

“A CONTENT RECIPE FOR THE GOURMAND”

DIGITAL CONTENT MARKETING SUCCESS PRECONDITIONS IN THE FOOD INDUSTRY AND THEIR CONTRIBUTION TO BRAND PERFORMANCE

Abstract

Digital content marketing (DCM) as a marketing instrument is steadily developing and clearly on the rise. Nowadays, food producers are ready to allocate higher budgets and exploit different DCM techniques to reach their marketing goals. Though little is known of what exactly differentiates successful DCM initiatives and how brand performance can be linked to them.

After identifying an obvious knowledge gap, this thesis developed an initial framework for DCM success, specifically applicable in the food industry. By introducing findings from an Expert Panel and existing relevant theories, this research outlined the scope of DCM success factors dividing them into two groups - primary and secondary. A conceptual framework featuring relationships between primary factors, their sub-variables and attitudes towards the content and brand was further tested through a quantitative study. Due to time and resource limitations the authors focused only on primary success factors that are fundamental for the food industry and the sub-variables chosen for testing were of main concern by practitioners.

The study resulted in the conclusions that out of the four primary success factors, credibility and uniqueness has a strong positive influence on both content and brand attitude, whereas engagement only affects brand attitude directly and relevance only affects content attitude. Meanwhile, the contribution of the sub-variables also varied from what was expected. Brand salience was not found to have a negative impact on credibility, interactive polls however were found to positively contribute to the perception of engagement. As a result, all those findings established a strong foundation for understanding DCM success, resulting in more constructive approach to content and brand performance.

Keywords: *digital content marketing, primary and secondary success factors, primary factors sub-variables, content attitude, and brand attitude.*

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Content is power in today's world, and if you can own that content, create it and make interaction more of an experience than a transaction, you create a different kind of loyalty.

Mindy Grossman

1. INTRODUCTION

The modern era of marketing communications is characterized by a massive increase in activities designed to capture the consumers' attention. The amount of advertising has increased immensely resulting in an increasingly negative perception of commercial messages overall, making it harder for individual adverts to make an impact (Elliott, Speck 1998). This development has also spread to the digital channels, where people are starting to actively avoid advertising activities such as Internet banners and pop-up ads (Cho, Cheon 2004). The negative perception of advertising messages has led companies to try to find new ways of reaching out to their consumers. One popular way is investing in content marketing (CM).

CM is the creation and distribution of relevant and valuable content to attract, acquire and engage a clearly defined target audience. It is the creation of unique content by companies as a marketing technique (Pulizzi 2014). In the digital landscape it refers to the content distributed through the company's owned assets, such as social media and the company's website (Lieb, Kirchner et al. 2012). Overall, there are many different types of CM and it has been used in a lot of different industries.

Examples include Google's Zero Moment of Truth handbook¹, a free company guide explaining the online decision-making process of consumers in many industries, the YouTube channel "Do-it-yourself tips & trends" by Home Depot², providing consumers with inspiring ways to be creative and the Lego Club Magazine³, providing inside scoops into the world of Lego. Another area, in which CM has become increasingly popular, is the FMCG industry, where food brands have tried to reach and engage consumers in new ways through producing recipe databases and inspire cooking with the company's products.

CM in the food industry is nothing new though. In 1904 Jell-O released a recipe book explaining how to best use their gelatin product in cooking. The recipe book was a smash hit and made Jell-

¹ <http://www.thinkwithgoogle.com/collections/zero-moment-truth.html>

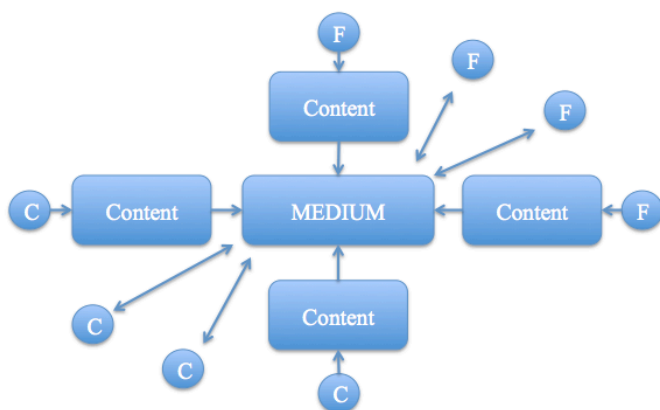
² <https://www.youtube.com/user/homedepot>

³ <http://club.lego.com/sv-se/join>

O famous all over the US (Houston 2013). Recipe books were also used by a number of other food manufacturers during the same era, such as Jell-O’s competitor Knox (Lurssen, 2013). Other forms of CM in the food industry also took off during the 20th century, one of the most famous examples being P&G’s production of comic strips featuring one of their soap brands in 1922 to boost sales (Allen 1985).

With the beginning of the digital revolution the distribution of content has become much easier and as a result many of the top food brands are starting to use *digital content marketing (DCM)* as a core pillar in their digital strategy. Some of the most prominent companies using DCM include Kraft Foods, which has a global recipe base⁴ and Unilever owned Knorr, which provides a meal planner tool among other things on their website⁵. However, the reader attention span is limited, online content is fragmented and the biggest problem users face today is how to discover relevant quality content (Lindic 2009). At the same time on the producers’ side little is known what factors affect content success and how this translates into actual results for the owner of the content.

1.1 BACKGROUND



The digitalization of the world revolutionized consumers’ relationships with the content (Figure 1) (Hoffman, Novak 1996a). Companies and consumers began to easily and interactively communicate with each other, sending a lot of different information both ways (Rehman, Vaish 2013).

Figure 1. A model of marketing communications in hypermedia (C - consumers, F - firms) (Hoffman, Novak 1996a).

These increasing interactions with the content led to the appearance of new communication and brand building instruments, one of them being CM. Although the concept of CM has been used

⁴ www.kraftrecipes.com

⁵ <http://www.knorr.com/recipes/mealplan>

in different forms since this digital revolution, no coherent terminology has been established until recently (Pulizzi 2012). Prior to that, mostly terms such as branded content, custom media and brand journalism were applied to explain the same phenomenon (Cole, Greer 2013). The reason for the absence of a single unifying term is that CM can refer to a lot of different activities. These activities can be distributed in different owned channels through various content formats, e.g. article posts (containing more or less images), video posts, blogs, podcasts etc (Pulizzi 2014). According to a survey targeting 100 CMO's, among practitioners, the most popular format so far was the customized web content distributed mainly through the own website, e-newsletter, print newsletter and social media (Obrecht 2011).

CM in all its forms is clearly on the rise. Several company surveys have been conducted to prove this point. In a study committed by Copypress, 329 marketing decision makers were surveyed for a wide array of industries⁶. The survey showed that between 2012 and 2013, CM had risen to become the most popular area of focus for marketers, up 84% from the previous year. CM was placed above well-known and popular methods such as search engine optimization and social media efforts. Over half of the companies in the survey stated that they had a monthly budget of over USD 2,000 for CM alone. Another survey conducted by Mailonline and Digiday on the current state of CM, asked 600 marketing professionals about their CM plans⁷. This survey showed that 70% of media buyers used CM in the last 12 months as a way of advertising the brand and 72% said they had increased their CM budget compared to last year. They also had plans to increase this budget the following year.

There is little question about the newly found popularity of CM, but are companies using it in the optimal way? Only 39% of B2C companies in North America have a clearly defined CM strategy, indicating a lack of understanding for the subject (Allen 1985, Pulizzi, Handley 2014). This thesis aims to clear up some of the confusion about CM, focusing on the most popular type: customized web content.

As a matter of fact, an explicit definition of CM as such has also received very little attention from the academic world. There are, to date, only a few recent academic articles without an element of experimentation. They mainly gave general conceptual outline and clarified existing

⁶ <http://www.copypress.com/blog/2013-state-of-content-marketing-white-paper/>

⁷ <http://i.dailymail.co.uk/pdf/2013/05/whitepaper.pdf>

content typologies. Specifically, Kristin C. Harad presented three main types of CM in the financial planning field: educative, editorial and entertaining (Harad 2013):

- *Educative content* entails teaching the consumer something in an easy-to-digest manner. The content itself can contain a diverse set of topics including general tips related to a field the company works with, recommendations or company news. Educative content can both be presented in a more rational manner, appealing to consumers general interest in the topic presented, or create an emotional appeal to involve the customer.
- *Editorial content* means sharing ones perspectives with the consumers. This type of CM includes writing editorial pieces on a topic of interest in your field in order to share your opinions with your target audience. Presenting your company’s views on relevant matters with the consumer aims to make a company stand out in the minds of the presumptive consumers.
- *Entertaining content* provides enjoyment for the consumers. This type of content can be anything from a funny video clip to an insightful piece of text, but the aim is usually to create something that keeps consumers coming back for more.

Clearly, the absence of profound academic research leads to certain problems in understanding of how DCM generally works.

1.2 PROBLEM AREA

Although DCM has become extremely popular among marketers, in the food industry not the least, there is still a lack of understanding as to what *factors* affect the success of DCM and what effects positively perceived content may have on brand performance. As previously mentioned, there are no previous academic studies explicitly covering this area, which leaves the field largely unexplored. Therefore, the authors have identified a need for further understanding of what distinguishes successful CM from unsuccessful in the digital channel and how it can directly contribute to brand building.

So far previous research papers have only investigated closely related fields, such as social media, advertising, online marketing, editorial content performance, etc. (Muk 2013, Mohammadian, Mohammadreza 2012, Dholakia, Rego 1998, Kavassalis, Lelis et al. 2004, Heath 2011, Olney, Holbrook et al. 1991, Chang 2009), but nothing is reported on customized web content specifically, leaving the most popular type of CM in the dark. Little information has also

been provided on how different digital content variables may influence content recipients' attitudinal responses to content in general and brand in particular (Sicilia, Ruiz et al. 2006). Some researchers have already indicated that studying those attitudinal reactions will eventually pay off more than page-view counts (Peng, Fan et al. 2004).

In addition, as the search for effective content strategies has inevitably become one of the most important issues (Drèze, Zufryden 1997, Hoffman, Novak 1996b), this research should also add value to practitioners helping them to create more successful content in the future.

1.3 PURPOSE OF THE STUDY

In order to address the stated problem, the objective of this study is to explore what factors affect the success of DCM distributed as customized web content in the food industry and how this may affect brand performance.

To reach that goal, this thesis consists of two main parts. Firstly, a qualitative study with digital experts is conducted in order to understand what industry experts think affect the success of the content. Because of the lack of previous research on the subject, this was considered the best way of framing DCM. Since DCM generally differs a lot from traditional media, such as TV and print, in the possibilities for engagement and two-way interactions (as previously stated), theories from traditional media was not judged to sufficiently represent DCM. As this research is meant to serve as an initial step towards the academic framing of DCM, all possible success factors are outlined. Based on the findings, those factors are categorized into two groups: primary and secondary, depending on the meaning and level of importance. An additional theoretical literature review is also performed to map possible effects of these success factors on brand performance.

Secondly, a quantitative experiment is conducted in order to identify the relationship between the success factors and selected brand performance metrics, as well as how possible sub-variables may affect these factors. However, due to time and resource limitations, a coherent research model will be proposed and empirically tested only for the primary factors and sub-variables affecting them (if applicable), leaving secondary factors for further investigation. Therefore, in order to meet the goal of this study, the following research questions will be answered:

Part 1 (qualitative): Outlining and classifying DCM success factors:

- a) What are the *primary and secondary success factors* of DCM?
- b) What are the *sub-variables affecting the primary factors* that are commonly used in the food industry?

Part 2 (quantitative): Testing the relationships between DCM primary success factors, their sub-variables and key performance indicators:

- a) How do *primary success factors* affect *the attitude towards the customized web content and the brand behind it*?
- b) How can *primary factors be affected* by their *sub-variables* commonly used in the food industry?

As a result, an initial DCM conceptual model presented in this thesis should help to bridge the gap of knowledge in the field.

1.4 DEFINITIONS & CLARIFICATIONS

The key concepts and abbreviations are summarized and described below in order to help the reader to understand while proceeding through the text.

Content marketing (CM) - The creation and distribution of relevant and valuable content to attract, acquire and engage a clearly defined target audience (Pulizzi 2014).

Digital content marketing (DCM) - The creation and distribution of relevant and valuable content in digital channels to attract, acquire and engage a clearly defined target audience (Lieb, Kirchner et al. 2012).

Primary success factors (PSF) - Factors deemed as most important by the Expert Panel when it comes to assuring content quality (Expert Panel 2014).

Secondary success factors (SSF) - Factors that are less important in terms of content success; play a supporting role and mainly deal with the content creation process and delivery (Expert Panel 2014).

Sub-variables of primary success factors - The key elements defining and influencing the perception of primary success factors; may potentially strengthen, weaken or have no impact on those (Expert Panel 2014).

Content attitude (CA) - A response either positive or negative that consumer forms towards the content (Peng, Fan et al. 2004, Chen, Wells 1999).

Brand attitude (BA) - A response either positive or negative that consumer forms towards the brand (Peng, Fan et al. 2004, Chen, Wells 1999).

Chief marketing officers (CMOs) - Senior personnel responsible for marketing strategy in companies⁸.

Chief executive officer (CEO) - A general manager of a company responsible for its overall strategy and performance on the market⁹.

1.5 DELIMITATIONS

The focus of this report is on food brands. The reason for this is that DCM can differ a lot between different industries and the food industry uses this type of marketing a lot. The authors also had access to cooperation with Unilever, which made the analysis and distribution of the survey easier if focusing on this industry. However, the backside of this is that generalizations about DCM for other industries are limited. Furthermore, the focus on digital activities also inhibits conclusions of success factors concerning CM in general.

It is worth-to note that playing an anchor role in defining a set of DCM success factors, the Expert Panel was conducted with a limited number of participants, of which most also mentioned that DCM is a new field and uncertain field. Therefore, it might be necessary to repeat a similar survey with an updated array of primary and secondary factors in the future.

In creating the laboratory experiment explained further on in this thesis, several limitations were also in place. First of all, the editorial content produced to represent customized web content in the food industry was produced by the authors themselves. This introduces the risk that respondents might have a lower attitude towards the content, than if a professional had produced it. To mitigate this risk however, the content was presented to a pre-study panel to make sure it was presentable. To make the layout of the content as representable as possible, students from the Royal Institute of Technology with previous design experience were in charge of the design of the logo and background layout of the content. Since they are only novices in this field however, this might also affect the attitude towards the content.

The distribution of the survey also presented some limitations. To gain a wide audience of respondents, the survey was distributed in three ways: Through Milda's Facebook page (a

⁸ <http://www.businessdictionary.com/definition/chief-marketing-officer-CMO.html>

⁹ <http://www.businessdictionary.com/definition/chief-executive-officer-CEO.html>

Swedish food brand owned by Unilever), through Facebook friends of the authors and through a mass email sent out to students at Stockholm School of Economics. The idea was to get as many respondents as possible representing the target audience for DCM efforts in the food industry, while still being feasible in terms of time and convenience. This distribution presents a sample of respondents that is not representative of the Swedish population however and conclusions can therefore only be drawn about the target audience for food brands in Sweden.

The choice of Qualtrics as the tool for constructing the survey further presented some obstacles. The survey was created for the use of laptops and stationary computers and was not optimized for mobile devices. This could lead to some respondents dropping out of the survey, because of the slight difficulty of partaking in the survey through mobile devices. As such, the sample population might contain more respondents that normally use stationary devices than respondents mostly using mobile devices.

In measuring the different variables, some obstacles may have presented themselves as well. All the variables measured used previously developed and tested question batteries. However, some of the questions used were not designed for the purpose of measuring DCM and were adopted from other research, used on regular websites or print advertising. It might therefore not represent DCM activities exactly.

The collection and creation of theory to find possible success factors for DCM also presented some limitations. Since previous research on the subject was limited, the collection of theory from other fields was necessary. Even though a large body of literature was collected and possible relationships between factors were confirmed by the Expert Panel, there are still possible success factors that might have been excluded from the report. Furthermore, only success factors labeled as "primary" (prioritized by the Expert Panel), were investigated in the quantitative survey. Therefore in this particular research it is impossible to assess the factors labeled as "secondary" as they were left for further investigation due to limited time and resource capacities. As a result, several factors with a potential impact on the success of DCM might have been excluded.

1.6 THESIS OUTLINE

This study follows a classical academic structure. The introduction defines the CM concept in general and its digital application in particular. At the beginning the authors clearly advocate for the choice of topic, purpose of the study and terminology to be used. A separate explanation is also given to the research limitations that might affect the implications for this work.

Before proceeding with the methodology section, academic theories are investigated to outline possible relationships between the primary factors, sub-variables and the brand metrics defined by the subsequent qualitative study (Study 1). A concise discussion is dedicated to attitudinal theories and the overall attitude formation process. The chapter wraps up by suggesting a conceptual research model that will be further tested.

The third chapter explains the general methodological approach chosen by the authors. The preconditions for the topic chosen is explained together with the general research design for both studies conducted. The specific details of how each study (the Expert Panel and the quantitative study) was conducted are further explained in subsequent chapters.

The fourth chapter (Study 1) is devoted to the identification of DCM success factors and their possible sub-variables. A qualitative study with experts contributes to a more complete picture of the antecedents of success. Each of the factors and sub-variables are explained and ranked according to their importance for DCM success. Data quality checks are also performed in order to check the reliability and validity of the study and possible limitations are briefly outlined.

Before proceeding with the quantitative study, the fifth chapter explains in detail why this particular method was chosen, how data quality is assured and what the profile of survey participants is. This preparatory information gives the reader a more holistic picture of the quantitative research. Further, statistical results are presented through data tables and explanations following them. While analyzing the outcomes of the experiment, the authors arrive at the conclusions of which hypotheses are supported and clarify possible reasons why some of them are rejected.

Finally, a general discussion of the results is presented and converted into managerial applications and some thoughts on further research are listed in the end.

