Managing user generated content in marketing campaigns

A qualitative research of key features for managing marketing campaigns based on user generated content.
The modern media landscape presents an increasingly complex and dynamic assembly of traditional and interactive media proposing many new communicative opportunities for marketers. Contemporary marketing is implied to emphasize a paradigmatic shift from a company centric view into consumer centric view. As existing research emphasizes the understanding of interactions in online communities from the user’s perspective, there is yet a research gap concerning the contemporary relevance of managerial challenges related to user involvement in social media marketing.

The purpose of this thesis is to contribute to an enlightened managerial understanding of key components for managing marketing campaigns based on user-generated content (UGC).

The research approach was deductive; using a conceptual framework based on recognized literature on UGC, content marketing and contemporary users in social media. The paper identifies and compares key features of UGC management through case studies. Being a qualitative research, in-depth interviews were used to retrieve a profound understanding of managerial challenges and implications of facilitating UGC. Empirical data was collected from 10 marketing agencies working with UGC based marketing.

The research contributes to the research field by showing how agencies facilitate theoretical knowledge for UGC management. The study provides empirical, yet practical evidence of how many UGC campaigns are strategically developed, which could help simplify the relation between user flexibility and agency control. It could help managers to facilitate resources and engagement on determining what campaign features is most suitable for a specific campaign.

Keywords
Content marketing, user driven co-creation, user generated content, UGC, social media marketing, UGC management, online communities
Thanks
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1 Introduction

The thesis departs from the paradigmatic shift from a company centric view, where the company predetermines and defines value propositions, into consumer centric view, where the process of value creation is viewed as a reciprocal process comprised of the company and consumer.

1.1 Background

The media landscape has evolved into an increasingly complex and dynamic conglomeration of traditional and interactive media, seeking to serve the needs of the contemporary media users (Constantinides and Fountain, 2008). The advent of social media platforms has equipped users with communicative tools with opportunities to share content and connect with others (Cheung et al., 2011, Svensson, 2011, Gensler et al., 2013). Users are empowered by their communicative tools and may interact in a variety of contexts such as social networking on Facebook, connecting to employers through LinkedIn, and sharing video content on YouTube. Social media sites are often considered user friendly, accessible and often free to use (Whiting and Williams, 2013). Contemporary marketers argue an increased importance in tapping into the growing sphere of online platforms to effectively create values together with users, not solely communicating values to them (Raacke and Bonds-Raacke, 2008).

A development of marketing driven by user content has positioned the concept of online communities and social media as a prioritized matter of concern for marketers (McAlexander et al., 2002). User generated content (UGC) created in online communities is characterized by timely and direct end-user contact at relatively low cost at higher efficiency levels than traditional communication tools. Hence establishing a linkage between content and business potential. This development proposes that intensified mutual involvement of company and users in online communities has significant implications for marketing, branding, and research professionals (Ind et al., 2013).

The business potential of including the user in the value creation process is widely recognized (Prahalad and Ramaswamy, 2004; Von Hippel, 1988: 2005; Romero and Molina, 2010). User inclusion enables companies to adjust their value propositions, in accordance with user needs, as users themselves perceive them. This point of departure highlights the shift from a company centric view, where the company creates values for the user (Etgar, 2007), into a view where the creation of value is a result of interaction between company and user (Rowley et al., 2008). An online
community is a platform where users actively participate (Chan and Li, 2010), interact (Bauman, 2013) and are willing to share personal information (Cheung et al., 2011). A number of communicative tools such as forums and newsgroups facilitate the emergence of networks and social networks that simply links users to each other are critical building blocks when constructing a campaign where users and company co-create (Brodie et al., 2011). Linkages between users and user-to-company emerges through interaction, defined as a social activity and an ongoing dialogue enacted in public and private settings (Bauman, 2013). Online communities make personal opinions, reflections and discussions accessible and publicly displayed for companies (Hennig-Thurau et al., 2004).

The user driven development in content creation has embedded business potential (Romero and Molina, 2010) as well as managerial challenges (Kaplan and Haenlein, 2010). Positioning a campaign based on UGC in a positive spin, and in an appropriate context proves as an effective way of communicating marketing messages (Ho and Dempsey, 2010). When the spin becomes negative, the spread capacity becomes a managerial issue that calls to action (Gebauer et al., 2013). Utilizing the emerging possibilities embedded in online communities proves challenging, and requires new ways of organizing in relation to a user driven development. The potential advantage of extensively involving users in the marketing process proposes UGC as critical for companies to manage and be responsive to (Ind et al., 2013). Recognizing the potential of UGC suggests managers to identify new creative ways to create values on the basis of user activity in online communities (Kaplan and Haenlein, 2010).
1.2 Problem discussion

The contemporary economy is currently positioned in a paradigm shift (Kristensson-Uggla, 2012), going from a company centric view, where values are determined by companies and communicated to users of products, services and experiences into a paradigm where users are centered. One of many consequences of this paradigm shift is the view of users as crucial parts of innovation activity (Von Hippel, 2005) and marketing campaigns (Ind et al., 2013). An expression the user centered paradigm is seen in the attention given in users as central parts of marketing campaigns, framed by the concepts of content marketing (Rowley et al., 2008). This thesis recognizes the user-centered paradigm as a complex context in which companies currently operate. With this as a point of departure it becomes increasingly interesting to explore how users are included in marketing campaigns initiated by communication agencies, which per se is companies communicating a specific message to users. In order to capture the campaign process, the level of user involvement and the possibilities to influence user activity - a problem discussion evolving around user generated content and user context is necessary.

While there are potential benefits of recognizing the characteristics of UGC as a process where values are created both for users and company, less is focused around the challenges of managing UGC as a way of constructing marketing campaigns (Romero and Molina, 2010). Von Hippel (1988: 2005) that recognizes innovation and idea generation as a highly mutual process comprised of a user – company relationship. The management of this mutual process is challenging and the need for develop a deeper understanding is recognized in several areas. First, companies can facilitate user interaction by letting users construct their own values and agendas (Etgar et al., 2007). Second, to further explore the possibilities to influence users in both their own context and contexts created by companies (Rowley et al., 2008). Third, explore how companies can align their marketing channels to enable a constructive and ongoing dialogue (Payne et al., 2008).

A user centered development implies that users are setting the agenda for what is – and should be - created (Dholakia et. al., 2004). Communicative tools currently at the disposal to the user have the potential of enabling an exponential spread of a marketing message of a character that may or may not have been intended by the company behind the campaign (Rowley et al., 2008). This proposes that there is extraordinary potential of utilizing on the possibilities of UGC, as well as managerial challenges when UGC deviates from initial campaign intentions. Bauman (2013) argues that a driving force behind spreading possibilities is that users dispose of tools and arenas for actively
interacting in discussion in both public and private arenas. This reasoning emphasizes the complexity of managing UGC; a correct management of content and spread potential may prove feasible for the company, but when managed incorrect the spread capacity becomes a problem (Gebauer et al., 2013)

Interaction can be encouraged if users perceive an online platform as stable and safe (Chan and Li, 2010). The perception of stability and safety is emphasized by Weick (2010) arguments of that user interaction is a prerequisite for establish social linkages between users. User driven discussions on social media platforms is critical building blocks for generating content, as well as building user-to-user value (Chan and Li, 2010). The number of interactions strengthens the stability of the network, quantity of generated content as well as the business potential for utilizing on the generated content (Cheung et al., 2011). However, the managerial aspects of handling and creating value out of such relationships proves challenging due to the fact that users are more willing to share and interact in a flexible environment, rather than a controlled and pre-defined environment (Ind et al., 2013).

UGC concentrated campaigns may deepen company insights of user characteristics, and serve as a platform for gaining managerial experience concerning how to manage user inclusion (Gebauer et al., 2013). The notion of control and flexibility highlights the complexity of constituting campaigns that encourages user activity (Ind et al., 2013). To initiate a user-to-user dialogue the creation of a flexible environment, where participants feel free to engage in conversations and activities of their own interest, is critical. Perceived flexibility has a positive impact on the user sense of comfort and belonging in the community (Ind et al., 2013). UGC management calls for the development of contingency strategies and organizational readiness to respond to unintended consequences of UGC (Kaplan and Haenlein, 2010).

Contemporary users of social media platforms are armed with new connective tools and they want to interact and create value (Prahalad and Ramaswamy 2004). Ind et al. (2013) adds to Prahalad and Ramaswamy (2004) emphasizing a need for further research on how management could design a dynamic environment in which participants feel free to engage in constructive conversations and activities, yet being able to influence the process. This thesis sheds light on the opportunities and the hazards posed when engaging in user-driven co-creation. Impending risks and benefits are underpinning the importance for further research on how companies can understand and problematize around the motivational drivers for users for unlocking embedded business potential in online communities (Hennig-Thurau et al., 2004; Gebauer et al, 2013; Ind et al., 2013). Existing
research emphasizes understanding of interactions in online communities from the user’s perspective (Prahalad and Ramaswamy 2004; Ind et al., 2013). Findings from such research postulates evidence for certain patterns and reasons on why and how users interact in online platforms. Quantitatively, the correlation between user interaction and the implications thereof has partly been covered by Kristensson et al., (2004); Zhang and Chen, (2008); Christodoulides et al., (2012).

However, less is known concerning how marketing managers in communication agencies can benefit from user engagement by using a constructive way of influence in UGC based campaigns (Chan and Li, 2010; Gebauer et al., 2013). This research gap highlights the contemporary relevance of research concerning managerial possibilities to initiate, influence and manage UGC based marketing campaigns (Hennig-Thurau et al., 2004; Romero and Molina, 2010; Svensson, 2011; Ind et al., 2013).

1.3 Purpose

The purpose of this thesis is to contribute to managerial understanding concerning the extent to which marketing campaigns based on UGC can be managed by using key features recognized by managers working in communication agencies.

1.4 Research question

To what extent do communication agencies manage marketing campaigns based on user-generated content?
1.5 Thesis structure

Introduction
Introduces a concise background and a problem discussion that serves as a foundation for the purpose of the research.

Literature review
This chapter provides a literature review of existing research and science considered relevant to explore and analyze the issue at hand.

Conceptual framework
The conceptualization chapter provides a conceptual framework developed from the literature review in order to facilitate an exploration, explanation and analysis of managerial challenges of operating in a co-created user driven environment.

Methodology
The methodology chapter presents and justifies the choice of research approach, research design, research strategy, data collection, data collection procedure, sampling, data analysis method, and quality criteria.

Empirical data
Empirical data comprised from transcribed interviews is presented in tables, sorted by concept, sub concept and communication agency.

Analysis & results
The analysis chapter presents a cross-analysis of empirical data. The analysis analyzes the linkages between collected data and applied theories.

Conclusion
The conclusion chapter presents this research’s main conclusions based on the analysis.

Discussion & implications
This chapter presents a discussion on managerial implications, limitations, reflections and suggestions for further research.
2 Literature review

This chapter provides a literature review of research and science that serves as a framework for exploring and analyzing managerial insights of campaigns based on UGC. The chosen literature serves as a point of origin for the development of the conceptual framework.

2.1 Contextual setting

The shift from a company centric view into a user centric ditto, affects the view concerning how, where and by whom value propositions is constructed. Von Hippel’s (1988: 2005) research on exploring sources of innovation concludes that innovative activities is (partially) conducted by users, outside the company. Cognitively engaging and creative activities are in general considered as interesting, thus users engaging in virtual co-creation campaigns may be interested in the virtual innovation task. Users may want to come up with new ideas, solve problems or evaluate proposed solutions, unbiased of the initiator (Prahalad and Ramaswamy, 2004).

The openness of the content generation process is recognized as crucial in order for users to contribute, inspire and influence the content assigned to them. In extension the simplicity to participate will create a sense of empowerment, due to the open invite by the company to the user (Füller et al., 2009). Users are in general described as active and creative with a diversity of interests and resources, which also emphasizes the relevance for companies to tap into the content generated by these users (Berthon et al., 2008). However, it is often seen that the actual generation of content is limited to a small number of active users (Courtois et al., 2009).

In order to construct value propositions that will be efficiently perceived by the target group, companies must establish linkages to outside sources and create a feedback loop comprised of reciprocity between company and user (Bijmolt et al., 2010). Etgar (2007) recognizes the value of including the user in the process in order to refine and adjust value propositions to effectively match the target group. I alignment with this reasoning Kaplan and Haenlein (2010) argues that a crucial element of co-creation is facilitation of user feedback. Simply put: find out what they would like to hear; what they would like to talk about; what they might find interesting, enjoyable and meaningful. Then, create campaigns that encourage participation by interaction through the facilitation of sharing content. User driven content is all about participation, sharing, and collaboration, rather than straightforward advertising and selling (Kaplan and Haenlein, 2010). Interaction and feedback are both critical elements of all social media. Not allowing users to
participate, providing a platform with strictly company provided content will most likely appear as corporate advertising in disguise (Kaplan and Haenlein, 2010). Suggestively implying marketers are most likely to fail thinking that social media is to be solely about posting existing TV spots on YouTube or using prefabricated commercial messages on social media platforms (Bijmolt et al., 2010; Kaplan and Haenlein, 2010).

Bauman (2013) concludes that the distinction between public- and private sphere is dissolved and the content of discussions is expressed in forums, open for everyone to see. Dissolving the public and private open up for a new reality for users to communicate and interact in. Social media-sharing communities are characterized by open architecture and unregulated participation, self-supervision, and dynamism (Bauman, 2013). Unlike traditional published content on the web where the majority of web users were consumers of content created by a relatively small number of publishers, user-generated content has a quality control problem; namely the distribution of quality has high variance from very high to low quality, as well as abusive comments or spam (Kim and Ahmad, 2013). Users are taking part in a variety of activities ranging from consuming content, participating in discussions, and sharing knowledge with other users. The interaction and activity is contributing to other user activities. Active user behavior is changing the media and marketing landscape as users are invading companies’ marketing sphere (Berthon et al., 2008). Given the enormous amount of information in social media, users often face high levels of information asymmetry and information overload. In these situations, they tend to choose content from reputable contributors (Tang et al., 2012). Krishnamurthy and Wenyu (2008) summarize previous research to conclude interactional motivations into two main clusters: rational motives, such as knowledge sharing and advocacy, and emotional motives, such as social connection and self-expression.

2.2 Expressions and connections

Previous studies indicate that user driven content generation online indeed carries the risk of conflict (Varey and Ballantyne, 2006; Ind et al., 2013). Offline complaint management is secluded, in a sense that it is more of a private dialogue. Online, however, is conflict management to inevitably be expressed in the public sphere. Public conflict management is suggested not to be limited to the company itself, but to should be carried out, in similarity with the campaign itself, in collaboration with the community (Varey and Ballantyne, 2006). Ind et al. (2013) suggests that management should to avoid trying to control the community and instead attempt to create a dynamic environment in which participants feel free to engage in constructive conversations and
activities, which enables them to develop their sense of belonging. This as members of online communities tend to react more positively if they experience a strong sense of community and feel that they are being treated fairly. Weick (2010) argues dialogue and interaction is two expressions of actions, with twofold consequences. First, most actions are social and creates commitment to the context of action (online communities for example). Successful co-creation based on a reciprocal relationship, continuous exchange and engagement to the matter at hand is set in an environment that encourages collective action and trust (Seraj, 2012; Porter and Donthu, 2008). Second, when action is public it becomes irrevocable and relative to other statements in the context i.e. user identity defined through the nature of the content that is shared. In extension this creates a sense of order and relative positions between actors in the community (Weick, 2010). A user creating and providing his/her own user generated content and provides high quality content will gain a high reputation, become popular and earn credit from many users, while a user using and evaluating user-generated content provided by others will resolve information overload, uncertainty and risk taking from unreliable content providers (Kim and Ahmad, 2013).

