. In contrast to other examples of CGA, consumers were not asked to submit complete videos that would fit the Priceless campaigns. Instead they were asked to select one of two videos and fill in the blank spaces that go with the scenes. The idea for this contest came from consumers, since the “Priceless” TV spots are widely parodied by many people already.

MasterCard posted two vague story lines on their website www.priceless.com, called ‘typewriter’ and ‘sailboat’. Unlike the traditional Priceless advertisements, which lists prices for various items and closes with a final item that money cannot buy, these videos feature blank price tags which consumers were asked to complete by using their own words.

Contestants had to go to www.mastercard.com and register under the “Priceless” promotion experience button. There they had to make a choice of a preferred course of study: music, film or sports. If they registered under one of these, they had to submit an essay of maximum 250 words answering the questions: Why do you plan a career in the field of choice? And What would that career look like? Every contestant had a maximum of one entry per category. Contestants were able to subscribe during two months. The CGA campaign of MasterCard was a huge success with around 100.000 submissions. Besides this, it resulted in a massive increase in traffic to www.priceless.com and average time spend on it. The website is still online and is used to post “Priceless” pictures and to provide general information about the “Priceless” campaigns.

Prize structure

All (semi)-finalists won a prize with this contest. There were 108 semi-finalist prizes, each worth hundred US dollar in a MasterCard gift card. The 36 finalist price winners had the opportunity to attend a five week internship. The internship could be at several companies, namely Fanscape, the Major League Baseball, or Universal Pictures, based on the preferred course of study. Costs for transport, accommodation and meals were included, next to a 1.000 US dollar MasterCard gift card. The videos were re-created, complete with the consumers’ winning submission and then broadcasted in the third quarter of 2006. In this contest the company made use of a multiple-winners prize structure, which was a combination of a monetary and a non-monetary prize.

Entry fee

MasterCard did not ask for an entry fee for its contest.

Segmentation of contestant population

The contest was not open to everyone. Only residents of the United States, aged between eighteen and twenty five, which were enrolled and in good standing as a full- or part-time undergraduate student at American colleges or Universities were allowed to submit their ideas. Employees or family members of one of the affiliated companies were not eligible to participate.

Prerequisites advertisement

Within this contest, users were not completely free in their creativity. Of course the submission had to fit within the traditional “Priceless” approach. Secondly, MasterCard delivered complete videos, which only needed text on the blank spots. Even with the creation of text, the contestants were not completely free in their creativity. MasterCard monitored all the entries to www.priceless.com and posted only the ones it deems suitable.

Judgement

The company’s judging panel selected one overall winning entrant, according to judging criteria such as originality (0-40 points), creativity and written expression (0-30 points) and relevance to the theme (0-30 points). The judging occurred in two phases. In the semi finals were 108 (36 per course of study) contestants still in the race and in the final only 36 survived. The semi finalists were asked to hand in additional information about their course of study, by sending a videotape with an explanation of their favourite moment in their course of study’s history and why it was their favourite. These semi finalist videos were judged based on originality (0-40 points), creative execution (0-30 points) and presence on screen (0-30 points). Ultimately 36 contestants survived and they all got the internship.

4.2 Southwest Airlines

4.2.1 Word of mouth

	Positive	Neutral	Negative	Total
Marketing website		7		7
Marketing blog	1	3		4
Remaining blog	3	51	2	56
Magazine/Newspaper website		4		4
News website		2		2
Video website		15		15
Consumer information website		9		9
Forum	1	2		3
Total:	5	93	2	100

Table 4.3 WOM for Southwest Airlines (on Google, 24/04/2007)

The Southwest Airlines CGA case encouraged by far the most WOM on blogs, as seen in table 4.3. More than half of the WOM appeared on this source. News websites, websites of newspapers and magazines, and consumer information websites provided less information about this case. There is more WOM on video websites, which is probably due to the fact that consumers were asked to submit a complete video. Through these websites contestants asked for support for their creations.

The positive online WOM mainly dealt with the great engagement of consumers in branding and the fact that CGA is a smart marketing idea. The following quote shows that consumers especially liked the fact that CGA created commitment from other consumers:

“This is a fantastic marketing angle for Southwest... It's pure "commitment and consistency" at its best... With consumers entering the contest, they become part of the "southwest team" and will always want to deal(fly) with the team that they once were part of... I love IT !!”

Negative WOM encouraged by the CGA campaign of Southwest Airlines concerned the fact that consumers did not like that the company made use of the ideas of the consumers for their advertisements. According to these people Southwest exploits consumers:

“The reason asking for user generated sales tools forecasts a bad trend isn't because it's exploitative - it's lazy, and depending on the “reward” – patronizing.”

The following table shows the volume numbers for Southwest Airlines on Technorati:

	Relevant hits	Irrelevant hits	Total hits
Southwest Airlines	38	192	230

Table 4.4 Volume on Technorati (08/05/2007)

4.2.2 The CGA case

Since 1998 Southwest Airlines uses a theme in their TV campaigns that shows people in embarrassing situations, which makes them want to be somewhere else. With their latest campaign Southwest is entering the CGA hype. They asked consumers to submit videos that extend the existing theme in the advertisement campaigns. The contest was held both on YouTube, where a specific group for the contest was created, and on a specific contest website, www.southwestwannagetaway.com. People had to register on both of these sites to enter the contest. The contest was open from December the 12th 2006 until February the 20th 2007.

On www.southwestwannagetaway.com, around 160 videos are posted, including eleven videos made by employees. Although employees were not eligible to win the contest, the videos could be used as a source of inspiration. The maker of the most popular employee video was selected to be one of the judges that decided about the grand prize winner. The video quality of most submissions was not very high, and was obviously shot by amateurs. In the Southwest Airlines Wanna get Away contest group on YouTube were 139 video postings, all of which were also posted on the other website. The group had 375 members, which indicates that more people were interested, although they did not submit a video themselves.

On both YouTube and the other website it was possible to forward submissions to friends and to place comments on videos. For the videos on YouTube it was possible to post them on other websites, as this is a possibility for all videos on YouTube.

Prize structure

Contestants were striving for several prizes. The grand prize of the contest was that the winning video was used as a nationally run Southwest “Wanna get Away” commercial, including broadcasting during the NBA play-offs (the post-season of the National Basketball Association in America). The maker of this video also received a vacation for four people for three days, including hotel, car rental and air transport, to a Southwest Airlines destination of choice. The first prize winner got the same, except for the use of the video in the nationally

run commercial. The second prize winner got four Southwest Airlines tickets to one of their 63 destinations whereas the third prize winner won two. The strategy for this contest was a multiple-winners structure and the prize of the Southwest campaign can be classified as a non-monetary one.

Entry fee

There was no entry fee required to participate in this advertising contest.

Segmentation of contestant population

The contest was open to all legal residents of the United States that were at least twenty one years old. Employees of Southwest Airlines and other affiliated companies, as well as their family members, were excluded from participation. It was possible to submit a video by more than one person. The video would be seen as a team effort, but winners should have shared the prize, if they were one of the lucky winners.

Prerequisites advertisement

People were asked to submit videos of no longer than twenty seconds, in which an awkward or humiliating moment is shown that makes them wanna go away. Any text had to be in English, and it was not allowed for contestants to use Southwest Airlines logos or voice-overs. If the video was chosen to be broadcasted, Southwest would add these necessary elements itself.

Judgement

The judgement of videos was done in two rounds. Firstly, all the videos were reviewed by a panel of judges based on creativity/uniqueness of idea (33%), quality of execution (33%) and quality of writing and acting (33%). The judgment of the jury resulted in the winner of the grand prize. Secondly, the winners of the other prizes were selected by public voting. Consumers could vote for the posted videos on YouTube and the campaign's website. The order of prize winners was determined by the number of votes that the videos received. It was only possible to vote once per IP-address, and this was possible during the whole contest period.

4.3 Chevrolet Tahoe College Ad Challenge

4.3.1 Word of mouth

	Positive	Neutral	Negative	Total
Marketing website		19	1	20
Marketing blog	2	3		5
Remaining blog	1	15	5	21
Magazine/Newspaper website		5	1	6
News website	1	8		9
Video website		5		5
Consumer information website	1	16	1	18
Forum		3	1	4
University website	2	10		12
Total:	7	84	9	100

Table 4.5 WOM for the Chevy Tahoe college ad challenge (on Google 23/04/2007)

Table 4.5 shows that for the Chevy Tahoe college ad challenge case the majority of posts was not on blogs, but on various other websites. It can be seen that for this case many WOM was encouraged on university websites. The main reason for this is that this contest focused on students. On video websites only the winning advertisement was shown, without any positive or negative comments. There was much more attention for this campaign on marketing websites, which might have to do with the fact that it was the second time that Chevrolet was engaged in a CGA campaign, after one that received many negative submissions.

There was a much wider distribution of positive and negative WOM for this case, compared to the other cases. The positive WOM concerns reactions of consumers who liked the fact that college students were finally able to apply their knowledge to a reality case, and were able to show their commitment to the brand:

"This is a huge honour for the students," says Frank Oros, associate professor of visual communications, who served as advisor to "Chevrolet Team 509." "It's also very smart public relations for General Motors. They are clearly targeting a youth audience," with brands like Aveo, Cobalt, HHR and Equinox, "and this is a great way for them to differentiate themselves."

Besides it was named more often that CGA is smart advertising that creates a lot of buzz for the brand using it:

"I think this is a great way of generating buzz (we already see quite a few hits coming in through Google searches on terms like 'chevy students' and 'chevy ad') and connecting with the consumer."

The negative WOM was mainly about the created commercial itself. People thought the commercial was bad and that this was of no surprise. They wondered how well college students knew the positioning of Chevrolet and doubted about their ability to communicate its positioning to the consumers:

"But college students can't be held to the same level of accountability as the marketing chiefs at companies that are supposedly industry leaders, (let alone one that ranks fourth on the Fortune 500 list). With all due respect to Katelyn Crabb, how much could she know about positioning the 96-year old Chevy brand in the mind's of consumers?"

The following table shows the volume numbers for the Chevy Tahoe college ad challenge on Technorati:

	Relevant hits	Irrelevant hits	Total hits
Chevy Tahoe College Ad Challenge	49	210	259

Table 4.6 Volume on Technorati (08/05/2007)

4.3.2 The CGA case

Like previous years, General Motors broadcasted a commercial during the Superbowl. However, there was a small difference compared to the commercials of previous years. This year the commercial was created by students. General Motors asked students to participate in the Chevy Tahoe college ad challenge. The contest was conducted by General Motors in cooperation with EdVenture Partners. Compared to Doritos, who also had a CGA campaign to create a commercial for the Superbowl, there was a difference. While Doritos invited people to submit complete ads, Chevrolet was only looking for ideas. They invited teams of students

to submit their ideas for a commercial. These teams had to register themselves before the 29th of September, 2006. After registration all participating teams had access to the same resources provided by Chevrolet at www.edventurepartners.com/chevysb. Their submissions had to be made by the 13th of October, 2006. In the end more than 400 teams involving 800 students submitted their ad concepts. Most of them were studying advertising and/or marketing.

Prize structure

The winning team's submission was used as the concept for a commercial to be produced by General Motors and aired during the 41st Superbowl on the 4th of February 2007. The winning team had the opportunity to be directly involved in the production process of the commercial. Chevrolet used a winner-take-all prize structure that consisted of a non-monetary prize.

Segmentation of contestant population

The advertising contest was open to all fulltime students of eighteen years and older that were enrolled at fully accredited colleges, universities, and institutes in the United States. Undergraduate and graduate level teams were eligible to register and participate in the contest. Teams were not allowed to exceed three students. No student was allowed to compete on more than one team.

Prerequisites advertisement

The contestants got a creative brief from Chevrolet after their registration. In the creative brief mainly the goals and objectives of the advertising contest were outlined. The TV commercial had to be a thirty second spot and had to end with the tagline, "Chevy, An American Revolution". Furthermore, the tone of the commercial had to be "approachable, not arrogant or offensive." All required deliverables and/or supplemental materials had to consist solely of the original work of the team that submitted the entry.