2. THEORY AND HYPOTHESES GENERATION

The deficiency of academic research directly related to DCM made it clear to the authors that a qualitative study with digital experts was needed. This study initially defined and summarized a set of success factors and their potential impact on brand performance to be theoretically investigated. Full-scope results were presented in Chapter 4. Scholarly studies from closely related domains (advertising, social media, web communications etc) were reviewed in detail. While selecting theories from them, the authors paid a lot of attention to how well those developed constructs and illustrated their relationship with other concepts (MacInnis 2011). Causality logic pertained to the chosen theories laid the ground for the hypotheses' generation. The key constructs studied below included: brand attitude, primary DCM success factors (relevance, credibility, uniqueness, engagement) and secondary success factors (organizational agility, content strategy, digital content acceleration, content agility, content execution formats).

2.1 BRAND ATTITUDE AS A MAJOR INDICATOR OF DCM's CONTRIBUTION TO BRAND PERFORMANCE

With the advent of the branding era, researchers conducted a lot of studies trying to understand what brand metrics are affected by what marketing instruments (Clark 1999, Robinson, Pfeiffer 2005, Rungie, Goodhardt 2004). One of the studies, unveiling the history and interrelations between key performance indicators, has divided brand metrics into two categories: financial and non-financial (Clark 1999). Non-financial metrics have been mostly driven by relationship building activities initiated by brands (Heath 2011) and often have an attitudinal nature (Mirzaei, Gray et al. 2011). The introduction of various digital instruments only boosted the brands' chances to build stronger relationships with their customers by offering them more engaging contextual experience. This was also confirmed by the Expert Panel, which identified DCM as one of the instruments with the greatest potential to influence the attitudinal side of the brand, rather than its financial performance (Expert Panel, 2014).

When studying DCM's potential on attitude formation, two theories are worth mentioning (Locander, W Austin Spivey 1978, Cialdini, Petty et al. 1981). First, the information-processing theory tells us that if the content is linked to the issue consumers are involved with, it will stimulate a higher level of message elaboration and as a result consumers will form stronger

attitudinal bonds to such content (Cialdini, Petty et al. 1981, Petty, Cacioppo et al. 1983). Adopted for DCM objectives, this theory allows to suspect that presented in an interesting way, digital content will be able to evoke a more positive attitude towards the content. Another theory called the functional theory can also explain DCM's contribution to attitudes formation, thanks to the content's ability to fulfill utilitarian and knowledge functions. The knowledge function posits a basic need to know; it forces a person to gain information to impart meaning to the world. According to the literature, a higher motivation to gain knowledge may also lead to attitude change (Locander, Austin Spivey 1978). In the context of DCM, it means that content evoking the individual's core needs to learn new information well, will ultimately lead to an attitude change towards the content. A fulfillment of the utilitarian function means that once a consumer reaches a certain goal, attitude towards the means helping her to reach this goal will positively change (Locander, Austin Spivey 1978). In relation to DCM it explains that by providing rationally or emotionally useful information that fulfills the consumer's needs (finding a solution for a daily problem, receiving emotional relief, etc.), the content and brand behind it can function as "these means" consumer will eventually change the attitude for.

As a result of the discussion above, in the context of DCM, attitude can be defined as an independent academic construct reflecting a content recipient's predisposition to respond favorably or unfavorably to the content and the brand standing behind it (Peng, Fan et al. 2004, Chen, Wells 1999). Also, the more satisfied with the content consumers are, the higher the attitude towards the brand could be.

Likeability of digital content is suspected to play a mediating role between the primary success factors and the brand. Analogies of similar positive relationships were found in the advertising literature, stating that the higher attitude towards the advertising that the consumers have, the higher the probability is to reach a more positive attitude towards the brand itself (Gardner 1985). Applying a similar logic, one may suspect the same relationship being true in the digital world, which leads to the first hypothesis:

H1: The primary factors' impact on brand attitude will be mediated by attitude towards the content.

2.2 THEORETICAL BLUEPRINT OF DCM SUCCESS FACTORS

In a study embracing the content perception theory it was discovered that, a positive attitude towards the mediated content and the media itself, might derive from particular content types as well as the way the content has been delivered (Pan Ji, Wayne Fu 2013). Nowadays, trying to be content-generous is not enough to affect the overall content perception though, marketers who use DCM as a communication instrument need to go further and exploit factors boosting users' positive attitude to the content, as well as to the content creator.

Consistent with the theoretical perspective mentioned above, the initially performed Expert Panel discovered that factors influencing DCM success can be divided into two groups - those directly dependent on the content quality as such and those dependent on how the content has been created and delivered (Expert Panel, 2014). Even though all factors matter according to the experts interviewed, the emphasis was put on content quality aspects marking them as primary if the brand wants to succeed. The secondary ones were deemed important but played more a supporting role and thus will be given less theoretical coverage in this research.

2.2.1. Primary Success Factors

Regardless of how strong the communication strategy is, the relationship between satisfaction and loyalty for strong brands starts with the *product itself*, which affects the product-brand bundle, and culminates with the brand (Torres-Moraga, Vásquez-Parraga et al. 2008). The relationship logic of DCM is not an exception from this rule. By starting off with *high quality digital content* companies eventually get a chance to boost, not only attitude towards that content, but also contribute to the equity of the brand hosting the content (Expert Panel, 2014). Quality though, is a quite accumulative notion. By trying to define it in relation to DCM, four key variables were distinguished including - ***relevance, credibility, differentiation and engagement but*** possibly not limited to them (Expert Panel, 2014).

Relevance

Past research has shown that the Internet is a very different medium due to its interactive nature and higher level of control from the consumer's side (Liu, Shrum 2002). The users' interests in online content thus became much more important compared to other types of media (e.g., television, etc.) (Campbell, Wright 2008). Nowadays, to be able to succeed in this more and

more consumer-driven digital world, marketers are even more compelled to start off the development of any new idea by first defining its relevance (Greenberg 2006). In addition, consumers are increasingly good at filtering information, therefore content directed at truly relevant consumer needs has much more potential to be acknowledged. By playing multiple roles daily (spouses, friends, children etc.), potential content users’ open up vast opportunities for different subjects to be addressed in various ways, simply requiring a higher focus on whom the content was designed for (Lindic 2009).

When it comes to the concept of relevance as such it appears to be a quite collective construct, which for a long time had no single definition. Advertising literature defined relevance in three different ways: subjective, objective and contextual (Holmes 2008). Subjective or *personal relevance* entails whether or not the objects under consideration are important to a particular individual (Holmes 2008, Schlinger 1979). *Objective relevance* stands for situations when objects under consideration also have a close logical connection outside of a given context (Holmes 2008, Harter 1992). Finally, *contextual relevance* implies that objects under consideration are connected as a result of placing them together in a specific situation, even though the objects didn’t have a logical connection outside of a given context (Holmes 2008, Sperber 1995).

When it comes to DCM specifics, contextual and objective relevance appear to play a slightly less important role than personal relevance. Empirical studies showed that even though content might not be about the product/brand itself and the information might not be directly connected to an individual’s background outside of the context, if the content was personally relevant to the consumer and evoked positive associations, it had positive effect on brand attitude (Brown, Carpenter 2000, Expert Panel 2014). It showed that perceived personal relevance of the content is one of the most important determinants of motivation to process that content (Rehman, Vaish 2013). The definition of relevance in a personal context is closely related to the *concept of involvement*, which is meant to measure the level of individual interest (Holmes 2008).

Various conceptualizations and descriptions have been applied to involvement in terms of subjective relevance (Cialdini, Petty et al. 1981, Petty, Cacioppo et al. 1983, Wells, W. D., Leavitt C., McConville M. 1971). In particular, Petty and Cacioppo used the term personal relevance to describe and define the involvement of an individual with an advertising message;

the concept was used for a dual information process theory clarification followed up by the development of the Elaboration Likelihood Model (ELM). In summary, this model implied that attitudes formed by individuals highly involved with the issue at hand, are stronger than those formed under low involvement (Cialdini, Petty et al. 1981). In other words, involvement of the consumer was a moderator that helped to determine how consumers processed messages and how it eventually affected the formation of their attitude (Heath 2011, Petty, Cacioppo et al. 1983, San José-Cabezudo, Camarero-Izquierdo 2012).

Based on the theory reviewed above, if adopted for DCM purposes in the food industry, relevance of the content reflecting the recipient's involvement besides increasing motivation to read the content can result in a more positive attitude towards the content and a more positive brand attitude for the brand behind the content. This argumentation will be further empirically tested by means of the following hypotheses:

H2: a) Personally relevant customized web content will result in a more positive attitude towards the content.

b) Personally relevant customized content will result in a more positive attitude towards the brand.

Credibility

Trust between consumer and company is one of the key components of brand building (Cole, Greer 2013). For DCM it starts with content credibility (Expert Panel, 2014). If personal relevance of the message could stimulate user's motivation to start reading, credibility of the content may help to proceed further and play a persuasion role (Cramm 2005). Also, since new digital technologies has lowered the costs and content of any quality can be easily disseminated and accessed by users, credibility has become an even more important factor of digital success. The problem with credibility in the digital context derives from the fact that content online is not always filtered by professionals (newspaper editors, producers, etc.). Instead it is done by consumers themselves who are not always able to differentiate trustworthy information from a pure marketing pitch (Metzger 2007). Overall, users assess credibility from three major dimensions: source (Cole, Greer 2013, Hudson, Hudson 2006), message and medium (Chung, Kim et al. 2010, Flanagin, Metzger 2000). Source credibility studies have shown the difference in brand attitude depending on how the source of the information is displayed (Cameron 1994).

Studies have proved that higher source credibility (e.g. credibility of the sender) can contribute to a higher recall of the message, which can lead to changes in attitude (Miller, Campbell 1959). Therefore, it is suspected that credibility of digital content also has an impact on attitude towards both the content and the brand, which will be tested through the following hypotheses:

H3: a) Credible customized web content will result in a more positive attitude towards the content.

b) Credible customized web content will result in a more positive attitude towards the brand.

Furthermore, the impact of source, message and medium on credibility can be strengthened or weakened through several other factors (referred to as sub-variables). They include *brand presence and salience*, the availability of scientific citations, ranking in search engines, sponsorship of external links by reputable organizations, paid access to certain forms of information, etc (Metzger 2007).

The influencing power of all these smaller credibility sub-variables depends on the context of the content (industry, access purpose, content recipient profile, etc.). For instance, if an individual or corporate organization searches for an economic report for a specific country, payable access to certain information may signal professionalism - a job which deserved to be paid for guarantees higher quality of the information and therefore higher credibility.

In the food industry, *brand presence and salience* in the content provided on websites is a highly sensitive question. Several large companies have tried launching customized web content on branded web sites as well as on unbranded platforms. Unilever owned Knorr for example, has previously provided recipes and cooking tips on their own domain ”knorr.se”, but has just decided to launch an unbranded domain instead ”middagshjälpen.se”. The same goes for other industries. Adobe has launched a content platform called ”cmo.com”, where they provide tips for marketing executives. They made the decision to leave the brand name out of the domain and instead incorporate it in a more subtle way on the website.

There are several theories suggesting that the way the brand is used and displayed in relation to the content presented, may affect how the content is perceived by the consumer. In the field of branded entertainment, one of the predecessors of CM, the visibility of the brand has been

heavily debated. Many researchers believed that subtle brand placement is more effective and more credible (Hudson, Hudson 2006). This research has mainly been conducted with cinematic films as the medium of the entertainment however and the effects of displaying the brand may therefore be different in regards to customized web content.

In the field of brand journalism, how the brand is displayed has also been suggested as an important determinant of how the content is perceived by the consumer. Theory suggests that presenting an article as ”commercial” instead of ”editorial” may affect how the consumer frames the content. Commercial content may be perceived as advertising and therefore less credible than editorial content. It is suggested that the presence and prominence of the brand in the content may cause the consumer to perceive the content as commercial instead of editorial, thereby framing the content as advertising. In addition to perceiving editorial content as more credible, brand attitude was shown to be higher in that case too (Cole, Greer 2013, Hudson, Hudson 2006).

In a more recent source credibility study, it was clearly shown that labeling the source as advertisement, as opposed to not labeling the message at all, had a negative impact on message recognition and attitude (Cameron 1994).

The research within these fields present interesting insights into how the *presence and salience of a brand* on customized web content may affect how that content is perceived by the consumer. Both brand journalism and source credibility studies suggest that clearly displaying the brand, and thereby the source of the information, can have a negative impact on the credibility of the message. Since CM in the food industry usually displays the brand either clearly at the top of the page & domain (milda.se, arla.se, philadelphia.co.uk), or in a more subtle way incorporated with the content (middagshjälpen.se), brand impact on credibility will be investigated. It is suspected that clearly displaying the brand at the top of the website will cause the respondents to think about the content as less credible, while non-branded content cause respondents to have higher trust. The following hypothesis will therefore be investigated:

H4: The presence of a clearly visible brand and slogan within the customized web content will result in lower credibility of the message as opposed to non-branded content.

Uniqueness

Another factor to consider when launching customized web content, is how unique that content is compared to other content platforms in the same industry. In the food industry, a lot of DCM efforts are similar to each other, which means that standing out can be the difference between failure and success (Expert Panel, 2014). Shawn McKell, strategy director at the Brand Union, emphasized the importance of providing a unique experience for the consumer: ”The technical specifications of the platform are secondary, what’s most important is providing differentiated content that sets the platform aside from other ones out there” (Expert Panel, 2014). As Shawn puts it, providing a unique experience through interesting and original content, is one of the most important things to consider in DCM.

The importance of being unique has long been debated in the field of traditional advertising. *Uniqueness* in advertising has mostly been associated with *creativity* as one of the key aspects in producing an advertising campaign that stands out from the rest (Wang, Dou et al. 2013). The ability to be unique has been mentioned in several articles with several different terms, Smith and Young referred to *divergence as an essential factor for creative advertising*, meaning advertising that is new, imaginative, different and unique (Smith, Yang 2004). This was said to be one of two essential creativity factors, the other one being relevance. Creativity in advertising is further explained as the divergence of the ad as perceived by the target market.

The positive effects of providing creative content in advertising have been generally accepted by advertising scholars for a while now (El-Murad, West 2003). It has been shown to increase the effectiveness of advertising in several studies. A study by Kover, Goldberg and James found that advertising that was perceived as creative also evoked the greatest amount of interest from the audience, as well as generated the highest purchase intent (Kover, Goldberg et al. 1995). Another study by Lehnert, Till and Carlson tested unaided and aided ad and brand recall for creative ads (Lehnert, Till et al. 2013). They found that creative ads performed better on the metrics mentioned and this effect was still significant after a number of exposures. There are many more papers on the positive effects of creativity in advertising and it has also been shown to increase motivation to process the advertising as well as increased attention to it (Lehnert, Till et al. 2013).

Originality, another term describing uniqueness in advertising, has also by itself been shown to have a significant bearing on the performance of an advertising campaign (Wang, Dou et al. 2013). Originality is said to be dependent on that it is unconventional, novel, unexpected and untried. The more unusual and original the advertising campaign is, the more likely it is to grab the attention of the consumer, thereby increasing the likelihood of success (Jurca, Romonti-Maniu et al. 2013). This means that creating an original and novel ad positively affects ad attitude, which increases brand attitude.

As *uniqueness* (also referred to as divergence or originality) has been proved to be an essential success factor for advertising campaigns, it may very well be the same when it comes to digital content. Creativity in advertising, as the divergence of the ad as perceived by the target audience, implies that the audience reacts to the content presented in the advertising. If they perceive it to be divergent, yet relevant, they will therefore be more prone to positive feelings for the ad and the brand. The same should work for divergent customized web content. Based on the creativity in advertising literature, therefore the following hypotheses are proposed:

H5: a) Unique customized web content will result in a more positive attitude towards the content.

b) Unique customized web content will result in a more positive attitude towards the brand.

Engagement

Further discussion with the digital experts steered the findings to the concept of engagement - a complex construct similar to the other three primary factors. Engagement is a construct that still does not have an ultimate definition when it comes to online/offline practices (Expert Panel, 2014). Depending on the situation, engagement may manifest itself differently. Academic literature embraces two types of online engagement: *personal* and *social-interactive* (Shankar, Batra 2009).

Personal engagement online is very similar to engagement that people feel with newspapers and magazines and can be achieved on a cognitive level (utilitarian and more rationally appealing), hedonic level (intrinsically enjoyable, often more entertaining/emotionally appealing) and by personally identifying online experiences with the content (Calder, Malthouse et al. 2009). Since there is a multitude of ways to engage people, marketers have debated for years about which type is optimal. For instance, in the adjacent advertising domain different information processing

ways were found depending on how the individual was engaged (emotionally or rationally) and were explored in order to find the most effective one when it came to brand building (Heath 2011, Olney, Holbrook et al. 1991, Abernethy, Franke 1996). One of the most recent studies even revealed that emotional content in advertising is processed pre cognitively, without using working memory and without the need for any active attention. Emotions processed implicitly link to semantic memory and influence consumer behavior without the subjects being aware that they have been influenced (Heath 2011). Potentially, DCM may have a similar nature as ad messaging and more emotions need to be incorporated into the content to strengthen its personally engaging side while creatively linking it to the brand to be able to influence consumer attitude and behavior.

Online experiences are meant to be more active and participatory or, in other words, *socially-interactive* (Calder, Malthouse et al. 2009). The web environment has become embedded with the function of interactivity, which traditional media channels are unable to keep up with, mainly offering passive experiences with the content (Rehman, Vaish 2013, Campbell, Wright 2008, van Noort, Voorveld et al. 2012a, Mia Liza A Lustria 2007). In recent years, the interactivity of online media content has risen like never before becoming an irreplaceable part of the online content toolbox for The New York Times, BusinessWeek, etc (Lindic 2009). Likewise, using online media platforms, brands started connecting with the lives of their users by means of content interactivity (Chauhan, Pillai 2013).

Despite such an extensive application, to date, there is no consensus among researchers about the definition of interactivity. In an article from 2012, interactivity was defined as: “The degree to which two or more communicating parties can act on each other, on the communication medium, and on the message” (van Noort, Voorveld et al. 2012a). McMillan on the other hand defined four types of interactivity in 2002 including user-to-user interaction, user-to-content interaction, user-to-medium interaction and medium-to-medium interaction (McMillan, Jang-Sun 2002). When it comes to DCM, user-to-content becomes the most interesting area for investigation.