Traditionally, dissatisfaction emerges if expectations of the user are not met, or if the user experience is accompanied with negative effects such as anger or sense of betrayal. Similar reasons may drive community members to engage in negative actions against the initiating company of a co-creation project (Gebauer et al., 2013). This poses for both positive and negative consequences as Malthouse et al., (2013) emphasize a key feature of user-generated content to be about enabling user involvement. It is recognized that the more engaged users are in creating content, the less control the company has over the message being exposed to the greater public (Weinberg et al., 2011). Thus, in a highly interactive social platform, user generated content activities cannot be isolated to a specific population, but rather viewed as one of many possible contexts (Malthouse et al., 2013). For example, if a company chooses to initiate a certain type of marketing campaign to users who meet specific criteria, it cannot rule out the possibility that these individuals will share information with users who do not meet the initial criteria. Under predetermined conditions, this might be an effective way to increase the reach of a message, making companies to encourage this type of behavior, with the purpose of letting a campaign or message go viral (Kaplan and Haenlein 2010; Malthouse et al., 2013).
Potential risks, as well as impending benefits, highlights the importance for companies to understand and elaborate around the motivational drivers for users to actively engage in online communities, in order to derive benefits from the activity in online communities. (Kaplan and Haenlein 2010; Gebauer et al., 2013; Malthouse et al., 2013)

2.3 Users as content creators

Online communities embody excellent prerequisites of a place where heterogeneous relationships are established (Gebauer et al., 2013; Malthouse et al., 2013). Despite the purposive positive outcomes from co-creation in different communities, these may serve as a setting for conflicts and unfavorable reactions towards the nodal initiator (Gebauer et al., 2013). Traditional communication strategies are usually focused on having a positioning statement, creating ads to communicate the positioning, and delivering these ads to passive consumers via paid media, both mass and direct. As consumers today are subjects to an increased exposure of ads, brands they have come to find new ways to shut out and avoid such traditional advertising messages, e.g., new technology that offers opportunities helping them to block unwanted ads and commercial messages, and creating filters leaving them with content that appeals to them (Malthouse et al., 2013).

The quality of user-generated content posted in communities is a central factor that most likely will determine the success of a campaign. Therefore, campaign managers should focus their efforts on providing a platform that facilitate appealing user content with high creative and explicit value (Malthouse et al., 2013; Sungwok et al., 2013). According to Malthouse et al., (2013), successful content marketing strategies builds on thoroughly gathered user-data that enhances the ability to manage a constructive user-firm relationship. Content marketing strategies must be built to acclimatize both in-bound messages as well as to facilitate value creation individual users beyond advertising (Halligan and Shah 2009).

Dissatisfied users are more likely to engage in a negative spread of a campaign, relative to satisfied users. An individual user on Facebook is connected to an average of 130 other users (Cheung et al., 2011) manifesting negative (or positive) spread in social to pose a high risk/possibility of exponential development (Gebauer et al., 2013). A central concern for managers/marketers is consequently to apprehend what forms of user relationships manifests themselves in online communities and what commence this behavior (Gebauer et al., 2013).
From a managerial perspective, the reason for firms to engage in online communities is the powers of online communities to not only provide for user-driven content, but also to create experiential interactivity that enhances users’ engagement. (Chan and Li, 2010) Existing research emphasizes understanding of interactions in online communities from the users perspective. Findings from such research postulates evidence for certain patterns and reasons on why and how users interact in the public sphere, yet it lacks an explication of how managers and marketers facilitate this behavior to successfully initiate and engage in co-creation campaigns (Chan and Li, 2010, Gebauer et al., 2013).
3 Conceptual framework

The conceptual framework is developed in alignment with central sub concepts discussed in literature review and categorized in three main concepts comprising; Idea generation, Concept refinement and Content creation. Each sub concept is directly derived from the content of the literature review and organized under the main concepts. An example on the connection between main and sub concept, which is representative for how each main- and sub concept was linked follows:

Von Hippel (1988: 2005) recognizes innovation as a highly interactive and external process where users pose in a centric role. When describing innovation, sub concepts such as source of innovation, feedback loop and communicative tools is critical and is argued by Von Hippel (1988: 2005) as crucial parts of the generation of ideas and innovational processes.

Altogether, this way of constructing the constitution of the conceptual framework has been consequently conducted throughout the construction process. Furthermore the conceptual framework serves as a tool for describing three crucial steps found in the creation of marketing campaigns. Lastly the content of the conceptual framework should be viewed as three intertwined and reciprocal concepts. The order of each concept is presented in a linear way in order to enhance clarity and coherence.

- **Idea generation**
  
  *Sub concepts: source of innovation, feedback loop, and communicative tools*
  
  Idea generation is the company’s processes of soliciting ideas, suggestions or designs from customers, users and/or other stakeholders for subsequent use in the design and development of a user driven co-creation campaign marketing strategies. The idea generation process emphasizes the importance of facilitating user-to-user connection as a prerequisite for accumulating attention for a specific platform or forum.

- **Concept refinement**
  
  *Sub concepts: conflict, involvement, and belonging*
  
  User driven discussions on social media platforms is to be considered as critical building blocks for generating content, as well as building user-to-user value. Thus, a central concern
for effective use of user-generated content is the refinement of features to help improve user experience and participation and to finalize a marketing message.

- **Content creation**

  *Sub concepts: interaction/sharing, engagement, and positioning*

  This process emphasizes users and the company to work together to develop a working prototype of the actual campaign. The dynamic process of negotiation in relation to user-driven co-creation is highlighted by the discussion of control and flexibility.

The following conceptual model shows the chosen concepts in relation to each other and to the marketing campaign at hand. The conceptual model serves as tool that demarcates which concepts that are used in this thesis for the exploration of marketing campaigns based on user generated content.

*Figure 1 Conceptual model*
4 Methodology

The methodology chapter presents and justifies the choice of research approach, research design, data sources, research strategy, data collection method, data collection instrument, sampling, data analysis method, and quality criteria. This is to clarify the structure and the course of action used to carry out the research. A research methodology summary is presented in Table 2.

4.1 Research Approach

A qualitative research approach was used in order to achieve a greater understanding of the underlying process behind UGC campaigns. A qualitative approach was considered the most suitable as the research aimed to investigate how and why certain decisions are made. The use of a qualitative approach provides the possibility to retrieve a deeper understanding of human behavior and the underlying reasons behind such behavior, as well as the why and the how of UGC campaign management (Marshall, 1996; Hyde 2000; Bryman and Bell, 2010). The approach helped disclose more specific- than general features of the issue at hand. A qualitative research seeks to build an understanding based on the respondent’s ideas in order to describe complicated conditions (Hyde, 2000).

Approaching the issue from a deductive perspective was argued suitable since a deductive approach is a theory testing method that starts with established theory or generalizations, and seeks to see if the theory applies to specific cases (Hyde, 2000). The deductive approach was used to apply and investigate recognized theories in a defined context; in this case in attempt to explain management activities for UGC based campaigns.

4.2 Research design

This research design(s) are to be considered exploratory and descriptive. An exploratory design provides the data needed to establish and clarify a research problem possible to further investigate, as it is commonly used when investigating the general nature of a research problem (Bryman and Bell, 2010). Whereas a descriptive design embraces a large portion of marketing research with the purpose to provide an accurate snapshot of a certain market environment, providing for an understanding of who, what, where, when and how (Burns and Bush, 2003). However, a descriptive approach will not be able to present answers to “why”-related questions. In a descriptive design hypothesis often exists, but they will often be uncertain and speculative (Aaker et al., 2011).
An exploratory design is highly flexible and unstructured method commonly associated with qualitative research used where there is little prior knowledge on the chosen issue (Bryman and Bell, 2010; Aaker et al., 2011). The absence of any deeper knowledge combined with the flexible structure makes this a useful design for gaining new knowledge to establish or clarifying a research problem (Burns and Bush, 2003).

4.3 Research strategy

An appropriate research strategy will assist the researcher when it comes to collecting relevant data, and also making it possible to answer the research questions (Yin, 2009). Central matters to consider choosing a suitable strategy to the study are the research problem and the focus and purpose of the study (Ghauri and Grønhaug, 2005).

This research applied the strategic approach of using case studies, where an individual unit is investigated, e.g. a group or an event (Yin, 2009). This type of strategy seeks to answer questions like “how” and “why”, and focuses on contemporary events. Case studies are often used when the research is descriptive or exploratory (Ghauri and Grønhaug, 2005). This type of research strategy is useful as the phenomenon that is investigated is complicated to study outside its normal setting, and when it is hard to quantify the concepts and questions of the study.

4.4 Data collection

Carrying out a time-limited study it is of importance to knowledgeably choose a suitable data collection method (Bryman and Bell, 2010). As this is a qualitative research, methods considered to be merely quantitative, such as surveys, structured observations and structured interviews (Bryman and Bell, 2010) will be excluded. The use of a qualitative data collection method was therefore used to provide applicable empirical data for a profound and comprehensive analysis of the subject at hand (Christensen et al., 2001). A qualitative design is naturalistic as the research takes place in a real world setting without any attempts to bias the phenomena of interest (Patton, 2002).

The primary data collection used in this research was in-depth interviews. The interviews were done as standardized open-ended interviews, also known as “semi-structured interviews” (Christensen et al., 2001; Cohen et al., 2011). In-depth interview advances from the assumption that the perspective of the interviewee is meaningful, knowable and possible to be made explicit. The aim is to allow the researcher to get into another person’s perspective. The quality of the information obtained during
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an interview is largely dependent on the rigor in the methodological framework and the skills of the interviewer (Christensen et al., 2001; Patton, 2002; Bryman and Bell, 2010; Cohen et al., 2011).

The study used an interview guide that provided exact wording and questions so that all interviewees were asked the same basic questions in the same order, which according to Cohen et al. (2011) increases the comparability of the responses. Additionally, as described by Patton (2002) and Cohen et al. (2011) the use of open-ended questions offered flexibility to pursue the interviews in whatever direction appeared to be suitable. This approach was considered appropriate as it if properly used is argued (Bryman and Bell, 2010) to comprise the possibility to create an unyielding link between the empirical data and the literary framework.

4.5 Data collection procedure

The use of in-depth interviews was chosen as it is argued to capture the purpose is exploratory and the research aims to explain underlying features of the topic. The nature of the in-depth interviews allows for rather complex issues to be comprehensively discussed through ad-on and follow-up questions (Bryman and Bell, 2010). The questions for this study were of open character, which is commonly used to invite the respondent to more freely elaborate around their answers (Bryman and Bell, 2010; Christensen, 2001). This approach was chosen as it is considered suitable and in alignment with the exploratory nature of the study. Semi structured interviews is beneficial to make sure that all the research areas are covered by the questions (Christensen et al., 2001). Following an unstructured interview approach allows the interviewee to add follow-up questions to be able to thoroughly comprehend responding arguments. The use of a standardized interview guide is argued to reduce the risk of interviewer effects and bias (Patton, 2002).

In accordance with recommendations from Bryman and Bell (2010) each interview was approximately 45 minutes. In addition to the respondent, two persons were present during each interview. One moderator leading the interview, one assisting the moderator with follow-up questions and strictly responsible for taking notes. The moderator was responsible for considering the dynamics of the situation, for example, how to keep the conversation going, how to motivate participants to discuss their thoughts, feelings and experiences, which by many is vital to gain qualitative data (Bryman and Bell, 2010; Cohen et al., 2011). The interviews began with the authors explaining what the research is about and what part the interviewed had of the research. Introducing the purpose for an interview is difficult in the matter that it might lead to desirability bias (Patel and
Davidson, 2011). In line with recommendations from Bryman and Bell (2010), an in-depth pre-test of the interview was assumed to have reduced risks of bias as well as minimized content weaknesses.

Due to the wide geographical spread of the chosen sample, all interviews were made over phone or Skype. A total of 11 (including one pre-test interview) interviews were held and each person interviewed approved for the interview to be recorded. Recording was done as it helps the researchers transcribe the empirical data as inclusive as possible (Ghauri and Grønhaug, 2005). Interview appointments were made by phone or email, where the respondent was briefly informed of the purpose of the interview. Just as Bryman and Bell (2010) suggests, transcription of collected data was done in direct connection with each interview to minimize risk of observations being left out.

4.6 Operationalization and interview questions

An operationalization is a set of procedures that describe activities to be performed to empirically establish the degree of existence of what is defined by a concept. Operational definitions are crucial in measurement (Ghauri and Grønhaug, 2005; Bryman and Bell, 2010; Cohen et al., 2011). They tell what to do and what questions to ask in order to bring the phenomenon defined within the range of the researchers experience. To be able to test chosen the theoretical field in a real world setting it is necessary to operationalize theoretical concepts to make them understandable and measureable (Ghauri and Grønhaug, 2005; Cohen et al., 2011).

The process of operationalization is critical for a qualitative research. Conducting an interview requires making all the questions understandable for the respondent. This is done through the translation of a general research aim into specific, concrete questions (Cohen et al., 2011). Bryman and Bell (2010) defines the operationalization to be the process of taking the research to the real world.

Eliasson (2010) underlines the importance of all interview questions being grounded in the theory used. This is done to increase the validity by making sure to measure what is supposed to be measured (Eliasson, 2010). This study used previous research as a foundation for the interview questions, which according to Ghauri and Grønhaug (2005), makes the framework appear more conceptually sound. Hence, the interview guide was operationalized based on the literature review.
All theoretical concepts were operationalized into workable questions with easily understandable words (Ghauri and Grønhaug, 2005; Bryman and Bell, 2010; Cohen et al., 2011). See Appendix 1 - Operationalization tables for a full operationalization of concepts.

4.7 Population and Sample

There are two generally used sample techniques; probability sampling and non-probability sampling. Probability sampling that uses some sort of random selection technique is rarely used for qualitative research (Marshall, 1996; Ritchie and Lewis, 2003), hence not considered appropriate for this study. The approach used was therefore non-probability sampling which according to Miles and Huberman (1994) creates reliability to the findings, and ease understanding of single-case findings. The approach further strengthens the validity and the stability of the findings. The most productive sample was chosen by the authors along with using new research to compare with areas that had already been studied. This thesis did not try to generalize answers from the population, but rather developed an understanding between complex issues relating to human behavior (Marshall, 1996; Ritchie and Lewis, 2003).

There are three generally wide-ranging approaches to select a sample for a qualitative study: convenience sample, judgment sample and theoretical sample (Marshall, 1996). Judgment sample is the most common sampling technique and also considered as the most purposeful sample (Marshall, 1996). Judgment sampling is appropriate if the population to be studied if some members of the population are thought to be more knowledgeable and willing to answer than others (Marshall, 1996). Thus, judgment sampling was used for this paper to stipulate an appropriate sample were the sample was actively chosen by the researcher in relation to their proposed ability to help answer the research questions.

4.8 Sampling frame

In order to meet the reliability criteria in terms of replicability of results as well as the linkage to the transparency of the research process, the following framework has been constructed when selecting units of analysis, i.e. agencies working with co-created user driven content. Prerequisite features for campaigns indicating the reliability of chosen agencies are presented below. By linking each category of the sampling frame to the usage of the conceptual framework, the criteria of coherence is addressed.
The campaigns presented in Table 1 is chosen by using the following criteria:

1. A campaign based on user generated content. The agency provides the framework, but the campaign is dependent on UGC.

2. Content platform provided by an agency. A platform, i.e. campaign, website, forum for users to share and interact is provided by an agency.

3. Encouraging interaction and sharing of content. The purpose of the platform is to share content, i.e. pictures, stories and comments open for both user and company to access.

Furthermore, the respondent representing each agency was carefully chosen in regards of their industry knowledge and involvement in the campaigns. The content of an interview is not necessary the opinion, official policy or general thoughts of the agency, and should be viewed as the respondents personal view. Any errors, faults or misinterpretation is on behalf on the responsibility of the thesis authors.

