INFORMATION PROPAGATION

ON THE WEB 2.0

Mark Elsner

MARKETING IM GLOBALEN WETTBEWERB MARKETING & GLOBAL COMPETITION

PETER LANG

Internationaler Verlag der Wissenschaften

MARKETING IM GLOBALEN WETTBEWERB MARKETING & GLOBAL COMPETITION

Herausgegeben von Oliver P. Heil

Vol. 2



Frankfurt am Main · Berlin · Bern · Bruxelles · New York · Oxford · Wien

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Two Essays on the Propagation of User-Generated Content and How It Is Affected by Social Networks



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Bibliographic Information published by the Deutsche Nationalbibliothek

The Deutsche Nationalbibliothek lists this publication in the Deutsche Nationalbibliografie; detailed bibliographic data is available in the internet at http://dnb.d-nb.de.

Zugl.: Mainz, Univ., Diss., 2010

Cover and Photo Design:
© Olaf Gloeckler, Atelier Platen, Friedberg

D 77 ISSN 1867-8424 ISBN 978-3-631-61747-2 (Print) ISBN 978-3-653-01663-5 (E-Book) DOI 10.3726/978-3-653-01663-5

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Preface

The diffusion of the Internet has considerably changed the basic principles of information exchange and, with it, the practice of Marketing. This new structure is now enabling user-driven conversations across most markets that were simply not possible in the previous era of unidirectional mass communication. In a matter of only a few years these processes have enabled the phenomenon of Usergenerated Content to develop into highly influential sources in the formation of public opinion about a wide variety of topics. Nowadays, every third Internet user is considered an active user in terms of writing blogposts or commenting on them, uploading Youtube videos, sharing photos on Flickr, or participating in social communities like Facebook or Xing.

As a matter of course, this implies a gaining importance of Social Media for the Marketing discipline. On the one hand, managers face a rapidly increasing amount of daily-published information targeting their companies and products that may develop to reach a wide audience, for better or worse. On the other hand, these new phenomena offer possibilities to interact with customers or other individuals in entirely new ways.

Various examples show that UGC has the potential to seriously affect firms within a couple of days or in hours, as the bicycle accessory manufacturer Kryptonite experienced. A cyclist figured out how to hack with just a ballpoint pen the \$50 Evolution U-Lock that Kryptonite claimed to offer "toughest bicycle protection in moderate to high crime areas." The cyclist posted a video of the hacking trick on BikeForums.net. While the story was spreading fast from one website to another with more than 300,000 people having read just the two most popular posts in a few days (Polgreen 2004), Kryptonite chose to remain silent, in spite of being repeatedly contacted (O'Brien 2004). Finally, after a total of five days since the initial post, the story made the New York Times (with the headline "The story that infuriates bicyclists"). It was only then the firm responded with a lock-exchange program. Altogether this incident cost the firm more than \$16 million and a considerable amount in damage to reputation and brand equity (Horowitz 2005).

Although this is a somewhat unusual example, it demonstrates one important marketing aspect of the power of UGC—the high degree of public and consumer scrutiny that can quickly emerge on the Web 2.0. Additionally, it is important to note that the rapidly developing and intense public attention generated on the Internet can significantly increase the newsworthiness of a story to mass media like the New York Times. This in turn can aid in further propagation of the in-

formation. Product malfunctions like the one described above often prompt individual consumers to share the information with a personal network of individuals. However, the Internet has completely changed the nature of such networks to one of social networks with far and wide reach by including large numbers of people who do not know each other personally. As a consequence, the scope, scale and speed of spreading the information have taken on an entirely different meaning and dimension on the Internet in general, and on the Web 2.0 in particular. Thus, firms can ill afford to take a wait and see attitude when a story about their product evolves.

The work described in this dissertation was carried out at University of Mainz and University of Colorado between January 2008 and December 2010. I am indebted to several people for the successful completion of this work. I am grateful for the generous support of my doctoral advisor Professor Dr. Oliver P. Heil. He has encouraged my research continuously and in many different ways and offered me opportunities to present my work in front of international audiences, allowing me to get unique and very helpful insights. It was this exposure that lead to an invitation by Professor Dipankar Chakravarti to visit Leeds School of Business, University of Colorado at Boulder, where I had the chance to spend eight months as a visiting research scholar. I am very thankful for this unique opportunity and the scholarship that was made possible by Professor Heil.

In my time at CU Boulder I had the chance to closely work with Professor Atanu R. Sinha. All the guidance and support he offered during my time there and afterwards were of greatest help and are truly appreciated. My thanks also go to the Wharton Interactive Media Initiative and Marketing Science Institute for financially supporting my research. Further, I thank my colleagues at Johannes Gutenberg University. In particular, Dorothea Rector and Sergio Moccia helped and supported me in many ways, creating a nice and pleasant working atmosphere.

Further, I owe a lot to my family, in particular my parents and my sister. I am truly grateful for their enduring and wholehearted support. And finally, my greatest thanks go to Katrin. She could not have been more supportive and caring throughout those years.

Mark Elsner

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Essay I: Spreading the Word – Assessing the Factors that Determine the Popularity of User-generated Content