Entry fees

There was no entry fee required for the Chevy Tahoe college ad challenge.

Judgement

The submissions were evaluated by EdVenture/General Motors and associated industry experts based on: creativity & originality of concept, relevance to theme and objectives as outlined in the creative brief and proper format of submission. The five finalist's submissions were evaluated by the judges from General Motors and associated advertising/marketing agents and staff by making use of a judging scorecard created by the administering parties based on the following criteria: creativity and originality (50%), relevance to theme (40%) and clarity of expression (10%). After the last presentations of the finalists, the judges announced the first till the fifth place winners.

4.4 Dove

4.4.1 Word of mouth

	Positive	Neutral	Negative	Total
Marketing website	1	6		7
Marketing blog	1	2	1	4
Remaining blog	4	40	7	51
Magazine/Newspaper website		5		5
News website			1	1
Video website		5		5
Consumer information website		21		21
Forum	1	4	1	6
Total:	7	83	10	100

Table 4.7 WOM for Dove (on Google, 22/04/2007)

Table 4.7 shows that for this case the distribution over different sources is comparable with what is seen before; many posts on blogs and consumer information websites. The distribution of positive and negative WOM is wider, like in the Chevrolet Tahoe college ad challenge case.

The positive WOM mainly concerned the fact that people liked the winning ad, which looked natural and fits to the positioning of Dove. Consumers also liked the fact that Dove committed other consumers in their advertising, as seen in the following quotations:

“Dove is doing a fantastic job of engaging its customers with the brand.”

“Dove asked its users to create and submit an ad for its new Dove Cream Oil Body Wash. Here's the winner. The ad looks great.”

Negative WOM encouraged by the CGA campaign of Dove concerned the segmentation of the contestants, i.e. the fact that only woman were invited to participate in the contest. Besides, consumers rated the commercial as being of low quality, and some were upset with the fact that Unilever had used YouTube as a medium to promote their CGA campaign and invited consumers through this medium to participate in the advertising contest.

“Only women are eligible to enter this contest? May I ask why? Even though it is totally irrelevant, a man cannot enjoy Dove's new cream oil body wash? Come on, I am very in touch with my feminine side, ask anyone. Who in their right mind decided that they could create a contest that only females are eligible to enter?isn't Dove and it's corporate owner Unilever discriminating based on gender?”

“The reaction from the YouTube community? Disgust. In fact the video got so many negative comments that Dove turned off comments on the video, which led to the angry YouTubers migrating to the Dove brand channel on the site to voice their displeasure. One commenter explained: "OK, you have money, so you bought your add[sic] on front page. But it ruins the meaning of YouTube-sharing videos and commenting [on] them.”

“..... That ad was clever, and competently produced. By contrast, this Dove ad is just atrocious. It uses a cheap video camera and murky lighting, and stars an average-looking woman being filmed as she takes a shower.”

The following table shows the volume numbers for Dove on Technorati:

	Relevant hits	Irrelevant hits	Total hits
Dove	90	89	179

Table 4.8 Volume on Technorati (08/05/2007)

4.4.2 The CGA case

Last year Unilever had its Dove ‘Real Beauty’ campaign during the Superbowl. This year they decided to start experimenting with CGA. Dove recently launched an advertising contest in the United States in which consumers were invited to create their own 30-second advertisement to launch the new Dove Cream Oil Body Wash collection. The contest was held from the 14th of December 2006 till the 15th of January 2007. Dove worked together with AOL to host www.dovecreamoil.com. On this website tutorial and editing tools, along with sample ads, were provided to help consumers making a commercial. Dove provided online tools, artwork and photos which they could use to simplify their advertisement creation process. Besides, Dove gave the option of uploading consumers’ own files (e.g. videos, photos, graphics and text) due to which consumers could have greater creative control. The website where consumers could submit their advertisements, was the same website as the one of the new Dove Cream Oil Body Wash collection.

More than 1.000 videos were submitted at www.dovecreamoil.com and all submissions were reviewed for content before being published or judged. It was only possible to watch the three finalists on www.dovecreamoil.com. The website had a tell-a-friend option available to visitors of the website to pass along the advertisement of their choice.

Prize structure

Each of the ten semi-finalists got a prize that consisted of one gift bag including Dove products and a Dove-branded Robe and Tote. Each of the three finalists received 4.000 US dollar in the form of a check and an all-in trip to Los Angeles, for a private viewing of the 79th Annual Academy Awards for the finalist and her guest. The grand prize was selected from the three finalists, and aired during the commercial break of the 79th Annual Academy Awards. Furthermore, the grand prize winner received 8.500 US dollar in the form of a check and she and her guest were invited to a high-profile Oscar After Party. Unilever used a multiple-winners prize structure in this contest and offered a prize that was a combination of a monetary and a non-monetary prize.

Segmentation of contestant population

The contest was open to women of eighteen years or older and resident of the United States. Employees of Unilever and affiliated companies were excluded from the contest, as well as their family members. The contest was only open to amateur filmmakers and professional filmmakers were excluded from participation. Contestants were allowed to enter as many submissions for the contest as long as they were not the same.

Prerequisites advertisement

The contestants got information about what the brand Dove stands for and about the benefits and features of the new Dove Cream Oil Body Washes. Furthermore, the contestants were provided with a few ideas on how contestants might approach their ad.

The commercial for the launch of the new collection of Dove Cream Oil Body Washes had to be between 25-30 seconds in length and had to communicate the product features and benefits of the Dove Cream Oil Body Washes. Furthermore the contestants always had to refer to the product(s) as Dove Cream Oil Body Wash. The advertisement had to be build on the Dove tone of voice; it had to convey the real beauty message with honesty and integrity because Dove is all about real beauty. Besides, the created advertisement had to be simple and uncluttered in design and women appearing in the ad should look natural and self-assured. It was also required to include a shot of the line-up of Dove Cream Oil Body Washes and the Dove logo and the www.dovecreamoil.com website in the commercial. All images appearing in the commercial had to be the contestants' own original imagery.

Entry Fees

There was no entry fee required to participate in this advertising contest.

Judgment

Ten semi-finalist submissions were selected by a judging process. The submissions were reviewed by an anonymous panel of judges and scored on originality and creativity (30%), adherence to creative assignment (40%) and overall appeal (30%). Afterwards three finalist's submissions were selected from amongst the ten semi-finalists by a judging process of which the judging requirements were the same as before. Judging criteria include how well the product features and benefits of Dove Cream Oil Body Wash are communicated in the advertisement.

4.5 Moe's Southwest Grill

4.5.1 Word of mouth

	Positive	Neutral	Negative	Total
Marketing website		3		3
Marketing blog		1		1
Remaining blog	2	5		7
Magazine/Newspaper website		2		2
Video website		2		2
Consumer information website		7		7
Total:	2	20		22

Table 4.9 WOM for Moe's Southwest Grill

It is obvious that for this case the sample of hundred is by far not reached. It was impossible to find more than twenty two examples, even after investigating more than 500 hits. Because further research would probably not have been useful in order to get many more examples, the choice was made to quit investigating the encouraged WOM for this case. The main reason for a low number of WOM examples might have to do with the fact that the brand itself is not as known as brands from other cases. As seen in table 4.9, for this case the majority of posts has been done on blogs, as well as on consumer information websites.

Positive WOM concerned the fact that people liked the fact that the grill restaurant engaged consumers in their branding. Consumers were positive about CGA and thought it is a clever step from companies to foster conversations about the brand online and to build brand awareness in this way, as represented in the next quotations:

“Getting people engaged with a brand is great. It almost doesn’t matter what the context.”

“For Moe’s, the consumer-generated content also is a way to build brand awareness in new markets where it does not yet have a sufficient number of units to make traditional advertising media-efficient, LaMastra said.”

For Moe’s CGA campaign there was not found any online WOM that was negative.

The following table shows the volume numbers for Moe’s Southwest Grill on Technorati:

	Relevant hits	Irrelevant hits	Total hits
Moe’s Southwest Grill	2	36	38

Table 4.10 Volume on Technorati (08/05/2007)

4.5.2 The CGA case

Moe’s Southwest Grill has joined the growing number of companies that are trying to engage consumers in advertising campaigns by having consumers create the advertisements themselves. The chain cooperated with ViTrue Inc., a platform for user-created advertising, to develop an online community that enabled more Moe’s customers to produce and upload video advertisements. The “Burritos For Life Video Contest” helped to bring its “Moe’s Burrito in Every Hand” campaign to online audiences, in combination with regular ads on radio, TV, and in print. In the beginning Moe’s only invited consumers to make ads on its website, but later on promoted the campaign with in-store material. Moe’s invited residents of the United States to participate in the commercial contest on www.moes.sharkle.com. The contest period for the “Burritos For Life Video Contest” was from the 10th of July 2006 till the 31st of December 2006. All Videos were reviewed for content before being judged. Entries containing prohibited or inappropriate content and/or otherwise deemed by the sponsor were disqualified. The sponsor made the final determination as to what videos are eligible to take part in this contest. After registration the contestants were able to use some creative tools that were available on www.moes.sharkle.com.

The final number of entries for the contest was around forty. Visitors of the contest website were able to watch and vote for their favourite video based upon personal preference and send the videos to their friends. Furthermore, the website gave the opportunity to the customer to tell friends about the contest and invite them to participate.

Prize structure

The winner of the contest received Moe’s “Burritos for Life” which means that the winner was awarded a prize in the form of 2.860 vouchers valid at any participating Moe’s Southwest Grill (based on 52 weeks per year and maximum of 55 years). The prize structure of Moe’s advertising contest can be described as a winner-take-all structure, and as being non-monetary.

Segmentation of contestant population

The contest was open to residents of the United States that were eighteen years of age or older and were located in the United States at the time of entry. Employees of Moe’s Southwest Grill and affiliated companies were not allowed to participate in the contest, as well as their

family members. The contestants were not permitted to submit more than one entry per person.

Prerequisites advertisement

The created advertisement had to be a 30-second spot and needed to show how the consumer supports the mission of Moe's by incorporating "A Moe's Burrito in Every Hand" in some way. Besides, the ad had to be creative, to feature the Moe's logo in some form and should leave out any inappropriate language or random wardrobe malfunctions.

Entry fees

Moe's Southwest Grill did not make use of an entry fee for its contest.

Judgement

The twenty videos with the highest score at the end of the public voting period, the finalists, were judged by a panel of qualified judges who reviewed the finalists videos based upon the following criteria; creativity of content and the video that best represented the Moe's brand as determined by the judging panel (50%) and appropriateness to the overall theme of "A Moe's Burrito in Every Hand" (50%). These criteria made a selection of the grand prize winner possible.

4.6 Doritos

4.6.1 Word of mouth

	Positive	Neutral	Negative	Total
Marketing website	1	9	1	11
Marketing blog	3	6		9
Remaining blog	3	20	4	27
Magazine/Newspaper website	2	12		14
News website	1	6		7
Video website	1	6		7
Consumer information website	3	20		23
Forum		2		2
Total:	14	81	5	100

Table 4.11 WOM for Doritos (23/04/2007)

As shown in table 4.11, for the case of Doritos the distribution over different sources was divided rather equally. There were a lot posts on blogs, as well as on consumer information websites, marketing websites, and websites of newspapers and magazines. This was probably due to the fact that Doritos was one of the first companies that wanted to show the winning advertisement to a big audience, by broadcasting it during the Superbowl.

The positive WOM was mostly concerned with the high quality of the winning advertisement and the fact that the costs to make this ad were very low. Besides, the fact that it looked like it was made by a professional advertising agency, was also mentioned a lot, as seen in the following quotations:

“Still, despite getting more than 1,000 entries, all of the spots in Doritos' final five could easily be mistaken for a typical, professionally produced Super Bowl spot.”

“One of the more successful commercials was the Doritos ad made by husband and wife team West Phillips, 22 and Dale Backus, 21, for only \$12.95.”

”Plus, there was the bonus of all of the free publicity generated by press coverage of the contest. Doritos comes out looking like an innovator and even a hero of sorts, giving the “average person” a chance at Super Bowl glory.”

