



Master's Thesis Cand.Merc.MCM
Marketing Communications Management

THE CONCEPT OF EXPERIENTIAL BRANDING

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1 Executive summary

Through this thesis we propose a guide for strategic planning and effect measurement of marketing campaigns based on company staged real-lived experiences as a means of building brand equity – this we term Experiential Branding.

The focus on experientially driven marketing is adopted based on the recognition that traditional advertising in traditional media is becoming less and less efficient in affecting consumers' attitudes towards the brand i.e. building brand equity. Simultaneously consumers show an increased demand for company staged experiences, whereby companies may engage in staging these – in the form of events – with the purpose of utilizing the strong emotional influence hereof in building brand equity.

In constructing the guide for planning of experiential branding campaigns we initially present a framework for the strategic choice of event content based on its interrelations with the brand values and target group. We argue that the choice of event content must be made based on a perceived fit with the brand and in relation to an interest in which the target group is involved.

Following this central framework we present an analysis of: objective setting, event composition, marketing research, campaign leveraging and effects measurements in relation to experiential branding.

As experientially driven marketing is still in its infancy in Denmark no common practice is likely to have developed, and generalizable empirical research on the effectiveness of experiential branding can hence yet not be conducted validly. Hence, through an evaluation of a best-practice case we argue for the possibility of implementing our proposed guide in marketing practice, based on the degree of difference between the two. This case study is based on Carlsberg's Vores Cup campaign, a nationwide football cup arranged by Carlsberg for their target group in the years from 2006-2008. Through the evaluation we have identified only minor discrepancies between our proposed guide and Carlsberg's approach to campaign planning and effects measurement, and primarily in relation to the level of detail in e.g. objective setting, event composition and the extent of marketing research. Given the relatively small amount of additional resources needed to overcome these differences we argue that the implementation of our proposed experiential branding guide in marketing practice is realistic.

For future research, we then argue that employing the strategic approach to planning experiential branding campaigns suggested here will enable the gathering of valid and generalizable data on which an evaluation of experiential branding's effectiveness in building brand equity can be made. Further, companies choosing to implement this guide to strategic planning will be able to make detailed evaluations of the brand equity building effects of their experiential branding initiatives.

Introduction

2 Problem analysis

Marketing managers all over the world are faced with ever increasing challenges in their attempts to effectively communicate with their prospective customers. Globalization and the opening of markets has increased competition and reduced the time needed for competitors to copy new products and features. This has effectively limited the “real” points of difference between products and services leading marketing managers to compete on share-of-voice and devote extra effort to differentiation through positioning on values. The competition to gain a high share-of-voice and unique position in the consumers’ minds as a means of facing competition has assisted in driving up marketing spending which in turn has increased the demand for media in terms of time (radio and TV) and space (print, outdoor and online). Simultaneously technological development and increased consumer demand of entertainment (Rocchetti 2004) has spurred a proliferation of off-, and on-line media as seen in the increase of commercially funded TV channels from three in 1995¹ to 16 in 2009². In print media the Danes now have three free newspapers³ completely commercially funded and a wide array of magazines not available 10 years ago. Further, the use of outdoor advertisement has risen with 53% in terms of revenue from 2002 to 2008 (Dansk Oplagskontrol 2008). Also Internet advertisement has gained significant focus with an increase of 600% in terms of revenue from 2002-2008 to a market share of 21% in 2008 (Dansk Oplagskontrol 2008). In addition to the increase in the number of media the advertisement/editorial content ratio within each media class has risen as hinted by the advertisement content on TV2 which rose 550% from 1992 to 2007 (see Appendix A). As the increased supply of media time and space available for advertising increase competition in the industry prices are lowered, opening the door further for marketers eager to increase their share of voice.

The combined effect of these tendencies is naturally a significant increase in the number of advertisement messages presented to the individual consumer pr. day.