Table 1 Sample

<table>
<thead>
<tr>
<th>Agency</th>
<th>Campaign</th>
<th>Client</th>
<th>Current position of respondent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doe Gottberg Blomberg</td>
<td>Mannen som misslyckats i 30 år</td>
<td>Västerbottensost</td>
<td>Copywriter</td>
</tr>
<tr>
<td>Grand Public</td>
<td>Mitt Småland</td>
<td>Visit Småland</td>
<td>Planner</td>
</tr>
<tr>
<td>Grayling**</td>
<td>Pre-test interview</td>
<td>Pre-test interview</td>
<td>Planner/OFFice manager</td>
</tr>
<tr>
<td>In The Cold</td>
<td>Miami Music Event</td>
<td>EMI</td>
<td>Creative director</td>
</tr>
<tr>
<td>IUM</td>
<td>Treo moments</td>
<td>Treo</td>
<td>Account manager</td>
</tr>
<tr>
<td>JMW*</td>
<td>Fotbollskartan</td>
<td>Coca-Cola</td>
<td>Project leader</td>
</tr>
<tr>
<td>M&amp;C Saatchi</td>
<td>Go West</td>
<td>Stockholm Pride</td>
<td>Strategic planner</td>
</tr>
<tr>
<td>Vinter</td>
<td>Ice Bar</td>
<td>Ice Hotel</td>
<td>Design director</td>
</tr>
<tr>
<td>WBL</td>
<td>Hur mycket Ola är du?</td>
<td>Gore-Tex/Outhnorth</td>
<td>Planner</td>
</tr>
<tr>
<td>Wenderfalck</td>
<td>Sambotestet</td>
<td>Fastighetsbyran</td>
<td>Project leader</td>
</tr>
<tr>
<td>Yours</td>
<td>Original Luleå Story</td>
<td>Luleå Kommun</td>
<td>PR/Copywriter</td>
</tr>
</tbody>
</table>

* Not recorded on request of the respondent
** Pre-test interview to ensure quality and relevance of the interview guide
4.9 Data analysis instrument

A qualitative study results in a vast amount of empirical data that through data analysis are to be examined, categorized, tested or recombined. This process is important as it provides the possibility to draw empirically based sound conclusions (Yin, 2009).

The most appropriate way to analyze collected data in this study was concluded to be the use of data reduction. It could be considered a traditional model of research, where the researcher chooses a theoretical framework, and then applies this framework to the phenomenon to be studied (Bryman and Bell, 2010). To minimize the risk of essential data/observations being left out all data were transcribed in direct connection to the interviews (Bryman and Bell, 2010; Christensen et al, 2010). All empirical data from the interviews are presented separately, whereas the analysis was done cross-analyzing all present cases. Recordings and the full empirical transcription is excluded from the published paper but could be provided upon request. Chapter 6 provides a comprehensive empirical summary (Table 3-11).

In accordance with Bryman and Bell (2010) data from each case is presented in accordance with the theoretical framework to enhance the quality of the exploration as well as the understanding of the matter at hand. Analyzing data in case studies is a difficult and the least codified procedure of the process of the research (Yin, 2009). This study used a three-step analysis process proposed by Christensen et al (2001).

**Data reduction** This is the initial step that aims to make the qualitative empirical data manageable and to create a synoptic overview of the research. The process of data reduction includes continuous revision structure of empirical data to sharpen and improve the analysis to facilitate a final conclusion (Miles and Huberman, 1994). As suggested by Christensen et al., (2010), to facilitate for an effortless analysis this research summarized the empirical data in accordance with the conceptual framework.

**Data display** This is the second step where empirical data is displayed in an organized and compressed assembly. To visualize the data this way aims to display the reduced data and the emerging pattern in brief and structured summaries or figures. Since a qualitative research most likely uses interviews it will provide a vast mass of information, effectively presenting the data in sections, tables and models is important for accurate conclusion drawing (Miles and Huberman,
1994). The conceptual framework was used to present reduced empirical data under each sub-concept used (Table 3-11). This was done to facilitate and support conclusion drawing and to effectively present data to the reader.

Conclusion and verification This final step is considered to be the process of highlighting patterns, regularities and causal flows in order to conclude the actual meaning or reason for things being as they are (Miles and Huberman, 1994). Departing from investigated sub-concepts, the main concepts of Idea generation, Concept refinement and Content creation was analyzed separately considering identified features of each case. This use of a cross-case analysis is effective when empirical data is collected from more than one case. (Bryman and Bell, 2010). As the data from all cases were simultaneously reduced and displayed, the noting of patterns, uniformities and themes provided essential information to present a conclusion and answer the research questions.

4.10 Quality criteria

Validity and reliability are important matters to be ensured when conducting a research as they are used to measure the quality of a research, and they strive to determine what levels of credibility and strength the study has (Ritchie and Lewis, 2003; Yin, 2009) Validity measures to what degree the study investigates what it is supposed to, reliability is concerning the measurement instrument’s stability (Bryman and Bell, 2010).

To ensure content validity, the interview guide with questions and the operationalization scheme were revised a persons with academic knowledge within the relevant field. In accordance with Ghauri and Grønhaug (2005), persons with knowledge in the subject were chosen to increase the content validity and to ensure the research measured what was supposed to be measured. In addition, a pre-test of the interview was carried out with a respondent fitting the sample criteria. This helped to determine whether the language was appropriate, if the questions were understandable and to show if answers were applicable to used theory, which according to McGartland Rubio et al. (2003) provides crucial knowledge on the relevance and clarity of the content. Moreover, in accordance with Yin (2009), the research uses multiple sources to prove relevant validity to the literature review and a sound conceptual framework.

One approach that somewhat contributes to the result of qualitative studies being applicable to more than an individual case, is the cross case-analysis (Miles and Huberman, 1994; Yin, 2009). Multiple
cases and cross case-analysis in this study strengthen the external validity of the results. External validity determines whether the study and result can be generalized and done again in another context, or tested in another group of the population (Ritchie and Lewis, 2003; Yin, 2009). To emphasize this matter, the same interview guide was used in all interviews as it provides for the possibility of replicating the study, which according to Yin (2009) can make a study more generalized. Many researchers agree on qualitative studies often to lack transparency and for being hard to replicate due to unstructured data collection methods (Yin, 2009; Bryman and Bell, 2010).

As this research was qualitative the reliability was increased in accordance with Yin (2009), using case study protocols, a detailed interview guide (appendix 2 – Interview guide) and a detailed description of the methodology. Reliability, in close agreement with external validity refers to the consistency of a measure, and as previously mentioned, the measurement instrument’s stability. The reliability influences to what extent a study are repeatable (Bryman and Bell, 2010). For this research reliability was ensured throughout the use of multiple interviews, which according to Yin (2009) increases the reliability through a cross analysis of many answers. The purpose of ensuring reliability was done as it alludes to decrease the risk of the research proposing false and incorrect statements (Yin, 2009).

4.11 Methodology summary

Table 2 Methodology summary

<table>
<thead>
<tr>
<th>Research Methodology</th>
<th>Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Approach</td>
<td>Qualitative</td>
</tr>
<tr>
<td></td>
<td>Deductive</td>
</tr>
<tr>
<td>Research Design</td>
<td>Exploratory and descriptive</td>
</tr>
<tr>
<td>Data Sources</td>
<td>Primary</td>
</tr>
<tr>
<td>Research Strategy</td>
<td>Multiple case study (10 cases)</td>
</tr>
<tr>
<td>Data Collection Method</td>
<td>10 Interviews (+1 pre-test)</td>
</tr>
<tr>
<td>Sampling</td>
<td>Non-probability sampling</td>
</tr>
<tr>
<td></td>
<td>Judgment sample</td>
</tr>
<tr>
<td>Data Analysis Method</td>
<td>Data reduction</td>
</tr>
<tr>
<td></td>
<td>Pattern matching</td>
</tr>
<tr>
<td>Quality Criteria</td>
<td>Validity</td>
</tr>
<tr>
<td></td>
<td>Reliability</td>
</tr>
</tbody>
</table>
5 Empirical Findings

The following chapter presents the interviews conducted in this thesis in table format, found in tables 3-11. The heading shows which main- and sub concept currently in focus. Main concepts are presented to assist the reader of the current position in the conceptual framework. Sub concepts are presented to create a linkage to the questions asked during the interviews. The structure of the chapter directly follows the structure of the operationalization, which is found in appendix 10. This choice is made to enhance coherence and link between the conceptual framework and the empirical findings. Each interview question connected to specific concepts is presented below each table heading. As previously mentioned each interview has been transcribed with the purpose to keep the nature of the answers as intact as possible from analysis and interpretation until the stage of the empirical findings. In each column there is a summary of the answers given by the respondent, with the purpose to give the reader an overview of the empirical material.

Full transcriptions of the interviews are not handed out due to an agreement between interviewer and respondent made at the time of the interview. A summary sorted by agency is found in appendix 10.4, with the purpose to give the reader yet another angle on the empirical material.

<table>
<thead>
<tr>
<th>Main concept: Idea generation – Sub concept: Source of innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DGB</strong>&lt;br&gt;Uses the term personas in order to understand the behavior, preferences and life patterns in order to understand the character of the target group. Combines segmentation by age, geographical position, and interests and with emphasis on the customer brief in order to construct the persona in specific cases/campaigns. The actual campaign is seen as a result of in-house competence in addition to external personas.</td>
</tr>
<tr>
<td><strong>Grand Public</strong>&lt;br&gt;Uses the term mind-sets and attitudes in order to understand the customers targeted in a specific campaign. Emphasizes importance of recognizing the context of the customer in order to understand meeting spaces and the environment in which the customer operates. The context and environment is seen as crucial in order to construct suitable communication tools linked to a specific cases/campaigns.</td>
</tr>
<tr>
<td><strong>In the Cold</strong></td>
</tr>
<tr>
<td><strong>IUM</strong></td>
</tr>
<tr>
<td><strong>JMW</strong></td>
</tr>
<tr>
<td><strong>M&amp;C Saatchi</strong></td>
</tr>
<tr>
<td><strong>Vinter</strong></td>
</tr>
<tr>
<td><strong>WBL</strong></td>
</tr>
<tr>
<td><strong>Wenderfalck</strong></td>
</tr>
<tr>
<td><strong>Yours</strong></td>
</tr>
</tbody>
</table>
Table 4 Empirical data – Feedback loop

Q4: What type and from what actors do you assess feedback as particularly important in the campaign planning process?

<table>
<thead>
<tr>
<th>Idea generation - Feedback loop</th>
<th>DGB</th>
<th>Grand Public</th>
<th>In the Cold</th>
<th>IUM</th>
<th>JMW</th>
<th>M&amp;C Saatchi</th>
<th>Vinter</th>
<th>WBL</th>
</tr>
</thead>
<tbody>
<tr>
<td>The customer brief is a point of departure, which serves as a basis for creating a campaign/case. Depending on the character of the agency – client relationship the customer feedback is customized, at times customer signs off on ideas. Sometimes working with partner firms that focus on buying/creating momentum and user engagement.</td>
<td>Uses reputation and network of users established over the years. Focus is on listening to these actors and let them have a saying in the process. Usually these actors are in a decision making position. Mutual honesty is emphasized as a key feature for making the relationship as beneficial as possible.</td>
<td>Builds a feedback loop with actors based on personal- and company connections. Emphasizes that focus is on established and working methods and structures, which could be working for several cases/campaigns in the same context. I.e. a method of engaging committed fans of Bon Jovi are likely to be similar to committed David Guetta fans.</td>
<td>By using social medias it enables the communication agency to establish reciprocal linkages between users, the client, communication agency, and customer to the client. Emphasizes close monitoring and awareness of what is currently discussed and expressed in these linkages.</td>
<td>Prior to the launch or start date of the campaign/case/project an external environmental analysis has to be conducted in order to prepare the responsible at the company to manage a number of uncertainty factors. Risk management is a vital part of the planning as well as the refinement process. A broad in-house competence serves as a basis for matching input from external actors, chosen depending on specific campaign/case.</td>
<td>Recognizes the fact that traditional campaigns emphasizes that campaigns is launched, the concept is of contemporary campaigning is running a campaign. The term running a campaign implies that the agency has to be more active in managing, listening, be aware of the content and consequences of the campaign. Stockholm Pride campaign #Gowest illustrates the active participation and engagement between client and agency, when an active collaboration during the initial phase of campaigning took place.</td>
<td>A content strategy is based upon the context in which the user operates. The understanding of the context and the characteristics of the users. Recognizes the importance of not just discover responsive content, but rather running and facilitating the creation of content, that could be used in different contexts than just one specific.</td>
<td>A point of departure is the character of the target group/core user. A narrow topic - reaching for core users - in the campaign, demanding a higher level of commitment from the user, creates a platform for sharing and interacting. The frequency of feedback in the client – agency relationship, is case/campaign dependent. The character of the UGC content is closely monitored and followed throughout the campaign, establishing a reciprocal feedback linkage between client, user and agency.</td>
<td></td>
</tr>
</tbody>
</table>
Wenderfalck

Recognizes the importance of learning the character of the target group and the behavior/expressions/actions of users in a given context. I.e. the importance of understanding what kind of users that is active on Facebook or other social media platforms. The agency attempts to learn from the user by participating on the terms set by the users, the agency should not try to push the user in a certain direction. A push may have negative effects on both the case/campaign at hand, and in extension also the brand of the campaign.

Yours

In the case of Luleå Original Stories a linkage to a network of 300 ambassadors served as a feedback sample that is seen as a vital and important basis for feedback. The ambassadors have different backgrounds, experience and are working both in private enterprises as well as local politicians.

Table 5 Empirical data – Communicative tools

Q5: How essential is the chosen channels in order to establish linkages to the intended target group before campaign launch?

<table>
<thead>
<tr>
<th>Idea generation - Communicative tools</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DGB</strong></td>
</tr>
<tr>
<td>Recognizes the importance of understanding which type of users is acting on which platforms as vital for campaign impact. The choice of channel is important, one channel – such as social medias – is viewed as key, in which the content created thereof can be communicated in other channels as well. In order to get momentum and content to enable this multi-channel solution, commitment/engagement/attention can be initiated by working with influencers such as bloggers, and partner companies focusing on directing traffic of users to certain topics.</td>
</tr>
<tr>
<td><strong>Grand Public</strong></td>
</tr>
<tr>
<td>Recognizes the potential of working with picture driven campaigning at social media platforms, which is perceived as a faster way of getting impact relative to copy. Pictures are seen as a low barrier medium, suitable for certain platforms [Facebook, Instagram, Snapchat]. Copy presumes a higher level of commitment and as a higher barrier, which could be used at the later stages of campaigning.</td>
</tr>
<tr>
<td><strong>In the Cold</strong></td>
</tr>
<tr>
<td>Recognizes the importance of the willingness for users to commit and engage to a certain case/campaign. Aims at getting fans willing to invest time, create their own content and encourage other to contribute by formulating the campaign a certain way. I.e. not just get user to like a certain campaign, but participate, spread and share the campaign to others.</td>
</tr>
<tr>
<td><strong>IUM</strong></td>
</tr>
<tr>
<td>In the case of #Tremoments a number of influencers such as bloggers are involved in the campaign. Bloggers is recognized as a hub, which connects to a number of other users. The position of the blogger in a certain context, will in extension reach a certain type of users. In order to create a momentum the blogger is seen as a key actor.</td>
</tr>
<tr>
<td><strong>JMW</strong></td>
</tr>
<tr>
<td>N/A</td>
</tr>
</tbody>
</table>
M&C Saatchi

Recognizes - in the case of Stockholm Pride - social media platforms as crucial for carrying out a certain message. Aims to inform influencers such as celebrities, opinion leaders of the topic, which these actors respond to by involving them in a variety of platforms. Concludes by emphasizing that the choice of channel is case/campaign specific, but has to be related to the business problem the client presents in the brief.

Vinter

The business problem presented by the customer in the brief is seen as a point of departure. Social media platforms can serve as a key for stretching the content by backing with other channels. The importance of creating prerequisites for the users to create content possible to stretch into other contexts is stressed. The choice of platform is as important as the campaign content. I.e. looking to send a campaign focusing on employment, use LinkedIn, don’t just use Facebook. The impact of the message is to a large extent context and platform dependent.