The negative online WOM was about the fact that the winning advertisement was disappointing. Besides, it was named that although the companies gave the impression that the consumers were in control over the contest, in fact it were actually the companies themselves.

*“The ads this year were definitely disappointing. I think it demonstrates the convergence of media spend from broadcast to online. Plus, with all the buzz around social networking and UGC - it wasn’t surprising that big advertisers would try to leverage the idea to create buzz. Sadly, I believe the idea works so well in the online space because people *choose* to consume it. It doesn’t work like that in broadcast. And, fortunately for those of us who work in advertising (professionally), the idea proved that it isn’t so easy to create an amazing, award-winning ad. Leave it to the professionals.”*

“Is the consumer in control simply because Doritos ran a contest for last year’s Superbowl, where the winner would be the person who created (consumer generated content) the best ad as decided by all of us?..... I don’t think so.....Doritos controlled the whole situation. They created the contest. They bought the TV spots. They advertised the exact message of the contest and rules to the public. They posted the ads on their site. They managed the public voting and decision. They awarded the prize.”

The following table shows the volume results for Doritos on Technorati:

	Relevant hits	Irrelevant hits	Total hits
Doritos	265	15	280

Table 4.12 Volume on Technorati (08/05/2007)

4.6.2 The CGA case

With the “Crash the Superbowl” advertising contest, Doritos asked people to make and sent in videos that expressed their passion for the triangular chips. Consumers had to send in complete advertisement, of which the best one was broadcasted during the 41st Superbowl in February 2007. The commercial breaks gain a lot of attention and companies have to pay a lot to show them in a time slot that costed on average more than two million US dollar last year.

The website for the contest, <http://promotions.yahoo.com/doritos/>, showed almost 1.100 videos. The five final commercials could easily be mistaken for a professionally made commercial. The overall quality of the submissions was high, although this could be due to some submissions from people that work within the advertising business. All contestants made use of the brand in different ways. The contest was held from the 10th of October till the 4th of December 2006.

The videos could be selected by most recent, most viewed, and most loved. This indicates that the number of votes and views is registered on the website. Besides, visitors were able to comment on the submissions, which sometimes even resulted in a chat between contestant

and commentator. The website enables users to tell a friend about the contest, by making use of a prewritten text:

“Have you heard about the DORITOS Crash the Super Bowl Contest? DORITOS fans across the U.S. shot their own DORITOS commercials. The creators of the top five videos win \$10,000 dollars and a trip to Miami for a private Super Bowl XLI viewing party. You can check out the submissions online. On January 1st, you'll find out which videos made the playoffs. On January 5th, you can vote for your favourite. The winning video will be aired as a real DORITOS commercial during the Super Bowl XLI broadcast.” Furthermore, users were able to tell a friend about a specific video and place videos on pre-selected websites like blogs, MySpace and Facebook.

Prize structure

The five selected finalists won 10.000 US dollar and a trip to Florida for a private Superbowl viewing party, to which they could take one guest. A ticket to the Superbowl was not included in the price. The grand prize winner's submission was broadcasted during one of the Superbowl commercial breaks. The prize structure can be seen as a multiple-winners prize with the prize being a combination of a monetary and a non-monetary prize.

Entry fee

Doritos's contest was free of an entry fee.

Segmentation of contestant population

In principal everyone could enter the contest because users did not need any professional skills. Users had to be older than eighteen years and be registered on www.jumpcut.com or www.yahoo.com, with which Doritos cooperated, and could not work for one of the involved companies. Jumpcut.com is a website that provides online video uploading and editing tools. The website for the “Crash the Superbowl” advertising contest was hosted by yahoo, under the name <http://promotions.yahoo.com/doritos/>. To upload the videos, the software from Jumpcut.com was used.

Prerequisites advertisement

The videomakers' creativity was limited by Doritos' ad agency Goodby, Silverstein & partners, which created the required theme: “the passion Doritos eaters feel about the flavours”. Since the commercial could potentially be shown on national television, it needed to comply with certain formalities. This implies for example no swearing, no nudity, and nothing too violent or offensive. Commercials had to be exactly 30 seconds in length. Furthermore the submission had to be primarily in English. Contestants could send in as many as ten submissions, as long as the same commercial was not used again. However, only one of these commercials could be chosen as finalist. The contestants were able to download several different Doritos brand logos, which they could use in their commercials. The contestants were not allowed to use any other food or beverage products in the commercials other than the Doritos brand.

Judgement

Doritos did not give total control to consumers over which commercial would be aired. The five finalists were chosen by Doritos' judges, based on the following criteria: originality and creativity, 40%, adherence to assignment and regulations, 30%, and overall appeal, 30%. After that the final winner was chosen by users of the website, who had one vote for their favourite video every day during the voting period, which was from the 4th of January till the 19th of January 2007. The ones that made a commercial were allowed to vote for their own commercial.

4.7 The National Football League

4.7.1 Word of mouth

	Positive	Neutral	Negative	Total
Marketing website		13		13
Marketing blog		4		4
Remaining blog	2	22	2	26
Magazine/Newspaper website		17		17
News website		7		7
Video website		4		4
Consumer information website		24		24
Forum		3		3
University website		2		2
Total:	2	96	2	100

Table 4.13 WOM for the National Football League (24/04/2007)

Table 4.13 shows that the National Football League (NFL) case encouraged a lot neutral WOM. Many blogs and consumer information sites only provided information about the existence of the contest or its winner.

Positive WOM was concerned about the quality of the winning advertisement of the NFL that was aired during the Superbowl. Furthermore consumers mentioned that the advertising contest is a great marketing strategy to get the best ideas for an advertisement, as can be seen in the following quotation:

“Here's what I mean: aside from the fact that the contest was a great marketing ploy, someone in the NFL's ad department had the foresight to realize that, in order to get the "best idea ever," it would be a good idea to let everyone try their hand at it. That meant not just internal departments, not just the ad agency, but everyone at all who has a stake in the NFL or cares about its teams - that is, the fans.”

The negative WOM dealt with the control that the NFL actually took over the production of the winning commercial, although the consumer was supposed to be in control. Consumers also wrote about the fact that often marketing people are winning these types of contests instead of ‘regular’ consumers, which was also the case in this contest:

“However, the actual commercial was not what I was expecting to see. I had the chance to ask Bona a few questions over the weekend, and he told me the final cut was a bit different than his original idea. Now that I've seen the commercial, I see that by “a bit different” Bona meant “completely changed.” It's disappointing to know that the NFL took control of the behind-the-scenes production, when it was supposed to be a fan-driven contest. And I was even more disappointed with the final commercial.”

The following table shows the volume results for the NFL on Technorati:

	Relevant hits	Irrelevant hits	Total hits
National Football League	146	321	467

Table 4.14 Volume on Technorati (08/05/2007)

4.7.2 The CGA case

The National Football League has a history of having a commercial during the final game (The Superbowl) of their league. Since the mid-1990s they have a spot to promote NFL football. The NFL asked fans to create a commercial with the following directions: “*Pitch us your idea for the best NFL Super Bowl commercial ever. Seriously.*” Unlike Doritos, that asked consumers to submit complete commercials to be broadcasted during the Superbowl, the NFL was only looking for ideas. The winning idea would be produced by professional ad makers.

The contest gave National Football League fans the opportunity to present their idea for the commercial that promotes NFL football. The contestants had to present their ideas in person in one of three venues across the United States. Each contestant had to present the description of their idea in a presentation that could not exceed 90 seconds, including questions of the jury. The jury could ask for another 30 seconds in particular cases. The use of visual or audio materials was not permitted during the presentation. All presentations were videotaped and could be made available on the internet, including but not limited to the website www.nfl.com/superad.

Participants were able to enter the contest in two ways. The maximum number of contestants was 2.000 per two-day event per venue, and registration was on first-come, first-served basis. Participants were able to pre-register online at the contest’s website, during a certain time period, which started three weeks before the days of the event. They were assigned a time-slot at which they had to appear at the venue of choice. If there was space available, participants could also register at the venue at the day of the presentations. Again registration was on the first-come, first-served basis. Showing up at the venue did not guarantee participation for the presentation, since it could be that too many people were pre-registered already.

As a source of inspiration the NFL placed some old commercials on the superad website. In that way contestants could get some idea of what the NFL was looking for. Besides this, they also placed some advices from NFL players online.

In total did the NFL receive around 1.700 ideas for their commercial. The number of consumers voting for their favourite video was even bigger. Around 200.000 consumers voted on their favourite idea. The winner of this contest worked for a marketing firm, so he was not completely unknown with the phenomenon of creating a commercial.

Prize structure

The winning idea was used in the commercial of the NFL. Besides this the winner also got a grand prize that consisted of a trip to the Superbowl for two persons. The prize includes air transport, three day accommodation and tickets to the Superbowl. The winner was also invited to witness the production of the winning commercial. This was a trip for one person and air transport and two night accommodation was included. All twelve semi-finalists received a prize worth 500 US dollar and a NFL gift package. In this contest a multiple-winners strategy was used, which was a combination of a monetary and a non-monetary prize.

Entry fee

The National Football League did not require an entry fee for its contest.

Segmentation of contestant population

Participants had to be older than eighteen and an adult in their state of residence in the United States. Employees, and their family members, of the NFL or any other affiliate organization were excluded from participation.

Prerequisites advertisement

The idea must be able to be shown on national television and therefore not contain any vulgarity or objectionable content. The final commercial had to promote NFL football.

Judgement

A panel of three judges evaluated the submissions on connection to NFL football (25 points), commercial appeal, i.e. how well the idea was ‘sold’ to the judges and potential to make a commercial (25 points), and originality and creativity (25 points). The maximum score per judge could be 75 and in total the maximum score could be 225 points. The scores of the jury will lead to twelve semi finalists. Between December 15 2006 and January 7 2007, the potential grand prize winner was selected from the semi finalists. A new judging panel gave scores to the submissions again, based on the same criteria used to select the semi finalists. The judges’ top scorer received 70 points and the others were prorated (for example if the first place scorer was 200 and the second place was 180, than the first earned 70 and the second earned 63; $180/200 * 70$). The judging portion of the contest accounted for 70%. The other 30% was gained by online voters. The semi finalists were posted online and everyone could vote on one submission every day. The online voters’ top scorer received 30 points and the others were prorated again (for example if the first place scorer had 1000 votes and the second place had 700, than the first earned 30 and the second earned 21; $700/1000 * 30$). The contestant with the highest combined score won the grand prize.

4.8 Chevy Apprentice

4.8.1 Word of mouth

	Positive	Neutral	Negative	Total
Marketing website		10		10
Marketing blog		3		3
Remaining blog	2	32	8	42
Magazine/Newspaper website		4	1	5
News website		3	1	4
Video website			5	5
Consumer information website		27		27
Forum		3	1	4
Total:	2	82	16	100

Table 4.15 WOM for Chevy Apprentice (22/04/2007)

In the case of Chevy Apprentice quite some negative submissions entered the contest. A lot of consumers provided information concerning this fact on the internet. This type of WOM is seen as neutral WOM in this study, since these consumers were not negative about the campaign or brand itself, but only mentioned the high proportion of negative WOM. Looking at table 4.15 one can see a high number of negative WOM for the Chevy Apprentice CGA case. Mostly consumers on blogs and consumer information sites provided information about the Chevy Apprentice case. It is also shown that in comparison to other cases, many negative

videos appeared on video websites. Many sources mentioned the existence of the contest, mainly because Chevrolet was one of the innovators concerning CGA.

The positive WOM encouraged by this CGA campaign concerned the fact that consumers appreciated that General Motors did not remove all negative advertisements from the internet directly and that although it received anti-SUV advertisements and encouraged more negative WOM on the internet it was a successful campaign and worth the risk.

“GM says they are not going to take down any of the negative ads. Nice move.”

“While some people point to this campaign as an example of the failure of viral marketing and social computing, I think it points to a great success.....Was the risk worth it? Yes. At least this way they are part of the conversation.”