Paradoxically this increase has a direct negative impact on the effect of the communication as human beings have only a finite capacity to process the bits information presented at a given time and additional information presented will result in information overload (Malhotra 1982), characterized as:

“... if consumers are provided with "too much" information at a given time, such that it exceeds their processing limits, overload occurs leading to poorer decision making and dysfunctional performance” (Malhotra 1982) pp. 419.

¹ DK4, Kanal2, TV2 and TV3

² Canal+ Danmark, Discovery Channel, Disney Channel, DK 4, Kanal 4 (Previously Kanal2), Kanal 5, Nickelodeon, Skandinavia, The Voice TV, TV2, TV2 Charlie, TV2 Zulu, TV1000, TV3 Danmark, TV3+ Danmark, Viasat Sport

³ Urban, Metro Express and 24Timer

Findings of this research indicate that people confronted with information on 15 or more attributes (in the given case regarding desirability of a house) at one time experience information overload with negative effect on processing. Given the amount of information provided in single advertisements – be it on TV, radio, print, etc – and the ubiquity of advertisement content as illustrated above it is easily conceivable that advertisement information overload occurs in the daily life of a consumer. Even in (1994) Mittal estimated that the American consumer on average was exposed to 3000+ advertisement messages pr. week, which calculates to an average of at least 35 advertisements pr. hour on average days of 12 waking hours.

This poses a great threat to the efficiency of campaigns created by marketers who rely solely on the use of the traditional(See section 4.2 for Definitions and Concepts) advertising and media mentioned above as it has been argued that exposure to excess amounts of advertisement messages leads to a deterioration of attitude towards advertisement (Elliott and Speck 1998; Fraser 2005; Speck and Elliott 1997). Especially the obtrusive character of most advertisement in traditional media has shown to affect the consumers' attitudes towards advertisement (Elliott and Speck 1998). This is also hinted in Badot and Cova (2008) based on the argument that the proliferation of so called marketing panaceas i.e. new ways to communicate to the consumer effectively, deteriorates the attitude. The article presents results of a study showing that 72% of the North American population hold an either Neutral/Mixed or wholly negative attitude towards advertising (Badot and Cova 2008). On the positive side Mittal (1994) and Jiuan and Chia (2007) argue that consumers despite deteriorating attitudes “use” advertisements in traditional media to keep up to date on new product developments – i.e. awareness creation.

As consumer advertisement attitudes become more unfavorable the probability of them displaying ad-avoidance behavior increases (Badot and Cova 2008; Elliott and Speck 1998; Mehta 2000). In their 1997 study Speck and Elliot found that only 7% of viewers pay total attention to TV commercials and during commercial breaks muting increased by 700%, ignoring by 400%, leaving by 100% and talking by 40% indicating that viewers are actively removing their focus away from the commercials. The possible distractions and tools for avoidance are indeed plentiful as technological development has brought digital video recorders (TiVo), broadband access to 71% of the Danish population, and 1,24 mobile subscriptions (IT- og Telestyrelsen 2009) pr. capita readily available for web surfing. Further, consumer media habits have evolved to a state where several different media are used simultaneously (Schultz 2002) easing the act of ad-avoidance by changing focus from the primary to a secondary medium.

To sum up, marketers are faced with increasing problems as the consumers they seek to communicate to become ever more difficult to target efficiently as their use of the plethora of

available media gets increasingly fragmented. Even if a marketer succeeds in presenting his or her message in the right medium at the right time, success is not guaranteed as many consumers actively seek to avoid exposure to advertisement messages rendering the communicative effort irrelevant. As much of the research quoted here was conducted before – or in the infancy of – the proliferation of media and advertisement as observed today, we can only speculate as to how much worse off marketers are in their attempts to effectively build brand equity through their communicative efforts.

Some writers and marketers have addressed these problems through an experientially driven approach to marketing based mainly on the premises of engaging customers through providing experiences. These approaches are consistent with the writings of Pine and Gilmore (1999) on the experience economy describing how western societies are in the process of changing from a service- to an experience economy. Herein consumers demand real experiences as a “packaging” for goods and service, as companies in these lines of business lack real points of difference due to increased competition.