Studies theorizing about user-to-content interaction were generally dealing with advertising and website information processing theories. Obviously, engagement through interactivity can give users a stronger feeling of realness, which elaborates the message of the content (Peng, Fan et al. 2004, Mia Liza A Lustria 2007). The recently formulated telepresence theory reflected that the

more people experience interactivity, the higher directness of feeling people have within the mediated environments, resulting in more positive attitudes towards the media (Peng, Fan et al. 2004, Coyle, Thorson 2001). It was also discovered that a higher level of interactivity on websites eventually led to more positive affective responses (van Noort, Voorveld et al. 2012b). In fact, interactivity stronger connects users with the message and as known from the information processing theories, advertising messages produce greater and more permanent attitude change if consumers elaborate on them more (Cialdini, Petty et al. 1981). Interactivity can even increase the involvement with the message, which will affect message processing positively and increase chances for its likability (Kim, Stout 2010). Therefore, the presence of interactivity can potentially lead to higher engagement, which may impact attitude towards the content and brand attitude (Campbell, Wright 2008, Fiore, Hyun-Jeong et al. 2005).

As a result, it is suspected that in relation to DCM, engagement with the content may lead to a positive attitude shift. This is tested through the following hypotheses:

H6: a) Engaging customized web content will result in a more positive attitude towards the content.

b) Engaging customized web content will result in a more positive attitude towards the brand.

As discussed above, engagement can manifest itself in different forms, especially when it comes to the interactive side. In social media it can mean the process of message exchange or word-of-mouth stimulation if the experience is positive (Calder, Malthouse et al. 2009). In the blog sphere, engagement is induced by means of co-creation of the materials or even totally user-generated content (Sepp, Liljander et al. 2011, Khim-Yong Goh, Cheng-Suang Heng et al. 2013). Within content interactivity activation, engagement can be applied through integrated polls, postings, comments, or supporting Q&A sessions (Calder, Malthouse et al. 2009). Especially now, more and more food brand websites integrate live polls to evoke consumer attention as well as collect valuable information for further content creation and feeding. By responding to this, the authors of this work became interested in checking how one of the listed sub-variables of engagement will actually affect it. An integrated question poll technique was chosen as a sub-variable to interactivity and consequent engagement with the content. The hypothesis presented below was designed to check the described relationships:

H7: Interactivity through polls integrated into the customized web content will result in higher engagement with the content as opposed to passively providing information.

2.2.2. Secondary Success Factors

As fulfillment of the secondary factors has lower priority, no profound theoretical background as well as hypotheses will be provided for this part of the thesis. But as those factors still play a supporting role and have a certain impact on the explicit understanding of how DCM can win the consumers’ hearts and minds, they will be shortly defined. Overall, SSF include but are not limited to *organizational agility, the presence of content strategy, digital acceleration, content agility and content execution formats* (Expert Panel, 2014). Non-compliance with these factors can lead to failure of some of the DCM activities despite seamless content responsiveness to the primary requirements. As a consequence, it may result in an undesirably lower brand attitude.

Organizational agility

The marketing toolbox is changing rapidly as more and more marketing instruments become available. By staying agile, organizations have a chance to stay competitive for a longer time (Worley, Lawler 2010). Like other digital activities (SEO, banners, product placement, etc.), DCM requires strategic planning, integration into annual marketing plans and interconnection with other media channels (Expert Panel, 2014). Serious consideration of this function leads to a necessity to become agile in budgeting and organizational structure by either finding suitable outsourcing opportunities to produce content, or creating a separate function in-house. In the long run, agile companies are designed to benefit from higher responsiveness to the market, competitors and consumers (Expert Panel, 2014).

Content strategy

Brands want to stand out. Once companies find presumably successful content, a lot of them immediately publish the content without thinking how it will benefit the brand. Each piece of content should be clearly thought through, not only from a short-term perspective, but also from a long-term content strategy point of view. Content strategy is defined as “the practice of planning for the creation, delivery and governance of useful, usable content” (Halvorson 2010). It is important that the brand sticks to its own content strategy directed at the chosen target audience and primarily responds to the overall brand promise (Chauhan, Pillai 2013, Expert

Panel 2014). Preliminary, well-defined "big content marketing ideas" needs to be holistically integrated with other communication channels (Expert Panel 2014), strategically creating message/information coherency vital for brand building.

Digital content acceleration

Consumers are overloaded with online information flows. The reader attention span is limited, which means that even high quality content may pass unnoticed if a brand website is not yet well-known and the content placement is strictly bound to it. First, content needs to become more accessible to users (Lindic 2009). This can be achieved through a snowball effect, where consumers pass on the information to each other, or by search engine optimization. Accessibility can further be facilitated with a diversified placement strategy, e.g. by distributing the content on well-recognized web portals where it can acquire a lot of positive reviews from consumers and be naturally moved up further by search engines (Expert Panel 2014). Thus, brands should be proactive in pushing the content towards the users rather than waiting for them to show up (Lindic 2009).

Content agility

Content agility is the ability of the content creator to deliver fresh content within the right time frames. For some content it can be spontaneous reactive postings and for other types it can be consistently produced episodic content, similar to television broadcasting (Zuk 2013). Content freshness is also an important part of being agile. It refers to how up to date the content is (Du 2014). Its key indicators are recency of content uploading, overall frequency of content updates/changes, etc (Du 2014). Content freshness has been implemented in search engine ranking algorithms and has also been used as an information quality indicator of the websites (Du 2014). By keeping content agile, brands contribute to the content being competitively present in search engines and perceived as qualitative by the consumers. Eventually, positive feedback as a result of providing consistent qualitative content may lead to positive responses towards the brand and the company itself.

Content execution formats

Besides content quality and activities maintaining its popularity, the presentation of the content matters a lot (Chauhan, Pillai 2013). DCM follows the same philosophy as brand journalism,

relying on a variety of channels and storytelling formats (Solomon 2013). Different channels require different execution formats (texts, videos, etc.) depending on the norms of the channel (Expert Panel 2014). In the context of DCM, suitable verbal content along with pictures, colors, music, etc. gives it a more refreshing look and greater appeal (Rehman, Vaish 2013). When choosing the right format, it is important to always keep in mind the presentation of both content and brand. As content can eventually turn around to be successful but the brand role can pass unnoticed. For instance, in advertising, narrative editorial articles can keep readers cognitively busy generating more cognitive responses, more positive emotions and more favorable ad and brand attitudes (Chang 2009). However, if there is too much editorial content, it may decrease the attitudinal effects towards the brand sponsoring the content, due to low recall of brand integration. Thus, the choice of the content execution format may directly impact both attitude towards content and brand.

2.3 THEORIES AND HYPOTHESES SUMMARIES

From the discussion above a summary of the key theories was inferred in Table 1:

DIGITAL CONTENT MARKETING		THEORIES APPLIED	ADOPTED FROM CONTEXT	KEY CITED AUTHORS*	KEY RELATIONSHIPS IDENTIFIED BY THEORIES AND RELEVANT ACADEMIC STUDIES
PRIORITY	SUCCESS FACTORS IDENTIFIED				
PRIMARY (content itself)	RELEVANCE	Information-processing theory. The moderating role of personal involvement.	Traditional advertising, Social psychology	Cialdini, R. 1981 Petty, R., Cacioppo J. 1983,84	Attitudes formed by individuals highly involved and caring about the issue, are stronger than those formed under low involvement.
	CREDIBILITY	Framing, source theories. The impact of brand presence and salience.	Traditional advertising, Branded entertainment	Cameron, G. 1994 Cole, J. 2013 Hudson, S. 2006	Content credibility depends on source, message and medium. Commercial content is less credible than editorial one what leads to lower attitude.
	UNIQUENESS	-	Traditional advertising	Kover, A. J. 1995 Smith, R. E. 2004 Wang, G. 2013 Lehnert, K. 2013	Message uniqueness has demonstrated increase in brand attitude, mediated by attitude towards the ad.
	ENGAGEMENT	Information-processing, telepresence theories. The role of interactivity.	Traditional advertising, online media	Coyle, J. 2001 Calder, B. J. 2009 Heath, R. G. 2011	Personal engagement with the message on emotional level can influence consumer behavior. Interactive engagement can increase involvement with the message what affects change in attitude; it can also enhance the directness of feelings people have within mediated environments resulting in more positive attitudes towards the media.
SECONDARY (content support)	Organizational Agility	-	Organizational design	Worley, C. G. 2010	Companies need to be agile in their organizational structures to stay competitive.
	Content Strategy Presence	-	Web content strategy	Halvorson, K. 2010	Strategy allows to create, deliver and govern useful and usable content.
	Digital content acceleration	-	Web content promotion	Lindic, J. 2009	To succeed content needs to be visible and proactively pushed towards the user.
	Content Agility	-	Online readership popularity	Du, H. S. 2014, Zuk, R. 2013	Fresh and right in time shared content has more chances to get reader's attention.
	Content Execution Formats	-	Traditional and new advertising	Rehman, Varisha 2013	Suitable verbal content along with pictures, colors, music, etc., giving it a more refreshing look, gives greater appeal.
CONTENT AND BRAND ATTITUDE FORMATION		Information-processing, functional theories	Social psychology, traditional advertising	Gardner, M. P. 1985 Petty, R., Cacioppo J. 1981,83 Locander 1978	Content attitude formation may depend on how information is processed, how the content presented fulfills the consumer desire to reach a certain goal and or/ satisfy his/her need for knowledge. Attitude towards the brand is mediated by attitude towards the advertising content.

* Thesis contains more authors cited, please refer to the full text

Table 1. Summary of theories

By applying these theories and findings from other relevant academic studies seven hypotheses in total were drawn. A summary of them is presented below in Table 2:

BRAND AND CONTENT ATTITUDES	H1	The primary factors' impact on brand attitude will be mediated by attitude towards the content.
RELEVANCE	H2 a)	Personally relevant customized web content will result in a more positive attitude towards the content.
	H2 b)	Personally relevant customized content will result in a more positive attitude towards the brand.
CREDIBILITY	H3 a)	Credible customized web content will result in a more positive attitude towards the content.
	H3 b)	Credible customized web content will result in a more positive attitude towards the brand.
	H4	The presence of a clearly visible brand and slogan within the customized web content will result in lower credibility of the message as opposed to non-branded content.
UNIQUENESS	H5 a)	Unique customized web content will result in a more positive attitude towards the content.
	H5 b)	Unique customized web content will result in a more positive attitude towards the brand.
ENGAGEMENT	H6 a)	Engaging customized web content will result in a more positive attitude towards the content.
	H6 b)	Engaging customized web content will result in a more positive attitude towards the brand.
	H7	Interactivity through polls integrated into the customized web content will result in higher engagement with the content as opposed to passively providing information.

Table 2. Summary of hypotheses

2.4 RESEARCH MODEL DESIGN

At this point, by integrating findings from the qualitative study on experts (e.g. the Expert Panel) and relevant academic theories, an ultimate number of content success factors has been defined. Furthermore, by means of the customized research model, relationships between primary success factors, their sub-variables and attitudes towards the content and brand will be illustrated. To come up with the design reflecting those relationships, a conceptual framework proposed by Singh, S. and Dalai, N. (1999) was adopted and fractionally modified (Figure 2).

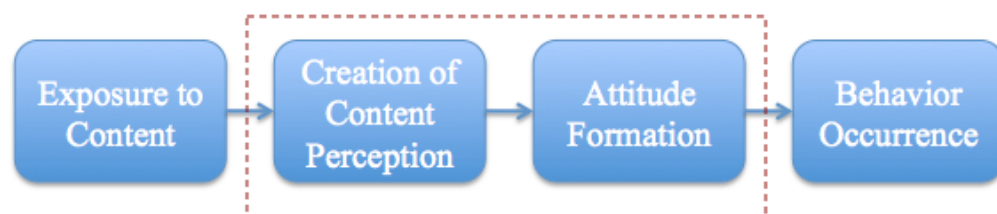


Figure 2. Basic web communication model and research scope (dashed) (Singh, Dalai 1999).

By defining implications of web communications at different stages, Singh and Dalai went further by testing consumers' behavior in relation to positive attitudes. This research will leave behavioral outcomes out of the scope. It will help to stay coherent towards the initial goal and avoid complexity in the conclusions. By breaking up the content perception module into four independent variables (primary success factors) and testing relationship paths for each of those, the model above may even increase its value and deliver more clarification for academics. For practitioners deeper understanding of how each variable impacts the attitude formation, will mean more opportunities to manipulate DCM strategies to reach particular business goals.

To arrive at reliable conclusions the research model will include two types of studies (Figure 3). First, a detailed regression analysis will be performed. There, depending on the factor (relevance, credibility, uniqueness, engagement) formation of attitudes towards the content and brand will be checked. Afterwards, in order to understand the nature of primary factors better, some of the variables will be deconstructed into smaller contributing factors (sub-variables) and an experimental study is conducted in order to reveal their explicit contribution to the perception of the primary factors. Although all four primary factors present complex concepts and can be analyzed through even more sub-variables (Holmes 2008, Chung, Kim et al. 2010, Smith, Yang 2004, Smith, Yang 2004, Shankar, Batra 2009), for the sake of clarity, the authors of this research decided to do an experiment only with the most relevant ones for the food industry, as well as discussed by theorists - brand presence and salience in relation to content credibility and integrated interactive polls in relation to engagement perception.

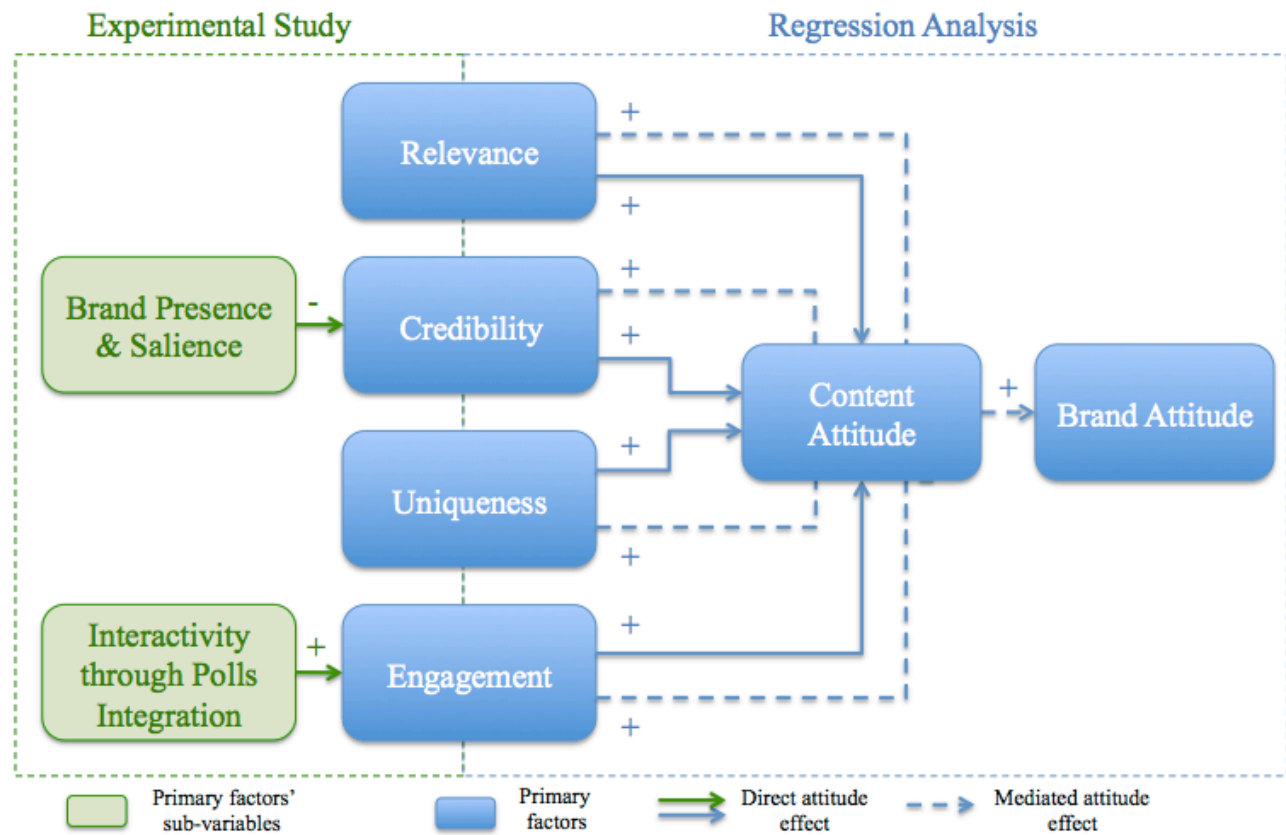


Figure 3. Research model design.

3. METHODOLOGY

This chapter will go through the method used throughout the thesis. It will reinforce former arguments why the topic was chosen, describe the general research approach, examine the quality of the data through reliability and validity, share the pre-test results and provide key inputs for the qualitative and quantitative studies.

3.1 PRECONDITIONS FOR THE CHOICE OF TOPIC

The choice of DCM as a topic was a result of the interests of both authors. The subject has been increasing in popularity as more and more companies are starting to distribute digital content intended for their consumers. Both authors worked at companies that were actively using DCM in different ways at the time, however there seemed to be a lack of understanding for the best practices and the potential effects of the digital efforts in the management of these companies. They performed DCM activities, but were not sure about how to do them well or what effects they could expect and they clearly expressed this lack of knowledge. This led to an interest in what actually makes the difference between successful and unsuccessful DCM and how companies can benefit from their digital content efforts. After carefully investigating the subject it became clear that there was a huge knowledge gap in the academic literature concerning the field. Since the subject was of importance to a lot of companies and the lack of knowledge was prominent, the authors decided to investigate DCM, the success factors and its effects on brand building.

The food industry was chosen as the target industry because of its quite long history of using CM, as well as growing popularity to distribute this content online. One of the authors worked for a food brand at the time and it became clear that DCM was one of the most important and distinguished marketing strategies for brands like this. Because of the practical importance of the subject for this industry and the lack of knowledge for it, the choice of industry was quite easy.

Studies conducted in this thesis included a qualitative Expert Panel, a quantitative regression analysis and a laboratory experiment, which was inspired by previous experiments concerning traditional and online advertising, where respondents were subjected to different manipulations of the same ad and then asked to answer questions about them. Since the subject of investigation for this thesis was to compare different alterations of website's content, it seemed to fit this

model of research well. After discussing with the thesis mentor, Patrick Nilsson and consulting Magnus Söderlund, it was judged to be the best alternative to measure the effects.