“In another couple of weeks we should find out what the sales for April were for the Tahoe. If they are up again(Especially considering the rising cost of gas.), I think we can safely say that the Chevy Apprentice contest, negative ads and all, has likely increased sales, at least short term. Any publicity is good publicity, I guess.”

“Funny thing is, even the ‘negative’ ads would make the Tahoe more attractive to its target demographic.”

The negative WOM often concerned the fact that doing a CGA campaign in this manner is not the smartest idea of a company. Consumers wrote that it was naïve to think that contestants would only create positive advertisements and that is was no surprise that consumers made anti-SUV advertisements, certainly not at the specific time period the contest ran:

“That is awesome! Was Chevy soooo naïve to think the EVERYONE must love their products to use that advertising tool in Chevy's favour? Way to go. I want to see more SUV is offensive ads!”

“GM launched a "make your own" advertising campaign at a time when frustration with gas prices and SUV over-dominance is unmistakably evident in the blogosphere and across auto-centred message boards and forums. Put another way, the backdrop was ripe for parody, satire, and some level of backlash...even from the True Huggers.”

Besides the anti-SUV advertisements that were created for the contest the campaign also encouraged consumers who are anti-SUV to put negative WOM on the web:

“If you really got it, you'd be asking your customers for suggestions on how to make your products make sense for the planet and then acting on their suggestions to create cars that will leave humans still able to live, and maybe even to drive some energy-efficient vehicle (hint, it won't be an SUV) in 50 years.”

The following table shows the volume results for Chevy Apprentice on Technorati:

	Relevant hits	Irrelevant hits	Total hits
Chevy Apprentice	21	3	24

Table 4.16 Volume on Technorati (08/05/2007)

4.8.2 The CGA case

In the spring of 2006 General Motors invited consumers to create their own commercial for the Chevrolet Apprentice Campaign: “Make your own Chevy Tahoe commercial”. This contest was part of a cross promotion with the NBC television show ‘The Apprentice’ to promote its Chevy Tahoe Sport Utility Vehicle. At www.chevyapprentice.com the company asked consumers to piece together images and make a text to create an ad for its new Chevy Tahoe. Chevrolet provided contestants with video clips and music, on their website. To create a video, consumers could choose from video clips depicting the Tahoe in natural settings and pick one of eight soundtracks and add text to create a customized thirty second commercial for the latest Chevrolet Tahoe. Chevrolet closed the contest at the 10th of April 2006.

In the end more than 20.000 ads were submitted in the four weeks that the contest ran. A lot of submissions were anti-SUV ads that charged General Motors with contributing to global warming, protested the war in Iraq or demeaned the Tahoe's quality. Furthermore, some videos contained profanity or sexually explicit messages.

Visitors of the website were invited to send their videos to friends and the ads were free to migrate to YouTube or anywhere else. The commercials at www.chevyapprentice.com have been emailed over 40.000 times. On average, visitors of the website spent more than nine minutes on the site and nearly two-third of them visited www.chevy.com.

Prize structure

The grand prize winner had the opportunity to choose one prize out of three categories: a ‘more music’ prize to the Country Music Awards or another Red Carpet music event, the ‘more sports’ prize to a Major League Baseball All-Star Game or Chevy Rock & Roll 400 at the Richmond International Speedway, and the ‘more leisure’ prize for a getaway to Jackson Hole gateway summer excursion or winter retreat. Included in these prizes was airfare and hotel accommodation. The other four finalists received one of the above mentioned prizes. The prize structure can be classified as a multiple-winners structure with non-monetary prizes.

Segmentation of contestants

The contest was open for citizens of the US and Canada, that were older than eighteen and an adult in their state of residence. Employees of Chevrolet or affiliate organizations and their family members were excluded from participation.

Prerequisites advertisement

The contestants had to create a 30-second advertisement by making use of the supplied video clips and music provided by Chevrolet. Consumers were challenged to illustrate Tahoe’s brand promise of being “more capable, more responsible and more refined” in the best online commercial possible. Every entry had to contain five or more clips, including at least one clip of each above mentioned brand promise. The contestants had to add text to the video clips in order to create a customized commercial for the latest Chevrolet Tahoe. General Motors placed director’s tips of what the best commercials do exceptionally well including:

- Entertain: an entertained viewer is an engaged viewer, and an engaged viewer remembers the product
- Inform: deliver the key message in a straightforward, concise manner
- Demonstrate product information: visually depicted key features or product attributes to provide the viewer with a reason to buy
- Deliver pricing: the viewer is always interested in the bottom line, which is why the contestant should include price within the commercial.

Besides these, the contestants could also watch the 2007 Tahoe commercial, to see a spot that delivers all of the director's tips. This in combination with the tips itself, should serve as a guideline for the contestants.

Entry fees

Chevrolet did not require any entry fee to participate in their advertising contest.

Judgment

From all submissions five finalists were chosen. These were judged by General Motors' executives. The director's tips were an important part of the evaluation process concerning the submissions. The five finalists came together in the boardroom of General Motors, where the grand prize winner was revealed.

Chapter 5 Discussion

This chapter shows the analyses of the measurement of online WOM and it will be explained if there are certain design factors that affect the effectiveness of a CGA campaign in encouraging WOM activity on the internet. For each variable which is used for the measurement of online WOM, polarity, dispersion and volume, the chapter presents a table in which one can find how much a certain CGA campaign deviates in encouraging WOM compared to the average encouraged WOM. Below each table there will be a discussion of outcomes that result from the comparisons of each variable in combination with graphs that visualize the outcomes. Afterwards the assumptions made about certain design factors and their influence on encouraging online WOM will be presented.

5.1 Polarity of WOM

The first row in table 5.1 shows the average percentage of encouraged positive, negative or neutral WOM of all cases. The following rows show the percentage of encouraged WOM per case and, between brackets, the deviation from the average, shown in percentage points. The differences between these numbers are investigated and it is concluded which cases were considered to have received more positive or negative WOM or less positive or negative WOM. This is done by looking at the error margins, of which is explained how to get these in paragraph 3.6. Since the percentages 6.4 and 6.2 are not in table 3.1, there is chosen to use the error margin that is between the one for a percentage of 5% and for the one for a percentage of 10%. This results in error margins for both positive and negative WOM of five percentage points. When the WOM percentage of a certain case deviates five percentage points from the average it can be said on a 95% confidence level that this is significant.

	Positive	Neutral	Negative
Percentage:	6,4%	87,4%	6,2%
<i>Percentage, and deviation from the average, per case (in percentage points):</i>			
MasterCard	5% (-1,4)	89% (+1,6)	6% (-0,2)
Southwest Airlines	5% (-1,4)	93% (+5,6)	2% (-4,2)
Chevy Tahoe College Ad Challenge	7% (+0,6)	84% (-3,4)	8% (+1,8)
Dove	7% (+0,6)	83% (-4,4)	10% (+3,8)
Moe's Southwest Grill	9% (+2,6)	91% (+3,6)	0% (-6,2)
Doritos	14% (+7,6)	81% (-6,4)	5% (-1,2)
National Football League	2% (-4,4)	96% (+8,6)	2% (-4,2)
Chevy Apprentice	2% (-4,4)	82% (-5,4)	16% (+9,8)

Table 5.1 deviation of average percentages of WOM per case

The graphs in figure 5.1 and figure 5.2 visualize the deviations in positive and negative WOM. It shows at a single glance which case has encouraged the most or the least WOM. The purple bars show the percentage of WOM that the cases encouraged, whereas the purple line shows the average percentage of encouraged WOM by all cases. Presented above each bar is the deviation from the average percentage of WOM per case.

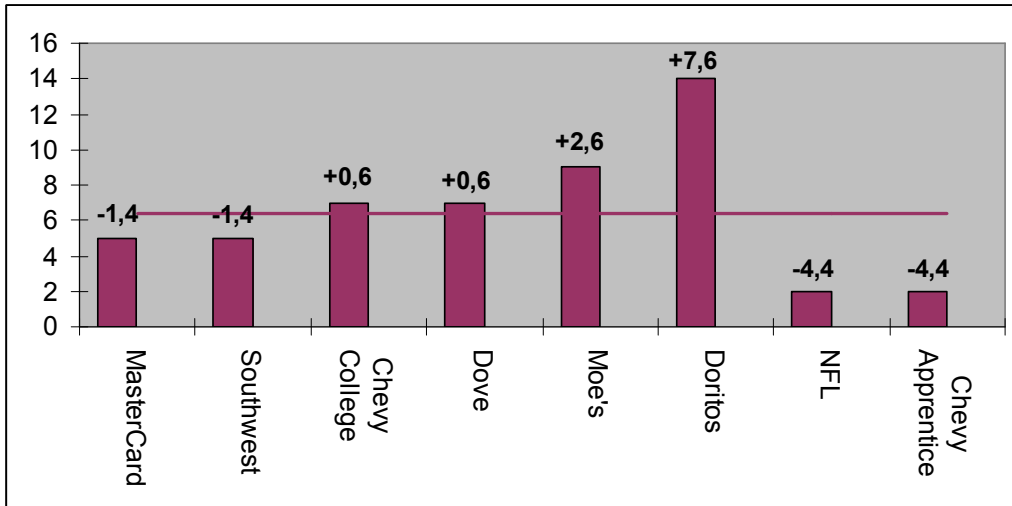


Figure 5.1 percentages of positive WOM

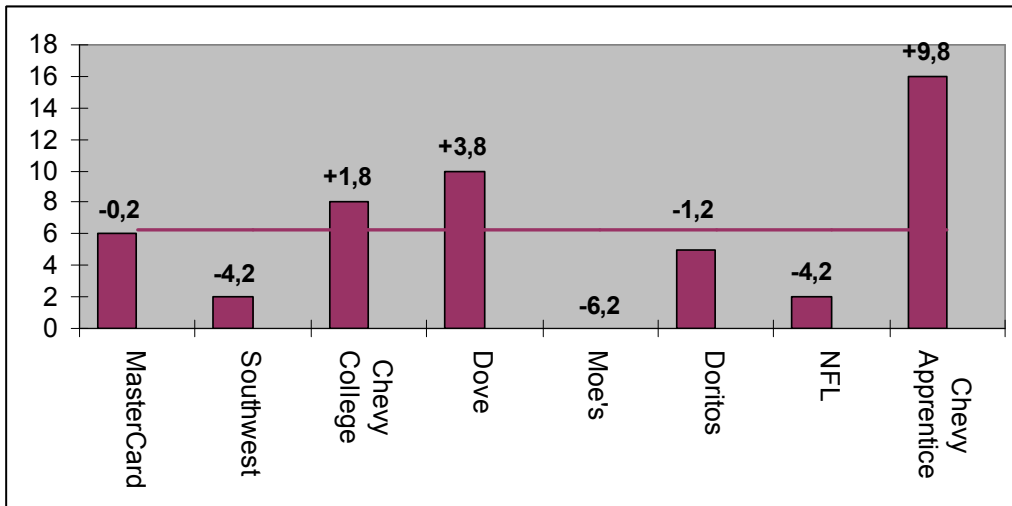


Figure 5.2 percentages of negative WOM

There is one case of which can be said that for 95% sure it received more positive WOM than average. This case is the CGA campaign of Doritos, which received 7.6 percentage points more positive WOM than average. There are two cases for which almost can be said for 95% sure that they received less than average positive WOM, which are the Chevy apprentice case and the NFL case. The deviations of these cases are close to the error margin. It can also be seen that there are several cases that received less or more negative WOM than average and for which can be said on a 95% confidence level that this is significant. Only the case of Chevy Apprentice received more negative WOM than average, with a deviation of 9.8 percentage points. One case received less negative WOM than average. This is the case of Moe's Southwest Grill, which received no negative WOM. Two cases received almost for 95% sure less negative WOM than average since their deviations are close to the error margin of five. These are the cases of Southwest Airlines and the National Football League. The deviations of other cases are not significant and therefore not worth mentioning.