As an example of experience driven marketing Bernd Schmitt recognized in (1999) that the traditional “features and benefits” approach to marketing was outdated and that consumers craved for experiences which according to Schmitt should be the central point in creating advertisements. Writers and practitioners Whelan and Wohlfeil(2006; 2006a; 2006b) likewise recognized the insufficiencies of traditional approaches to marketing and emphasized the effectiveness of event based marketing through engaging consumers in personally relevant real lived experiences as a means of brand building.

As consumers start demanding experiences for the sake of the experience, companies may engage in staging such experiences with the purpose of providing a controlled environments as a customer experience based approach to marketing and branding. One such approach is that of Whelan and Wohlfeil, which could provide marketers with part of the solution for the above mentioned problems. However, the writings on event marketing are mainly tactical of nature, lacking a framework for strategic planning of experience based branding. Likewise, as there are no common practices for strategic planning and effect measurement of experience based marketing, it is not possible to directly validate the efficiency hereof. Addressing these two central topics will in turn be the focus of research in this thesis.

We will term the strategic planning framework Experiential Branding and seek to analyze it and its possible implications on future marketing practice through the following research questions.

2.1 Research Questions

RQ 1:

From a theoretical point of view how can experiential branding be defined?

RQ 2:

**How can experiential branding campaigns best be planned and evaluated
in terms of building brand equity?**

RQ 3:

**To what degree is it realistic to assume that the insights gained through RQ2
can be implemented in practice?**

The examination of these research questions will be based on a literature review and will be guided by these sub questions:

----RQ 1: Definition of experiential branding----

- i. Which elements of branding and brand equity theory can form the basis for analyzing experiential branding?*
- ii. What are the arguments for the use of experientially driven marketing and which aspects influence on the brand equity building effect?*

----RQ 2: Campaign planning----

- iii. Which approaches to strategic planning of experiential branding campaigns can optimize the building of brand equity?*
- iv. Which aspects of campaign follow-up and evaluation are especially relevant in relation to experiential branding?*

-----RQ 3: Case Study-----

- v. How did Carlsberg plan, execute and evaluate the Vores Cup Campaign?*
- vi. On which aspects does Carlsberg's approach to campaign planning, execution and evaluation of the "Vores Cup" campaign as a best case example differ from the outlines described through the analysis of RQ1 and RQ2?*
- vii. How do the differences identified affect the possible implementation of the approach described through RQ1 and RQ2?*

3 Theory Discussion

Experiential branding is related to and influenced by numerous theories within a range of different marketing disciplines and in this section the most important of these theories will be briefly introduced.

3.1 Experience Economy

In "The Experience Economy" Pine and Gilmore (1999) suggested that western societies were (and still are) in the process of evolving from a service economy to an experience economy, characterized by an increasing demand for staged experiences related to goods and services. They argue that companies in relation to this societal change should change their focus to the selling of experiences with their products and services as props and a stage, charging admission for participation in the experience only. This is possibly a utopian ideal that will (if at all possible) take many years to fully achieve. However, the demand for experiences remains and may be harnessed in experiential branding as a means of creating a real differentiation based on staging experiences as a communication tool. In this sense Pine and Gilmore's analysis and characterization of experiences as a central aspect of commercial activity will form the basis for the experiential branding concept. The Experience economy theory will be more thoroughly dealt with in section 8.1.1.

3.2 Branding theory

Changing strategic focus towards experience based marketing will be highly influenced by branding theory as the premises for brand (equity) building are the same as for any other type of campaign. Hence chapter 7 will be dedicated to an analysis of how general branding theory and in particular the Customer Based Brand Equity model (CBBE) and the Brand Value Chain (Keller 2008) can be used to evaluate experiential branding as a brand equity building strategy.