WBL

Recognizes the choice of platform and the character of the users acting upon that platform as crucial. By identifying a suitable platform, it follows that a linkage between client – agency – users is established. The vivid and organic nature of the content created can be used in a variety of unintended contexts. This is seen as a direct effect of working with content campaigns and implies an active participation of professional agencies.

Wenderfalck

Utilizes contemporary news and discussions currently expressed in a variety of channels, where social media platform is one. Recognizes possibilities on committing and contributing to topics that has already gained momentum. Furthermore, in order to establish a linkage between client – agency – user influencers positioned in different contexts and platforms is key in order to create momentum.

Yours

Uses ambassadors in the specific campaign Original Luleå Stories. The choice of including ambassadors is in alignment with the purpose of the campaign; focusing on high profile persons living in Luleå that shares their story, in order to attract new citizens to Luleå. The content – stories and pictures – are then spread using social media platforms.

Table 6 Empirical data – Conflict

Q6: How could conflicts between users be managed?

Q7: What are the potential opportunities/risks with company involvement in user driven discussions?

<table>
<thead>
<tr>
<th>Concept refinement - Conflict</th>
</tr>
</thead>
</table>

DGB

Conflict is part of the game. Dependent of the purpose, and intended ambitions of a campaign, conflict is sometimes deliberately used to initiate a discussion. The agency puts much effort into balancing the outcome of conflicts, as they argue conflict to be an effective way to increase campaign reach, as people tend to share “negative” opinions more than positive. The question is whether the conflict justifies the means of the campaign or not.

Grand Public

Clearly underlines the importance of not trying to control a user driven discussion. Instead proposes a way of trying to set a tone, and to give the discussion a clear context. Believes the most beneficial way to handle potential conflicts among users, and towards a campaign to use and clear and educational approach. To facilitate UGC the agency works with clearly expressed guidelines for the campaign framework. Proposing a flexible yet controlled environment where the discussion is free to go in any direction, as long as it stays within the established framework.
<table>
<thead>
<tr>
<th>In the Cold</th>
<th>Argues the conflict to somewhat be the essence of a user driven discussion. By providing a platform, forum or context allowing for UGC, we want to encourage users to contribute. Then whether it’s a contribution through refinement or if it’s humorizing the initial message does not really matter. Argues many campaigns success often to be due to small user tweaks that makes the campaign twice as fun. Nevertheless, there is always a risk of opening up for too much user flexibility, as there is many ways in which a campaign can get bad publicity. The quintessence is to construct a core content that will be intact regardless of change and conflict.</th>
</tr>
</thead>
<tbody>
<tr>
<td>IUM</td>
<td>Suggests a present and accommodating approach to be the best way to manage conflict. There is really no way to avoid it; companies will always encounter conflict, no matter their campaigns. As the media sphere constantly becomes more transparent, there is always the opportunity for users to declare their opinions of things. As a company you want to create as many contact channels to your audience as possible. Thus, opening up for many opportunities for your audience to express a direct conflict. It becomes unavoidable, leaving you with the one sound option of a suitable response.</td>
</tr>
<tr>
<td>JMW</td>
<td>Risk analysis, and managerial foresight is important. Both in respect for the client, so that possible negative spin or alteration from company intentions can be handled swiftly. The respondent reflects upon the campaign of Marabou Black – Tommy Nilsson – AIK as messy setup, where the agenda of the sender is hidden, the message unclear which in turns leads to an uncertain outcome in terms of the intentions of the sender, no clarity in highlighting the product.</td>
</tr>
<tr>
<td>M&amp;C Saatchi</td>
<td>Argues interaction to be the basic nature of working with UGC. Thus, the handling of conflicts becomes an extension of that interaction. When faced with a conflict, the way to go is instant and reactive response, not leaving too much room for free interpretation of a stated issue. Practices a constant ambition of dynamic communication that is not to be perceived as a way of controlling or manipulating a context or discussion, even if that to some extent is exactly what we are trying to do.</td>
</tr>
<tr>
<td>Vinter</td>
<td>States that there will always be unsatisfied people, and people who deliberately want to oppose to certain matters. Says that they manifest the approach of never run from a conflict, but instead facilitating conflicts as insights for future improvements or as an opportunity to further provide users with additional insights regarding the matter at hand.</td>
</tr>
<tr>
<td>WBL</td>
<td>If we ask customers to contribute with their content, it opens up for a rather free interpretation of what that content are to include, which also means there will be conflict. As an agency, we do not believe that explicitly trying to control the discussion in any way will reduce the conflict. The more open the brief, the more freedom for the users. But we do believe content management is all about how to facilitate conflicts and to control the discussion without interfering. We are constantly following the dialogue, and are using various ways/channel of trying to tone down or to push the discussion in the most beneficial direction.</td>
</tr>
<tr>
<td>Wenderfalck</td>
<td>Proposes conflict management to be somewhat two-folded. One hand, company interference in a user driven discussion is to be considered inappropriate, as it might disclose the discussion for what it actually is, a marketing campaign. On the other hand, the ability to control the discussion is what makes good content management. The trick is to find appropriate moderators for a discussion. These moderators could be bloggers, journalists etc., that we believe to have a mindset and has an audience suitable for the desired tone of the discussion These moderator do sometimes not even know that they are an essential part of the discussion.</td>
</tr>
</tbody>
</table>
Yours

Argues the contemporary media landscape to be increasingly transparent, proposing the fact that you as an agency, company or individual will get feedback on everything you do. Thus, the issue is not about how to avoid conflict, but how to reply to it. As a thumb of rule, we aim to always answer to all kind of conflict. As for campaigns based on UGC, we believe part of the success to be a product of an uncontrolled discussion. We strive to project a high degree of user freedom and empowerment, whereas we simultaneously use incentives to set an appropriate tone tunnel.

Table 7 Empirical data – Involvement

Q8: To what extent is it possible to control user-generated content?

Q9: Do you have strategies to manage a user driven discussion that spins off in a direction that is no in line with your initial intention(s)?

<table>
<thead>
<tr>
<th>Concept refinement - Involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DGB</strong></td>
</tr>
<tr>
<td>Using the campaign “Mannen som misslyckats I 30år” as an example. The agency argues their role in the UGC process to be as a filter for all content published on the platform. It is argued that involvement is a necessary part of a running campaign, as to be able to react to potential conflict etc. But it must be done in a way so that the users does not feel controlled or restrained, which will most likely reduce user activity, making the campaign more of a one way dialogue. When it comes to brand exposure, UGC campaigns are all about a high quality content that will attract users to voluntarily find out who is the sender, thus there is no need of putting the brand/logo itself in a predominant position.</td>
</tr>
<tr>
<td><strong>Grand Public</strong></td>
</tr>
<tr>
<td>To encourage UGC, the agency uses a tactic where the aim is to engage people they know represents something for the campaign positive. Another way of agency involvement is agency created content in disguise. The agency provides their own content, which will serve as reference content to set the tone, direction and height of the discussion.</td>
</tr>
<tr>
<td><strong>In the Cold</strong></td>
</tr>
<tr>
<td>In general, the agency starts many of their UGC campaigns by adding some content themselves, working as reference content for the users. There is no way to be sure of why people will share and participate. The agency uses an example of a shorter video that ultimately went “viral” because of the shirt the guy on video wore, which was far from the initial idea.</td>
</tr>
<tr>
<td><strong>IUM</strong></td>
</tr>
<tr>
<td>Do not put to much emphasis on the exposure of the brand/logo. A successful campaign will attract users to gladly get to know the sender. Still, it could be helpful to add a hint using brand/logo specific characteristics (colors, shapes etc.) in a campaign. As for the campaign Treomoments, the brand actually plays a significant role, as it is used as a hashtag, and quite obviously expressed in the core idea of the campaign. But the emphasis of the campaign is not to push the brand in the face of the users, but rather putting it in a context where focus will be user content associated to the product.</td>
</tr>
<tr>
<td><strong>JMW</strong></td>
</tr>
<tr>
<td>In the planning process a balance is between user flexibility and company control concerning the expected content is in focus. Mentions that the balance reference point is set between limitations and freedom for the user. The aim is to make the user perceive – seen in the structuration of the business solution, freedom to act and upload the content of choice. However in order to control the character of the content, the company can at times serve as a filter, signing off on uploaded content, and a critical factor is to be very clear on the terms of agreement.</td>
</tr>
<tr>
<td>Company/Author</td>
</tr>
<tr>
<td>---------------</td>
</tr>
<tr>
<td>M&amp;C Saatchi</td>
</tr>
<tr>
<td>Vinter</td>
</tr>
<tr>
<td>WBL</td>
</tr>
<tr>
<td>Wenderfalck</td>
</tr>
<tr>
<td>Yours</td>
</tr>
</tbody>
</table>
Table 8 Empirical data – Belonging

Q10: What components do you assess as important for creating a sense of belonging between users and the campaign at hand?

<table>
<thead>
<tr>
<th>Concept refinement - Belonging</th>
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<tbody>
<tr>
<td><strong>DGB</strong></td>
</tr>
<tr>
<td>The respondent refers to their campaign <em>Minnen som misslyckats I 30år</em> where the campaign was built upon a gathering of people’s own theories of a certain matter. The client went out in selected medias (suitable for the target group) and simply asked for people’s contribution and help to solve this issue. Reaching out to an appropriate sample was proposed to have created a high sense of belonging and to have put these users in a position where they actually felt empowered, and that their content were appreciated and could contribute.</td>
</tr>
<tr>
<td><strong>Grand Public</strong></td>
</tr>
<tr>
<td>Referring to their campaign <em>Mitt Småland</em>, which was created to promote Småland as a destination. They aimed to create a sense of belonging as people were invited to share their favorite spots in Småland, suggestively increasing perceived empowerment amongst users that added content. As a user, you want to share and promote things that will somewhat put you in a position of recognition.</td>
</tr>
<tr>
<td><strong>In the Cold</strong></td>
</tr>
<tr>
<td>Uses a proposed target group as reference for what content to ask for, e.g. Looking at peoples Facebook pages will inform the agency of what type of content to ask for, simplifying the process of creating a platform allowing for that type of content. Many times there is too much emphasis on the amount of users, likes etc. Believes the focus must be on finding the most suitable lead users/fans, rather than an aiming for an immediate spread. Finding central characters suitable for the campaign cause will ultimately result in a vast spread, but a more coordinated spread-reaching people who identifies with chosen lead users. Users whom strongly identify themselves with the cause of the campaign will in some cases basically carry out the whole campaign for the sender, all you as an agency need to do is to provide them with the appropriate tools.</td>
</tr>
<tr>
<td><strong>IUM</strong></td>
</tr>
<tr>
<td>The agency strategically uses opinion leaders, lead users etc. Which in the case of social media often involves popular bloggers and high profile media profiles. Their fan base are most likely to identify themselves to them, and will probably be willing to act in certain ways to enhance their sense of belonging to that identity. In the case of <em>Tremoments</em> all contributing users becomes part of a competition to have their pictures published on certain blogs, which is believed to enhance the willingness to contribute and to keep the added content to fit the framework of the campaign.</td>
</tr>
<tr>
<td><strong>JMW</strong></td>
</tr>
<tr>
<td>To Facilitate for users to share/interact/contribute content the agency tries to create something upon a foundation of common interests, which provides the project/case/campaign a harmony. When this aim is reached that brand it is supposed to market, can be placed visible to the user, however with a more peripheral role.</td>
</tr>
<tr>
<td><strong>M&amp;C Saatchi</strong></td>
</tr>
<tr>
<td>Believes the most important feature to be to activate the “right” set of users. Getting high profile users, e.g. celebrities, authorities, and/or professionals to contribute to the discussion. The trick is argued to be to contract/invite these people to talk about it in a way where it is not obvious that it is a commercial message, but also to get them to state it in a way that endorses the cause.</td>
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</tbody>
</table>
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<table>
<thead>
<tr>
<th>Vinter</th>
<th>Underpins the importance of knowing the users on a level that goes beyond the conventional term of “target group”. Knowledge on user attitudes, behavior and influencers will simplify the creation of a platform that will appeal these specific users.</th>
</tr>
</thead>
<tbody>
<tr>
<td>WBL</td>
<td>For the campaign <em>Hur mycket Ola?</em> the agency used Ola Skinnarmo, who is one of Sweden’s most famous adventurers. Ola was chosen as he is an icon in his field, and only putting the product in context to him would enhance this products value as well as setting a tone to the campaign. The context of Ola standing on top of Kilimanjaro etc. both added value to the product itself, simultaneously inspired people to contribute to the campaign with pictures of themselves using the product on their adventures.</td>
</tr>
<tr>
<td>Wenderfalck</td>
<td>The agency argues the more exposed your brand is, the greater risk of people being critical to your campaign, especially in terms of sharing the campaign and your own commercial message. To project a sense of affinity for the users the brand is to be downplayed, whereas an appealing context is to be emphasized. As for <em>Sambotestet</em>, when users are going to push the button to start the test, they are not supposed to feel that this is so much Fastighetsbyrå (the client). Users must not feel they are running the clients errands.</td>
</tr>
<tr>
<td>Yours</td>
<td>Uses “reference users”, who are described as people with strong affiliation to the product, service or place central to the campaign. The ambition is to always create a strong reference point for the users to increase affinity. Gives an example of a campaign promoting a location, where locals was invited to share their stories etc., involving an entire community to be part of promoting the community. Thus, “reference users” do not necessary refer to celebrities or professionals.</td>
</tr>
</tbody>
</table>

*Table 9 Empirical data – Interaction/sharing*

Q12: How important is user freedom in content creation?

Q13: How do you encourage sharing between users?

Q14: Are some sharing features more important than others?

<table>
<thead>
<tr>
<th>Content creation – Interaction/sharing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DGB</strong></td>
</tr>
<tr>
<td><strong>Grand Public</strong></td>
</tr>
<tr>
<td><strong>In the Cold</strong></td>
</tr>
</tbody>
</table>
### IUM
Interaction has to be simple in all significant aspects. Simple terms of agreement, few steps when registering, no detailed and advanced logins and demands for sharing personal information. Making a campaign/message appear fun is important as well as working with incentives that appeals to the target group.

### JMW
The topic is of importance; the usage of ambassadors/icons/opinion leaders proves beneficial for facilitating the creation of content. In order for users to share, they must perceive the content platform as fun and inviting.

### M&C Saatchi
The core tenet is brutal simplicity of thought. A simple idea enters the brain faster and stays longer, that has to be fused in every step of campaigning. Drawing the notion of accessibility and stringency as key factors that facilitate interaction. Incentives, not just related to give-away merchandise, but incentives as contributing to change may serve as something that encourages interaction.

### Vinter
The importance of a friendly invite to the campaign is emphasized along with clarity concerning the brand behind the campaign. There should be no confusion for the user on who is sending me this message. Simplicity of sharing is stressed, often achieved using social media functions. Full disclosure of the campaign terms is viewed as a key factor for building authenticity as well as brand credibility.

### WBL
Emphasizes the importance of choosing a topic of the campaign that appeals to the intended target group. A depth campaign, such as *Hur mycket Ola är du?*, demands a higher level of time investment from the user. The insights of the target group of this specific campaign was that users tend to contribute with content that exceeds each others adventures, hence creating a dynamic that facilitates user interaction and content creation.

### Wenderfalck
Differentiates the motivational drivers of a younger and older audience. Whilst the younger audience shows more awareness and being more critical on what to share, the older audience does not. Awareness of a digital identity is comprised on what is communicated/shared/liked/commented in social media. The younger audience is therefore often more restrictive on sharing.

### Yours
A number of platforms (YouTube, Twitter, Facebook) in addition to outdoor billboards and traditional advertising have encouraged users to participate in the campaign *Original Luleå Stories* by sharing content. A financial incentive has been used as a motivational driver for attracting users willing to share content.