3.2 GENERAL RESEARCH DESIGN

Because the chosen subject was fundamentally not well understood, an *exploratory approach* was necessary. To get more insights into the problem the first part of the thesis was more focused on qualitative data analysis aimed at defining the initial scope of work, clarifying concepts to be investigated and adopting theories from relevant studies. First, a *qualitative study with experts* (e.g. the Expert Panel) was conducted in order to *inductively* shape the overall scope of all potentially available DCM success factors. In the Expert Panel, a certain number of professionals working with digital marketing for food and non-food brands were interviewed to see what they deemed most and least important for DCM success. Afterwards, based on the level of significance given to each factor during the discussion, they were labeled into primary and secondary, whereas the primary ones were selected for further deep theoretical and empirical investigation. By adopting relevant theories from the adjacent marketing fields, the nature of all primary success factors was further *deductively* studied and explicitly defined.

After the collection and clarification stages, a conceptual model was constructed. Besides simply exploring what factors were essential for success, the authors also wanted to go one step further and determine a causal relationship between those factors and how they impacted the formation of attitudinal measures, as well as understand how the perception of some of these factors can be enhanced or weakened through manipulations with their sub-variables. To do this, theoretical relationships were investigated through reviewing previous academic studies and a *regression analysis* and a *laboratory experiment* were conducted based on the answers from a self-completion questionnaire. Regression models were chosen to describe the relationship between the primary factors and the attitudinal measures, since regressions can show the partial contribution of each primary factor on the dependent variable. The OLS-framework was chosen for the regression analysis; since it is a common method previously used by a lot of authors and with clear robustness tests available. A laboratory experiment on the other hand was chosen to measure differences between primary factors on groups exposed to the different variations in sub-variables contributing to the primary factors, in order to establish if these sub-variables affect the primary factors in the way hypothesized by the authors.

Since the subject of the research was digital activities, the possibility to distribute this survey online was judged to be one of the pro's of a self-completion questionnaire, as it presented the survey in a natural setting when the respondents were already in the "online-mode" and thus in a representative setting. Eventually, this experiment would be able to make deductive reasoning and therefore present a causal relationship between the independent and dependent variables (Malhotra, p.250 2010).

This thesis generally presents references according to the Harvard method, with the exception of Internet sources. To avoid cluttering the text with long Internet links, Internet sources are reported according to the Oxford methods with footnotes. This decision was made to improve the aesthetics of the thesis.

4. STUDY 1. EXPERT PANEL

An independent Expert Panel with field experts (digital professionals) was conducted prior to the quantitative survey. Due to the lack of sufficient academic research, a preliminary qualitative study was aimed at collecting potential digital content marketing (DCM) success factors, as well as defining their contribution to brand performance. The main goal of this study was to collect, reconfirm and enrich insights related to DCM success. By describing and prioritizing different aspects of the content creation process, digital experts were expected to contribute with their first-hand knowledge of what the success factors are in their opinion and how DCM affects the brand.

4.1 STUDY DESIGN

A qualitative format of the study has been purposely applied in order to not only collect the expert opinions, but also to be able to clarify the meaning of each factor discussed to avoid ambiguity at the analyzing stage. In-depth interviews with digital experts were chosen as the basic format of the study. In total, seven-detailed discussions were held with one or two interviewers present.

4.2 DATA COLLECTION

Interviews took place at both corporate and agency levels (Unilever, Danone, the Brand Union, Mindshare, Dempsey, Spoon and Britny). In order to keep this research focused and concise, all interviewees were asked a limited number of questions covering:

1. The description of their digital and content marketing (CM) experience.
2. The identification of DCM success factors in general and for the food industry in particular.
3. The definition of DCM's influence on brand performance metrics.

The questions asked had an open nature and required the interviewee's elaboration on each of the success factors mentioned. All questions were asked in a way to get top of mind responses from the participants and only after all top-of-mind and spontaneously mentioned factors were covered, the interviewees were asked aided questions related to success factors mentioned by other respondents (applicable to the 2nd-7th meetings). After the first interview the format was proved to be successful and required no further refining or changing. All interviews took place at

the office of a respective company/agency within two-weeks time in March and April 2014. The exact list of the participants is presented below (Table 3):

COMPANY/ AGENCY	BACKGROUND	INTERVIEWEE PROFILE	DATE & TIME
UNILEVER / Sweden	Food Producer	Robin Frenkel, Consumer Marketing Insight Manager	19th of March, 2014 (1 hour)
BRAND UNION / Sweden	Global Brand Agency	Shawn McKell Strategy Director	21st of March, 2014 (1 hour)
MINDSHARE / Sweden	Global Media Agency	Damon Razazi Digital Specialist	25th of March, 2014 (1 hour)
DEMPSEY / Sweden	Advertising Agency	Matilda Widing Digital Producer	27th of March, 2014 (1 hour)
SPOON / Sweden	Content Agency	Jonas Lyckstedt Planning Director	28th of March, 2014 (1 hour)
BRITNY / Sweden	Strategic Digital Agency	Mikael Ahlström CEO	28th of March, 2014 (1 hour)
DANONE / Russia	Food Producer	Ekaterina Chubar, Digital Communication Manager	4th of April, 2014 (1 hour)

Table 3. Details of interviews.

After all meetings were performed, the information was gathered in one single document. Key facts were extracted, ranked and applied in the theoretical section as one of the reference sources for argumentation.

4.3 MAIN FINDINGS

All the participants of the research had previously dealt with DCM activities. However, the level of engagement differed from developing a detailed CM strategy (Lyckstedt, Spoon) to working more distantly by coordinating or giving advice (Frenkel, Unilever; Chubar, Danone).

4.3.1 Digital Content Marketing Primary Success Factors

The analysis performed below combined all the factors together describing their meaning and prioritizing them on the strength of attention given by the interviewees. After all the interviews were conducted, the success factors were categorized into two groups depending on the connection either with the quality of the content itself or the content delivery process. Quality of the content became **primary** as factors belonging to this category were mainly discussed by the experts, while the process of creation and delivery has been characterized as secondary.

Relevance

Most of the respondents highlighted relevance as one the main factors to keep customers interested. The message the brand presents should be pure and focused on something related to the consumer scope of interests (Razazi, Mindshare) while it also needs to be worth sharing with others (Frenkel, Unilever). Thereby, content success starts with defining target group insights corresponding to the brand promise to be able to connect the content to its owner (Lyckstedt, Spoon). It is vitally important for the content to resonate with a consumer and create a “Me-too” feeling as exemplified by the Mikael Ahlström, CEO of Britny:

Currently the highest growth of Facebook users comes from the group 55+. The insight behind is simple - those people want to be closer to their grandkids and Facebook helps them to receive updates on their lives. As a result, content provided for this target audience might be more successful if it could hit the joyful moments between grandparents and their grandkids presented in the liked-by-elder audience storytelling format.

Credibility

Building trust through content also becomes crucial for long-term success (Razazi, Mindshare; Lyckstedt, Spoon; Widing, Dempsey). Trustworthy content could in a subtle way lead to higher brand credibility (McKell, the Brand Union). However, content credibility itself is a quite delicate thing where the integration of the brand can play a significant role in establishing it. As a result, currently there is no single opinion about if content should be visibly branded or not. Some experts consider transparency through branding as a future of DCM; others still think that there is a trend towards hiding content origination and its owner. In addition, brand health itself may drastically influence the content credibility building by making the process more transparent for stronger brands and less for weaker ones (Lyckstedt, Spoon).

Uniqueness

It becomes harder to stay visible on the web. Low entry barriers for sharing information made it vital for content creators to integrate an element of novelty / uniqueness to stand out from other actors (Frenkel, Unilever; Chubar, Danone; McKell, the Brand Union). However, it is quite challenging to stay innovative in the food industry keeping informational boundaries to product-

related topics (McKell, the Brand Union). Once a brand has a strong and unique positioning and interesting content to share, it may go out of its product boundaries and exploit complementary fields (McKell, the Brand Union; Lyckstedt, Spoon).

Engagement

Content is an editorial platform and should respond to the editorial rules, bringing inspiration and eventually lead to engagement (Lyckstedt, Spoon). Back in the days, content was created for viewing. To date, worth-to-see content should in addition engage (Ahlström, Britny). Metaphorically speaking content needs to have a certain «button» for interaction (one of the types of engagement) with a consumer. Furthermore, engagement with content can be also enhanced by the right tonality level or type of appeal (Frenkel, Unilever; Chubar, Danone; McKell, the Brand Union). The entertainment element may strengthen the emotional appeal, while rational approaches engage through tangible value creation (Chubar, Danone). However, engagement on a general level is not enough anymore. We want to have it in a direct, interactive form through sharing, tweeting and making conversation. In other words, moving from creating a social object (a piece of content which we introduce in the social network) to a more complex approach - different activation structures (I am joining the experience and I want to be a part of it and/or share it with my network (Ahlström, Britny). Apparently, interactive engagement can really set content aside from others (Frenkel, Unilever).

Different primary success factors can take different forms in practice. Content can be editorial (non-branded) or commercial (branded), interactive through polls, comments, Q&A sessions, etc. For food brands one of the most interesting aspects in practice, might be to find out how brand salience and interactive polls affect content credibility and engagement, as these are commonly used in the industry (Frenkel, Unilever; Chubar, Danone).

4.3.2 Digital Content Marketing Secondary Success Factors

But even if content responds to all primary requirements, to be successful it needs to be noticed by consumers in the cluttered digital environment. The incorporation of **secondary** factors might help to achieve this goal if the following requirements are fulfilled:

Organizational agility

By making DCM an equally important brand building instrument companies will most likely need to either restructure their digital departments or enhance them with full-time freelancers in order to distribute professionally created content. In this case it will be easier to respond to both consumer interests and business goals. In other words, organizational agility may manifest itself in both in-house production and full-time outsourced qualified journalists / editors (Chubar, Danone; Widing, Dempsey).

Content strategy

CM's goals are similar to the editorials in magazines. If planned properly CM might be the "new banner ad" (Lyckstedt, Spoon). But to become a meaningful influential instrument, DCM needs to follow a clear strategy (Lyckstedt, Spoon) by defining the target audience (Lyckstedt, Spoon) and channels the brand wants to speak out from (Widing, Dempsey). Understanding the chosen digital channels rules is a key component for efficient content strategy implementation (Ahlström, Britny; Chubar, Danone). Flexible budgeting should also be taken into account leaving a certain portion of spending to accelerate the most demanded content and response to brand-mattering live news will also contribute to a better content perception (Lyckstedt, Spoon).

Digital content acceleration

Even if a company or agency created a content masterpiece, there is no guarantee that it will become immediately visible and sharable. Digital information flows are immense and a well-thought content acceleration strategy needs to be put in place including SEO & SEM techniques, cooperation with other websites (Lyckstedt, Spoon; Ahlström, Britny), etc. Viral campaigns revolving around the content might also become a traffic-generator for the content but only if it was well designed and engaging enough (Lyckstedt, Spoon).

Content agility

Developing an image of a high-quality content provider requires regularity and up-to-date feeding tactics (Widing, Dempsey). As a result, the execution of content activities needs to have a separate content calendar interconnected with the communication plan (Lyckstedt, Spoon). As such, frequency might inevitably depend on the channel chosen, thereby becoming one of the success aspects.

Consumers are mobile nowadays. They want content to be available at any time at any device. Especially when it comes to the food industry, they cook with their phones and tablets, not laptops. The facilitation of access to content becomes critical for some brands producing it (Frenkel, Unilever).

Content execution formats

The creation of content engagement comes first, but understanding of how to deliver it in best way may contribute to higher success. Text, images and videos are of the best help once the primary factors are set (Frenkel, Unilever).

4.3.3 Digital Content Marketing's Impact on Brand Building

Like other communication tools, DCM needs to be able to respond to the company's objectives. It should enable brand performance coming through financial or non-financial results. Regarding this point the experts had different opinions. On one hand, as any other marketing instrument, DCM should have positive ROI and increase numerical brand metrics through conversion (Frenkel, Unilever; Razazi, Mindshare). To achieve this goal content creators may use "bribery schemes" through gamification, discount and coupon strategies. In the meantime, this approach might also be costly for the companies and thus short-term. The other group of experts rely on content more as a long-term non-financial contributor to brand attitude building ((McKell, the Brand Union; Ahlström, Britny) through improving brand image (Chubar, Danone), consumer-brand relationship (Widing, Dempsey), brand trust (Razazi, Mindshare) and brand engagement (Lyckstedt, Spoon).

4.4 DATA RELIABILITY AND VALIDITY

The application of data verification parameters has been based on the quality standards for the qualitative research developed by Lincoln and Guba in 1985 and included assessment of credibility, transferability, dependability and confirmability (Bryman, Bell, p.43 2011):

1. To ensure ***credibility*** ("which parallels internal validity and accounts for how believable the findings are" (Bryman, Bell, p.43 2011)) the data collection was gathered in the form of questionnaires, internal documents observations (where it was possible) and participant control (all the interviewees had preliminary experience to a certain extent

with DCM). The evidence presented was selectively crosschecked between the two interviewers if both were present at the meeting.

2. To meet the *transferability* criteria (“which parallels external validity and shows whether the findings apply to other contexts” (Bryman, Bell, p.43 2011)) the observers intentionally included into the study results of all mentioned content success factors where each of them has been tagged by primary or secondary level of importance. Such a broad scope allows not only an explicit understanding of DCM success in relations to the food industry, but also sensibly generalizes those findings even to other contexts. At the stage of defining DCM impact on the brand performance observers also intentionally presented both financial and non-financial possibilities in order to highlight the general scope for future research.
3. In terms of *dependability* (which parallels reliability and shows the degree to which a study can be replicated (Bryman, Bell, p.43 2011)) a similar design of an Expert Panel can be repeated over time. The limitation is that due to the newness of the field and ongoing experimentation, there might be other success factors appearing and substituting current ones in terms of priority.
4. In terms of *confirmability* (which parallels objectivity / inter-observer consistency and demonstrates whether the investigator allowed his or her values to intrude to a high degree (Bryman, Bell, p.43 2011)) respondents were consistent in choosing success factors that made it evident and comprehensible for the observer to group and interconnect them with each other. Although opinions slightly diverged in relation to brand impact stressing first either financial or non-financial contribution to brand development, all the participants in the end pointed out the existence of an attitudinal impact nature.

4.5 DELIMITATIONS

Due to the limited time and resource capabilities the study has been restricted to seven in-depth interviews but focused on strict participant control. There is a probability, that in case of more extensive research including a bigger number of participants, more nuances might have been discovered and the list of success factors might have been extended.

5. STUDY 2. QUANTITATIVE STUDY

This chapter will go through the method used in the quantitative study, present the pre-test conducted and final results. It will also examine the quality of the data through reliability and validity.

5.1 QUESTIONNAIRE

An online self-completion questionnaire was developed in qualtrics.com to be distributed to the survey respondents. The aim of the questionnaire was to test the conceptual model developed earlier in the thesis. To do this, customized web content was produced by the authors to represent the type of content the most prominent food brands in Sweden produce. After reviewing different types of content, the authors chose to produce a seasonal tip related to Easter (which was coming up at the time). The choice to create a seasonal tip was made because it represents the most popular category of content for food brands and because a lot of brands include this in their strategy, regardless of the product they are promoting. The tip in question was also a good way of capturing variance in the responses, as opposed to a recipe (which is also popular among food brands), because an ordinary recipe is often more difficult to create in an original way. In addition to this, an Easter tip was perceived to be easier to capture the interest of possible respondents during the season than an ordinary tip.

To represent actual DCM, it was necessary to use a food brand that was visible in different ways in relation to the content. Using an already existing food brand would mean that the consumer would already have existing preconceptions about the value of that brand, which could make it more difficult to measure changes in brand attitude. For this reason, a fictional food brand, "Foodie-eggs", was created by Sandra Dang and Desirée Fredriksson (students at the Royal Institute of Technology). Since both of them had experience in design and media, the logo was perceived as more representative of a professionally designed logo. The name "Foodie-eggs" was chosen since it clearly states the purpose of the company, a food brand that sells eggs. To further create a realistic representation of DCM for food brands, Desirée Fredriksson helped to design the overall layout of the content presented. To represent a natural setting, the layout was made to look like an actual website complete with domain name and background design. The domain name varied between different alterations (see below), from foodie-eggs.com to

easterplayground.com. This was to further induce a realistic feeling. The latter name was chosen because of its neutrality, it did not create associations to any specific brand or anything else than the theme of the tip.

To experimentally measure two of the success factors: branded vs. non-branded content and interactive vs. non-interactive content, four different manipulations were produced. In each of the manipulations, the text and pictures of the main bulk of the survey were the same. The only factors altered were brand presence and salience and the presence of interactive poll questions. In the first version, only the main content (the Easter tip) was shown. In the second version, the same content was shown with the "Foodie-eggs" brand and slogan on top. In the third version, the content was shown together with two interactive poll questions incorporated with the content and in the fourth version, both interactive questions and brand were displayed (Appendix 1).

Version 1: Only main content (control group).

Version 2: Main content + visible brand and slogan (branded group).

Version 3: Main content + interactive questions (interactive group).

Version 4: Main content + interactive questions + visible brand and slogan (interactive & branded group).

The reason for using four manipulations of the content was to be able to compare the impact of sub-variables to primary factors, as explained in the general research design. As such, comparing version 1 & 2 showed the impact of brand salience and visibility on credibility and comparing version 1 & 3 showed the impact of interactive polls on engagement. The 4th version was created in order to examine any possible interaction effects between interactive polls and brand salience and visibility.

For each out of four manipulations, participants rated relevance, credibility, uniqueness, engagement and attitudes towards the content and brand on multiple-item measures on a 7-point type of Likert scale.

The survey was translated into Swedish, since the targeted market was Sweden and each question followed immediately after seeing the manipulated content on a separate page.

5.1.1 Measures

(i) Relevance

By trying to become personally relevant, brands in the first place need to define the right target audience. Therefore, relevance in this thesis refers to how relevant the respondent feels the content is for her/him, i.e. How "targeted" he/she feels by the content. To measure this a previously developed measure of "felt targetedness" was used, as this measure corresponded to what this thesis aimed to investigate. The questions were adjusted to cover relevance of the content instead of advertising. 3 items were measured on a 7-point type of Likert scale, where each respondent stated to what degree they agreed with the following statements: "I feel the advertisement was intended for people like me", "I don't believe I was in the target market the company created this ad" (reverse coded) and "the advertiser made that advertisement for people like me". This measure has previously performed well according to psychometric criteria with a Cronbach's alpha of 0.90 (Johnson, Grier 2011).