3.3 Experiential Marketing

In 1999 Schmitt did suggest an experiential approach to creating marketing strategies. However, he put great emphasis on the use of traditional media to create experientially driven advertisements. As described in the problem analysis above, the use of traditional media is putting ever increasing limitations on the possible effectiveness of campaigns, limiting the potential effectiveness of direct application Schmitt's work. Yet his overall framework of, and approach to the use of experientially driven marketing, not pertaining to traditional advertisement, will contribute to the definition of experiential branding as it is a fundamental contribution on the active use of experientially driven marketing. Schmitt's (1999) experiential marketing will be treated in depth in section 8.1.2

3.4 Event marketing

In their writings on event marketing, Whelan and Wohlfeil (2006; 2006a; 2006b) take an experience-staging approach to their analysis of events as a tactical marketing tool. They provide an analysis of target group motivations to participate in marketing-events and demonstrate the effectiveness of experiential campaigns. Hence their characterization of event marketing is an integral part of the experiential branding concept as it will form part of the base for campaign planning. Event marketing will be treated in depth in chapter 9.

3.5 Authenticity

Experiential branding is based on the premise that a company will build brand equity through engaging its target group with real lived experiences at planned events. However, for this to actually be an efficient branding strategy it is essential that the target group perceives coherence between the brand and the content of the event. This coherence is termed authenticity and will be analyzed in chapter 10 based on the writings of Holt (2003) and Pine and Gilmore (2007).

4 Definitions

In order to avoid any misunderstandings caused by individually varying perceptions of concepts, this section will seek to define the key terms appearing throughout this thesis.

4.1 Experiential

As the main focus of this thesis will be on the conceptualization of the term experiential branding an initial definition of the word “experiential” is essential for understanding the concept.

The word “experiential” derives from the noun experience and it is used when referring to something that is providing an experience. In relation to this definition, Pine and Gilmore write that “... *companies stage an experience, whenever they engage customers, connecting with them in a personal, memorable way*”. (Pine and Gilmore 1999) pp. 3.

Schmitt sums up an experience as “...*provid[ing] sensory, emotional, cognitive, behavioral, and relational values that replace functional values.*”(Schmitt 1999) pp. 26.

Following these two definitions of an experience the term experiential describes any action that engage customers in a personal and memorable way through providing sensory, emotional, cognitive, behavioral, and relational impressions (some or all).

4.2 Traditional advertising and media

The term “traditional advertising” is defined here as marketing communication that is characterized by being predominantly one way communication and this being mainly persuasive.

Further, traditional advertising as defined here is mainly of an obtrusive nature in the sense that it appears within and surrounding editorial content in the media in which it is brought. Hence traditional advertising is to a high degree also defined in terms of these media that may likewise be defined as traditional as it is the very nature of the editorial content in these that provides the basis for traditional advertisings obtrusive nature.

Examples of traditional advertising in the traditional media are:

- TV commercials
- Advertisements in print media
- Radio advertisements
- Pop-ups, overlays and mouse-over effects on web pages

Despite traditional advertising being defined greatly by the media and content in which it is brought, the individual media is not necessarily limited to only bringing persuasive, obtrusive one way communication as is the case with product placement in TV, advertorials in print and online contests/lotteries.

4.3 Ad avoidance

The definition of ad avoidance used in this thesis is based on the definition by Speck and Elliot – *“In our study, ad avoidance included all actions by media users that differentially reduce their exposure to ad content”* (Speck and Elliott 1997) pp.61.

Ad avoidance can hence occur cognitively, behaviorally, mechanically and is a consequence of the audience constantly evaluating the alternatives to advertisement exposure due in part to the increase in the amount of advertisement messages presented to the consumer (Fraser 2005; Speck and Elliott 1997)

4.4 Authenticity

Authenticity has been defined as the quality of being authentic or of established authority for truth and correctness (Merriam-Webster 2009). According to Pine and Gilmore (2007) brands must, to create authenticity operate and communicate credibly, reliably and be true to the perception of the brand.