### Table 10 Empirical data – Engagement

<table>
<thead>
<tr>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q15: How do you measure user activity before, during and after campaign(s)?</td>
</tr>
<tr>
<td>Q16: What do you consider as central parts of the campaign in order to get the users to share and participate?</td>
</tr>
</tbody>
</table>

### Content creation - Engagement

| DGB | Campaigns based on users sharing a website, link or content by being forced to like the company account on Facebook is viewed as twofold: it enables measurement of views and quantity of likes, but is also restraining in alluring engaged users. The event of quid pro quo is not facilitating engagement, rather restraining it. |

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<table>
<thead>
<tr>
<th>Source</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grand Public</td>
<td>Recognizes the response – stimuli function as a driver for including a function where engagement is facilitated. I.e. friends and contacts responding by clicking the like button trigger this behavior. Cases and campaigns driven by users on social media platforms is dialogue based and the agency should be very responsive and recognize users that engage and commit. For quantifying engagement, a number of digital tools is used which gives the agency a clear view on the spread range.</td>
</tr>
<tr>
<td>In the Cold</td>
<td>When using incentives to facilitate engagement in e.g. competitions on social media platforms, users tend to perceive their chances for winning as increasing if the content is shared. It is however not the case in the campaigns, and most likely not even stipulated in the terms of participating. This perceived notion serves as a trigger for engagement. Measuring spread is conducted throughout the campaign tapping into already existing networks of contacts in social media platforms using a number of tools.</td>
</tr>
<tr>
<td>IUM</td>
<td>Recognizes the importance of making invites that triggers users to participate. Incentives are seen as a feature that drives traffic to the campaign. Users must perceive the invite as a fun option. Engagement must furthermore be perceived as simple and accessible. How a campaign is intended to spread and how to measure that spread depends on the purpose of the campaign as well as chosen communicative tools.</td>
</tr>
<tr>
<td>JMW</td>
<td><em>Fotbollskartan</em> where users that spontaneous wanted to play soccer could look up soccer fields using a mobile application. Users were also invited to post their favorite soccer fields. The challenge in this particular case was to connect a healthy active lifestyle (playing football) with the client Coca-Cola. The smartphone application is constructed around a topic that attracts a specific user group.</td>
</tr>
<tr>
<td>M&amp;C Saatchi</td>
<td>Recognizing campaigning and communication as a highly interactive process, presuming an active engagement by the communication agency before, during and after the campaign. Communication should be/is formed as a piece of conversation, which per se usually is shared and positions the message in a user-to-user relationship.</td>
</tr>
<tr>
<td>Vinter</td>
<td>Recognizes the importance of establishing reciprocal linkages between user – agency in order to create user engagement and a platform for the agency to gain insights on user preferences and behaviors. Picture driven material is viewed as key for creating a simple and appealing dialogue.</td>
</tr>
<tr>
<td>WBL</td>
<td>Boils down to the customer brief and whether the campaign should aim at a broad reach with low entry barriers for users to participate, mostly creating awareness and spread of the campaign at hand. Another option is to focus the campaign around a high reach, which implies a higher level of engagement, which can be triggered by the topic itself, character of content and incentives. The campaign spread is monitored and measured consequently.</td>
</tr>
<tr>
<td>Wenderfalck</td>
<td>Recognizes an increasing potential by tapping into existing networks of users and by constructing the campaign on doing something creative and fun (with the personal network as a crucial feature). The more responsive the content is, the more willing the user is to share the result with others, much as seen in the campaign <em>Sambotestet</em>.</td>
</tr>
<tr>
<td>Yours</td>
<td>Engagement from existing relationship between brand and user serves as a point of departure. The activities initiated must be in alignment with brand values in order to be perceived as authentic and credible. Users tend to respond positively to incentives. The spread of a case/campaign is measured using different social media tracker tools.</td>
</tr>
</tbody>
</table>
Q17: How can you as an agency position the campaign so that the message attracts users outside the primary target group?

Q18: How do you loop and connect the content in user discussions to your initial intentions with the campaign?

Q19: Can the closure or ending of campaign be altered due to the user-generated content during the campaign?

<table>
<thead>
<tr>
<th>Table 11 Empirical data – Positioning</th>
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</table>
| **Q17**: How can you as an agency position the campaign so that the message attracts users outside the primary target group?  
DGB Emphasizes the openness of the campaign process, recognizing that if A happens in step 1, well do B in step 2, or even C depending on the spread. Highlighting that the agency must pay close attention to the process in order to maximize the return of the campaign momentum. User driven content marketing is based on user content, so it loops back to the target group by content usage throughout the campaign. Depending on the content, more channels are added in order to reach different audiences.  
Grand Public Recognizing the campaigning process as a momentum, where spinoffs into new campaigns are a vital part when utilizing an on-going momentum. The specific content in *Mitt Småland* is not something that may be used in other campaigns, but rather as a reference to a successful user driven content project. In order to align the campaign content with the initial intentions, content that is credited and rewarded may be posted as it facilitates a direction of user contributions.  
In the Cold The core of user driven content marketing is that the brand and the company do not need to push the logo or brand to the user; constructing the campaign in such a way so the users want to share and recommend the message to other is the objective. Using the power of recommendations on existing personal networks is seen as a success factor.  
IUM Recognizes the potential of making users share and recommend the product and message. In user driven content marketing the purpose is to spread a message and product virally through existing networks. It is important to construct an appropriate context and message in to position the brand to the intended target group. The logo and brand should not be pushed to the user, rather encouraging a pull effect to maximize the return of the campaign.  
JMW Recognizes a multi channel solution and media stretch as feasible ways of approaching and facilitating a spill over effect into new target groups. Uses *Made by Sweden* as a good example of how the main event is underpinned with pre-release build-ups and after-release material. Using an on-going momentum as leverage into new campaigns is emphasized. Views the campaigning process as open and responsive, implying that the agency has to be more close to the process before, during and after the campaign.  
M&C Saatchi In order to reach a spill over effect and to draw attention from other target groups/audiences the communication should be of a conversation piece character. This allows the content to be shared, which per se includes and involves users. Furthermore, the importance of implementing a conversation piece in the right context is recognized as critical. By utilizing the nature of the context the conversation piece may take off. A good conversation piece in the wrong context is running the risk of not gaining momentum at all. The agency has to pay close attention to the process before, during and after a campaign in order to fully utilize the content. |
<table>
<thead>
<tr>
<th><strong>Vinter</strong></th>
<th>Recognizes that the right editorial content in the right context has the most potential of a wide exponential spread. Pushing content in the wrong context might have a restraining effect, and is less likely to be shared and recommended among users. The character and its perceived appeal to a broader audience facilitate the spread into other platforms. Emphasizes the capacity of content: you create content only once, but it may be replicated a hundred times.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WBL</strong></td>
<td>Target group insights serves as a point of departure for the management of the campaign: high internet experience, high social media experience, a user-to-user dynamic consisting of willingness the share and inspire other with their passion to adventure. The spill over effect into other target groups is dependent on the frameworks of the customer brief and openness and the attractiveness of the campaign topic.</td>
</tr>
<tr>
<td><strong>Wenderfalck</strong></td>
<td>The agency is always ultimately responsible for the campaign, which motivates them to pay continuously attention to the entire campaign process. In order to get a spread outside the intended target group/audience the message must be constructed to be perceived as simple. The generated content on social media platforms can at a later stage be used in other channels, which could reach a diversity of users. I.e. the campaign for the client <em>Västerbottensost</em>, an initial campaign intended to gather user-contributed recipes, which later could be used for creating a cookbook.</td>
</tr>
<tr>
<td><strong>Yours</strong></td>
<td>Recognizes the potential of stretching the content created in one campaign, to be used in other channels and other platforms. The client brief sets the frameworks on what is possible, suitable and in alignment with the brand. An honest intention, with a clear display of the brand is seen as a key factor for reaching outside the intended target group.</td>
</tr>
</tbody>
</table>
6 Analysis & Results

The analysis chapter aims to clarify the relationship between the theoretical framework and the empirical data. The analysis was structured in accordance with the conceptual framework to clearly provide any implied relationship.

6.1 Idea generation

Findings from this research recognize key features for managing UGC campaigning strategies to have a rather high correlation to the purpose of the campaign. One suggested campaign type aiming for a rather specific group is a depth campaign, which could be illustrated by JMW/Fotbollskartan, and WBL/Hur mycket Ola är du? and In the cold/Miami Music Event, where each campaign is directed towards a certain type of users. Contrary, reach campaigns are defined as aiming at quantity and a wide spread, which could be illustrated by Sambotestet that has low barriers for involvement and interaction. A low barrier is here defined as no need to share personal information by signing terms of agreement, but focused on simplicity in participating. Sambotestet further illustrates the positive spread capacity of a campaign that connects to the users personal Facebook network, and thereby is given access to an existing personal network. This broad access is not possible when engaging in a one-way communication, but rather facilitated.

Kaplan and Haenlein’s (2010) identifies feedback and interaction as critical elements of all social media activities, the goal of most UGC campaigns is, contrary to conventional push commercials, to create a pull effect were the users actively becomes part of the campaign, and making them want to contribute and share. This argument is in alignment with Von Hippel (1988: 2005) and Prahalad and Ramaswamy (2004) proposing that user inclusion in early stages of idea generation, serves as a key factor for refining the idea and making it more adapted to the users’ context. The willingness to interact is empirically seen as a function of the campaign topic and the amount of barriers for interaction.

In the cold, DGB and Wenderfalek emphasize the importance of not pushing a group of users into a direction predetermined by the communication agency. When the company is building a campaign implemented in a context run by users, the campaign has to be adapted to the user context. The risks exceed the benefits of initiating a campaign that aims to change the context. In alignment with the reasoning of WBL and In the Cold concerning the willingness to commit to a campaign is dependent of campaign intentions. A reach campaign has, as previously mentioned, low barriers for engaging,
Managing user generated content in marketing campaigns

a depth campaign is more likely to encourage a higher level of commitment and investment of time by the user. This notion is underpinned by Courtois et al., (2009) meaning that a small number of users create the most of the content. The quality aspect of the generated content in reach and depth campaigns is not further discussed by Courtois et al., (2009), however recognized as varied by Kim and Ahmad (2009). WBL recognizes the campaign Hur mycket Ola är du? As a depth campaign, attracting users willing to commit and engage and thereby generating the intended quality thereof. This campaign topic (outdoor adventure), content (user pictures/stories of adventures) and incentives (outdoor equipment prizes) illustrate the interplay between the topic, content and incentives as features possible to plan for. WBL included the famous Swedish adventurer Ola Skinnarmo as an influencer to draw attention of a certain user group willing to commit. In alignment with Berthon et al., (2008) the creativity and activity of users may be facilitated when presented to discussions, topics or content that calls to action. In addition to Berthon et al., (2008), Tang et al., (2012) conclude that users tend to rely on content created by reputable contributors. The campaign Hur mycket Ola är du? serves as an excellent example of using these features to reach an indented type of user.

The initial campaign momentum is in particularly necessary to be perceived as a user driven, and not a one-way communication from company to user. Users tend to respond negative to directions on how to behave and act in an online context, which could create a negative viral spin, which is for the agency to manage, and that might result in negative consequences for the perception of the brand in the specific campaign. Füller (2009) and Bauman (2013) recognize that managing a negative spin in online is an issue enacted in public, and calls for managerial action. The management process is by many respondents seen as diverse as well as complex and volatile. In case of a campaign ending up having a negative spin, the exponential spread capacity of UGC becomes a problem. Every communication agency interviewed in this thesis addressed risk analysis and contingency planning as crucial features in the campaign planning process. Generally described as the necessity of doing your homework before you initiate and run the campaign. The choice of influencers such as bloggers and opinion leaders proves as an effective and subtle way of influencing the UGC to match a desired framework. IUM recognizes the potential of including bloggers and podcasters in the planning stage, to infuse authenticity and credibility to the campaign. This inclusion finds support, as previously mentioned, in Tang et al., (2012) which implies that users tend to choose to rely or create their own content created by reputable contributors.
6.2 Concept refinement

Many respondents do not find the concept of target groups fully applicable for social media platforms and user driven campaigns. They rather refer to target attitudes, behavior and mindsets. The respondents commonly argued the importance of insights, both from a managerial perspective and a user perspective. To encourage user generated content and sharing of such, agencies need to be able to collect insights about attitudes, behavior and contemporary viral phenomena’s. They then need to facilitate these insights to create the content that will be the foundation for a platform open for user generated content (Seraj, 2012; Porter and Donthu, 2008). The content provided by the agency will play a central role for the campaign success, as only user appealing content will lead to user engagement. *Grand Public, WBL, Yours* and *Wenderfalck* highlighted the necessity of providing initial content expedient for guiding users to contribute with the type of content aimed for. Varey and Ballantyne (2006) recognize uploaded content as public and addresses content that may lead to conflict, defined as a negative deviation from campaign intentions. The mentioned agencies in addition to *Vinter, In the cold, M&C Saatchi* also notes the importance of creating content that encompasses users to post a certain type of content. This also positions the campaign as manageable since deviations may to a large extent be avoided. To post something completely off topic and of negative character has consequences for the user, which suddenly is running the risk of being shut out from the context. Weick (2010) recognizes the willingness to belong in a community as a motivational driver for engaging in social activity. This reasoning is in alignment with *IUM* that highlights the importance of a short response time in addition to a correct complaint management, may rather swing the content positively to the campaign advantage since the content is given a dynamic feature. Conflicting features contributes the refinement stage by adding additional momentum to the campaign. A way of responding to conflict oriented content is to recognize possibilities in conflicting content rather than to delete or filter it. *Vinter*, as one example, identifies several risks of too much obvious involvement from the communication agency or client. When users are invited to contribute, the process has to run its course. The manageability is dependent on how thorough the planning and contingency work has been. *WBL* also recognizes conflict oriented content as delicate, and has to be handled swiftly, correct and on site.

Many academics (Kaplan and Haenlein, 2010; Ind et al., 2013; Malthouse et al., 2013) argue the importance of user freedom and flexibility in co-creation, in the context of social media marketing subsiding the sense of a message/campaign being of commercial nature. Findings from this research rather propose the importance of projecting a *perceived* feeling of user freedom. This adds
relevance to (Kaplan and Haenlein, 2010; Gyrd-Jones & Kornum, 2012; Malthouse et al., 2013) arguments of interaction and feedback as critical elements of all social media. Not allowing users to participate, providing a platform with strictly company provided content will most likely appear as corporate advertising in disguise, but only if perceived as such. To initiate a user-to-user dialogue the creation of a flexible environment where participants feel free to engage in conversations and activities of their own interest is critical as the perception of flexibility and contribution is stated to have a positive impact on the user sense of comfort and belonging in the social community. Again, drawing on Weick (2010) the sense of belonging in a context is a motivational driver, which affects user behavior to act in accordance with the participation terms, as negotiated by a group of users.

The findings proposes a rather bicameral relationship to Malthouse et al., (2013) arguments on today's consumers being subjects to an increased exposure of ads and brands. There are many ways to shut out and avoid such traditional advertising messages, e.g., new technology that offers opportunities helping them to block unwanted ads and commercial messages, and creating filters leaving them with content that appeals to them. Yet, as for most cases treated in this research, brands were unambiguously put in the periphery of the campaign. Still most respondents implied the issue is no longer to what extent the brand shall be exposed, but rather in what context the brand is used. This reasoning is emphasized by M&C Saatchi noting that a small amount of content expressed in the right context, has a large spread capacity. Furthermore, arguing that a large amount of content in the wrong context runs the risk of being ignored. This reasoning finds support in Vinter when concluding that you may produce content once, but constructed correctly the spread capacity will exceed the original intentions and be re-published at various platforms. Providing high quality content, which attracts user attention, will eventually lead the users to willingly seek the initiator of the message, creating a “perceived” unenforced relationship.