5.2 Dispersion of WOM

To calculate the deviation numbers per case in table 5.2, the table in paragraph 3.6 is used again. The first row in table 5.2 shows the average percentage of postings on the different sources. The next row shows the different error margins per case, which were taken from

table 3.1 in paragraph 3.6. The explanation of how to get these error margins can be found in that paragraph. The following rows show the percentage of encouraged WOM per case and, between brackets, the deviation from the average is shown in percentage points. For the cases that are mentioned as having a significant deviation in the text below the graphs, this is said at a 95% confidence level.

	Marketing Website	Marketing Blog	Remaining Blog	Magazine/ Newspaper	News Website
Average percentage:	11,3%	4,8%	36,5%	9,1%	4,4%
Error margin	6	4	9	6	4
<i>Devotion from the average, per case (in percentage points):</i>					
MasterCard	9% (-2,3)	5% (+0,2)	37% (+0,5)	13% (+3,9)	5% (+0,6)
Southwest Airlines	7% (-4,3)	4% (-0,8)	56% (+19,5)	4% (-5,1)	2% (-2,4)
Chevy College Ad	20% (+8,7)	5% (+0,2)	21% (-15,5)	6% (-3,1)	9% (+4,6)
Dove	7% (-4,3)	4% (-0,8)	51% (+14,5)	5% (-4,1)	1% (-3,4)
Moe's Southwest Grill	13,6% (+2,3)	4,5% (-0,3)	31,8% (-4,7)	9,1% (0)	0% (-4,4)
Doritos	11% (-0,3)	9% (+4,2)	27% (-9,5)	14% (+4,9)	7% (+2,6)
National Football League	13% (+1,7)	4% (-0,8)	26% (-10,5)	17% (+7,9)	7% (+2,6)
Chevy Apprentice	10% (-1,3)	3% (-1,8)	42% (+5,5)	5% (-4,1)	4% (-0,4)
	Video Website	Consumer Info Website	Forum	University Website	
Average percentage:	6,5%	22,6%	3,0%	1,8%	
Error margin	5	8	4	3	
<i>Devotion from the average, per case (in percentage points):</i>					
MasterCard	2% (-4,5)	27% (+4,4)	2% (-1,0)	0% (-1,8)	
Southwest Airlines	15% (+8,5)	9% (-13,6)	3% (0)	0% (-1,8)	
Chevy College ad challenge	5% (-1,5)	18% (-3,6)	4% (+1,0)	12% (+10,2)	
Dove	5% (-1,5)	21% (-1,6)	6% (+3,0)	0% (-1,8)	
Moe's Southwest Grill	9,1% (+2,6)	31,8% (+9,2)	0% (-3,0)	0% (-1,8)	
Doritos	7% (+0,5)	23% (+0,4)	2% (-1,0)	0% (-1,8)	
National Football League	4% (-2,5)	24% (+1,4)	3% (0)	2% (+0,2)	
Chevy Apprentice	5% (-1,5)	27% (+4,4)	4% (+1,0)	0% (-1,8)	

Table 5.2 deviation of average postings on different sources per case

The graphs in the figures 5.3, 5.4, 5.5, 5.6 and 5.7 visualize the deviations of the dispersion of WOM. It shows at a single glance which case has the most postings on a certain source. The bars in the graphs represent on which source the encouraged WOM appeared. The lines in the graphs represent the average percentage of postings on the source. The colour of the bar and line of one source are similar. The deviation from the average percentage of postings on several sources is presented above the bars. The graphs create a visual overview of which cases had the most postings on a certain source.

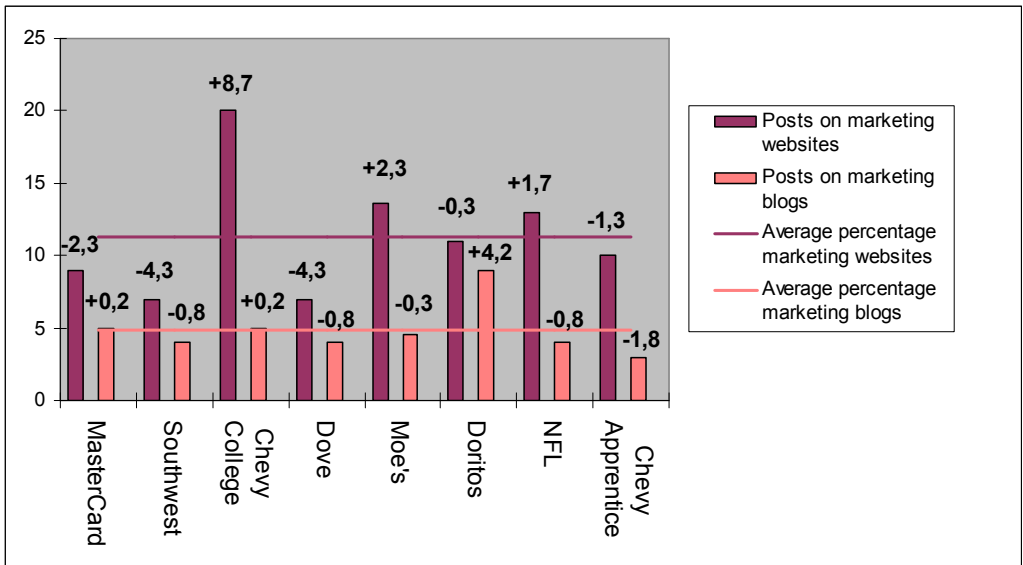


Figure 5.3 overview of posts on marketing websites and marketing blogs

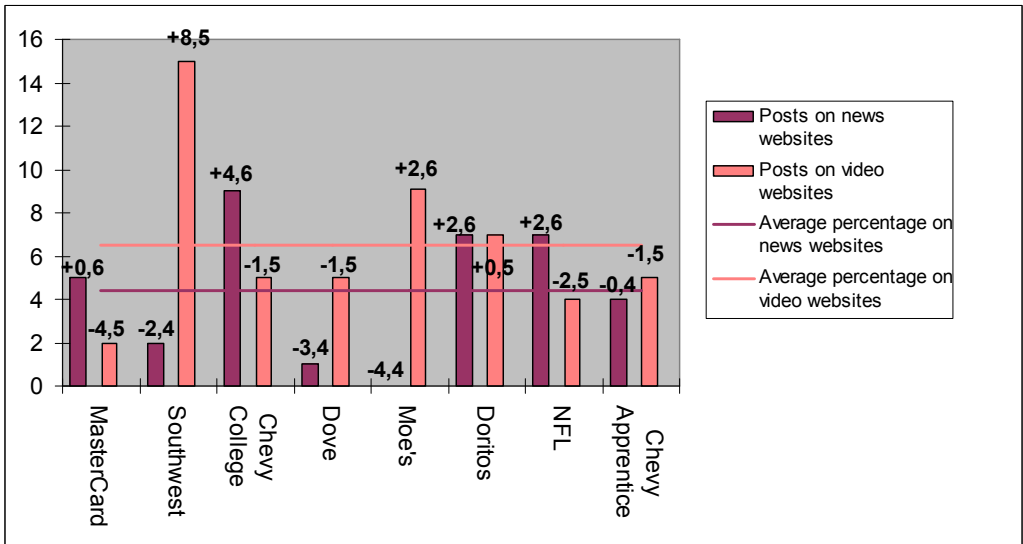


Figure 5.4 overview of posts on news websites and video websites

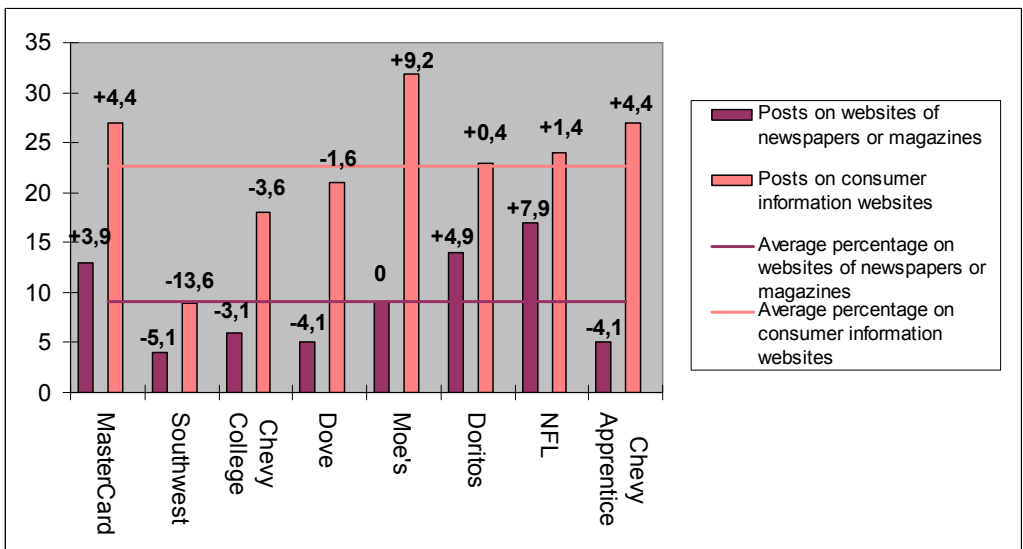


Figure 5.5 overview of posts on websites of newspapers or magazines and on consumer information websites

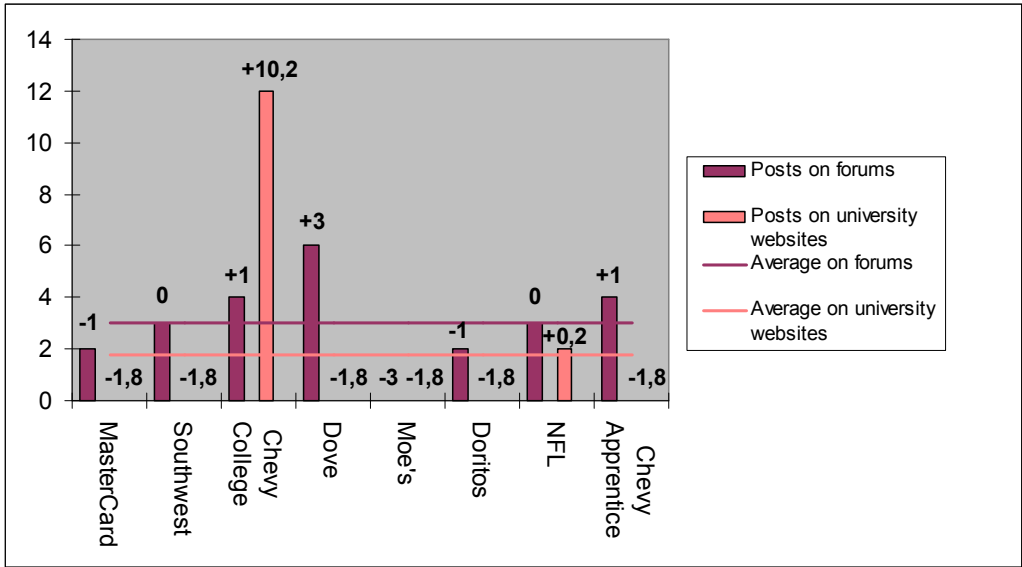


Figure 5.6 overview of posts on forums and university websites

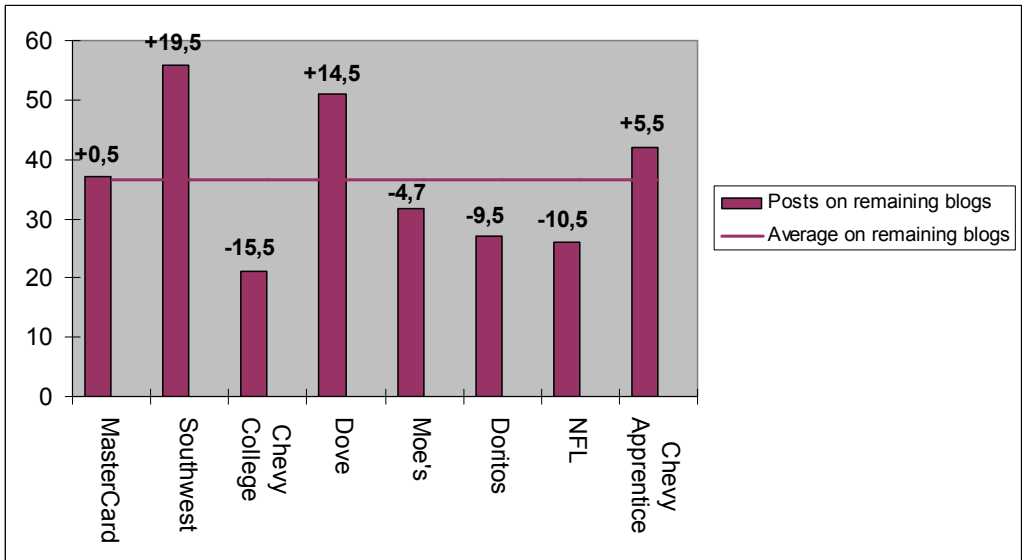


Figure 5.7 overview of posts on remaining blogs

It can be seen that there were significant more postings on marketing websites for the Chevy college ad challenge CGA case. Doritos was the only case that had more postings than average on marketing blogs. Southwest Airlines and Dove were mentioned more often on remaining blogs, whereas the Chevy College ad and the National Football League were mentioned less on this source. The National Football League had more postings for its contest on websites of newspapers and magazines. Significant more postings on news websites were done for the Chevy College advertising contest, whereas there were less postings on this source for the Moe's Southwest Grill contest. Only for Southwest Airlines there were significant more postings on video websites, whereas they had significant fewer postings on consumer information websites. Moe's Southwest Grill on the other hand had significant more postings on consumer information websites. For none of the cases there were a significant different number of postings on forums. It seems that the CGA campaigns were not often mentioned on forums. Since the Chevy College advertising contest was targeted to college students, there were significant more postings on websites of Universities. For other