4.5 Event Marketing

The definition of event marketing used in this thesis is based directly on that of Whelan and Wohlfeil: *“Event-marketing is defined as the interactive communication of brand values by staging marketing-events as 3-dimensional brand-related hyper-realities in which consumers are actively involved on a behavioral level and which would result in their emotional attachment to the brand.”* (Whelan and Wohlfeil 2006) pp. 314.

5 Limitations

When analyzing the proposed reduced efficiency of traditional media, the influence of the creative execution of commercials will not be taken into account. In this sense no actual evaluation of the general quality of the advertisement messages will be made in relation to their effect on behavior and/or brand attitude.

The development of marketing strategies and campaigns is naturally dictated by the specific case in question. Hence it is not possible to create a guide, specified in details, for planning experiential branding campaigns that will be directly applicable in any given case. Hence to maximize the generalizability of the guide proposed in this thesis, it will be of a general nature.

As the guide for planning experiential branding campaigns proposed in this thesis will most likely differ from current campaign planning and evaluation practice, it will not be possible to empirically validate it. However, to assess whether the guide has the potential for future implementation in marketing practice, and hence a potential validation, a case study will be conducted to evaluate the possibility hereof.

6 Thesis structure

The figure 6.1 below is an illustration of the structure of the thesis showing the initial theoretical discussion, resulting in the composition of a guide for strategic planning of experiential branding campaigns, on which a case evaluation will be made.

Fig. 6.1 – Thesis structure

Part I - Defining Experiential Branding

In the following sections we will present an analysis of the concept we term experiential branding through a review of past and current literature relating both directly and indirectly here to. This part of the thesis will follow the structure listed below:

- A view on brand management theory
- Experiences as a marketing discipline
- Experiential branding through events
- The need for authenticity in experiential branding

7 Brand Management Theory

As this thesis is based mainly in the theory of marketing and more specifically brand management, the following sections will provide the basic premises for later analysis and assessments through a analysis of the terms brand, brand equity and frameworks for brand equity management.

7.1 Defining a Brand and the concept of Brand Equity

A brand is first and foremost a mark of product identification used by marketers to allow consumers to recognize their offerings and distinguish them from those of competitors. This simplistic or functional view does however not encompass all the brand has come to stand for in today's marketing environment. Kevin Lane Keller describes the brand as being "*... more than a product, because it can have dimensions that differentiate it in some way from other products designed to satisfy the same need*" (Keller 2008) pp. 5, meaning that brands create a value for customers beyond that of the functional level of the product. Keller goes on to state that "*... intangible image associations may [often] be the only way to distinguish different brands in a product category*" (Keller 2008) pp. 5 and "*Branding creates mental structures and helps consumers organize their knowledge about products and services in a way that clarifies their decision making ...*" (Keller 2008) pp. 10. It is in imbedding these brand image associations in consumer knowledge structures experiential branding will serve its purpose given the increasingly difficult circumstances marketers find themselves in, as described in chapter 2.

Merely knowing that a brand resides in the minds of consumers and speculating that experiential branding will aid in establishing its presence there is however insufficient. To make valid analysis and interpretations in this regards a concept and framework for making such is needed, and in this thesis these will be brand equity and the Customer Based Brand Equity model as described below.

Continuing in the writings of Keller, brand equity "*... consists of the marketing effects uniquely attributable to a brand*" (Keller 2008) pp. 37 and more specifically customer-based brand equity "*... lies in what customers have learned, felt, seen and heard about the brand as a result of their experiences over time.*" (Keller 2008) pp. 47. In this sense brand equity can be either positive or negative dependent on customers' previous experiences with the brand, and companies should naturally seek to maximize positive brand equity through their marketing programs. In assessing whether a given marketing program investment will build brand equity i.e. create "*strong favorable and unique brand associations*" (Keller 2008) pp. 53) a framework like the Customer Based Brand

Equity model (CBBE) can be used to track potential sources of brand equity. This model will be described below.