6.3 Content creation

Findings from this research proposes a successful campaign building on UGC are not only to encourage users to participate in the actual content generation, it must additionally encourage these users to actually share their participation. Failing to comprehend any of the two, the campaign is most likely to nosedive. What determines the probability to succeed is the content of the campaign. A viable campaign is most likely to emphasize content over direct brand exposure.
First, this research endorses many academics (Kaplan and Haenlein, 2010, Ind et al., 2013) arguments of user driven content to be all about participation, sharing, and collaboration, rather than straightforward advertising and selling. The content are to inherit features that attracts the users attention, topics and visual features that to some extent conveys the fact that this is actually an ad or a commercial message. Finding the right forum for the prospective target group is crucial. Using the most suitable media (e.g. Facebook, YouTube etc.) is obviously important, but even more so would be the campaign connection to an interesting and contemporary topic (Halligan and Shah, 2009). One way to draw attention and facilitate user inclusion is the usage of hot topics to engage in conversation around known and current news and issues. Using the nature of “everyday” conversations, these topics are most likely to be part of most people’s conversation agenda at a given time and place. Campaigns building on bad content, with no or little contemporary value, will most certainly experience users using and evaluating the campaigns user-generated content as information overload, and are likely to selectively distort the campaign or even respond negatively. Which in line by Gebauer et al., (2013) suggest this research findings to recognize the importance of keeping the participation process as simple, clear and user focused. By including complex logins, terms of agreement or competition rules, user may ignore the campaign. When participation is perceived as simple a greater reach of the campaign is facilitated. WBL furthermore recognizes in alignment with In the cold, that campaigns may be of both reach and depth aim. When aiming for a wider campaign reach, low involvement and requirements of user investments are required (i.e. click like, share or quick comment). This type of campaigns is viewed as suitable when aiming at quantitatively communication the brand to a broader audience. A depth campaign requires more time investment and involvement of the user (i.e., sharing video, picture and copy, story), attracts a limited amount of users, which in the end may have a positive spillover effect to other users in similar or the same context.

Second, the respondents argued that users creating and contributing with UGC are most likely to do so if the cause of their contribution could enhance their social status, creating a sense of belonging. Projecting the feeling of contribution and a sense of being part of something interesting and contemporary, users are most likely to find it self-satisfying to share. In alignment with Ho & Dempsey (2010) users motivation to forward online content is crucial, since the decision to pass content forward is considered completely voluntary. Wenderfalck/Sambotestet and Grand Public/Mitt Småland serve as suitable examples where content is shared with others, making the content available for other users to view. The motivational driver behind the willingness to share is by In the cold recognized simply as building on users curiosity to get a response. I.e. as Sambotestet
explicitly show, when proposing a possible roommate to the user, based on the users own private network connections on Facebook.

The result of the research further strengthens previous indications (Kaplan and Haenlein 2010; Malthouse et al., 2013) that regardless of how a company choose to expose a certain type of marketing campaign to a user group who meet the specific sample criteria, it cannot rule out the possibility that these individuals will share that information with users who do not meet the initial criteria. What is more is that though this previously been considered an implication, this is now suggested an most effective way to increase the reach of a message, making companies to encourage this type of behavior, with the purpose of letting a campaign or message go viral. The potential of using this as a “tool” is providing an specific yet flexible content that invites users to add, tweak of refine the content, embracing them with a high sense of affinity. Findings of this research pinpoints a central managerial issue to be the creation of a content that can be tweaked in a way where users perceive they have been empowered with a high level of freedom to participate. Yet, regardless of users intentions of participation, the initial content/message must be constructed in a way where it will withstand these alternations. Leaving the imposed result to only be an increased desire among users to share their personal tweak, refinement or contribution to the campaign with friends.
7 Conclusion

The thesis has explored managerial implication of the contemporary marketing phenomena of using UGC as a base for marketing campaigns. The conclusion chapter presents this research’s main conclusions based on the analysis.

Reach and depth. The customer brief and purpose of the campaign serves as a point of departure. The decisions at this stage by customer and communication affect the level of necessary involvement and management demands in the upcoming campaign process. When aiming at quantitative brand exposure, reach campaigns proves beneficial. Reach campaigns must be perceived as simple and flexible to participate in, i.e. no complex logins, no stepwise sharing of personal information or complex terms for participation in order to gain momentum and maximum spread. Contrary, aiming for a delimited amount of core users that may influence others, depth campaigns prove beneficial. Depth campaigns demands a higher level of commitment and involvement from the user, i.e. making of videos, posting picture and text of a certain topic. The choice of campaign type and the organizational preparations that follows thereof is dependent on the customer brief and the suggestions by the communication agency. Therefore it is possible to a great extent for managers to influence the clients’ choice of campaign and the estimate concerning organizational preparations.

Perceived freedom. A crucial managerial concern for UGC is implied to be the balance between user flexibility and company control concerning user involvement and content creation. Findings from this research suggest a balance reference point is to be set between limitations and freedom for the user. The aim is suggested to be the facilitation of UGC platforms where users perceive a high level of freedom and flexibility to participate and to upload the content of choice. The creation of the context is to a great extent possible to influence for the communication agency.

Icons and compass content. By using icons in the context where users operate, the character of content may be influenced by the communication agencies. Icons, i.e. bloggers, celebrities or high profile persons of a certain context, posting their own content or encouraging content to be shared has a positive effect when influencing users to share a specific type of content. It is stressed that the content must not be pushed by icons, but be perceived by users as authentic and spontaneous. Communication agencies have extensive influence of the choice and level of icon involvement.
Contingency planning. User generated content marketing is a highly interactive process, where the role of the communication agency is to stay close to the process. When a campaign is running the character of the content is closely monitored in form of an ongoing dialogue, due to the necessity of quick response. The response time from the communication agency and user is recognized as a way of managing the process in motion.

Stretching content. In addition to the contingency planning, the character of content may also be used as a point of departure for usage in other campaigns or extending activities in the campaign at hand. The character, channel, and choice of content to stretch for further and additional use lies solely at the choice of the communication agency. The stretch is however recognized to be dependent on the brand at hand and the customer brief.

Response and reward. A quick, context adapted and personal response to user questions or content share are considered beneficial. First, it may create a positive user experience of the campaign. I.e. customer addresses a company by hashtagging, and the company responds. Second, by rewarding through incentives such as merchandise similar content to the rewarded content tend to be posted. Incentivizing certain content or rewarding users is recognized as a way of managing the character of UGC.
8 Discussion & Implications

_This chapter discusses any theoretical contributions, managerial implications, limitation of the research, and presents suggestions for further research._

8.1 Managerial implications

_New concepts for new ways of marketing._ The findings of this thesis indicate that the term target group is set aside for a more interactive and context adjusted terminology, such as audiences, mindsets and personas. However, the term target group still works as a point of departure for understanding the characteristics of media consumption, knowledge and behavior for the customers that cases/campaigns are supposed to reach. The findings of this research further recognizes the fact that a UGC campaign contrary to a solely company driven campaign emphasizes the contemporary campaigning as _running_ a campaign. The term running a campaign implies that the agency must to be more active in managing and listening, to be able to respond to conflict and be proactive in facilitating unexpected twists to the content, that might embrace future campaign possibilities.

_The business potential lies within the diversity of the UGC._ Research results implies the inevitable element of conflict in UGC campaigns to somewhat be the essence of a user driven discussion. Suggestively implying agencies to contemplate all kinds of content contribution, whether it is challenging, a suggestion for refinement or if it is simply humorizing the initial message does not really matter. Small user tweaks seems to be commonly wished for, as they are prone to make the campaign twice as viral.

_Care for the context._ The research proposes high relevance from a managerial point of view to gain insights about user context and environment in which the customer operates. This is implied a central issue for an efficient choice of communicative tools and channels. It is further implied that users preferences and behavior is viewed as something to be closely followed and facilitated by the agency and its clients, not the other way around. A key factor for running UGC based campaigns is the perception of the campaign being driven by the users, not run as a commercial campaign. Inclusion of the target group should be focused around influencers and persons who are could be considered spokespersons and willing to carry out the message the campaign intends to deliver. Influencers are positioned in the user context and per se are tapped into an already existing user network, and may therefore facilitate a campaign spread.
8.2 Limitations & research reflections

Considering the qualitative nature of this research, with a rather specific sample constrain, the result is to be limited in external generalizability.

The research contributes to the research field illuminating central features of the managerial complexity in handling UGC. A suitable example is most respondent’s issue to define a standardized process for campaign creation. All campaigns are unique in the matter of who the client is, who the target group is, and how the client wishes to be perceived. This reinforces the importance of customer emphasis, suggestively falling back on the fact that the agency works out a position where they have to deliver somewhat unique solutions for each and every project.

Another limitation to be considered is the authors’ limited experience in interview-techniques, and as proposed by many acknowledged researchers (Christensen et al., 2001; Patton, 2002; Bryman & Bell, 2010; Cohen et al., 2011), the quality of the information obtained during an interview is largely dependent on the rigor in the methodological framework. To counterweigh, the interview guide was thoroughly revised by published author and a PhD in marketing.

Regarding the quality of the research, the use of multiple cases and cross case-analysis is considered to have strengthened the validity of the results. Partly because the same interview guide was used in all interviews, which provides for the possibility of replicating the study. To further increase the validity there was a pre-testing of both the interview guide. The chosen data collection method was pre-tested by external actors. To further increase validity and minimize potential errors, all the interviews were recorded and the data collected was transcribed in to text directly after the interview was finished.
8.3 Further Research

Quantitative measures and generalization. This study being qualitative implies limited generalization of the findings, proposing the relevance for additional quantitative research within a similar framework. Findings in this study indicate that a quantitative research could provide further implications of how users interact and perceive campaigns built particularly around UGC. Further use of a quantitative research could auxiliary use a user perspective to explore relevance of the conceptual framework used for this research. Essential to consider, in addition to the above mentioned, is the rather unspecific nature of chosen reference campaigns. All reference campaigns matched the sample criteria of being based on UGC and being run on social media platforms, yet there was no restriction to a certain campaign topic. Thus, advising for additional research where focus is on a more specific type of campaign, measuring the number of interactions, the implications of response and total spread of the campaign. This would further clarify features that are to be considered as particularly valuable for managing user generated content campaigns.

Going for conflict. Another interesting approach for additional research evolves from the conclusion in this study implying the relative significance of conflict and involvement. Previous literature suggests the balance between user flexibility and company control to be highly correlated to user engagement. Yet, this research suggests contrary focus on finding a balance reference point between limitations and freedom for the user, where the actual aim is to make the user perceive freedom to act and upload the content of choice. Proposing relevance for further qualitative research on the importance of conflict and involvement.

Action research and living labs approach. Another interesting suggestion for further research would be an experimental study, using a specific campaign or depart from a research-generated campaign to closely measure user interaction and participation in a direct relation to a specific campaign.
9 References


Managing user generated content in marketing campaigns


Patel, R. & Davidson, B. (2011) ”Forskningsmetodikens grunder – Att planera, genomföra och rapportera en undersökning” Studentlitteratur AB


Seraj, M. (2012). We create, we connect, we respect, therefore we are: intellectual, social, and cultural value in online communities. *Journal of Interactive Marketing*, 26(4), 209-222.


## 10 Appendices

### 10.1 Appendix 1 - Operationalization tables

*Table 12 Operationalization table – Idea generation*

<table>
<thead>
<tr>
<th>Concept</th>
<th>Sub Concepts</th>
<th>Conceptual Definition</th>
<th>Operational Definition</th>
<th>Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source of innovation</td>
<td></td>
<td>A user centric paradigm recognizes users outside the company as a source for idea creation, development and innovation (Von Hippel, 2005)</td>
<td>Indicates the role of user input as well as user influence in campaign planning</td>
<td>Q1: How do you define the target group when are planning for a specific campaign?</td>
</tr>
<tr>
<td>Idea generation</td>
<td>Feedback loop</td>
<td>Inclusion and creation of reciprocal linkages between company and stakeholders are generally considered as a prerequisite for understanding challenges, motives and priorities of users (Gyrd-Jones &amp; Kornum, 2012)</td>
<td>Indicates the extent of influence of stakeholders in the campaign planning, as well as external sources of feedback</td>
<td>Q2: How is the target group involved in your campaign planning?</td>
</tr>
<tr>
<td></td>
<td>Communicative tools</td>
<td>Understanding users motivation to forward online content is crucial, since the decision to pass content forward is considered completely voluntary (Ho &amp; Dempsey, 2010)</td>
<td>Indicates which tools the users can use in order to participate by sharing content</td>
<td>Q3: To what extent is campaign strategies and positioning an outcome of internal respective external ideas?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Q4: What type and from what actors do you assess feedback as particularly important in the campaign planning process?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Q5: How essential is the chosen channels in order to establish linkages to the intended target group before campaign launch?</td>
</tr>
</tbody>
</table>
### Table 13 Operationalization table – Concept refinement

<table>
<thead>
<tr>
<th>Concept</th>
<th>Sub Concepts</th>
<th>Conceptual Definition</th>
<th>Operational Definition</th>
<th>Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conflict</td>
<td>Management should avoid trying to control the user generated content, instead attempt to create a dynamic environment in which participants feel free to engage in constructive conversations and activities Ind <em>et al.</em> (2013).</td>
<td>Indicates the view on conflict as a dynamic component and the embedded risks/opportunities of conversations</td>
<td>Q6: How could conflicts between users be managed?  &lt;br&gt; Q7: What are the potential opportunities/risks with company involvement in user driven discussions?</td>
<td></td>
</tr>
<tr>
<td>Involvement</td>
<td>Malthouse <em>et al.</em> (2013) emphasize a key feature of user-driven co-creation to be about enabling users involvement</td>
<td>Indicates to what extent user generated content activities can be controlled by the agency</td>
<td>Q8: To what extent is it possible to control user generated content?  &lt;br&gt; Q9: Do you have strategies to manage a user driven discussion that spins off in a direction that is no in line with your initial intention(s)?</td>
<td></td>
</tr>
<tr>
<td>Belonging</td>
<td>User identity is defined by the nature of the shared content. This in turn creates a sense of order in the system, since actions positions users in relation to each other (Weick, 2010)</td>
<td>Indicates which tools and components the agency dispose of in order to connect users content to each other and how this content is connected to the brand.</td>
<td>Q10: What components do you assess as important for creating a sense of belonging between users and the campaign at hand?  &lt;br&gt; Q11: How clear should the connection between campaign and brand be for user?</td>
<td></td>
</tr>
<tr>
<td>Concept</td>
<td>Sub Concepts</td>
<td>Conceptual Definition</td>
<td>Operational Definition</td>
<td>Questions</td>
</tr>
<tr>
<td>---------</td>
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</tr>
</tbody>
</table>
| Content creation | Interaction/sharing | A successful viral marketing message must not only attract attention, it must also give the user a reason to want to share this information with others. (Ho and Dempsey, 2010) | Indicates *how* the agency can facilitate a user behavior characterized by interaction and sharing of content | Q12: How important is user freedom in content creation?  
Q13: How do you encourage sharing between users?  
Q14: Are some sharing features more important than others? |
| | Engagement | The reason for firms to engage in online communities is the powers of online communities to not only provide for user-driven content, but also to create experiential interactivity that enhances users’ engagement. (Chan and Li, 2010) | Indicates how agencies understand, elaborate and quantify user activity in social media platforms | Q15: How do you measure user activity before, during and after campaign?  
Q16: What do you consider as central parts of the campaign in order to get the users to share and participate? |
| | Positioning | Successful co-creation based on a reciprocal relationship, continuous exchange and engagement to the matter at hand is set in an environment that encourages collective action (Seraj, 2012) | Indicates how open and reciprocal the process of campaigning is and the influence of the user | Q17: How can you as an agency position the campaign so that the message attracts users outside the primary target group?  
Q18: How do you loop and connect the content in user discussions to your initial intentions with the campaign?  
Q19: Can the closure or ending of campaign be altered due to the user generated content during the campaign? |
10.2 Appendix 2 - Interview guide

Organization:
Name of respondent:
Position of respondent:

All interviews were made over phone or Skype. Respondents at each agency were upon appointment chosen after their alleged knowledge and involvement within the field of UGC campaigns. Each interview allowed for a short five-minute chat before the actual interview begun on tape. The purpose of the chat was to pinpoint working experience, whether recording of the interview was allowed and general background of the respondent. All interviews depart from the standardized interview guide but endorsed follow-up questions.