cases postings on universities' websites were not significantly different, as for many cases there were no postings found.

Forrester/Intelliseek (in Blackshaw and Nazzaro, 2006) conducted a study concerning consumer generated media. Among other things, the research was about the impact of positive and negative consumer generated media on purchase decisions, compared to other sources. It was asked to consumers to what degree certain sources influence their decision to purchase a product or service. The study found that the depth of impact on purchase intent of WOM from a known person (which occurs on consumer generated media) is much higher than a story on television, radio or newspaper, a television or radio commercial, or an advertisement in a newspaper or magazine. Taken this finding into consideration it seems favourable for a company engaged in CGA that the dispersion of the encouraged WOM on the internet is concentrated on consumer generated media, i.e. in the case of this study on consumer blogs, forums and video websites. This coheres with other findings of research by Forrester/Intelliseek, which showed that consumer generated media has increased enormously as a trusted source. Consumer generated media is trusted more than other online sources like newspapers, branded websites, etc. (in Blackshaw and Nazzaro, 2006).

5.3 Volume of WOM

Table 5.3 shows the volume of WOM for all cases in total and for every case separately. In this table only the absolute numbers are shown. These numbers represent the whole population, in contrast to representing a sample in table 5.1 and table 5.2. Therefore, these numbers can be used for investigation without calculating percentages and looking at error margins.

Relevant hits	
Total:	649
MasterCard	38
Southwest Airlines	38
Chevy Tahoe College Ad Challenge	49
Dove	90
Moe's Southwest Grill	2
Doritos	265
National Football League	146
Chevy Apprentice	21

Table 5.3 Volume of WOM per case

It can be seen that Doritos encouraged the highest volume of WOM, followed by the National Football League and Dove. There is a gap behind the number of encouraged WOM for the Dove case. Chevy Tahoe college ad challenge is on the fourth place concerning the number of blogposts. MasterCard and Southwest Airlines follow with the same number of encouraged online WOM. The Chevy Apprentice case is on the seventh place. Moe's Southwest Grill encouraged the least online WOM, with only two relevant blogposts.

5.4 Overall analyses per design factor

5.4.1 Prize structure

The CGA campaigns of Doritos, Dove and the NFL received the highest volume of WOM on the internet. All of these campaigns had a monetary prize, of which Doritos had the highest prize and NFL the lowest prize of these three. It seems that a monetary prize creates more WOM than when a campaign has a non-monetary prize.

A consumer participating in an advertisement contest has to decide how much time he or she will spend on making a submission, i.e. an advertisement. This decision is affected by how much effort a contestant needs to make an advertisement. Doritos and Dove had the biggest monetary prizes, and in both of these campaigns marketing people won the contest. It seems that people from the marketing and advertising industry seem to be willing to put more effort into making an advertisement than regular consumers when the prize is high. This finding shows similarities with the study by De Liu et al. (2007), which suggests that higher-ranked prize has higher incentive power on high ability contestants than a low-ranked prize.

According to De Liu et al. (2007) a winner-take-all prize structure is the main the optimal prize structure for a promotional contest, especially when the number of contestants is large. This study does not conclude that a winner-take-all prize structure is optimal for a CGA campaign. Although there were two advertising contests that had a winner-take-all prize structure, namely Moe's Southwest Grill and Chevy Tahoe college ad challenge, these two campaigns did not show any remarkable results concerning the encouraged online WOM.

It seems that for the cases with the highest volume of WOM, the buzz marketing model of Hughes (2005), in figure 2.2, holds true. For some CGA cases there was a lot WOM and consumers were spreading buzz around on a high pace. The similarity between the cases with the highest volume is that their winning submissions were all broadcasted once during a major event. This was either during the Superbowl, or during the Academy Awards. Such an attractive prize seems to have an influence on the amount of created buzz. Consumers tend to talk about these cases more often, compared to cases of which the winning submission is used during other commercial breaks. One can see a less high volume of WOM for the Chevy Tahoe college ad challenge, even though the winning submission was also used during the Superbowl. A possible explanation for this lower amount of WOM is that in this case the contestant population was segmented, and the focus was only on a small group of students. This makes it less attractive for other consumers to start talking about the contest. CGA is more likely to be seen as buzz marketing when the winning submissions are used for purposes with a lot of attention, like broadcasting during the Superbowl. This is in line with the findings of De Pelsmacker et al. (2007), who states that contests can be even a more effective promotion tool when the prizes to win are attractive enough.

5.4.2 Segmentation of contestant population

Out of the eight cases that have been studied, there are three companies that did not allow every citizen in the United States to participate in their advertising contest. Dove, MasterCard and Chevrolet (college ad challenge) are the companies that segmented their population of contestants. They narrowed the population of contestants down and allowed only a specific group of consumers to participate in their contest. It was not seen that this had any influence on the total number of participants in the advertising contest. However, during the content analyses it was seen that there exists negative WOM on the internet that was encouraged by

these CGA campaigns because of their segmentation of contestants. The negative WOM was created by consumers who did not like the fact that not every consumer was allowed to participate in the advertising contest and thought this was discriminating. According to this study the chance of negative WOM increases when a company segments the contestant population for a CGA campaign.

If the company does not have the objective to get the attention and engagement of a specific target group it is better not to segment the population of contestants in a CGA campaign. This finding is in contrast with the study of De Liu et al. (2007), who suggest that it is always better to segment the contestants on their ability. However, Chevrolet with their Chevy college ad challenge campaign, wanted to attract people of a certain age to make their brand more interesting and attractive for them. Not only would this younger group have attention for the brand, but Chevrolet could also use their younger, trendy and hip thoughts for the advertisement. In this way the grey image could be diminished from the brand. In a case like this, in which a company wants to get the attention and engagement from a specific group of consumers, it is a good idea to segment the population of contestants, according to this study.

Besides it seems a good idea to segment the contestant population if the company wants to exclude certain critical groups. For example in the Chevy Apprentice case, environmental friendly and 'green' groups created many negative commercials. When contestants are segmented, it is possible that certain groups will be excluded from participation. Although, there are certain reasons to choose for segmentation, but in general it is seen as unfavourable in this study.

5.4.3 Prerequisites advertisement

When the number of submissions that entered each contest were compared with each other, it was seen that two CGA cases deviated from the other cases. There were two contests that received so many submissions compared to the others, namely MasterCard and Chevy Apprentice. Although not all contests ran for exactly the same period of time, the fact that they received many more submissions is remarkable. These CGA cases were the only campaigns where the contestants did not need to make a video themselves but instead they could make use of prepared video and sound material. The contestants only needed to fill in blanks or add text to video material to create a commercial. Consumers participating in these advertising contests had to put less effort into making their submission than in the case of the other advertising contests, for which consumers had to make a complete video themselves. It might be that when consumers have to put less effort to participate in the advertising contest and create an advertisement, more consumers are willing to participate.

An advantage for the company that structures the commercial a lot on forehand, is that they are more sure about a certain quality of the video material. Besides, they can structure the content of an advertisement more, which helps to create consistency with the overall marketing strategy and brand message. If the company has a detailed objective with their campaign, it would be better to structure the contest more, in order to receive a commercial that fulfils their needs. Godes et al. (2005) discussed several strategies, concerning social interactions that a company can implement. The strategies that fit CGA are moderator, in which the company fosters WOM, and mediator, in which the company also fosters WOM, but manages it more actively. The difference is that in the latter the company actively takes control of the information and disseminates it itself. The different CGA cases showed companies that adopted one of these strategies. In campaigns where contestants were restricted in their creativity, the strategy of the company can be seen as being a mediator (e.g.

Dove). On the other hand, in campaigns where the contestants were almost free in their creations, the strategy of the company can be described as being a moderator (e.g. Southwest Airlines). As mentioned, this study shows a preference for a CGA campaign in which the contestants are more restricted. Several advantages were mentioned in favour of this strategy. The discussion above shows a preference for the mediator strategy when companies engage in CGA, although not as much restricted as in the case of MasterCard.

5.4.4 Entry fees

At none of the cases within this study, the company asked an entry fee to participate in the contest. Therefore it is impossible to draw conclusions about the effect of an entry fee on the encouragement of online WOM. Although the study by De Liu et al. (2007) suggests that an entry fee serves as an additional source of revenue for the firm, excludes low-ability contestants whose expected utility of participation is low, and affects the effort choice of participating contestants, in this study it is thought that in the case of CGA an entry fee is not desirable. The barrier to participate in an advertising contest would be too high when an entry fee is charged. An advertising contest has other goals than the promotional contests investigated in the study by De Liu et al (2007). In the case of CGA the company gets something back in the form of an advertisement. In the contests studied by De Liu et al. (2007), the company only creates brand awareness, and there are no other benefits.

An option to increase the viral effect, for companies engaging in CGA, would be to ask for some sort of entry fee. On the subscription form the contestants should be asked to fill in five email addresses of friends. When the contestants subscribe, their friends will receive an email with information about the contest. This is a low integration viral marketing strategy (Helm, 2000), which does not call for a lot effort, due to which most consumers would not mind to comply with this request. In that way it would be possible to increase the number of contestants, which in turn could increase the chances on a video of high quality. It may also increase the WOM about the campaign. The disadvantage of this is that all the submissions have to be judged, which can take a lot more time when the number of contestants increases. A company should consider both the advantage and disadvantage of this type of 'entry fee', and the choice should be dependent on their objective.

5.4.5 Judging

For all CGA cases the judging process was studied, which was used to select the winners of the advertising contest. In three of the eight cases, namely Southwest Airlines, the National Football League and Doritos the public was involved in the judging process. In all other cases there were only employees from the company or industry experts involved in making the selection of finalists for the contest. During the content analysis it was seen that the CGA campaigns that made use of public voting to select the finalists of the advertising contest received positive WOM.

When evaluating the judgement process, it is of use to look at the different strategies of Godes et al. (2005). As explained in the discussion about the prerequisites, the company has several strategic choices. Within the judgement process, this study shows a preference for the mediator strategy, in which the company takes a some control over the judging process. According to this study it is favourable for a company engaged in CGA to involve both, employees or industry experts as well as consumers, in the judging process because consumers like the fact that they have influence on which advertisement will win the contest and will be broadcasted eventually. For consumers the 'consumer generated' part is very

important in advertising contests. If a company would choose to use only employees or industry experts for the judging process, consumers would quickly feel left out of the whole process and it does not completely feel like a consumer generated process

Making use of public voting in the contest will encourage online WOM and may increase the viral effect of the CGA campaign at the same time, because consumers who made a video may ask other consumers to vote for their submissions. This study believes it is favourable to involve employees or industry experts next to public voting in the judging process, because only then the company has some degree of control over which commercial will be broadcasted on television. In that case the company is not completely reliant on consumers and they can make sure that at least the video that may win will fit with the other marketing campaigns and its positioning.