7.2 Tracking sources of brand equity through the CBBE model

The CBBE model builds on the definition of brand equity as described above, and provides basis for a nuanced assessment of the brand equity building potential of marketing decisions, with an ultimate goal of brand resonance in the form of brand loyalty and attachment (Keller 2001). This approach to analyzing customer based brand

equity is one of several e.g. those of

Franzen (1999) or Aaker and

Joachimsthaler (2002). The CBBE

model as described below is chosen

as subject of analysis as it allows for

more detailed evaluations of impacts

of brand equity based on

impressions.

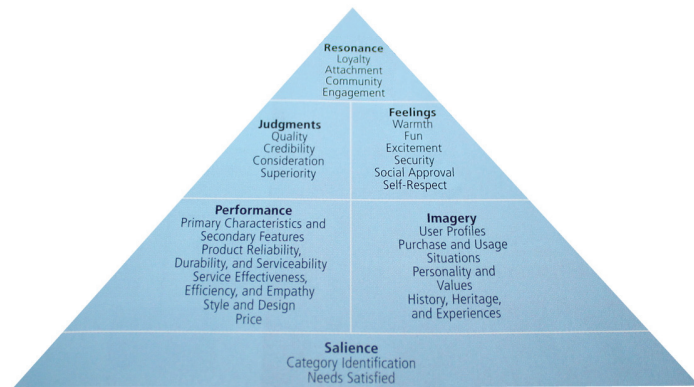


Fig. 7.1 – The CBBE model
Source: Keller (2008)

7.2.1 Salience

The model as seen in figure 7.1 is based on an initial brand salience with customers, measuring the awareness of the brand in terms of e.g. top-of-mind, ease of recall and pervasiveness of the brand awareness (Keller 2001). The rationale of ensuring an initial need for brand salience is based on the logic, that it is not possible for a customer to hold strong favorable and unique associations of the brand unless it is known to them, and hence the stronger the salience the better.

7.2.2 Brand Performance and Brand Imagery

The following steps in the model deal with the aspects creating brand associations with customers.

These aspects relate to brand performance and brand imagery, where the influence of brand performance on brand image relates to the customers' direct experiences with the brand on a functional basis. To build brand equity it is essential that the brand meets or exceeds customer expectations on a functional level as *"it is rare that a brand can overcome severe performance deficiencies"* (Keller 2008) pp. 65. Meaning that functional superiority or at least adequacy is paramount in building brand equity as a functionally inferior brand cannot be saved by communications alone.

Brand imagery evaluation on the other hand is more abstract and does not refer to functional

attributes, but intangible aspects relating to the brand such as advertisement, word of mouth and personal experience on non-functional brand aspects (Keller 2008).

A positive brand image is attained through positive customer experiences with these tangible and intangible aspects of the brand. In this sense, the deteriorating attitudes towards advertisement in general and the following ad avoidance behavior detailed in chapter 2 might impact negatively on brand image (imagery) as the customer experience with a company's advertisement is negative.

In relation to its effects on brand image experiential branding will be most relevant as brand imagery, given that the staged experiences in most cases will present intangible brand related aspect rather than product usage situations.

7.2.3 Brand Judgments and Brand Feelings

Moving one step further up in the CBBE model, brand performance and imagery are evaluated by the customer, forming brand judgments and feelings.

Brand judgments are the sum of customer evaluations on all aspects of the brand, both in terms of performance and imagery. In particular four main types of judgments are essential: Brand- quality, -credibility, -consideration and –superiority (Keller 2001).

Brand quality naturally refers to the perceived customer value of the brand and is rated in relation to competing brands.

Brand credibility describes customer perceptions of the brand in relation to perceived expertise, trustworthiness and likeability (Keller 2001). This aspect of brand evaluation is closely related to the concept of authenticity as defined in chapter 10 and described in Holt (2003) and Pine and Gilmore (2007). In relation to experiential branding campaign planning, this will be a key aspect as customers in this case must perceive not only the brand as being credible/authentic, but also the experience staged by the brand, as these shall be able to merge to build brand equity. This will be dealt with more thoroughly in chapter 11.