Idea generation
1. How do you define the target group when are planning for a specific campaign?
2. How is the target group involved in your campaign planning?
3. To what extent is campaign strategies and positioning an outcome of internal respective external ideas?
4. What type and from what actors do you assess feedback as particularly important in the campaign planning process?
5. How essential is the chosen channels in order to establish linkages to the intended target group before campaign launch?

Concepts refinement
6. How could conflicts between users be managed?
7. What are the potential opportunities/risks with company involvement in user driven discussions?
8. To what extent is it possible to control user generated content?
9. Do you have strategies to manage a user driven discussion that spins off in a direction that is no in line with your initial intention(s)?
10. What components do you assess as important for creating a sense of belonging between users and the campaign at hand?
11. How clear should the connection between campaign and brand be for user?

Content creation
12. How important is user freedom in content creation?
13. How do you encourage sharing between users?
14. How do you measure user activity before, during and after campaign?
15. What do you consider as central parts of the campaign in order to get the users to share and participate?
16. How can you as an agency position the campaign so that the message attracts users outside the primary target group?
17. How do you loop and connect the content in user discussions to your initial intentions with the campaign?
18. Can the closure or ending of campaign be altered due to the user-generated content during the campaign?
10.3 Appendix 3 - Interview chart

Total time of interview: 8 hours, 12 minutes, 37 seconds

Table 15 Interview chart

<table>
<thead>
<tr>
<th>Agency</th>
<th>Current position of respondent</th>
<th>Working experience in communication</th>
<th>Date of interview</th>
<th>Total time of interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doe Gottberg Blomberg</td>
<td>Copywriter</td>
<td>2 years + 1 internship</td>
<td>2014-05-05</td>
<td>45 min, 40 sec</td>
</tr>
<tr>
<td>Grand Public</td>
<td>Strategist</td>
<td>14 years</td>
<td>2014-05-08</td>
<td>43 min, 47 sec</td>
</tr>
<tr>
<td>Grayling</td>
<td>Planner</td>
<td>6 years</td>
<td>2014-04-28</td>
<td>45 min, 46 sec</td>
</tr>
<tr>
<td>In The Cold</td>
<td>Creative director</td>
<td>24 years</td>
<td>2014-05-16</td>
<td>34 min, 45 sec</td>
</tr>
<tr>
<td>IUM</td>
<td>Account manager</td>
<td>6 years</td>
<td>2014-05-09</td>
<td>35 min, 44 sec</td>
</tr>
<tr>
<td>JMW</td>
<td>Project manager</td>
<td>13 years</td>
<td>2014-05-08</td>
<td>45 min</td>
</tr>
<tr>
<td>M&amp;C Saatchi</td>
<td>Strategic planner</td>
<td>6 years</td>
<td>2014-05-08</td>
<td>46 min, 12 sec</td>
</tr>
<tr>
<td>Vinter</td>
<td>Design director</td>
<td>8 years</td>
<td>2014-05-06</td>
<td>46 min</td>
</tr>
<tr>
<td>WBL</td>
<td>Planner</td>
<td>20 years</td>
<td>2014-05-09</td>
<td>52 min, 23 sec</td>
</tr>
<tr>
<td>Wenderfalck</td>
<td>Project manager</td>
<td>2 years + 1 internship</td>
<td>2014-05-06</td>
<td>45 min, 7 sec</td>
</tr>
<tr>
<td>Yours</td>
<td>PR/Copywriter</td>
<td>5 years</td>
<td>2014-05-07</td>
<td>35 min, 39 sec</td>
</tr>
</tbody>
</table>

10.4 Appendix 4 - Empirical summary sorted by agency

**DGB**

Uses the term personas in order to understand the behavior, preferences and life patterns in order to understand the character of the target group. Combines segmentation by age, geographical position, and interests and with emphasis on the customer brief in order to construct the persona in specific cases/campaigns. The actual campaign is seen as a result of in-house competence in addition to external personas.

The customer brief is a point of departure, which serves as a basis for creating a campaign/case. Depending on the character of the agency – client relationship the customer feedback is customized, at times customer signs off on ideas. Sometimes working with partner firms that focus on buying/creating momentum and user engagement.
Recognizes the importance of understanding which type of users is acting on which platforms as vital for campaign impact. The choice of channel is important, one channel – such as social medias – is viewed as key, in which the content created thereof can be communicated in other channels as well. In order to get momentum and content to enable this multi-channel solution, commitment/engagement/attention can be initiated by working with influencers such as bloggers, and partner companies focusing on directing traffic of users to certain topics.

Conflict is part of the game. Dependent of the purpose, and intended ambitions of a campaign, conflict is sometimes deliberately used to initiate a discussion. The agency puts much effort into balancing the outcome of conflicts, as they argue conflict to be an effective way to increase campaign reach, as people tend to share “negative” opinions more than positive. The question is whether the conflict justifies the means of the campaign or not.

Using the campaign “Mannen som misslyckats I 30år” as an example. The agency argues their role in the UGC process to be as a filter for all content published on the platform. It is argued that involvement is a necessary part of a running campaign, as to be able to react to potential conflict etc. But it must be done in a way so that the users does not feel controlled or restrained, which will most likely reduce user activity, making the campaign more of a one way dialogue. When it comes to brand exposure, UGC campaigns are all about a high quality content that will attract users to voluntarily find out who is the sender, thus there is no need of putting the brand/logo itself in a predominant position.

The respondent refers to their campaign Mannen som misslyckats I 30år where the campaign was built upon a gathering of people’s own theories of a certain matter. The client went out in selected medias (suitable for the target group) and simply asked for people’s contribution and help to solve this issue. Reaching out to an appropriate sample was proposed to have created a high sense of belonging and to have put these users in a position where they actually felt empowered, and that their content were appreciated and could contribute.

Recognizes the importance of creating sense of affinity to the campaign, where the company brand is positioned as peripheral. The importance is in gaining momentum through constructing something interesting for the target group, and creates something that easily could be shared amongst users. The construction of a topic and the role of incentives are seen as crucial for encouraging content sharing.
Campaigns based on users sharing a website, link or content by being forced to like the company account on Facebook is viewed as twofold: it enables measurement of views and quantity of likes, but is also restraining in alluring engaged users. The event of quid pro quo is not facilitating engagement, rather restraining it.

Emphasizes the openness of the campaign process, recognizing that if A happens in step 1, well do B in step 2, or even C depending on the spread. Highlighting that the agency must pay close attention to the process in order to maximize the return of the campaign momentum. User driven content marketing is based on user content, so it loops back to the target group by content usage throughout the campaign. Depending on the content, more channels are added in order to reach different audiences.

**Grand Public**

Uses the term mind-sets and attitudes in order to understand the customers targeted in a specific campaign. Emphasizes importance of recognizing the context of the customer in order to understand meeting spaces and the environment in which the customer operates. The context and environment is seen as crucial in order to construct suitable communication tools linked to a specific cases/campaigns.

Uses reputation and network of users established over the years. Focus is on listening to these actors and let them have a saying in the process. Usually these actors are in a decision making position. Mutual honesty is emphasized as a key feature for making the relationship as beneficial as possible.

Recognizes the potential of working with picture driven campaigning at social media platforms, which is perceived as a faster way of getting impact relative to copy. Pictures are seen as a low barrier medium, suitable for certain platforms (Facebook, Instagram, and Snapchat). Copy presumes a higher level of commitment and as a higher barrier, which could be used at the later stages of campaigning.

Clearly underlines the importance of not trying to control a user driven discussion. Instead proposes a way of trying to set a tone, and to give the discussion a clear context. Believes the most beneficial way to handle potential conflicts among users, and towards a campaign to use and clear and educational approach. To facilitate UGC the agency works with clearly expressed guidelines for the
Managing user generated content in marketing campaigns

Proposing a flexible yet controlled environment where the discussion is free to go in any direction, as long as it stays within the established framework.

To encourage UGC, the agency uses a tactic where the aim is to engage people they know represents something for the campaign positive. Another way of agency involvement is agency created content in disguise. The agency provides their own content, which will serve as reference content to set the tone, direction and height of the discussion.

Referring to their campaign Mitt Småland, which was created to promote Småland as a destination. They aimed to create a sense of belonging as people were invited to share their favorite spots in Småland, suggestively increasing perceived empowerment amongst users that added content. As a user, you want to share and promote things that will somewhat put you in a position of recognition.

The topic is viewed as a key feature to gain attention from a specific type of users. Mitt Småland illustrates this by the facilitation of UGC using an incentive gift system and competitive features. The connection between the topic – level of appeal for the user – simplicity of sharing, positions the users as ambassadors.

Recognizes the response – stimuli function as a driver for including a function where engagement is facilitated. I.e. friends and contacts responding by clicking the like button trigger this behavior. Cases and campaigns driven by users on social media platforms is dialogue based and the agency should be very responsive and recognize users that engage and commit. For quantifying engagement, a number of digital tools is used which gives the agency a clear view on the spread range.

Recognizing the campaigning process as a momentum, where spinoffs into new campaigns are a vital part when utilizing an on-going momentum. The specific content in Mitt Småland is not something that may be used in other campaigns, but rather as a reference to a successful user driven content project. In order to align the campaign content with the initial intentions, content that is credited and rewarded may be posted as it facilitates a direction of user contributions.

In the cold

Uses the term target group as a point of departure for understanding the characteristics of media consumption analysis, knowledge and behavior for the customers that cases/campaigns are
supposed to reach. Inclusion of the target group is focused around influencers and persons who are willing to communicate out the intended campaign message.

Builds a feedback loop with actors based on personal- and company connections. Emphasizes that focus is on established and working methods and structures, which could be working for several cases/campaigns in the same context. I.e. a method of engaging committed fans of Bon Jovi are likely to be similar to committed David Guetta fans.

Recognizes the importance of the willingness for users to commit and engage to a certain case/campaign. Aims at getting fans willing to invest time, create their own content and encourage other to contribute by formulating the campaign a certain way. I.e. not just get user to like a certain campaign, but participate, spread and share the campaign to others.

Argues the conflict to somewhat be the essence of a user driven discussion. By providing a platform, forum or context allowing for UGC, we want to encourage users to contribute. Then whether it’s a contribution through refinement or if it’s humorizing the initial message does not really matter. Argues many campaigns success often to be due to small user tweaks that makes the campaign twice as fun. Nevertheless, there is always a risk of opening up for too much user flexibility, as there is many ways in which a campaign can get bad publicity. The quintessence is to construct a core content that will be intact regardless of change and conflict.

In general, the agency starts many of their UGC campaigns by adding some content themselves, working as reference content for the users. There is no way to be sure of why people will share and participate. The agency uses an example of a shorter video that ultimately went “viral” because of the shirt the guy on video wore, which was far from the initial idea.

Uses a proposed target group as reference for what content to ask for, e.g. Looking at peoples Facebook pages will inform the agency of what type of content to ask for, simplifying the process of creating a platform allowing for that type of content. Many times there is too much emphasis on the amount of users, likes etc. Believes the focus must be on finding the most suitable lead users/fans, rather than an aiming for an immediate spread. Finding central characters suitable for the campaign cause will ultimately result in a vast spread, but a more coordinated spread-reaching people who identifies with chosen lead users. Users whom strongly identify themselves with the
cause of the campaign will in some cases basically carry out the whole campaign for the sender, all
you as an agency need to do is to provide them with the appropriate tools.

Drawing on both user curiosity and incentives. The curiosity element of the campaign Granntestet
is a key driver that highlights user-to-user connection by tapping into an existing and personal
Facebook network. The role of incentives is emphasized when engaging users willing to serve as
influencers to others. I.e. promoting a music event by including users in the marketing of the event
incentivized by free tickets or a meet and greet with the artist.

When using incentives to facilitate engagement in e.g. competitions on social media platforms,
users tend to perceive their chances for winning as increasing if the content is shared. It is however
not the case in the campaigns, and most likely not even stipulated in the terms of participating. This
perceived notion serves as a trigger for engagement. Measuring spread is conducted throughout the
campaign tapping into already existing networks of contacts in social media platforms using a
number of tools.

The core of user driven content marketing is that the brand and the company do not need to push the
logo or brand to the user; constructing the campaign in such a way so the users want to share and
recommend the message to other is the objective. Using the power of recommendations on existing
personal networks is seen as a success factor.

IUM
Uses statistical data in order to construct the characteristics of the target group in addition to the
customer brief. Depending on project budget, size and time; focus groups and involving the
customer of the customer may be added to the construction of characteristics.

By using social medias it enables the communication agency to establish reciprocal linkages
between users, the client, communication agency, and customer to the client. Emphasizes close
monitoring and awareness of what is currently discussed and expressed in in these linkages.

In the case of #Treomoments a number of influencers such as bloggers are involved in the
campaign. Bloggers is recognized as a hub, which connects to a number of other users. The position
of the blogger in a certain context, will in extension reach a certain type of users. In order to create a
momentum the blogger is seen as a key actor.

Managing user generated content in marketing campaigns
Suggests a present and accommodating approach to be the best way to manage conflict. There is really no way to avoid it; companies will always encounter conflict, no matter their campaigns. As the media sphere constantly becomes more transparent, there is always the opportunity for users to declare their opinions of things. As a company you want to create as many contact channels to your audience as possible. Thus, opening up for many opportunities for your audience to express a direct conflict. It becomes unavoidable, leaving you with the one sound option of a suitable response.

Do not put too much emphasis on the exposure of the brand/logo. A successful campaign will attract users to gladly get to know the sender. Still, it could be helpful to add a hint using brand/logo specific characteristics (colors, shapes etc.) in a campaign. As for the campaign Treomoments, the brand actually plays a significant role, as it is used as a hashtag, and quite obviously expressed in the core idea of the campaign. But the emphasis of the campaign is not to push the brand in the face of the users, but rather putting it in a context where focus will be user content associated to the product.

The agency strategically uses opinion leaders, lead users etc. Which in the case of social media often involves popular bloggers and high profile media profiles. Their fan base are most likely to identify themselves to them, and will probably be willing to act in certain ways to enhance their sense of belonging to that identity. In the case of Treomoments all contributing users becomes part of a competition to have their pictures published on certain blogs, which is believed to enhance the willingness to contribute and to keep the added content to fit the framework of the campaign.

Interaction has to be simple in all significant aspects. Simple terms of agreement, few steps when registering, no detailed and advanced logins and demands for sharing personal information. Making a campaign/message appear fun is important as well as working with incentives that appeals to the target group.

Recognizes the importance of making invites that triggers users to participate. Incentives are seen as a feature that drives traffic to the campaign. Users must perceive the invite as a fun option. Engagement must furthermore be perceived as simple and accessible. How a campaign is intended to spread and how to measure that spread depends on the purpose of the campaign as well as chosen communicative tools.
Recognizes the potential of making users share and recommend the product and message. In user driven content marketing the purpose is to spread a message and product virally through existing networks. It is important to construct an appropriate context and message in to position the brand to the intended target group. The logo and brand should not be pushed to the user, rather encouraging a pull effect to maximize the return of the campaign.

**JVM**

Ambassadors, as one of many examples, prove feasible from time to time depending on the content of the brief and character of the campaign/project/case. The specific target group and the components/characteristics of it are recognized as an effective way of reaching intended results, for both the company and the client.

Prior to the launch or start date of the campaign/case/project an external environmental analysis has to be conducted in order to prepare the responsible at the company to manage a number of uncertainty factors. Risk management is a vital part of the planning as well as the refinement process. A broad in-house competence serves as a basis for matching input from external actors, chosen depending on specific campaign/case.

Risk analysis, and managerial foresight is important. Both in respect for the client, so that possible negative spin or alteration from the company’s intentions can be handled swiftly. The respondent reflects upon the campaign of Marabou Black – Tommy Nilsson – AIK as messy setup, where the agenda of the sender is hidden, the message unclear which in turns leads to an uncertain outcome in terms of the intentions of the sender, no clarity in highlighting the product.