(ii) Credibility

Credibility was checked to see if branded content was perceived as less credible than non-branded content. To measure credibility a previously develop scale of "message credibility" was used. This measure was judged to be most appropriate since it measures the credibility of the message directly and does not factor in credibility of the messenger. 5 items were measured on a bipolar seven-point semantic differential scale with the anchors: "Believable/Unbelievable", "Accurate/Inaccurate", "Trustworthy/Not trustworthy", "Biased/Unbiased" and "Complete/Incomplete". These questions have been tested before with a Cronbach's alpha of 0.74 (Roberts 2010).

(iii) Uniqueness

To measure how unique the respondents regarded the content, a measure of "ad novelty" was used. This measure has previously been used to determine how unique different people thought different ads were with great success and since there are not any specific measure of customized website uniqueness, this measure was used as a close proxy. The questions were adjusted to cover originality of the content instead of an ad. 6 items were used on a 7-point type of Likert scale, where each respondent stated to what degree they agreed with the following statements:

"This ad is original", "This ad is different from my expectations", "This ad is memorable", "This content is visually interesting", "This ad is interesting" and "This ad is different". The measure has been shown to be precise with a Cronbach's alpha of 0.87 (Sheinin, Varki et al. 2011).

(iv) Engagement

Engagement was measured in the questionnaire by a previously developed battery of questions in relation to engagement sub-variable - interactivity. These questions have been proven to measure website interactivity specifically and did this well (with a Cronbach's alpha of 0.93) (Song, Zinkhan 2008). The measure represent the communication aspect of website interactivity, which measure how well the website facilitate two-way communication. This aspect of interactivity was chosen since it is commonly used by food website and since it is easier to measure in an experience than responsiveness for example. 6 items were used on a 7-point type of Likert scale, where each respondent stated to what degree they agreed with the following statements: "This Web site facilitates two-way communication", "The Web site gives me the opportunity to talk back", "The Web site facilitates concurrent communication", "The Web site enables conversation", "The Web site does not encourage visitors to talk back" (reverse coded) and "The site is effective in gathering visitors' feedback".

(v) Content attitude (Ac)

To measure what the respondents thought of the content presented in general and how this changed between manipulations, previously developed questions about attitude towards websites was used. These questions were used, as there are no previously tested questions about attitude towards customized web content specifically and since the manipulations tested were pictures of websites, this measure was deemed more appropriate than attitude towards advertising for example. 3 items were measured on a bipolar seven-point semantic differential scale. The anchors had the attribute descriptions "like-dislike", "favourable-unfavourable" and "good-bad". This measure has previously been shown to perform well according to psychometric criteria, with a Cronbach's alpha of 0.95 (Song, Zinkhan 2008).

(vi) Brand attitude (Ab)

This measure was used to establish the respondents' attitude towards the "Foodie-eggs" brand and how it changed between versions. Ab was measured using 4 items on a bipolar seven-point

semantic differential scale. The attribute description for the anchors of the scale was "good-bad", "like-dislike", "pleasant-unpleasant" and "useful-unuseful". These questions were gathered from previous theory and have been tested to measure Ab well according to psychometric criteria, with a Cronbach's alpha of 0.84 (Bergkvist, Rossiter 2009).

Besides the measures explained above, some control questions were also used. In order to consider differences in how susceptible different respondents were to an Easter tip in general, they were asked if they celebrate Easter "do you celebrate Easter?", with the answer options "yes-no". They were also asked how often they paint Easter eggs "How often do you paint Easter eggs?", with the answer options "every year-every other year-less than every other year". These questions helped determine differences in involvement and as consequence could have mediated impact on content relevance. To control for differences in credibility another question were asked about who they thought the provider of the content was. This was an open question in order to account for all possibilities. Furthermore, general demographic questions were asked about age and gender of the respondent to assure a fitting sample distribution.

5.1.2 Experiment Procedure

The survey was distributed electronically through different channels. To capture an audience that usually takes part in DCM related to the food industry and to be able to gather a larger sample size, cooperation with Unilever was initiated. Through Unilever, the survey was distributed on the Facebook page of one of their large Swedish brands, Milda. The survey was presented to the fans of this brand through a written post designed by Hanna Stefansson, PR-consultant and stylist at Changeworld, a PR and social media agency working with Unilever. The post presented the survey and provided a link for potential participants to follow. In addition to this, the survey was distributed through email to students at Stockholm School of Economics as well as posted for private friends of the authors on Facebook. Through this distribution system the authors aimed at receiving a large sample population of different ages, from 18-70 years of age.

To provide an incentive for survey participants, a frying pan from Tefal (worth 1,100 SEK) was promised as a potential prize for completing the survey. At the end of the survey one question "Motivate with a maximum of THREE sentences what makes your Easter celebration special", was used to appoint one winner of the frying pan. This prize was offered to all participants regardless of how they came upon the survey.

5.1.3 Sampling method

The aim of the distribution method was to get a representative sample of the Swedish population targeted by the food brands. As such, the sample needed to be skewed towards the middle aged female population. A stratified random sampling method was therefore used, in order to distribute the survey to a representative sample. The stratifying criteria were age and gender, which is why the survey was distributed through the school email (young participants), through Milda's Facebook page (older, female population) and to Facebook friends of different ages. The main advantage of this method is that it ensures the resulting sample will be divided in the same way that the investigated population is (Bryman, Bell, p. 181 2011).

5.2 PREPARATORY STUDY

Before the actual quantitative study was launched, a pre-test of the experimental content layouts and questionnaire was held. The total number of participants partaking in the pilot study was ten. The majority was young people from many different backgrounds. The gender mix was in favor of female respondents who were both involved with the Easter celebration and often painted eggs. The content was positively assessed in terms of its similarity to real life tips available online. According to the respondents' reactions it had the right mix of text and pictures to be able to understand it and stay motivated to read. The approximate timing of taking a survey including reading and answering questions was between five and eight minutes depending the respondent cognitive abilities. The type of Likert scale used for answering the questions were well understood by most of the participants and the questions did not provoke ambiguity when answering.

In order to preliminary check how internal validity was followed at the stage of the layout creation and perception, participants were also asked if they saw any critical visual difference between all four layouts in terms of colors, text and picture balance and size. All participants had a quite homogenous perception of all the versions.

Overall, the preparatory study has accomplished the set goals and assured that the materials for the quantitative studies were well created and acceptable for further studying.

5.3 DATA QUALITY

During all the stages of the quantitative study data quality standards based on validity and

reliability were taken into account. Both validity and reliability are connected to each other but they still differ in meaning. *Reliability* deals with the consistency of a measure of a concept. *Validity* answers to what extent we are measuring what we are supposed to measure (Bryman, Bell, p.157-162 2011).

5.3.1 Reliability

In general, reliability shows whether the researcher will get similar results if the same study is replicated. Low reliability leads to uncertainty about the levels reached by the chosen variables and the correlations between them. The identification of whether a measure is reliable depends on three prominent factors - *stability*, *internal reliability* and *inter-observer consistency*. Stability entails that results for measures will not fluctuate over time; internal reliability (i.e. consistency of indicators) applies to multiple-indicator measures and depends on whether or not respondents' scores on any one indicator tend to be related to their scores on the other indicator of the same measure. Finally, inter-observer consistency deals with the evaluation of the observers' subjective judgments of when data may become inconsistent and any other independent observer will not be able to reach similar results (Bryman, Bell, p.158 2011).

The quantitative study was from the beginning designed to reach a suitable *stability level* even without re-administering a similar group of people over time. There was a risk that second-time responses potentially showing correlation for some variables, simultaneously could lead to distorted perception of others, uniqueness in particular. As respondents who had already interacted with the content once might consider it not unique enough if asked a second time. Therefore taking into account the specificity and time constraints, measures were tested only on one occasion. In addition, as the questionnaire was distributed online and in some cases answered anonymously (without contact details), the replication of results would not be consistent with the original number of participants, meaning that those results could not significantly contribute to the data stability level evaluation.

As multiple items (e.g. questions) were applied to the same theoretical variable, internal reliability for this thesis was tested by means of commonly used Cronbach's alpha (Bryman, Bell, p.159 2011). The usage of more than one question to measure the same theoretical variable made it possible to re-assure participants' answers and as they demonstrated a high consistency, merge the items together. According to Malthotra (2004), a Cronbach's Alpha over 0.6 should be

accepted for merging items together and this study matched this requirement, with most of the variables far exceeding the minimum requirement. This demonstrates an acceptable level of consistency and hence an applicable level of internal reliability. In addition, the questions related to this quantitative study were also pre-tested in order to see if they were understandable and the interpretation was similar across different respondents. All ten respondents had showed a positive attitude and level of understanding after the questionnaire was completed.

Inter-observer consistency of this study was supported by a very detailed treatment of the all issues raised and application of appropriate analytical techniques, in particular applicable for this study - a professional analytical tool (SPSS). It allowed to execute statistical calculations accurately and in accordance with previous studies. All the measures used were statistically proven before. Thus, the authors assume that replicating an independent study similar to the original in terms of the approach to statistical data analysis will allow for the reproduction of the study and obtain similar results meeting the inter-observer consistency criteria.

5.3.2 Validity

Validity of the data shows how precisely one measures what is initially intended to measure. The more successfully the theoretical variables have been measured, the higher the validity of the data is. There are four types of validity that can be tested - *measurement, internal, external assessment and ecological validity* (Bryman, Bell, p.42 2011).

Measurement validity deals with the question of whether or not a measure that is devised of a concept really reflects the concept (Bryman, Bell, p.42 2011). Since the primary factors were based on theoretical variables (relevance, credibility uniqueness, engagement, content attitude and brand attitude) that were well-known beforehand and consequently already tested in similar contexts, the survey questions affiliated with these were taken from already conducted peer-to-peer reviewed academic studies. As a result, this approach provided a higher level of assurance that measurement validity was reached.

Internal validity aims to ensure that changes in the depended variable truly is a cause of changes in the independent variable, thus, ensuring a causal relationship between the variables (Malhotra, p.250 2010). To fulfill this requirement the design of the experimental content layouts has been created in several versions in a way to differ from the control cell only by one or two theoretical variables, so in the end several pure scenarios could be available for analysis. Besides, the

controlled differences between the versions were made to look the same in terms of the overall color palette, the information provided and the length of the text. While striving for the maximum similarity of the layouts the authors still tried to alter the presence of selected theoretical variables to obtain a significant statistical difference for the cause-effect process. The question blocks followed after every experimental layout were the same and had the same order in the different versions.

In addition, to mitigate the risk that other factors will impact the survey, all respondents were given the same instructions with the exception of respondents from Milda's Facebook Page, where at the beginning it was stated that the survey was intended to help two students conducting research for their thesis. Furthermore, the research has been out in the field for no more than two weeks in order to ensure that minimum external overflows could interfere with the process of collecting information. However, since the survey has been distributed online, no control of how it was taken by respondents, except for the detailed instructions, was possible to undertake.

External validity is concerned with the situations of results generalization beyond the specific context (Bryman, Bell, p.43 2011). To meet this parameter, the quantitative study was distributed in a way to cover all possible socio-demographic groups, but the focus was on people who would be primarily involved with the chosen type of content if faced in their natural environment. This became possible thanks to cooperation with Unilever. In addition to a random mix of authors' Facebook friends who were invited to participate in the survey, as well as students e-mailed at Stockholm School of Economics, the content layouts were distributed to Milda's Facebook group database. In reality, people of a similar profile would have become key users of the tested type of content. As a result, the right mix of participants allows a higher level of generalization.

Despite all the attempts to make the situation as real as possible, people in this study unconsciously called to pay more attention to the way they interacted with the content as they anticipated it will be followed by the survey questions. As a consequence, it may cause certain alterations to the results. But this kind of studies are often vulnerable to this shortcoming. In reality people could be less attentive when they face content like this or, on the contrary, go through it more than once, which can enhance their perception of certain factors. In addition, while answering questions after the survey, even though there were preliminary pre-tested and well understood by the control sample, some of the respondents might have lower attitude to

fulfill the survey as accurately as possible. But since this kind of flaws are almost impossible to check even in real life field surveys and the data showed a quite high consistency, this limitation on external validity in this particular survey is not significant.

Ecological validity is concerned with the question of whether the results are applicable enough in reality and not only in the laboratory conditions. In other words, if research finding are ecologically invalid, they become the artifacts of the social scientist arsenal (Bryman, Bell, p.43 2011). Therefore, while creating different layout versions, the authors paid a lot of attention to the real life process of experiencing the customized web content coming from brands. The design of the layouts was framed in accordance with the web standards clearly reflecting the domain name. In two of the versions with interactivity as a theoretical variable, customers even got the possibility to interact with the text answering interactive polls, which was done to enhance cause-effect parameters. But as Qualtrics capabilities are limited to integrating the poll in the middle of the layout design, the respondents were notified before starting to read the content that they would be able to answer the poll questions below the presented content. The deferred reaction to the first poll by answering it after the text instead of in the middle of it might have a certain impact on the data. But since the respondents were notified before and still got a chance to become part of the experience in the end, this delimitation is seen as minor. A second poll was placed at the end of the layout thereby further reducing the delay in interaction to a minimum.

In general, validity is more complex to assess than reliability. Even though there are a number of sophisticated methods. In practice most researchers simply assess *internal reliability* when testing multiple-indicator measures and *measurement validity* by calling for external expert opinions to assess if the measures were chosen properly (Bryman, Bell, p. 157-162 2011).

5.4 RESULTS AND ANALYSIS

This section will go through the results and analysis of the quantitative survey by first going through the general characteristics of the sample, then explaining the variables used and constructed, showing the results of the hypothesis testing and finally discussing the achieved outcomes in relation to what was suspected by the authors at the beginning and why.

5.4.1 General Characteristics

The sample consisted of 245 complete answers, of which 78% were women and 21% were men (with 1% declining to answer, see Table 4). The ages of the sample population varied between 18-75 with a mean sample age of 36 y.o. The age and gender of the sample corresponds to the division for traditional participants in DCM activities for food brands (Robin Frenkel 2014, Ekaterina Chubar 2014). Out of all the sample, 80% said that they celebrate Easter, and 44% stated that they paint Easter eggs alone or with their family at least every other year.

GENDER	FREQUENCY	PERCENTAGE
Men	52	21%
Women	191	78%
Missing	2	1%
Total	245	100%

Table 4. Gender distribution of sample.

The sample was divided into four groups, each being exposed to different manipulations (see Table 5). Each group contained at least 30 respondents, which made it possible to assume a normal distribution within each group (Söderlund, interview, 11/3 2014).

GROUP DIVISION	Non- branded	Branded	Total
Non- interactive	59	72	131
Interactive	54	60	114
Total	113	132	245

Table 5. Group division of survey participants.

5.4.2 Variable Manipulations

To measure the desired effects of the exposures, several variables were constructed based on the question batteries mentioned in the method section of the thesis. Attitude towards the content was combined by three items and displayed a Cronbach’s Alpha (CA) of 0.85. Credibility consisted of five items and had a CA of 0.73. A uniqueness construct was constructed based on

six items with a CA of 0.90, targetedness was compiled of three items with a CA of 0.65, interaction consisted of six items with a CA of 0.89 and brand attitude consisted of four items displaying a CA of 0.82 (see Table 6).

CONSTRUCT	ITEM	SOURCE	NUMBER OF ITEMS	CRONBACH'S ALPHA
Relevance	I feel the advertisement was intended for people like me I don't believe I was in the target market the company created this content (reverse coded) the advertiser made that advertisement for people like me	Johnson & Grier 2011	3	0.65
Credibility	Unbelievable-Believable Inaccurate-Accurate Not trustworthy-Trustworthy Unbiased-Biased Incomplete-Complete	Roberts 2010	5	0.73
Uniqueness	This content is original This ad is different from my expectations This content is memorable This content is visually interesting This content is interesting This ad is different	Sheinin et. al. 2011	6	0.90
Engagement	This Web site facilitates two-way communication The Web site gives me the opportunity to talk back The Web site facilitates concurrent communication The Web site enables conversation The Web site does not encourage visitors to talk back (reverse coded) he site is effective in gathering visitors' feedback	Song & Zinkhan 2008	6	0.89
Content Attitude	Dislike-Like Unfavourable-Favourable Bad-Good	Song & Zinkhan 2008	3	0.85
Brand Attitude	Bad-Good Dislike-Like Unpleasant-Pleasant Unuseful-Useful	Bergkvist & Rossiter 2009	4	0.82

Table 6. A summary of the variables constructed.

5.4.3 Analytical Tools

After the survey was completed, the results were downloaded and exported to the statistical program SPSS for further analysis.

To answer the first part of the quantitative survey, which covered H1, H2a-b, H3a-b, H5a-b, and H6a-b, regression analyses were used. All parameters with a p-value lower than 0.05 were accepted and the rest were discarded (on a significance level of 5%).

To answer the second part of the quantitative survey, which covered H4 and H7, independent sample T-tests were used and accepted p-values lower than 0.05 (on a significance level of 5%).

5.4.4 Hypothesis Testing

The purpose of the quantitative survey was to answer the two questions related to the second step of the thesis, thereby exposing two parts of a relationship in DCM. The first part entailed testing how the primary success factors affected attitude towards the content and brand attitude. The other part investigated how the two possible sub-variables chosen based on the theoretical literature review may contribute to the primary factors' perceptions and thus either enhance or weaken them. The results of these two parts will now be presented.

5.4.5 Regression Analysis

The purpose of the first part of the results was to investigate *“how primary success factors affect attitude towards the customized web content and the brand sponsoring it?”*. As such it will go through H1, H2a-b, H3a-b, H5a-b, and H6a-b, investigating how relevance, credibility, uniqueness and engagement affected attitude towards the content and brand, as well as if there is a mediating effect towards the brand attitude caused by attitude towards the content. To do this, three multiple regression models were tested on all of the sample, in order to test how the different factors affected attitude towards the content and brand attitude for the whole sample population. To further assure the quality of the regressions, control variables for each manipulation was added, thereby assuring that they had no additional impact on the variables investigated. Since these control variables were insignificant and thus had no impact on the regressions, they were excluded from the results below. To save space and facilitate the understanding of the thesis, these complete regressions are instead presented in Appendix 2.