Brand consideration and superiority refers to customer judgments in relation to the brand's personal relevance and status in relation to other brands (Keller 2001). These two aspects are crucial in building brand equity as they are determinants of both trial and re-purchase. In relation to experiential branding campaign planning (or any other campaign) they require the marketer to develop a detailed knowledge of the target group's perceptions of the brand and its offerings, both in relation to their own demands and competing offers.

Brand feelings are "... customers' emotional responses and reactions to the brand." (Keller 2008) pp. 68 and are typically related to the brand imagery, hence creation of positive brand feelings will be a main objective of experiential branding campaigns. Keller references six important types of brand feelings, being: Warmth, fun, excitement, security, social approval and self-concept. Successfully

triggering these brand feelings as positively as possible is paramount in building strong brand (Keller 2008) equity and successful incorporation of these results in customers internalizing the positive feelings (and judgments), experiencing them when thinking of or using the brand (Keller 2001).

7.2.4 Brand Resonance

As brands gain a high degree of salience and present customers with positive aspects of brand imagery and performance, eliciting positive brand judgments and feelings, they have the potential for attaining brand resonance with the customer. Brand resonance is according to Keller (2001) divided mainly into four categories with an increasing level of involvement with the brand: Behavioral loyalty, attitudinal attachment, sense of community and active engagement. The presence of customers with a degree of brand resonance is a marker of strong brand equity and should be the ultimate goal of marketers (Keller 2008).

Summing up, the CBBE model provides a framework for tracking sources of brand equity when evaluating or planning campaigns, through a customer centric view based on the notion of the brand residing in the minds of consumers, and brand equity being characterized by strong favorable and unique associations. In relation to experiential branding, the model will serve as a framework for objective setting in campaign planning and as a guideline for optimizing the content of campaigns in a brand equity building perspective.

7.3 The Brand Value Chain

When marketers create marketing campaigns it is done with an expectation of the investment having a positive effect for the brand and often much emphasis is put on financially measurable effects overlooking the importance of the brand equity building effects. The brand value chain can be used to understand and interpret the effects of marketing investment by tracing the value creation through five value stages; from the marketing program investment to the ultimate goal of increased shareholder value as seen in fig. 7.2.



Fig. 7.2 Combined Brand Value Chain
Source: Franzen (1999) and Keller (2008)

This five staged brand value chain is a combination of the four stages from Keller's (2008) brand value chain and Franzen's (1999) brand equity constituting components. Through this synthesis, Keller's brand value chain is supplemented with the element of "behavioral brand response" as a separate value stage providing a greater degree of detail. This enables the use of behavioral response effects to be evaluated in the brand value chain and further it makes a more distinct connection to the CBBE model.

When investing in a marketing program it is expected to elicit a positive mental brand response which is directly related to the CBBE-model as it is in the minds of the customer the brand equity is built as described above. In the optimal situation the effects of a campaign on customer mindset could be increased awareness, creation of unique and favorable associations, positive attitude, higher brand attachment or loyalty. Maximizing the campaign's effect on the customer mindset, increases the probability of eliciting a behavioral brand response, however mediated by the effects from "program quality multipliers" regarding clarity, relevance and consistency of the communication(Keller 2008) (Keller 2008).

Maximizing customer mindset effects ensures optimal premises for creating behavioral brand response such as trial, repeat purchase, increasing retention (reducing churn) and creating loyalty. As such, the behavioral brand response is the unleashing of the brand equity built through mental brand responses, releasing it into cash flow. The effects of the behavioral value stage are influenced by marketplace condition multipliers, multipliers that are not as directly controllable as the program quality multipliers.

Together the mental - and behavioral brand response effects result in a "market performance" hopefully enabling the brand to charge premium prices, obtain more inelastic price elasticities, increase market share and hence increase profitability. The market performance is leading to Economical / Financial brand value under the influence of investor sentiment multipliers. This shareholder value can be measured through profit, ROI, Price Earning, stock price etc.(Keller 2008).