In the planning process a balance is between user flexibility and company control concerning the expected content is in focus. Mentions that the balance reference point is set between limitations and freedom for the user. The aim is to make the user perceive – seen in the structuration of the business solution, freedom to act and upload the content of choice. However in order to control the character of the content, the company can at times serve as a filter, signing off on uploaded content, and a critical factor is to be very clear on the terms of agreement.

To facilitate for users to share/interact/contribute content the agency tries to create something upon a foundation of common interests, which provides the project/case/campaign a harmony. When this
aim is reached that brand it is supposed to market, can be placed visible to the user, however with a more peripheral role.

The topic is of importance; the usage of ambassadors/icons/opinion leaders proves beneficial for facilitating the creation of content. In order for users to share, they must perceive the content platform as fun and inviting.

_Fotbollskartan_ where users that spontaneous wanted to play soccer could look up soccer fields using a mobile application. Users were also invited to post their favorite soccer fields. The challenge in this particular case was to connect a healthy active lifestyle (playing football) with the client Coca-Cola. The smartphone application is constructed around a topic that attracts a specific user group. Recognizes a multi channel solution and media stretch as feasible ways of approaching and facilitating a spill over effect into new target groups. Uses _Made by Sweden_ as a good example of how the main event is underpinned with pre-release build-ups and after-release material. Using an on-going momentum as leverage into new campaigns is emphasized. Views the campaigning process as open and responsive, implying that the agency has to be more close to the process before, during and after the campaign.

**M&C Saatchi**
Uses terms such as mind-sets and lifestyles in order to understand the context of the customer. The outcome and expression of the campaign is a result of a comprehensive analysis of both company internal contexts and company external environment. Out of this study the view of the target group emerges.

Recognizes the fact that traditional campaigns emphasizes that campaigns is launched, the concept is of contemporary campaigning is running a campaign. The term running a campaign implies that the agency has to be more active in managing, listening, and be aware of the content and consequences of the campaign. Stockholm Pride campaign #Gowest illustrates the active participation and engagement between client and agency, when an active collaboration during the initial phase of campaigning took place.

Recognizes - in the case of _Stockholm Pride_ - social media platforms as crucial for carrying out a certain message. The agency aims to inform influencers such as celebrities, opinion leaders of the
topic, which these actors respond to by involving them in a variety of platforms. Concludes by emphasizing that the choice of channel is case/campaign specific, but has to be related to the business problem the client presents in the brief.

Argues interaction to be the basic nature of working with UGC. Thus, the handling of conflicts becomes an extension of that interaction. When faced with a conflict, the way to go is instant and reactive response, not leaving too much room for free interpretation of a stated issue. Practices a constant ambition of dynamic communication that is not to be perceived as a way of controlling or manipulating a context or discussion, even if that to some extent is exactly what we are trying to do.

Just like conflict management, involvement is part of being reactive and responsive to unexpected turnouts of a campaign. It could be either when a campaign takes a direction that it is not supposed to take, people adding content that are not appropriate for the campaign cause etc. Or it could be when a campaign gets attention, suggestively humored for some reason, and then there might be an opportunity from our side to use this to our advantage by follow-up campaigns or slightly tweaked campaigns with a similar cause. You do not want to interfere or manipulate, but instead join and facilitate spin-offs.

Believes the most important feature to be to activate the “right” set of users. Getting high profile users, e.g. celebrities, authorities, and/or professionals to contribute to the discussion. The trick is argued to be to contract/invite these people to talk about it in a way where it is not obvious that it is a commercial message, but also to get them to state it in a way that endorses the cause.

The core tenet is brutal simplicity of thought. A simple idea enters the brain faster and stays longer, that has to be fused in every step of campaigning. Drawing the notion of accessibility and stringency as key factors that facilitate interaction. Incentives, not just related to give-away merchandise, but incentives as contributing to change may serve as something that encourages interaction.

The agency recognizes campaigning and communication as a highly interactive process, presuming an active engagement by the communication agency before, during and after the campaign. Communication should be/is formed as a piece of conversation, which per se usually is shared and positions the message in a user-to-user relationship.
In order to reach a spill over effect and to draw attention from other target groups/audiences the communication should be of a conversation piece character. This allows the content to be shared, which per se includes and involves users. Furthermore, the importance of implementing a conversation piece in the right context is recognized as critical. By utilizing the nature of the context the conversation piece may take off. A good conversation piece in the wrong context is running the risk of not gaining momentum at all. The agency has to pay close attention to the process before, during and after a campaign in order to fully utilize the content.

**Vinter**

Uses the term personas in order to open up for a dialogue, which is a point of departure from which the campaign and case is constructed. An expression and a way of understanding the customer are to invite to dialogue, which is considered a vital part of UGC strategies. A user-based story should be based on the voice of the user.

A content strategy is based upon the context in which the user operates. The understanding of the context and the characteristics of the users is key. Recognizes the importance of not just discover responsive content, but rather running and facilitating the creation of content, that could be used in different contexts than just one specific.

The business problem presented by the customer in the brief is seen as a point of departure. Social media platforms can serve as a key for stretching the content by backing with other channels. The importance of creating prerequisites for the users to create content possible to stretch into other contexts is stressed. The choice of platform is as important as the campaign content. I.e. looking to send a campaign focusing on employment, use LinkedIn, don’t just use Facebook. The impact of the message is to a large extent context and platform dependent.

States that there will always be unsatisfied people, and people who deliberately want to oppose to certain matters. Says that they manifest the approach of never run from a conflict, but instead facilitating conflicts as insights for future improvements or as an opportunity to further provide users with additional insights regarding the matter at hand.

Argues that you as an agency cannot interfere in a way where it becomes obvious, and then people will most likely do it opposite to what you would like them to do. Uses what they refer to as “planting a seed of doubt”. He explains this approach using the example of “private” channels to
sometimes project “commercial” messages. The respondent uses himself as an example where he as an individual is highly related to the agency, proposing his actions on his private Facebook page to be closely related to the agency. Knowing how to facilitate the balance between private and public, social and commercial could provide the opportunity to use individuals to promote a message or campaign without unveiling the commercial undertone.

Underpins the importance of knowing the users on a level that goes beyond the conventional term of “target group”. Knowledge on user attitudes, behavior and influencers will simplify the creation of a platform that will appeal these specific users.

The importance of a friendly invite to the campaign is emphasized along with clarity concerning the brand behind the campaign. There should be no confusion for the user on who is sending me this message. Simplicity of sharing is stressed, often achieved using social media functions. Full disclosure of the campaign terms is viewed as a key factor for building authenticity as well as brand credibility. Recognizes the importance of establishing reciprocal linkages between user – agency in order to create user engagement and a platform for the agency to gain insights on user preferences and behaviors. Picture driven material is viewed as key for creating a simple and appealing dialogue.

Identifies that the right editorial content in the right context has the most potential of a wide exponential spread. Pushing content in the wrong context might have a restraining effect, and is less likely to be shared and recommended among users. The character and its perceived appeal to a broader audience facilitate the spread into other platforms. Emphasizes the capacity of content: you create content only once, but it may be replicated a hundred times.

**WBL**

Depending on the customer brief and the intended structure of the campaign. When addressing core users [as targeted in the investigated campaign, Hur mycket Ola är du?] is necessary to use an influencer or icon, which facilitates core users to participate in the campaign. The purpose of the campaign – and customer brief – is two crucial points of departure for UGC.

A point of departure is the character of the target group/core user. A narrow topic -reaching for core users - in the campaign, demanding a higher level of commitment from the user, creates a platform for sharing and interacting. The frequency of feedback in the client – agency relationship, is
case/campaign dependent. The character of the UGC content is closely monitored and followed throughout the campaign, establishing a reciprocal feedback linkage between client, user and agency.

Recognizes the choice of platform and the character of the users acting upon that platform as crucial. By identifying a suitable platform, it follows that a linkage between client – agency – users is established. The vivid and organic nature of the content created can be used in a variety of unintended contexts. This is seen as a direct effect of working with content campaigns and implies an active participation of professional agencies.

If we ask customers to contribute with their content, it opens up for a rather free interpretation of what that content are to include, which also means there will be conflict. As an agency, we do not believe that explicitly trying to control the discussion in any way will reduce the conflict. The more open the brief, the more freedom for the users. But we do believe content management is all about how to facilitate conflicts and to control the discussion without interfering. We are constantly following the dialogue, and are using various ways/channel of trying to tone down or to push the discussion in the most beneficial direction.

Involvement is as important as it is complicated. The agency often initiates UGC campaigns by adding some content themselves to project some reference framework for content to come. Another way to “control” the content is using incentives. Theses are often designed to match the desired content. When it comes to brand/logo exposure, it is often an issue related to the target group. Targeting a younger generation, one must consider the tremendous amount of brands/logos that daily will be exposed to them through social media etc. It is all about making the brand a natural part of the content, making the content appeal users, and the brand the solution to the underling problem.

For the campaign *Hur mycket Ola?* The agency used Ola Skinnarmo, who is one of Sweden’s most famous adventurers. Ola was chosen as he is an icon in his field, and only putting the product in context to him would enhance this products value as well as setting a tone to the campaign. The context of Ola standing on top of Kilimanjaro etc. both added value to the product itself, simultaneously inspired people to contribute to the campaign with pictures of themselves using the product on their adventures.
Emphasizes the importance of choosing a topic of the campaign that appeals to the intended target group. A depth campaign, such as *Hur mycket Ola är du?*, demands a higher level of time investment from the user. The insights of the target group of this specific campaign was that users tend to contribute with content that exceeds each others adventures, hence creating a dynamic that facilitates user interaction and content creation.

Boils down to the customer brief and whether the campaign should aim at a broad reach with low entry barriers for users to participate, mostly creating awareness and spread of the campaign at hand. Another option is to focus the campaign around a high reach, which implies a higher level of engagement, which can be triggered by the topic itself, character of content and incentives. The campaign spread is monitored and measured consequently.

Target group insights serves as a point of departure for the management of the campaign: high internet experience, high social media experience, a user-to-user dynamic consisting of willingness the share and inspire other with their passion to adventure. The spill over effect into other target groups is dependent on the frameworks of the customer brief and openness and the attractiveness of the campaign topic.

**Wenderfalck**

The context and environment in which the customer operates is seen as vital for understanding which channel to communicate through, which is campaign/case specific. User preferences and behavior is viewed as something to be followed, not lead by the company. User characteristics will provide vital knowledge to be able to set up a working platform for UGC, and to provide effective communicative tools.

Recognizes the importance of learning the character of the target group and the behavior/expressions/actions of users in a given context. I.e. the importance of understanding what kind of users that is active on Facebook or other social media platforms. The agency attempts to learn from the user by participating on the terms set by the users, the agency should not try to push the user in a certain direction. A push may have negative effects on both the case/campaign at hand, and in extension also the brand of the campaign.

Utilizes contemporary news and discussions currently expressed in a variety of channels, where social media platform is one. Recognizes possibilities on committing and contributing to topics that
has already gained momentum. Furthermore, in order to establish a linkage between client – agency – user influencers positioned in different contexts and platforms is key in order to create momentum.

Proposes conflict management to be somewhat two-folded. One hand, company interference in a user driven discussion is to be considered inappropriate, as it might disclose the discussion for what it actually is, a marketing campaign. On the other hand, the ability to control the discussion is what makes good content management. The trick is to find appropriate moderators for a discussion. These moderators could be bloggers, journalists etc., that we believe to have a mindset and has an audience suitable for the desired tone of the discussion these moderator do sometimes not even know that they are an essential part of the discussion.

A an agency they try to tone down the commercial sender because people, especially in social medias, are aware of how many commercial actors there are out there, so that they are going to spread the message of companies. Encourage clients to tone down the sender as much as possible, but still to plan for a more apparent impact at a later stage.

The respondent about Lild’s DILL campaign.
This is a vivid example of how involvement is used without obvious interference. In this case they have most likely had a strategy concerning which “buttons” they had to push in order to reach out to key food journalist, writing for e.g. SVD, DN, or similar. Getting these people to publish reviews of the restaurant lead to a great spread amongst the fan base of this journalist, a fan base most likely to include a significant amount of food interested people in Sweden.

The agency argues the more exposed your brand is, the greater risk of people being critical to your campaign, especially in terms of sharing the campaign and your own commercial message. To project a sense of affinity for the users the brand is to be downplayed, whereas an appealing context is to be emphasized. As for Sambotestet, when users are going to push the button to start the test, they are not supposed to feel that this is so much Fastighetsbyrå (the client). Users must not feel they are running the clients errands.

Differentiates the motivational drivers of a younger and older audience. Whilst the younger audience shows more awareness and being more critical on what to share, the older audience does
not. Awareness of a digital identity is comprised on what is communicated/shared/liked/commented in social media. The younger audience is therefore often more restrictive on sharing.

Recognizes an increasing potential by tapping into existing networks of users and by constructing the campaign on doing something creative and fun (with the personal network as a crucial feature). The more responsive the content is, the more willing the user is to share the result with others, much as seen in the campaign Sambotestet.

The agency is always ultimately responsible for the campaign, which motivates them to pay continuously attention to the entire campaign process. In order to get a spread outside the intended target group/audience the message must be constructed to be perceived as simple. The generated content on social media platforms can at a later stage be used in other channels, which could reach a diversity of users. I.e. the campaign for the client Västerbottensost, an initial campaign intended to gather user-contributed recipes, which later could be used for creating a cookbook.

**Yours**

Uses both primary and secondary target groups, which are defined depending on case/campaign. A point of departure is the brief, in which the customer usually has an idea and clear view of the target group, however the communication agency forms the expression of the campaign based on in-house competence, customer brief and user inclusion by the usage of ambassadors/influencers.

In the case of Luleå Original Stories a linkage to a network of 300 ambassadors served as a feedback sample that is seen as a vital and important basis for feedback. The ambassadors have different backgrounds, experience and are working both in private enterprises as well as local politicians.

Uses ambassadors in the specific campaign Original Luleå Stories. The choice of including ambassadors is in alignment with the purpose of the campaign; focusing on high profile persons living in Luleå that shares their story, in order to attract new citizens to Luleå. The content – stories and pictures – are then spread using social media platforms.

Argues the contemporary media landscape to be increasingly transparent, proposing the fact that you as an agency, company or individual will get feedback on everything you do. Thus, the issue is not about how to avoid conflict, but how to reply to it. As a thumb of rule, we aim to always answer
to all kind of conflict. As for campaigns based on UGC, we believe part of the success to be a product of an uncontrolled discussion. We strive to project a high degree of user freedom and empowerment, whereas we simultaneously use incentives to set an appropriate tone tunnel.

A campaign must be transparent, allowing for all type of feedback. Works with constant follow-ups and examinations of a campaign to always be able to accommodate changes and give feedback. The agency or client often figures as a filter for all UGC, but to what extend is dependent on the purpose of the campaign. For campaigns aiming for a wider spread fewer filters is used, whereas for a more target specific campaign more filter are likely to be used.

Uses “reference users”, who are described as people with strong affiliation to the product, service or place central to the campaign. The ambition is to always create a strong reference point for the users to increase affinity. Gives an example of a campaign promoting a location, where locals was invited to share their stories etc., involving an entire community to be part of promoting the community. Thus, “reference users” do not necessary refer to celebrities or professionals.

A number of platforms (YouTube, Twitter, Facebook) in addition to outdoor billboards and traditional advertising have encouraged users to participate in the campaign Original Luleå Stories by sharing content. A financial incentive has been used as a motivational driver for attracting users willing to share content.

Engagement from existing relationship between brand and user serves as a point of departure. The activities initiated must be in alignment with brand values in order to be perceived as authentic and credible. Users tend to respond positively to incentives. The spread of a case/campaign is measured using different social media tracker tools.

Recognizes the potential of stretching the content created in one campaign, to be used in other channels and other platforms. The client brief sets the frameworks on what is possible, suitable and in alignment with the brand. An honest intention, with a clear display of the brand is seen as a key factor for reaching outside the intended target group.