The ***first regression*** tested the relationship between the independent variables: relevance, credibility, uniqueness and engagement against and the dependent variable attitude towards the content. This provided us with the following model:

CONTENT ATTITUDE		
	COEFFICIENTS	SIGNIFICANCE (p<0.05)
Relevance	0.29	Significant
Credibility	0.52	Significant
Uniqueness	0.24	Significant
Engagement	-0.01	Non-significant

Table 7. The relationship between primary factors and content attitude:

$$Ac_i = 0.46 + 0.29 \times \text{relevance}_i + 0.52 \times \text{credibility}_i + 0.24 \times \text{uniqueness}_i + e_i$$

INDICATORS	VALUE	COMMENTS
Adjusted R-square	0,54	
Overall significance level (F-test)	p=0.00<0.05	Joint significance of all explanatory variables
Highest Variance inflation factor (VIF)	1.58<10	No sign of multi-collinearity
Highest condition index	13.57<15	No sign of multi-collinearity
Kolmogorov-Smirnov significance	0.29>0.05	Normal distribution
Durbin-Watson test	2,29	No evidence of positive autocorrelation, but slight evidence of negative autocorrelation

Table 8. Critical values of regression 1.

The results of this model indicate that *credibility*, *relevance* and *uniqueness* significantly affects attitude towards the content in DCM efforts. The fit statistics of the model are in line with the Gaus-Markov assumptions of the ordinary least squares method (OLS) (Malhotra et. al., p.713 2012). The model overall is significant according to the overall significance test. By inspecting the VIF and condition index we can see that there are no signs of multicollinearity (since VIF < 10 and the condition index < 15) (Malhotra et. al., p.724 2012) and the Kolmogorov-Smirnov test also shows that we can assume normality (Malhotra et. al., p.648 2012). A Durbin-Watson test further confirms that there is no positive autocorrelation as D=2.29 > dU=1.81 (K=4, N=245), but there is slight evidence of negative autocorrelation as 4-D=1.71 < dL=1.73 (K=4,

N=245)¹⁰. After a visual inspection of the residuals, it is clear however that no impairing autocorrelation is present. Further visual inspection of the error terms also confirms homoscedasticity.

Since the overall model fit is acceptable according to the OLS-method, the model can be said to accurately present the relationship between credibility, relevance, engagement, uniqueness and attitude towards the content. The coefficients of the four factors suggest that credibility has the greatest impact on content attitude, increasing the dependent variable by the value of the coefficient for every +1 increase in the variable. Credibility is followed by relevance and uniqueness in the magnitude of impact on the dependent variable. Since relevance, credibility and uniqueness all have positive beta values, H2a, H3a and H5a are all supported. Engagement however does not have a significant beta value and H6a is therefore not supported.

The *second regression* is meant to show the relationship between the independent variables credibility, relevance, engagement, uniqueness and the dependent variable brand attitude. This regression model presented us with the following relationships:

BRAND ATTITUDE		
	COEFFICIENTS	SIGNIFICANCE (p<0.05)
Relevance	0.07	Non-significant
Credibility	0.21	Significant
Uniqueness	0.17	Significant
Engagement	0.17	Significant

Table 9. The relationship between primary factors and brand attitude:

$$Ab_i = 1.74 + 0.21 \times \text{credibility}_i + 0.17 \times \text{uniqueness}_i + 0.17 \times \text{engagement}_i + e_i$$

¹⁰ http://www.dm.unibo.it/~simoncin/Durbin_Watson_tables.pdf

INDICATORS	VALUE	COMMENTS
Adjusted R-square	0.33	
Overall significance level (F-test)	$p=0.00<0.05$	Joint significance of all explanatory variables
Highest Variance inflation factor (VIF)	$1.57<10$	No sign of multi-collinearity
Highest condition index	$13.57<15$	No sign of multi-collinearity
Kolmogorov-Smirnov significance	$0.39>0.05$	Normal distribution
Durbin-Watson test	2.13	No evidence of autocorrelation

Table 10. Critical values of regression 2.

The results of this regression show that *credibility, engagement and uniqueness positively affect brand attitude*. The fit statistics of this model is also in line with OLS standards with assumed normality, no multi-collinearity, homoscedasticity and overall significance (Malhotra et. al., p.713 2012). However, this test also shows no signs at all of autocorrelation with a $D=2.13 > dU=1.81$ ($K=4$, $N=245$) and $4-D=1.87 > dU=1.81$ ¹¹.

Since this model also is acceptable according to OLS-criteria, it can accurately present the relationships between credibility, relevance, engagement, uniqueness and brand attitude. The coefficients of the four factors suggest that credibility also has the greatest impact on brand attitude, followed by engagement and uniqueness in the magnitude of impact on the dependent variable. Since credibility, uniqueness and engagement all have positive significant betas H3b, H5b and H6b can be supported. Relevance on the other hand does not have a significant beta and H2b is therefore not supported.

The **third regression** shows how the effect of relevance, credibility, uniqueness and engagement on brand attitude is affected by attitude towards the content. This regression shows the following relationships (see Table 11):

¹¹ http://www.dm.unibo.it/~simoncin/Durbin_Watson_tables.pdf

BRAND ATTITUDE		
	COEFFICIENTS	SIGNIFICANCE (p<0.05)
Relevance	0.06	Non-significant
Credibility	0.15	Significant
Uniqueness	0.14	Significant
Engagement	0.18	Significant
Content Attitude	0.12	Significant

Table 11. The relationship between primary factors and brand attitude, mediated by content attitude:

$$Ab_i = 1.69 + 0.15 \times \text{credibility}_i + 0.14 \times \text{uniqueness}_i + 0.18 \times \text{engagement}_i + 0.17 \times Ac_i + e_i$$

INDICATORS	VALUE	COMMENTS
Adjusted R-square	0.34	
Overall significance level (F-test)	p=0.00<0.05	Joint significance of all explanatory variables
Highest Variance inflation factor (VIF)	2.23<10	No sign of multi-collinearity
Highest condition index	16.72>15	Sign of multi-collinearity
Kolmogorov-Smirnov significance	0.43>0.05	Normal distribution
Durbin-Watson test	2.15	No evidence of autocorrelation

Table 12. Critical values of regression 2.

The results of this regression show that credibility, engagement and uniqueness still have an impact on brand attitude when controlling for attitude towards the content. The impact of credibility and uniqueness is lower however, suggesting that attitude towards the content is a partial mediator for these two variables. The fit statistics of this model is also in line with OLS standards with assumed normality, homoscedasticity, no autocorrelation and overall significance (Malhotra et. al., p.713 2012). There is however a slight tendency towards multicollinearity as can be seen by the condition index, which is 16.72 at the highest. This is however to be expected

when adding attitude towards the content as an independent variable, since it correlates with some of the other variables as previously shown.

Since this model also follows the OLS-criteria, it can therefore describe the relationship between relevance, credibility, uniqueness, engagement and brand attitude when controlling for attitude towards the content. This regression thus confirms that the effect of *credibility and uniqueness on brand attitude is mediated by attitude towards the content*, but not relevance and engagement, because these variables do not significantly affect both brand attitude and attitude towards the content and can therefore not be mediated by attitude towards the content. H1 is therefore partially supported.

This regression further shows that the mediating effect of content attitude diminishes the effect of credibility to the point where the variable no longer has the greatest impact on brand attitude. Instead, engagement becomes the most important factor to affect the dependent variable (since it has the highest coefficient), followed by credibility, uniqueness and content attitude.

To further check the validity of three regression models, a cross-validation of the regressions was performed. For each regression, 50% of the sample was randomly selected as an estimation sample. A regression analysis with the same independent and dependent variables was then performed on each of these samples, which created a replica of the three regressions with new values. The new values were used to compute the three estimation variables “Ac_hat”, “Ab1_hat” and “Ab_2hat”, corresponding to attitude towards the content in the first regression, brand attitude in the second regression and brand attitude in the third regression. These values were only computed for the other 50% of the randomized sample, hereby referred to as the validation sample. The three estimation variables were then checked for correlation against their corresponding dependent variable for the validation sample, to see how well the regressions measured the true variance of the dependent variables, when using them on other samples. The correlation of Ac_hat and attitude towards the content was 0.75 ($p=0.00 < 0.05$), with a corresponding R-square of 0.57 (compared to the real R-square of the first regression, which was 0.55). The correlation of Ab1_hat and Ab was 0.50 ($p=0.00 < 0.05$), with a corresponding R-square of 0.25 (compared to the real R-square of the second regression, which was 0.35). The correlation of Ab2_hat and Ab was 0.51 ($p=0.00 < 0.05$), with a corresponding R-square of 0.26 (compared to the real R-square of the third regression, which was 0.36). Since all of these cross-

validation activities generated estimation variables that were significantly correlated with the true variables and provided quite close estimations of the true R-square values, these regressions should be considered valid and trustworthy.

5.4.6 Experimental Analysis

The second part of the hypotheses testing will answer the question: "*How can primary factors perception be affected by some of their sub-variables commonly used in the food industry?*". As such, it will go through hypothesis H4 and H7, answering if traditional DCM techniques have the desired effect on the primary factors. To do this, independent sample T-tests will be conducted to compare the difference between the different manipulations in the laboratory experiment.

The **first T-test** shows the difference in credibility between the control group and the treatment group ("brand"). The purpose of this is to check if not clearly displaying the brand induces greater credibility than prominently displaying a brand logo.

Group		N	Mean	Std. Deviation	Std. Error Mean
Credibility	Control Group	59	4.93	1.14	.15
	Branded	72	4.69	1.23	.15

Mean Difference (0.23)

Non-significant ($p=0.26 > 0.05$)

Table 13. Credibility statistics for the control group and the branded group.

As can be seen from the Tables 13, the mean credibility is higher for the control group (4.93) than for the target group (4.69), suggesting that displaying the brand might lower the perceived credibility. However, this difference is not significant ($p=0.26 > 0.05$) and *displaying the brand can therefore not be said to lower credibility*. H4 is therefore not supported. It should also be mentioned that both means were quite high, 4 being the neutral position, and that credibility leaned towards positive in general for both groups.

The **second T-test** tests the difference in engagement between the control group and the treatment group ("interactive"). This tests the impact of using interactive polls to increase engagement (Table 14).

Group		N	Mean	Std. Deviation	Std. Error Mean
Engagement	Control Group	59	3.26	1.51	.20
	Interactive	54	3.92	1.33	.18

Mean Difference (-0.67)

Significant ($p=0.01 < 0.05$)

Table 14. Engagement statistics for the control group and the interactive group.

This test showed that the treatment group that was exposed to an interactive poll displayed a higher mean engagement (3.92) than the control group (3.26). This difference is significant ($p=0.01 < 0.05$), showing that *using interactive polls has a positive effect on engagement* and H7 is therefore supported. The mean engagement however should be considered quite low in both cases, with the treatment group only reaching slightly below 4.

Finally two more T-tests were conducted to investigate the interaction between interactive polls and a salient brand logo. This test compared credibility and engagement between the treatment group "interactive-branded" that combined polls with a prominent brand logo, with the treatment groups "interactive" and "branded". The **third T-test**, comparing "interactive" with "interactive-branded" therefore showed the following difference in engagement (Table 15):

Group		N	Mean	Std. Deviation	Std. Error Mean
Engagement	Interactive	54	3.92	1.33	.18
	Interactive-Branded	60	3.58	1.16	.15

Mean Difference (0.35)

Non-significant ($p=0.14 > 0.05$)

Table 15. Engagement statistics for the interactive group and the interactive & branded group.

The mean engagement for the interactive-branded group (3.58) is lower than for the interactive group (3.92), the difference is however not significant showing that *using both branded and interactive content doesn't have a significant effect on engagement* as opposed to just using

interactive content. By doing a *fourth T-test* we also wanted to see the effect on credibility of using both polls and branded material (Table 16):

Group		N	Mean	Std. Deviation	Std. Error Mean
Credibility	Branded	72	4.69	1.23	.15
	Interactive-Branded	60	4.62	1.08	.14

Mean Difference (0.07)

Non-significant ($p=0.74 > 0.05$)

Table 16. Credibility statistics for the branded group and the interactive & branded group.

As can be seen by this test, combining *an interactive poll with branded content does not affect credibility* as opposed to just adding branded content. The mean between the "branded" group (4.69) is about the same as for the "interactive-branded" group (4.62), with no significant difference ($p=0.74 > 0.05$).

5.4.7 Summary of Hypotheses Results

The overview below summarizes the results of the quantitative study (see Table 17). The table highlights which hypotheses are supported by the statistical analysis and which ones that were not justified by the data.

BRAND AND CONTENT ATTITUDES	H1	The primary factors' impact on brand attitude will be mediated by attitude towards the content.	PARTIALLY SUPPORTED
RELEVANCE	H2 a)	Personally relevant customized web content will result in a more positive attitude towards the content.	SUPPORTED
	H2 b)	Personally relevant customized content will result in a more positive attitude towards the brand.	NOT SUPPORTED
CREDIBILITY	H3 a)	Credible customized web content will result in a more positive attitude towards the content.	SUPPORTED
	H3 b)	Credible customized web content will result in a more positive attitude towards the brand.	SUPPORTED
	H4	The presence of a clearly visible brand and slogan within the customized web content will result in lower credibility of the message as opposed to non-branded content.	NOT SUPPORTED
UNIQUENESS	H5 a)	Unique customized web content will result in a more positive attitude towards the content.	SUPPORTED
	H5 b)	Unique customized web content will result in a more positive attitude towards the brand.	SUPPORTED
ENGAGEMENT	H6 a)	Engaging customized web content will result in a more positive attitude towards the content.	NOT SUPPORTED
	H6 b)	Engaging customized web content will result in a more positive attitude towards the brand.	SUPPORTED
	H7	Interactivity through polls integrated into the customized web content will result in higher engagement with the content as opposed to passively providing information.	SUPPORTED

Table 17. Hypotheses Results.

Based on the obtained results the research model was updated:

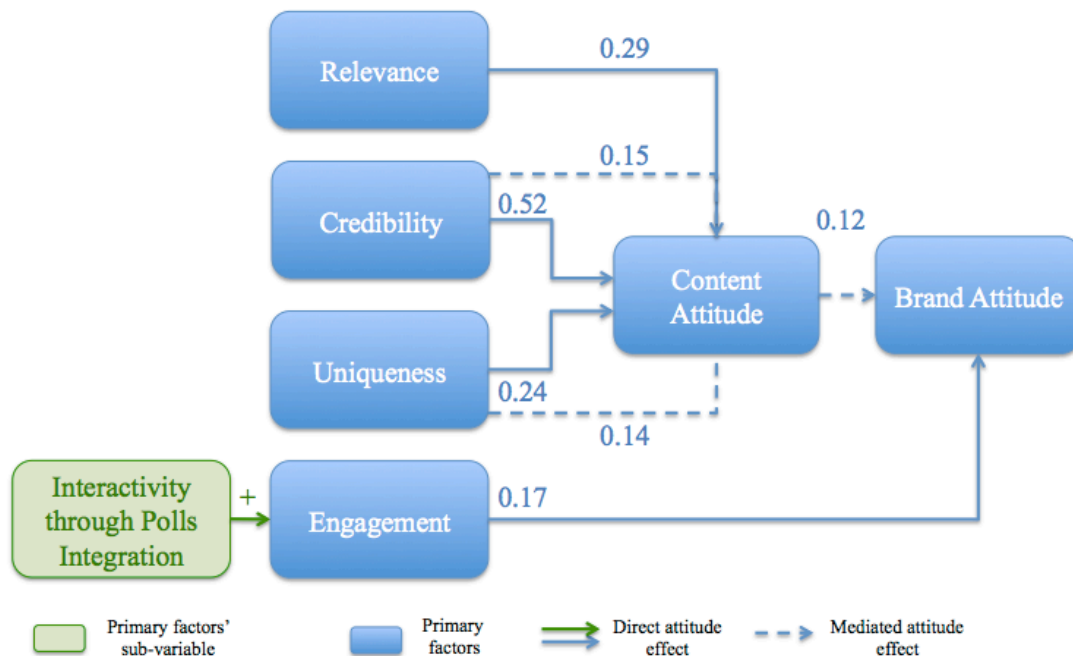


Figure 4. The developed research model

5.5 DISCUSSION

The discussion below is aimed at structuring and elaborating on the results of the quantitative study in relation to the theoretical background. The authors will follow the order of how the hypotheses were tested with the purpose to either come up with solid conclusions, if the assumptions made were supported, or find and present possible theoretical explanations to why a hypothesis was rejected.

The explicit objective of the quantitative study was to test how the primary factors discovered through the Expert Panel affected key brand metrics and therefore the performance of the DCM effort. Through several regression models, the authors were able to identify high-level relationships between primary factors and attitudes towards the content and brand. In addition, an experiment allowed testing the effects of concrete sub-variables that brands could use to manipulate the primary factors, on the primary factors themselves.

Regression Analysis

The regression models were able to show clear relationships between the primary factors and the attitudinal measures chosen. The findings were quite interesting and provided some clear results to guide managers of food brands in their future development of DCM activities. Out of the four primary factors selected, two were found to be of particular importance. Credibility and uniqueness were able to explain parts of the variance in both dependent variables (brand and content attitude). It is therefore clear that when designing DCM activities, one should focus on these two factors in order to get a positive response from the consumers of this content, both in terms of content likeability and shifts in brand attitude.