In many of the cases consumers were able to vote for their favourite videos, sent these to friends and tell other people about the contest. The campaigns of MasterCard, Chevy Tahoe college ad challenge, the National Football League, and Chevy Apprentice did not offer these options. It is seen in table 5.2 that for these companies there are fewer postings on video websites than average. Making it possible to rate videos, forward them to friends, and use of a 'tell-a-friend' button on the websites, will increase the viral effect of CGA and makes it a more effective viral marketing tool. The company actually invites consumers to send information around, which possibly has a viral effect. When this occurs it is possible that more WOM will be encouraged.

As seen in paragraph 2.2.2 the goal of viral marketing is to create a message, typically online and in tangible format such as a video clip or e-mail, that can spread among consumers quickly and exponentially (Balter et al. 2006). The commercials that are submitted by consumers for the advertising contest are an appropriate format to be spread online. The consumer generated advertisements can be spread easily across the internet which increases the viral potential. Making it possible to forward posted videos and to vote on them on the assigned contest website, will encourage creators of the advertisements and visitors of the website to share the advertisements with other consumers and to invite them to vote for a submission. A 'tell-a-friend' button to inform other consumers about the contest, placed on the assigned website can be classified as a low integration viral marketing strategy according to Helm (2000). It asks less activity of the consumer than high integration strategies, due to which consumers are more willing to pass along the information about the contest. It is recommended to use a 'tell-a-friend' button, which is supported by previous research (Thomas, 2004), which suggested that a 'tell-a-friend' button increases the pass along rate, i.e. the percentage of consumers that pass along the information.

5.5 Additional analysis

Looking at the results of the content analysis there are two campaigns that really differentiate in encouraging positive or negative WOM compared to other campaigns, namely the CGA campaign by Doritos and the one by Chevrolet (Apprentice). The Chevy Apprentice campaign deviates very much from the other campaigns in encouraging negative WOM on the internet. The negative WOM mainly consists of a reaction on the anti- SUV submissions that entered the contest and were spread on the internet. For example, consumers were saying that it was naïve of General Motors to start such a contest thinking that everybody would be positive about their products, especially during a time where there existed a lot of frustration because of gas prices. Furthermore it was remarkable to see that this is the only CGA campaign of which you can actually find negative advertisements on the internet. Specific design factors

within this case do not seem to have a significant influence on negative WOM. This is better shown by looking at the content of the actual negative WOM, which is not in favour of one of the design factors.

In paragraph 2.1.2 is mentioned that research by Samson (2006) suggests that a brand in a high involvement/low choice sector is more sensitive to negative WOM. It seems that this is in line with the results of this study. The reason why the Chevy Apprentice campaign encouraged relatively more negative WOM than other campaigns seems to correspond with the fact that a brand as Chevrolet arouses more feelings and emotions, and is more easily offended because consumers feel high commitment to the brand. It is assumed that in all other CGA cases of this study the products that were engaged in the advertisement were less easily offended because they concerned more low involvement brands. Furthermore is presented in paragraph 2.1.2 that research by Sweeney et al. (2005) found that negative WOM is more associated with emotions than positive WOM is. The fact that consumers show more emotions towards high involvement products (e.g. cars), might explain the fact that Chevrolet received more negative WOM than to other cases. The results of this study are also line with findings from the Keller Fay Group (2006), which found important differences in the polarity of WOM by industry. This research suggests that in general WOM is most positive for consumer packaged goods of various kinds. This study, concerning the encouraged WOM by CGA, shows some similarities with these findings. In general the CGA campaigns that concerned consumer packaged goods encouraged more positive WOM (e.g. Doritos, Dove).

Stern (1994), referred to in paragraph 2.1, made a distinction between advertising and WOM. The latter is face-to-face, interactive, ephemeral and does not contain poetry, catchy taglines, jingles or other comparable features. Besides, consumers are not assumed to create, revise or use pre-written conversational texts about a brand, product or service. This study shows that this distinction in the case of CGA does not hold true. Online WOM often contains the consumers' created advertisement. Either show it to other consumers, or encourage consumers to vote for their creation. In their videos they often create, and revise text or use pre-written text about a brand. Besides, the advertisements often contain taglines, jingles or comparable features. With CGA campaigns the distinction between WOM and advertising is not clear. Advertisements are used for broadcasting on television, but are also used by consumers in their WOM, i.e. forwarding videos.

Concerning the WOM input can be said that research by the Keller Fay Group (2006) shows that 48% of all brand conversations include a reference to some kind of marketing or media that was heard or seen by at least one other person. These media and marketing references include: advertising, editorial and programming, company websites, coupons, other promotions, etc. It is found that many brand conversations refer to advertising. TV advertising is one of the most cited media sources in WOM, which makes it a powerful WOM medium. In the case of CGA the winning commercial itself, which is shown on TV, encourages a lot of WOM and on top of this a lot WOM is encouraged by the contest. The study by the Keller Fay Group (2006) is supported by the fact that the content of the encouraged WOM that is analyzed in this study, often referred to the winning commercial.

It is remarkable that many videos on video websites had a negative content. This is probably due to the fact that when consumers create a normal advertisement, this will be placed on the assigned contests' website. However, when consumers want to make a negative advertisement, they have to place it somewhere themselves, because the company will not accept the video. Placing it somewhere else would be the only possibility to show it to other people.

Chapter 6 Conclusion

Throughout the report the researchers tried to give an answer to the following question:

“Is consumer generated advertising an effective marketing tool that encourages the word of mouth activity online and if so, are there certain design factors that affect the word of mouth activity?”

Coming back to this question, this research shows that CGA is an effective marketing tool in encouraging the WOM activity on the internet. Companies engaged in CGA seem to inspire consumers to start conversations about the contest, brand, product or service of the company involved. This supports the model of Bayus (1985), in which marketing efforts are positively related to WOM.

When looking at the different CGA campaigns it is seen that Doritos encouraged the highest percentage of positive WOM. Besides, the campaign encouraged the highest overall volume of WOM. These higher rankings make this CGA campaign the most successful one in terms of encouraged WOM and therefore the most successful CGA design within this study. This does not mean that other companies should copy the design of the campaign completely, since there are possible improvements. On the other hand, two cases can be seen as the least successful ones. The case of Moe’s Southwest Grill encouraged by far the lowest overall volume. The case can be seen as being not really effective in the encouragement of WOM. Within the research it has been seen as favourable to encourage positive WOM, instead of negative WOM. Concerning this, the case of Chevy Apprentice can be seen as the least successful as well because this case encouraged the most negative online WOM. A most successful campaign concerning the dispersion has not been shown in this study. The effectiveness of the CGA cases is being determined by several design factors, which will be evaluated in the following text.

Theoretical contributions

Although there was a lack of theory solely for CGA, the authors used other models and theories, in order to create a research model that could be applied to this study of CGA and WOM. The major theoretical contribution is clarifying the concept of CGA and the influence of different design factors on the encouragement WOM. The research has given a better understanding of a new phenomenon and it has been investigated from a scientific point of view for one of the first times. It adds new knowledge and assumptions about CGA to the theory. This study seems to be in line with former research on certain points, whereas on other points it showed different results, which will be discussed in the following text.

A description of eight WOM strategies of which one is called co-creation can be found in chapter two. According to the Word of Mouth Marketing Association (2007) co-creation asks for ultimate consumer engagement, due to which conversations are fostered. In CGA campaigns consumers are asked to create advertisements in cooperation with the company. This study, which shows that CGA is an effective marketing tool in encouraging WOM, supports that co-creation, is seen as a positive WOM strategy. Furthermore this study supports that involvement is a very good tactic to build WOM, which is suggested by Cafferky (2007). This is not a big surprise, since involvement shows a lot of similarity with co-creation. It is recommended to companies to involve consumers in their marketing, because it will foster them to start conversations, i.e. generate WOM. Besides, they will get to know what is going on in the mind of the consumer due to which they will be able to adapt to the consumer’s needs. Another finding is that a prize with a high value seems to stimulate people from the

marketing and advertising industry to put more effort in making an advertisement than regular consumers. This finding supports the study done by De Liu et al. (2007), in which is concluded that a high-ranked prize relates positively with high ability contestants. The last finding that is in line with former research is that the brand choice or the amount of commitment seems to have an influence on the polarity of WOM. This study shows that an industry like the automotive one is more sensitive for negative WOM. Companies need to know what is going on about them before deciding to get engaged in a CGA campaign. This study supports several other studies (e.g. Samson, 2006; The Keller Fay Group, 2006) in which the connection between industry and its influence on WOM was already made.

This research shows that the design of the CGA campaign is of major influence on the amount and polarity of encouraged WOM. Whereas different writers on the internet do not completely agree upon the reason for a high volume of WOM and polarity, this study shows that there are certain design factors that can serve as a source for WOM. Future research should involve measurement of the influence of the design factors on WOM separately, to see its individual influences. This study shows that segmentation of the contest population does not seem to influence the number of submissions for the advertising contest, but it increases the chance on negative WOM, because certain people feel discriminated. De Liu et al. (2007), suggests that segmentation on ability is favourable. However, this study does not show a preference for segmentation, except when the company has an objective concerning a certain group or when they want to exclude other groups. Within this research it is impossible to see the effects of an entry fee, because there were not any contests that made use of entry fees. However, because an entry fee also affects the effort choice of participating contestants, the use of an entry fee for an advertising contest might make the barrier to participate too high. This finding contradicts the findings by De Liu et al. (2007), which found a preference for the use of an entry fee. Another finding that contradicts the findings of De Liu et al. (2007), is that a preference for a winner-take-all prize is not found. Within CGA it seems better to have a multiple-winners prize structure.

Practical contributions

The findings in this study are mainly of use for practitioners. For practitioners it is of high importance to know that CGA can be an effective tool in encouraging WOM. This is helpful in the decision whether to start a CGA campaign. This study gives a useful comparison of several recent CGA cases. Practitioners can use this overview to reflect on the CGA campaign that their company executed or it can serve as a source of inspiration if they want to start a CGA campaign themselves. Companies should use the assumptions about certain design factors in the design of their own CGA campaigns. What seems to be an optimal design from the study of these eight cases should be incorporated into new designs. Several design factors seem to lead to the encouragement of more and positive WOM, where several other factors seem to lead to encouragement of less or negative WOM.

The first thing that was seen was that consumers seem to be more willing to submit advertisements when they have to put less effort in making the advertisement. Contests that made use of pre-made video material received the most submissions. It can be an advantage for these companies that by making use of pre shot video's, the video quality of the final commercial will be higher, whereas a company that asks consumers to submit complete video's may receive videos that look amateuristic. Besides a company may be more certain of consistency concerning their marketing strategy.

Companies engaging in CGA should think of the level of control it wants to have during the contest. From the Chevrolet Apprentice example, it was found that the company received a lot

negative submissions and encouraged negative WOM on the internet. It seems that General Motors could have prevented themselves better by taking more control over submissions going forward. Knowing this, the advice for companies is to adopt a mediator strategy (Godes et al., 2005) when engaging in CGA. The fact that consumers submit advertisements with a negative content might not be avoidable. However, a company should know very well what the consumers they target at think about their product or brand before getting engaged in a CGA. It is not the absolute objective of consumers to damage products or brands, but if there is a reason to do so, the company should be aware that all means are available for the consumers. Companies have to be very careful with giving consumers control over the brand. By means of the design factors of a CGA campaign a company can choose to take more or less risks, depending on their type of industry and brand image. The recent past has already shown that even with a brand like Chevrolet, which might be more easily offended to negative WOM, it is possible to have a successful CGA campaign. The last CGA campaign of Chevrolet, the Chevy Tahoe college ad challenge, did not encourage as much negative WOM as the Chevy Apprentice campaign did. A possible reason for this could be that Chevrolet segmented the population of contestants and excluded certain groups of consumers from the contest.