The remaining two factors, relevance and engagement, provided more complex findings. Relevance was found to impact the attitude towards the content, but not the brand attitude, supporting only one of the hypotheses about this factor. That relevance affect content attitude positively can as expected be explained by the Elaboration Likelihood Model, explained in the theory section of the thesis. Based on the findings, personally relevant content makes individual consumers feel more involved with the content and according to the ELM theory, highly involved individuals form stronger attitudinal bonds than others (Cialdini, Petty et al. 1981). These stronger bonds are thus reflected in the impact of this factor on attitude towards the content. This theory seems to not extent to brand attitude however, when controlling for the

effect of the other three factors. This provides a conundrum of sorts, because a positive effect on content attitude should also lead to a higher brand attitude according to the theory discussed in this thesis. However, this can be explained by the nature of relevance as a construct. Relevance in this context means that individuals who consume the content think that it is personally relevant to them and therefore also involving. Involving, relevant content can be found to be interesting and fun, but does not necessarily extend to the brand behind the content. Just because consumers think that the content is involving, does not mean that they develop strong emotional bonds to the specific brand. In that case, credibility, uniqueness and engagement prove to be more valuable constructs. This does not mean however, that relevance should be disregarded as a primary factor. Since content attitude was proven to have a significant effect on brand attitude by itself, relevance can improve brand attitude indirectly and thus prove to be a valuable factor for the success of CM. Furthermore, personal relevance may play a strong motivational factor to dwell on and start reading the content that by itself is already a strong determinant of success when in one minute, only Facebook users share 2.46 million pieces of content (Knoblauch 2014).

The effects of engagement is of particular interest, as one of the main benefits of the digital channels is viewed by many practitioners to be the possibility of interaction and a higher level of engagement (Rehman, Vaish 2013, Campbell, Wright 2008, van Noort, Voorveld et al. 2012a, Mia Liza A Lustria 2007). Unlike relevance, engagement proved to affect brand attitude positively, but not content attitude. This means that inducing a higher sense of interactive engagement can lead to more positive feelings towards the brand, without improving how the content is viewed by consumers. This finding is also quite interesting, since several theories suggest that engaging content should be viewed in a more positive manner. One of the theories discussed in the theory section can however in part explain this relationship. One of the latest studies on engagement revealed that emotional content can be processed pre-cognitively and influence consumers without them knowing it (Heath 2011). As such, the respondents might have felt positive emotions towards the brand because of the brand's "interest" in what they thought. By asking questions to get the consumer's input on the content, they might have felt an emotional connection to the brand, thereby increasing their positive feelings for it. As was later found in the quantitative study, even in unbranded versions of the content it was clear to many consumers that the brand was behind it (51% of the total respondents of the unbranded versions pointed out that they thought the content came from either the fictional brand, a producer or

marketing personnel, asked as an open question). This might explain how the feelings towards the brand were affected so strongly.

The final hypothesis examined by regression models was that the effects of the four primary factors on brand attitude would be mediated (either fully or partially) by content attitude. The requirements for mediation in this case is that all primary factors need to affect both dependent variables and that the effect of the factors on brand attitude needs to become lower, or completely disappear after accounting for content attitude. Since relevance and engagement did not have an impact on both dependent variables from the start, it was impossible to find such a relationship for them. Credibility and uniqueness however, displayed partial mediation from content attitude as suspected. Part of their impact on brand attitude can thus be said to come from increasing attitude towards the content. In the case of engagement, the absence of an effect on content attitude means that their effect on brand attitude completely derives from an emotional response towards the brand (as explained in the previous paragraph). As for relevance, its non-existing effect on brand attitude means that its effect on content attitude does not extend to the brand (as explained in the paragraphs before).

All these results show how the primary factors can contribute to brand building, which leads to a deeper understanding of how the relationships between different primary success factors and attitudes occur. Practitioners should thus make sure they take into account the primary factors when designing a DCM activity. For food brands, this especially means that they should widen the scope of the traditional provision of tips, to focus on other factors than just mindlessly providing new food tips that can be interesting to the consumers. They should also focus on how credible the content is, how unique it is in comparison to other tips out there, how engaging (interactive) the content is for the reader and to some extent how relevant it is.

Experimental Analysis

In addition to testing how the primary factors affected the selected attitudinal measures, the authors also investigated the effects of two traditional ways of evoking credibility and engagement in the food industry (the sub-variables: brand salience and interaction). These two sub-variables were especially interesting as they presented concrete ways of altering two of the primary factors. However, it is worth mentioning that there are probably many more sub-

variables contributing to the effects on all four primary factors, but they were judged to be outside the scope of this study.

The first of the two sub-variables, brand salience, was measured by the difference between a group that saw a clear and prominent brand logo and slogan on the top of the page and a group that did not see a logo or slogan at all (control group). In the second group, a reference was used to the brand however, as this is usually the case for DCM activities for food brands. The results of this comparison were quite interesting. No significant difference was found between the groups. The group that saw the branded version of the content did not have a significantly lower credibility score than the group who saw the unbranded version of the content. This provides some interesting conclusions about branding strategies for DCM. It appears that even the branded version is perceived as quite credible, as both groups had a quite high score on credibility (4.6/7 and 4.9/7 respectively). This can be explained by the habit of consuming commercial messages today. Consumers are increasingly used to branded content and better at exposing the truth behind published content (Fournier, Avery 2011). If something can be exposed, it most likely will. Another unintended finding in this report, is that consumers become marketing savvy and see through branded content, even if a brand logo and slogan is not displayed. 58% of the total respondents knew that either a fictional brand, product producer or a marketing official was behind the content and exactly the same percentage of the respondents from the unbranded version also assumed this. This proves that being transparent in who provides the content does not affect the credibility and should therefore not affect attitudinal measures negatively either. It is however worth to point out that the results might have been different if the brand is not mentioned at all in relation to the content, however since this is rarely the case in the food industry, it was not judged to be of importance in the analysis.

The second sub-variable, interactive polls, was also measured between two groups. One of the groups was exposed to two interactive polls integrated into the content and the other group (control group) was not exposed to any interactive polls. The result of this comparison provided a more substantial result than for the previous sub-variable. The group exposed to interactive polls reported a significantly higher level of engagement than the control group, showing that interactive polls can effectively enhance the perceived engagement. This finding is of great importance for food brands, which often use this method of interactivity and can help the further development of this technique. As it is now clear that this type of interactivity affects

engagement and as previously shown, engagement has a positive influence on brand attitude, it becomes an important sub-variable for consideration. It should however be mentioned that the engagement level for both groups were quite low, the group exposed to interactive polls only reported an engagement level of about 3.9/7, indicating that more extensive polls might be needed to induce a higher level of engagement.

To further test the effects of these sub-variables, a group exposed to both interactive polls and branded content was used to compare the levels of engagement and credibility in comparison to the groups using only one of the sub-variables. The interaction of the two sub-variables could thus be reported and examined. The results of these tests were however quite inconclusive. The level of credibility was not affected as opposed to the group only exposed to the brand and slogan. The level of engagement between the group exposed to the interactive polls and the group exposed to both sub-variables was however lower, although the difference was not significant on a 5% significance level. These tests help prove that combining the two sub-variables does not affect the results and companies can freely combine the two in order to get the desired effects.

The results of the experimental study clearly shows the effects of the two sub-variables and the results should be taken into account when developing new DCM activities. Interactive polls were proven to positively affect engagement, whereas brand salience did not provide a difference in credibility. DCM practitioners should thus try and incorporate interactive polls when possible and should not be concerned about the credibility of their branded content.

6. GENERAL DISCUSSION

6.1 CONCLUSIONS

The main purpose of this thesis was to define what factors affect the success of DCM distributed as customized web content in the food industry and how this may affect brand performance, specifically, attitude formation. To meet this overall objective, four research questions have been explicitly answered in two steps.

The first step towards fulfilling the main purpose of the thesis entailed answering the following questions:

- a) What are the primary and secondary success factors of DCM?*
- b) What are the sub--variables affecting the primary factors that are commonly used in the food industry?*

To answer these questions, an Expert Panel was conducted. Since the academic literature on CM and DCM in particular is limited, this was deemed the best way of mapping out the factors, as well as sub-variables, affecting how the consumers perceive the DCM effort. After hours of interviews, several factors were collected and divided into primary and secondary according to the importance given to them by the digital experts. Some interesting conclusions could be drawn from this qualitative study.

First of all, there was a clear division between primary and secondary factors relating to the function they fulfill. The primary factors were all relating to the actual design of the content, whereas the secondary factors were more related to the delivery of the already designed content. It was of course clear that both primary and secondary factors were important, but the experts all thought success started with the quality of the content itself and could then be enhanced through the delivery factors. This finding provides further insights into how important to elaborate design of the content actually is and that sufficient effort needs to be put into it to succeed.

Furthermore, the Expert Panel facilitated the discovery of four extraordinarily important primary success factors; credibility, relevance, uniqueness and engagement. This finding successfully alleviated the creation of an extensive DCM model, which could guide the future conceptualization of the field. It should however be pointed out that these factors were deemed

most relevant for the food industry in particular and other factors might therefore play a larger role for other industries. The secondary factors discovered included; organizational agility, the presence of content strategy, digital acceleration, content agility and content execution formats. Interesting to note is that content execution formats was ranked as a secondary factor. Even though tons of research into other fields has scrutinized the effects of using video, pictures or text, the experts did not rank this factor very high. An explanation for this can be that while the content execution format can alter the effects of different dependent variables, such as recall, different formats can be used for different purposes. It is therefore not one of the most important factors, because there is no single method of doing it. Moreover, since the DCM activities of food brands generally are quite homogenous in terms of content execution format, it is not a suitable factor for explaining the variance in success between them.

Besides the success factors, the qualitative study also found sub-variables to explain the variation in some of the primary success factors. The sub-variables described as extra important for the food industry were interactive polls, affecting engagement, and brand salience, affecting credibility. These findings were judged to be very interesting as they pertained to things that companies can concretely change in their DCM efforts. Support for these variables was also easy to find among earlier research and therefore seemed credible as contributors to evoking the primary success factors.

Through these findings, the authors were successful in answering the two questions relating to part 1 in the thesis. Both primary and secondary success factors were identified, as well as two relevant sub-variables common in the food industry.

The second step of the thesis included testing the relationships between DCM primary success factors, their sub--variables and brand performance metrics, through the following questions:

- a) How do primary success factors affect the attitude towards the customized web content and the brand behind it?*
- b) How can primary factors be affected by their sub--variables commonly used in the food industry?*

After developing a coherent research model based on the findings in the first part of the thesis, the second part wanted to test these relationships in a more tangible way. As previously

discussed, credibility and uniqueness has a positive influence over both content and brand attitude, while engagement only affected brand attitude and relevance only affected content attitude. Out of the two sub-variables, only interactive polls had an impact on its respective primary factor. It was also assumed that much like for traditional advertising, attitude towards the content might play a mediating effect on brand attitude. According to the results, it took place only in relation to credibility and uniqueness. The impact of the other two was not mediated by the content itself.

These findings helped create a substantial research model, revolutionizing the field of DCM. Although there is still a lot of further research to be done, this thesis has provided an initial framework to continue building upon. As such, the two research questions of part two have been answered. The relationships between the primary factors and content and brand attitude have been described and the impact of selected sub-variables on their respective primary factors has been outlined.

By combining the results from the first and second steps, the authors were able to deliver academically sound, as well as empirically tested answers to all four research questions raised in the introduction. If formulated in one paragraph, the response to the purpose of this research would be: "The DCM factors contributing to the success of customized web content in the food industry can be divided into primary factors (relevance, credibility, uniqueness & engagement) mainly connected to the design and quality of the content and secondary factors (organizational agility, the presence of content strategy, digital acceleration, content agility and content execution formats) mainly responsible for the content creation and delivery process. Two of the primary factors presented relevant sub-variables, of which only one (interactive polls) was able to describe the variation in the relevant primary factor. When it comes to brand building, DCM is mainly used to affect attitudinal measures. In particular, credibility, uniqueness and engagement lead to a change in brand attitude and that effect is mediated by content attitude for credibility and uniqueness.

6.2 MANAGERIAL IMPLICATIONS

At the beginning of the thesis a lot of support for the choice of topic was based on the current extensive application of DCM by businesses. As all new things, DCM instrumentally became a "hot" topic for discussions and practical experimentation but no academic study has provided

any instruction on how to conduct DCM practices to succeed. By talking to FMCG companies' representatives and digital experts, the authors observed that having an extensively tested canvas of what makes DCM successful and what kind of effect is expected on businesses would significantly benefit management, especially in the food industry.

The first part of the thesis made it easier for practitioners to understand what factors can contribute to DCM success and how they might be structured in order to facilitate its delivery. The factorial framework used in this report provided a possibility for companies to structure and explicitly show why this content has chances to succeed or why it could fail and what kind of actions are needed to eliminate a potential issue.

Furthermore, the authors made it clear what each factor specifically mean and how they can be deconstructed into sub-variables when it comes to practical implementation. As the purpose of this study was to investigate DCM in the food industry, only several sub-variables relevant to this industry have been examined. Although knowing that success factors can be deconstructed into other variables and separately tested when it comes to a different product environments, makes this work interesting and universal for management in general, not only for people involved with the management of food brands. On the other hand, by elaborating on specifically common sub-variable for the food brands, the authors made this work especially relevant for professionals working in this sector on a day-to-day basis.

Another managerial application has to do with the consumer attitudes building process. DCM is described in this thesis as a way to increase brand attitude specifically. Although it can have a minor short-term impact on the sales performance, in the long run it was found to have the potential to significantly contribute to consumer-brand relationships establishment. This study thoroughly analyzed what kind of impact different success factors and general attitude to the content has on brand attitude. It makes it more clear for professionals in terms of setting up objectives and evaluating results for every piece of content published on the web.

The findings on how particular sub-variables can influence the perception of success factors (in this case credibility and engagement) contributed to answering if information should be branded or not and if interactive polls are actually noticed and engaging. The observation that brand salience within the content does not actually lower the credibility of the content can help brand managers to start pay back their investments into the content through integrating the brand more

frequently without the fear of lowering credibility.

6.3 CRITIQUE OF THE STUDY

Although the findings of this study are both valuable from an academic and business perspectives, certain points were observed that can be improved if the study is replicated.

First of all, as the Expert Panel identified, DCM is a new field and a lot of experimentation currently takes place, other success factors can be revealed in the future or some of the secondary ones can eventually move up and become of more importance. Classification between factors also depends on the industry. Holding this study with a specific interest in the food products implies certain level of findings extrapolation but still generally is not highly recommended.

Another aspect worth consideration is the limited number of participants in the panel. Although all of them were selected based on their background, digital experience with food brands and DCM proliferation acknowledgement, it was a qualitative study and to make sure similar reasoning patterns exist, a quantitative replica can make sense in the future.

Moreover, resource and time limitations did not allow for explicitly testing all success factors identified. A conceptual framework featuring relationships was only proposed for the primary factors and their key sub-variables. No cause-effect results have been presented for the second group. To be able to understand the success of DCM, both groups of factors and their impact on content and brand attitudes needs to be studied. A similar constraint was imposed on the sub-variables' contribution testing on some of the primary factors perception. The authors chose the most often applied ones and discussed them through theory, but there still might be others significantly impacting primary factors which in turn lead to content and brand attitudes' change.

As relationship testing has been conducted through a lab-experiment and included narrowed sampling available to the authors at that time, a field experiment with access to the content may bring some alterations. However, the current quantitative survey has been designed in the best way to receive reliable and valid results and those fluctuations in the results should not be significant.

Finally, the bipolar 7-point semantic differential scales used in thesis were all gathered from previous research and thus used with the same anchors as in the original research. However, these anchors were not "extreme" (such as "good-bad" instead of "very good-very bad"), which

may lead to the values entered by respondents being closer to the center than if using more extreme anchors.

6.4 DIRECTIONS FOR FUTURE RESEARCH

According to public surveys and expert opinions collected for this research, DCM has a great marketing potential. This study provided deep analysis only for its primary success factors, while the secondary ones were recommended for future research. For more objective conclusions, a similar study can be performed for the second group. The accumulative results will then define DCM's success preconditions more explicitly.

The success factors chosen for investigation presented complex concepts and most of them had sub-variables contributing to their perception. The contribution of every sub-variable can be studied separately and extend the knowledge obtained for the ones investigated in this study.

A similar study might also be replicated for other food industry products to produce more generalizable results.

Furthermore, this study focused on how DCM impacted the attitudinal key performance indicators. However, brand performance metrics are quite complex and DCM may not only have an attitudinal impact but may also affect financial metrics, as well as satisfaction and loyalty, etc (Rubinson, Pfeiffer 2005). Thus future research can connect different digital content executions with more specific marketing objectives managers want to accomplish.

In conclusion, DCM has become popular not only in the food industry; its application continues to grow in both B2C and B2B sectors. Thus, the proposed conceptual framework can be used as a starting point to investigate specifics common for other B2C and B2B industries.

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Total	245	100%
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APPENDIX 1. Questionnaire

General Outline

Tack för att ni tar er tid att genomföra denna undersökning! Den tar endast 5 minuter att genomföra. Vi som utför denna undersökning är två ekonomistudenter som skriver vår masteruppsats och undersökningen handlar om digital marknadsföring för matvarumärken generellt och är alltså INTE knutet till något specifikt varumärke. I undersökningen används varumärket Foodie-eggs som är ett matvarumärke som säljer ägg på den svenska marknaden. Denna undersökning är helt anonym och svaren kommer endast användas i utbildningssyfte. Om ni fullföljer undersökningen har ni möjlighet att vinna en stekpanna från Tefal (Jamie Oliver Professional series, 28cm, värde: 1 100 kr). För att delta i tävlingen behöver man svara på en fråga i slutet av undersökningen. Vinnaren kommer utses den 15:e maj 2014, av Jonathan Enochsson och Elena Degtyareva som utför denna undersökning, och därefter meddelas personligen samt presenteras på Mildas Facebook sida (som hjälper oss att distribuera undersökningen). Tävlingsbidrag accepteras fram till den 1:a maj 2014 och eventuell vinstskatt betalas av vinnaren.

Q1 Vad tycker du om innehållet du precis läste?

	1	2	3	4	5	6	7
Dåligt: Bra	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tycker inte om: Tycker om	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Positivt: Negativt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2 Vad tycker du om informationen som presenterades?

	1	2	3	4	5	6	7
Inte trovärdig: Trovärdig	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Felaktig: Stämmer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inte pålitlig: Pålitlig	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opartisk: Partisk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fullständig: Ofullständig	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Håller inte alls med 1	2	3	4	5	6	Håller fullständigt med 7
Innehållet är originellt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innehållet skiljer sig från vad jag hade förväntat mig	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innehållet är minnesvärt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innehållet är visuellt tilltalande	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innehållet är intressant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innehållet är annorlunda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innehållet känns riktat mot mig	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jag tror INTE jag tillhör målgruppen för detta innehåll	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innehållet är skapat för folk med mina intressen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q3 Hur väl stämmer följande påståenden in på texten du just läste?