When a company's objective is to get attention from and engagement of a specific group of consumers and exclude other groups it is suggested to segment the population of contestants in a CGA campaign. By means of segmentation, a CGA campaign can be more targeted at a specific group of consumers the company wants to attract. Furthermore it is suggested that companies that get engaged in CGA give the contestants some background information about the brand and its positioning, the target group of the advertisement and the benefits of the concerning product or service. By giving the contestants this information the company will have more certainty that the commercial will be in line with the existing positioning and the brand message in the commercial will be consistent with previous messages.

As research done by Forrester/Intelliseek (in Blackshaw and Nazzaro, 2006) shows that the impact of WOM on consumer generated media, including blogs and forums, on the purchase intent is much higher compared to other media. When a company has the objective to influence consumers' buying behaviour by engaging in CGA, they should take steps in order to increase the WOM on consumer generated media. An example could be that they inform consumers via blogs, and make it easy for these consumers to pass along this information.

Concerning the judgement, it is recommended to companies engaged in CGA to involve the public in the judging process next to employees and industry experts to increase the viral effect of the campaign and the chance that positive WOM will be spread on the internet. Consumers tend to speak more positively about CGA campaigns where the judging process is a combination of expert judges and public voting. A mediator strategy (Godes et al., 2005) seems the optimal strategy concerning judgement of submissions, since the companies, to a certain extend, keep the control over the winning video. Besides it was found in this study that the number of videos posted on video websites increases when the contest website offers the opportunity to vote for video(s), to send videos to a friend, and to use a 'tell-a-friend' button to inform others about the contest. At the same time these functions may increase the viral effect of the CGA campaign. Therefore it is recommended to incorporate these functions in the assigned contest website.

Companies deciding about a CGA campaign should take care of knowing what the image of their brand is. For companies that sell high involvement products, getting engaged in a CGA campaign could easily lead to negative submissions and negative WOM. These negative

submissions do not necessarily mean that a campaign failed, since the company can still receive many positive submissions too, but negative videos have a high pass along rate and may damage the image. It is favourable to keep negative WOM away from other consumers, because several studies showed that there exists a direct relation between negative WOM communication and post exposure brand evaluations (e.g. Arndt, 1967a; Katz & Lazarsfeld, 1955). Looking at the image and possible aspects for negative responses should be the first step in the decision process whether to start a CGA campaign. As Balter et al, (2006) already suggested, negative WOM should be seen as an invaluable source of feedback for the company. Companies engaged in CGA can get to know what is going on in the consumers' minds, learn from the negative WOM of consumers, and try to incorporate this information in future plans. The phases of managing WOM developed by Carl (2006b), explained in paragraph 2.2.3, show several strategies differing in their level of involvement. It is not exactly explained in which phase companies engaged in CGA are. However, when looking at WOM as a priceless source of feedback, it is recommended to companies engaged in CGA to listen to the WOM, try to look for insights and understanding, and act on the feedback, in this case WOM, provided by consumers. This recommended strategy is comparable with phase five, named responding, in Carl's model.

This study shows that certain prizes seem to be more buzz-worthy than others. The WOM of the CGA campaigns that showed the winning video once during a major event, is passed along at a fast rate and the total volume of encouraged WOM was higher, compared to other campaigns. If a company wants to encourage the volume of WOM and buzz around its contest, it is a good idea to have a buzz-worthy prize that makes consumers talk about it.

The recommendations in this study are only a first attempt to improve the design of a CGA campaign. A combination of certain factors seems to improve the quality of the videos and increase the effectiveness in the encouragement of WOM. The usefulness of CGA in encouraging WOM for companies is shown in this study, but does not contribute to the design of a CGA campaign in detail. Future research should focus on the design factors separately, in order to find their best composition in the effectiveness of encouraged WOM.

Chapter 7: Limitations and future research

This study is considered to be an important first attempt in understanding the CGA as a marketing tool and studying the design of CGA campaigns. There are certain limitations of this research that will be explained in this chapter. These limitations will be linked with recommendations for future research.

There are some limitations that need to be considered when doing research of virtual outputs, which do not apply to research of traditional sources of documents (Bryman and Bell, 2003: 415). Firstly, everyone can set up a website so that information can be given by someone who is not an authority. However, in the case of this study, in which the concept that is studied is online WOM, it is not of any concern if the person that is providing information is an authority. As long as consumers provide information about a product, brand, company, service etc. Secondly, there can be doubts about the credibility of the sources on the internet. Concerning the concept of WOM the credibility of the sources does not matter. WOM is defined as ‘the act of consumers providing information to other consumers’ (Word of Mouth Marketing Association, 2007). If the company that is engaged in CGA provides information to consumers itself, it is not seen as WOM. As long as the information is not provided by the company itself it is seen as WOM. Finally it is doubtful whether people ever know how representative websites are on a certain topic. Though, in the case of WOM a website on which consumers provide information or have conversations about a certain product, brand, service, etc. does not need to be representative.

Validity, a very important criterion of research, concerns the integrity of the conclusions that are generated by a study (Bryman and Bell, 2003:33). Looking at the measurement validity in this study there are some limitations concerning the construct validity. The variables used in this research to measure WOM, i.e. polarity, dispersion and volume, are appropriate variables. Though, the fact that was chosen to use certain websites (i.e. Google and Technorati) and certain search terms for the measurement of online WOM caused that the measurement validity is limited and made a loss of information possible. The best alternative to measure the WOM activity encouraged by the different CGA campaigns on the internet had to be chosen because it is impossible to investigate the whole internet on the WOM. In future research it would be recommended to use more online sources to analyse the polarity and dispersion of the encouraged online WOM. Besides, when there is enough money for future research, it is recommended to do a content analysis with software-based tools, instead of human-based content analysis that were used in this study. This is very time consuming and makes it impossible to track all information that is scattered across the internet. Human-based content analyses limit the number of online sources that can be used to track the encouraged WOM in order to categorize dispersion and polarity. This is due to the fact that it is impossible to apply the human-based method to thousands of different websites. In future research software-based analyses, which make use of linguistic representations, are preferred to interpret the encouraged WOM by CGA because than it is possible to track much more sources on the internet. Examples of software programs that are widely used to conduct content analyses are Brandpulse, Blogpulse, TalkTrack, Atlas Ti, TextSmart and Qualrus.

As said before, the choice for certain search terms to measure the online WOM can limit the construct validity. Due to the choice of certain search terms the measurement of online WOM is limited. If one would change one word in the search terms, the measurement of online WOM may look different. Doing research by using the internet, and tracking online WOM especially, is still in its infancy and therefore it was difficult to find the most appropriate way to examine online WOM. In future research there could be made use of different search terms

to track the encouraged WOM by CGA campaigns. When decided to do so, the results need to be compared and multiple results need to be excluded from the empirical data.

In this study there were made some assumptions about the effect of certain design factors in a CGA campaign on the encouragement of online WOM. Considering the internal validity, which concerns whether a conclusion that incorporates a causal relationship between two or more variables holds in a study (Bryman and Bell, 2003: 34), this study encounters some limitations. The internal validity of this study may be limited because the researchers can not assure that a certain design factor in a CGA campaign affects the encouragement online WOM since it may be that there are other factors or design factors that affect it. It is possible that a combination of design factors produce an apparent causal relationship. Therefore it is suggested that future research investigates the design factors separately. This could for example be done by surveying consumers with questions that concern the assumptions about the design factors from this research. It should focus on how specific design factors should be developed according to these consumers, in order to encourage them to spread positive WOM about the CGA campaign. Another factor that could have an influence on the effectiveness is that the company promotes its CGA campaign heavily. This is not investigated within this study, but could create a higher awareness for the contest, which in turn can encourage more WOM.

The external validity deals with the fact whether the results of a study can be generalized beyond the specific research context (Bryman and Bell, 2003: 34). In this research there is chosen to conduct a multiple-case study. The selected CGA cases in this research are representative for the whole population of CGA campaigns that are executed. Therefore it is possible to generalize the results of this study beyond the specific research context if future research confirms the assumptions made in this study. The assumptions made in this study can be seen as first insights within this field. Because it is possible that there exists causality between two or more variables linking one certain factor to the encouragement of WOM behaviour could be wrong. Due to this the results of this study can be generalized only when they are confirmed by future research.

There are some limitations concerning the reliability, i.e. the stability of findings, of doing research online which will be discussed below. Reliability concerns the question whether the results of the study are repeatable in another point in time (Bryman and Bell, 2003; Easterby-Smith et al., 2002).

With doing research in an online setting there are always difficulties because information on the internet changes quickly, i.e. fluctuates a lot. The WOM activity on the internet constantly changes over time as well, which makes it possible that this study would engender different results at another point in time. The WOM in this study is measured on one point in time. However, normally WOM is changing a lot over time. What is said one day can be completely different one week later. Therefore it would have been more reliable to measure WOM over a certain time period and compare these results for all the cases. In that case it would have been possible to say what kind of WOM these cases have after one week, after one month, and after three months for example. Due to time limitations it was impossible to do this in this study. However, it is recommended to measure the WOM activity on the internet encouraged by the CGA campaigns at several points in time in future research.

It was explained how the different sources on the internet were categorized and defined what is determined as being positive, neutral or negative WOM. Due to this there may exist a lack of objectivity. When determined on what source the WOM was measured and evaluated if the

encouraged WOM as positive, neutral or negative the researchers tried to be objective but there are always some values involved. However, it is more or less impossible for any researcher to be completely objective because one's own values are always involved.

The fact that the volume of the encouraged WOM is only measured on blogs is a limitation of this study, because this may not give the right indication of the volume on the internet as a whole. Because not all CGA campaigns ran during the same period and for the same time, it is difficult to draw conclusions about certain design factors and their effect on the volume of WOM on blogs or on the internet as a whole. In future research it is recommended to measure the volume of the encouraged WOM by making use of more online sources.

One other factor which always needs to be taken into consideration is whether the results of the study can be reproduced, i.e. are the results of the study replicable by researchers (Bryman and Bell, 2003). Because the procedures used to conduct this study are clear and explained in detail, replication of the study in the future is possible. In this study it is explained exactly what is done to come to the results, which should make it possible for other researchers to replicate this study. However, there has to be made one comment. When researchers want to replicate this study with exactly the same CGA cases, at a later point in time, there may arise some problems because the CGA cases selected for this study are already executed and the encouraged WOM activity probably partly coheres with the contest period. Furthermore there may arise problems because the assigned websites of selected CGA cases may be removed from the internet which makes it impossible to do an in-depth study of the design of the CGA campaigns.

During this study it is seen that more often contestants in CGA campaigns came from the marketing or advertising industry. Therefore, it would be interesting to investigate what type of consumers participate in these advertising contests and for which reasons they are participating. By means of examining this, companies can tune their CGA campaign more to the group of consumers they would like to participate in their contests and engage in the branding of their products.

Furthermore research by the Keller Fay group (2006) shows that 70 % of the WOM still occurs offline. Although the expectations are that the amount of WOM on the internet will increase exponentially in the next years, it will be interesting to investigate the encouraged WOM by CGA campaigns in an offline setting.

In this study the relationship between CGA as a marketing effort and WOM is explored. The underlying reasons to investigate this relationship (i.e. marketing efforts and its effects on the level of WOM activity) results from the conceptual model structure of Bayus (see figure 1.1) In addition to this relationship, which is explored in this study, there is another relationship presented in this model that is interesting for future research. This relationship concerns the direct impact of CGA on sales (relationship 3). It can be useful to investigate this relationship, because then CGA can be evaluated as being an effective marketing tool in increasing sales. Furthermore, the impact of WOM encouraged by the CGA case would be an interesting subject to investigate, which is presented as relationship 2 in figure 1.1. In that way CGA can be investigated as effective selling tool.

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