Q4 Vad är ditt intryck av hemsidan?

	Håller inte alls med 1	2	3	4	5	6	Håller fullständigt med 7
Hemsidan underlättar kommunikation med företaget	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hemsidan ger mig möjlighet att uttrycka min åsikt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hemsidan underlättar löpande kommunikation med företaget	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hemsidan möjliggör konversation med företaget	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hemsidan uppmanar INTE besökare att uttrycka sina åsikter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hemsidan är effektiv på att samla in feedback	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q5 Vad tycker du om varumärket Foodie?

	1	2	3	4	5	6	7
Dåligt: Bra	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tycker inte om:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tycker om							
Värdefull: Värdelös	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tilltalande: Inte tilltalande	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q6 Vem tror du är avsändaren till texten?

Q7 Firar du påsk?

- ☐ Ja
- ☐ Nej

Q8 Hur ofta målar du påskägg (personligen eller tillsammans med andra)?

- ☐ Varje år
- ☐ Varannat år
- ☐ Färre än vartannat år

Slutgiltigen skulle vi vilja veta lite mer om er. Informationen är självklart konfidentiell och kommer inte delas med någon.

Q9 Ålder

Q10 Kön

- ☐ Man
- ☐ Kvinna

För att få chansen att vinna en Tefal stekpanna (Jamie Oliver Professional series, 28cm, värde 1100 kr) behöver du svara på följande fråga, samt ange din mailadress nedan. Om du inte är sugen på att delta i tävlingen, klickar du bara vidare dig till nästa sida. Genom att delta i undersökningens tävlingsmomentet samtycker du till att ditt namn, din mailadress och övriga angivna personuppgifter hanteras av Jonathan Enochsson (22082@student.hhs.se) och Elena Degtyareva (407471@student.hhs.se) i syfte att publicera vinnaren på Mildas Facebook sida samt för personlig kontakt avseende prisutlämning. I enlighet med Personuppgiftslagen (PuL 1998:204) kan du när som helst återkalla ditt samtycke vilket innebär att vi inte behandlar dina personuppgifter ytterligare.


Q11 Motivera med max TRE meningar vad som gör just DITT påskfirande speciellt.

Q12 Ange din mailadress

Layout Versions

"Control Group"

Nedan ser du en bild på en hemsida. Föreställ dig att du hamnat på hemsidan av en slump, genom att ha sett reklam för sidan, sett någon vän dela innehållet, eller bara klickat dig vidare från en annan hemsida. Var god ta del av innehållet noggrant innan du fortsätter till frågorna.



PÅSKVECKAN: SKAPA FANTASTISKA PÅSKÄGG

Varje år i början av våren närmar sig påskan med raska steg. Vad kan vara ett bättre tillfälle att komma närmre familjen än att tillsammans måla färgsprakande påskägg?

Detta år ger vi er möjligheten till en extra kreativ påsk genom att skapa personliga mästerverk med hjälp av NATURLIGA FÄRGÄMNINGEN och EN FLODANDE KREATIVITET. Nu kör vi!

DETTA BEHÖVER DU

Ägg från varumärket Foodie-eggs
Löv eller blommor
Vinäger
Salt
Nylon (från strumbyxor eller liknande)
Naturliga färgämnen (blåbär, kaffe, spenat etc...)

STEG 1: FÖRBERED ÄGGEN


1. Avfetta äggskalerna genom att rulla dem i flytande tvål. Detta gör det lättare att få en jämn och fin färg.
2. För att bevara äggskalerna i bästa skick bör du låta äggen vila en timme i rumstemperatur innan de kokas. Tillsett även en tesked salt när du kokar dem.

STEG 2: SKAPA MÖNSTRET

Nu kommer den roliga biten! Skapa egna mönster med hjälp av blommor och löv.



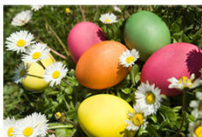
1. Ta ett löv eller en blomma och sätt den försiktigt mot ägget. Här kan du utforska och testa nya spännande mönster!
2. Placera ägget i en bit nylon och knyt den runt ägget (om blommorna eller löven inte fastnar på ägget kan du doppa de i vatten).
3. Lägg de färdiggjorda äggen i en kastrull fylld med de naturliga färgämnen (se nedan).



STEG 3: VÄLJ BAKGRUNDSFÄRG

Många naturliga ingredienser kan användas som färgämnen. Fyll en kastrull med vatten, en tesked vinäger och valfritt färgämne (ha i mycket för en starkare färg!). Koka vattnet med färgämnet i 30 minuter och lägg sedan i ägget och låt det koka vidare i 15-30 minuter. Låt kastrullen och dess innehåll svalna och ställ sedan in den i kylan över natten. Och vips så har du färgglada påskägg nästa dag!


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Orange/brun - skal från gullök
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Ha en glad och färgstark påsk!

"Branded Group"

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Det lilla ägg-strä till påsk!



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Löv eller blommor
Vinäger
Salt
Nylon (från strumbyxor eller liknande)
Naturliga färgämnen (blåbär, kaffe, spenat etc...)

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"Interactive Group"

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Vilken färg på påskägg är din favorit? Tipsa oss så vi kan komma med nya, spännande tips om hur du kan använda färgen på nya sätt.

_____ Gul

_____ Röd

_____ Grön

_____ Rosa


Fixa påskmiddagen UTAN STRESS - vilket tips vill du helst att vi delar nästa gång?

_____ Hur du sparar tid i påsk förberedelserna

_____ Hur du bäst dekorerar det moderna påskbordet

_____ Påsk brunch vs. påskmiddag: Vad är smidigast och hur organiserar du bäst?

_____ Festliga påsk drinkar



PÅSKVECKAN: SKAPA FANTASTISKA PÅSKÄGG

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Gul ★★★★★	Grön ★★★★★
Röd ★★★★★	Rosa ★★★★★

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Fixa påskmiddagen UTAN STRESS - vilket tips vill du helst att vi delar nästa gång?

Hur du sparar tid i påskförberedelserna	★★★★★
Hur du bäst dekorerar det moderna påskbordet	★★★★★
Påsk brunch vs. påskmiddag: Vad är smidigast och hur organiserar du bäst?	★★★★★
Festliga påsk drinkar	★★★★★

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Tipsa oss så vi kan komma med nya, spännande tips om hur du kan använda färgen på nya sätt.


Gul	★★★★★	Grön	★★★★★
Röd	★★★★★	Rosa	★★★★★

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Hur du sparar tid i påskförberedelserna	★★★★★
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Påsk brunch vs. påskmiddag: Vad är smidigast och hur organiserar du bäst?	★★★★★
Festliga påsk drinkar	★★★★★

Ha en glad och färgstark påsk!

APPENDIX 2. Statistical Analysis

Regression Model 1

MODEL SUMMARY^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.74 ^a	.55	.54	.95	2.29

a. Predictors: (Constant), Engagement, Credibility, Relevance, Uniqueness

b. Dependent Variable: Ac

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	267.33	4	66.83	73.79	.00 ^b
	Residual	217.39	240	.91		
	Total	484.72	244			

a. Dependent Variable: Ac

b. Predictors: (Constant), Engagement, Credibility, Relevance, Uniqueness

COEFFICIENTS^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.46	.29		1.58	.11		
	Credibility	.52	.061	.41	8.42	.00	.78	1.28
	Uniqueness	.24	.054	.24	4.34	.00	.64	1.58
	Relevance	.29	.050	.31	5.93	.00	.71	1.42
	Engagement	-.012	.048	-.012	-.25	.80	.85	1.18

a. Dependent Variable: Ac

COLLINEARITY DIAGNOSTICS^a

Model	Eigenvalue	Condition Index	Variance Proportions				
			(Constant)	Credibility	Uniqueness	Relevance	Engagement
1	4.75	1.00	.00	.00	.00	.00	.00
2	.10	6.89	.01	.04	.03	.03	.96
3	.08	7.73	.10	.08	.00	.75	.00
4	.05	9.74	.13	.02	.89	.21	.00
5	.03	13.57	.75	.86	.07	.00	.03

a. Dependent Variable: Ac

Regression Model 2

MODEL SUMMARY^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.59 ^a	.35	.33	.82	2.13

a. Predictors: (Constant). Engagement, Credibility, Relevance, Uniqueness

b. Dependent Variable: Ab

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	83.80	4	20.95	31.54	.00 ^b
	Residual	159.44	240	.66		
	Total	243.24	244			

a. Dependent Variable: Ab

b. Predictors: (Constant), Engagement, Credibility, Relevance, Uniqueness

COEFFICIENTS^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.74	.25		7.05	.00		
	Credibility	.21	.05	.23	3.96	.00	.78	1.28
	Uniqueness	.17	.05	.24	3.59	.00	.64	1.58
	Relevance	.07	.04	.10	1.62	.11	.71	1.42
	Engagement	.17	.04	.24	4.26	.00	.85	1.18

a. Dependent Variable: Ab

COLLINEARITY DIAGNOSTICS^a

Model	Eigenvalue	Condition Index	Variance Proportions				
			(Constant)	Credibility	Uniqueness	Relevance	Engagement
1	4.75	1.00	.00	.00	.00	.00	.00
2	.10	6.89	.01	.04	.03	.03	.96
3	.08	7.73	.10	.08	.00	.75	.00
4	.05	9.74	.13	.02	.89	.21	.00
5	.03	13.57	.75	.86	.07	.00	.03

a. Dependent Variable: Ab

Regression Model 3

MODEL SUMMARY^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.60 ^a	.36	.34	.81	2.15

a. Predictors: (Constant), Ac, Engagement, Relevance, Credibility, Uniqueness

b. Dependent Variable: Ab

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	86.71	5	17.34	26.48	.00 ^b
	Residual	156.53	239	.66		
	Total	243.24	244			

a. Dependent Variable: Ab

b. Predictors: (Constant), Ac, Engagement, Relevance, Credibility, Uniqueness

COEFFICIENTS^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.69	.25		6.85	.00		
	Credibility	.15	.06	.17	2.50	.01	.60	1.66
	Uniqueness	.14	.05	.20	2.91	.00	.59	1.70
	Relevance	.04	.05	.05	.77	.44	.62	1.62
	Engagement	.18	.04	.24	4.32	.00	.85	1.18
	Ac	.12	.06	.16	2.11	.04	.45	2.23

a. Dependent Variable: Ab

COLLINEARITY DIAGNOSTICS^a

Model	Eigenvalue	Condition Index	Variance Proportions					
			(Constant)	Credibility	Uniqueness	Relevance	Engagement	Ac
1	5.71	1.00	.00	.00	.00	.00	.00	.00
2	.11	7.30	.00	.02	.01	.01	.92	.02
3	.08	8.48	.10	.06	.00	.68	.00	.00
4	.05	10.69	.12	.01	.84	.18	.00	.00
5	.03	13.27	.54	.07	.14	.05	.07	.43
6	.02	16.72	.23	.84	.00	.09	.00	.55

a. Dependent Variable: Ab

Regression 4: The 1st regression with control variables.

MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.76 ^a	.57	.56	.94

a. Predictors: (Constant), eastereggs, DummyBOTH, Engagement, Credibility, DummyInteractive, Uniqueness, DummyBrand, Relevance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	277.77	8	34.72	39.60	.00 ^b
	Residual	206.94	236	.88		
	Total	484.72	244			

a. Dependent Variable: Ac

b. Predictors: (Constant), eastereggs, DummyBOTH, Engagement, Credibility, DummyInteractive, Uniqueness, DummyBrand, Relevance

COEFFICIENTS^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.41	.31		1.32	.19
	Credibility	.53	.06	.42	8.72	.00
	Uniqueness	.21	.05	.21	3.81	.00
	Relevance	.26	.05	.27	4.84	.00
	Engagement	.01	.05	.01	.19	.85
	DummyBrand	.27	.17	.09	1.60	.11
	DummyInteractive	.22	.18	.07	1.21	.23
	DummyBOTH	-.21	.18	-.06	-1.17	.24
	Eastereggs	.20	.14	.07	1.48	.14

a. Dependent Variable: Ac

Regression 5: The 2nd regression with control variables.

MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.60 ^a	.36	.34	.81

a. Predictors: (Constant), eastereggs, DummyBOTH, Engagement, Credibility, DummyInteractive, Uniqueness, DummyBrand, Relevance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	87.02	8	10.88	16.43	.00 ^b
	Residual	156.22	236	.66		
	Total	243.24	244			

a. Dependent Variable: Ab

b. Predictors: (Constant), eastereggs, DummyBOTH, Engagement, Credibility, DummyInteractive, Uniqueness, DummyBrand, Relevance

COEFFICIENTS^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.67	.27		6.14	.00
	Credibility	.21	.05	.24	4.02	.00

Uniqueness	.16	.05	.23	3.46	.00
Relevance	.04	.05	.05	0.77	.44
Engagement	.19	.04	.27	4.43	.00
DummyBrand	.15	.14	.07	1.06	.29
DummyInteractive	-.07	.16	-.03	-0.41	.68
DummyBOTH	.09	.15	.04	0.58	.56
eastereggs	.20	.12	.10	1.65	.10

a. Dependent Variable: Ab

Regression 6: The 3rd regression with control variables.

MODEL SUMMARY^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.61 ^a	.37	.34	.81	2.19

a. Predictors: (Constant), eastereggs, DummyBOTH, Engagement, Credibility, DummyInteractive, Uniqueness, DummyBrand, Relevance, Ac

b. Dependent Variable: Ab

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	89.67	9	9.96	15.25	.00 ^b
	Residual	153.57	235	.65		
	Total	243.24	244			

a. Dependent Variable: Ab

b. Predictors: (Constant), eastereggs, DummyBOTH, Engagement, Credibility, DummyInteractive, Uniqueness, DummyBrand, Relevance, Ac

COEFFICIENTS^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.62	.27		5.98	.00		
Credibility	.15	.06	.17	2.52	.01	.59	1.70
Uniqueness	.10	.05	.20	2.89	.00	.58	1.73
Relevance	.01	.05	.01	.13	.90	.53	1.88
1 Engagement	.19	.04	.26	4.43	.00	.76	1.32
Ac	.11	.06	.16	2.01	.05	.43	2.34
DummyBOTH	.11	.15	.05	.74	.46	.62	1.62
DummyInteractive	-.09	.16	-.04	-.57	.57	.62	1.60
DummyBrand	.12	.14	.06	.86	.39	.62	1.61
Eastereggs	.17	.12	.09	1.46	.15	.76	1.31

a. Dependent Variable: Ab

Additional T-test: difference between Easter egg painters and non-painters.

GROUP STATISTICS

Easter Egg Painters		N	Mean	Std. Deviation	Std. Error Mean
Ac	Non-painters	138	4.59	1.38	0.12
	Painters	107	5.45	1.29	0.13
Credibility	Non-painters	138	4.60	1.10	0.09
	Painters	107	4.91	1.15	0.11
Uniqueness	Non-painters	138	3.96	1.38	0.12
	Painters	107	4.63	1.36	0.13

Relevance	Non-painters	138	3.19	1.34	0.11
	Painters	107	4.52	1.26	0.12
Ab	Non-painters	138	4.08	0.88	0.08
	Painters	107	4.54	1.08	0.10
Engagement	Non-painters	138	3.26	1.31	0.11
	Painters	107	3.57	1.46	0.14

INDEPENDENT SAMPLES TEST

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the	
									Lower	Upper
Ac	Equal variances assumed	,01	,90	-4,98	243,00	,00	-,86	,17	-1,20	-,52
	Equal variances not assumed			-5,02	234,57	,00	-,86	,17	-1,20	-,52
Credibility	Equal variances assumed	,54	,46	-2,16	243,00	,03	-,31	,14	-,60	-,03
	Equal variances not assumed			-2,15	222,96	,03	-,31	,14	-,60	-,03
Uniqueness	Equal variances assumed	,10	,76	-3,75	243,00	,00	-,66	,18	-1,01	-,32
	Equal variances not assumed			-3,76	229,82	,00	-,66	,18	-1,01	-,32
Relevance	Equal variances assumed	1,06	,30	-7,92	243,00	,00	-1,33	,17	-1,66	-1,00
	Equal variances not assumed			-7,98	234,22	,00	-1,33	,17	-1,66	-1,00
Ab	Equal variances assumed	9,09	,00	-3,71	243,00	,00	-,46	,13	-,71	-,22
	Equal variances not assumed			-3,61	202,50	,00	-,46	,13	-,72	-,21
Engagement	Equal variances assumed	1,07	,30	-1,74	243,00	,08	-,31	,18	-,66	,04
	Equal variances not assumed			-1,72	215,09	,09	-,31	,18	-,66	,05

Correlation between the primary factors and dependent variables

CORRELATIONS

		Relevanc e	Credibilit y	Uniquenes s	Engagemen t	Ac	Ab
Relevance	Pearson Correlatio n	1	.32**	.50**	.35**	.55* *	.38* *
Credibility		.32**	1	.45**	.20**	.61* *	.42* *
Uniqueness		.50**	.45**	1	.33**	.57* *	.47* *
Engagement		.35**	.20**	.33**	1	.25* *	.40* *
Ac		.55**	.61**	.57**	.25**	1	.47* *
Ab		.38**	.42**	.47**	.40**	.47* *	1

**Correlation is significant at the 0.01 level (2-tailed).

Difference in means between manipulations

MEANS ALL FOUR GROUPS

Ac		
	Non-branded	Branded
Non-interactive	5.06	5.15
Interactive	5.16	4.48

Ab		
	Non-branded	Branded
Non-interactive	4.27	4.30
Interactive	4.30	4.25

Credibility		
	Non-branded	Branded
Non-interactive	4.93	4.69
Interactive	4.73	4.62

Engagement		
	Non-branded	Branded
Non-interactive	3.26	2.95
Interactive	3.92	3.58

Additional statistics

GENDER	FREQUENCY	PERCENTAGE
Men	52	21%
Women	191	78%
Missing	2	1%
Total	245	100%

CELEBRATING EASTER	FREQUENCY	PERCENTAGE
Yes	196	80%
No	49	20%
Total	245	100%

PAINTING EASTER EGGS	FREQUENCY	PERCENTAGE
At least every other year	107	44%
Less than every other year	138	56%