As mentioned, multipliers mediate the effects between the value stages of the model, hence leveraging these multipliers optimally will increase the campaign's potential effect on brand equity and hence financial outcome.

In this thesis the Brand Value Chain will be used to explain how experiential branding can contribute to value creation. Focus will mainly be on the first three value stages as these stages and multipliers are closer, and more directly related to the influence of experiential branding initiatives, whereas effects through the remaining half of the model - market response and economic brand values – will be induced from the earlier value stages.

In the following, these insights into brand equity in terms of its constituents and tracking hereof will be employed in the analysis of experientially based marketing.

8 Experiences as a marketing discipline

We base the argument for adopting an experiential approach to marketing on Pine and Gilmore's (1999) analysis of the experience economy, and the state of the marketing environment as described in chapter 2.

Pine and Gilmore argue for the rise of experientially driven business strategy on the basis of commoditization i.e. standardization/impersonalization of goods and service offerings. Likewise the ubiquity and impersonality of traditional advertisement has resulted in a lessened attitudes towards- , and avoidance of it - a "commoditization" of sorts. As consumers respond with an increased demand for personally engaging experiences in the face of commoditization of goods and services, the same must be true when advertising becomes commoditized. In this sense;

Experiential branding will serve to provide consumers with real lived experiences, staged by companies, as a means of building brand equity.

In Bernd H. Schmitt's (1999) book titled *Experiential Marketing*, the author takes a somewhat similar approach, declaring the death of traditional – features and benefits (F&B) – marketing, as *"Today, customers take functional features and benefits, product quality, and a positive brand image as given."* (Schmitt 1999) pp. 22. He argues that instead consumers want campaigns that *"... dazzle their sense, touch their hearts, stimulate their minds ... that they can relate to and incorporate into their lifestyle ... marketing campaigns [that] deliver an experience"* (Schmitt 1999) pp. 22. This statement relates nicely to the analysis of Pine and Gilmore (1999) and provides an initial aspect on experientially driven marketing. Schmitt's critique of F&B marketing is however based on the very content and planning hereof and hence his characterization of experiential marketing is likewise based on the content and planning of advertisement, not on the media in which it is presented. In this way Schmitt's experiential marketing is mainly focused on the use of traditional advertisement media and formats, which today – ten years after the release of Schmitt's book – is the main source of declining effect of advertising as discussed in chapter 2. Hence the direct application of Schmitt's approach will most likely not yield improved results in today's marketing environment, however the overall framework of analyzing and evaluating experiences presented in Schmitt (1999) will apply to any form of experience staged by a company, and will be more thoroughly described in section 13.4. As Schmitt (1999) and we in section have argued for the inefficiencies of traditional (F&B)-advertising

and traditional media approaches to marketing, so has Badot and Cova (2008). They focus neither on the content or context of traditional marketing, but rather the underlying paradigm of traditional marketing, the act of communicating to consumers. The authors reference current literature on deteriorating attitudes- and resistance- towards advertising, describing today's consumer as a person *"who is finding it harder and harder to put up with the exaggerations and bad taste s/he finds in marketing and who, thanks to recent IT developments, has regained (or has the possibility of regaining control) over his/her own consumption behavior"* (Badot and Cova 2008) pp. 211-212. The conclusion of their analysis is that marketers should shift their view of marketing to a state in which they do not market to consumers, but market with consumers – a state in which the company and consumers engage in mutual value creation (Badot and Cova 2008).

The thought of mutual value creation through "marketing with" consumers can potentially be utilized through the implementation of experiential branding strategies. As companies provide consumers the possibility to engage in personally relevant (and hereby valued) experiences while having the possibility to establish a face-to-face dialogue with key members of the target group, the company can gain valuable insights into the possible future development of the brand.

Given the above rationale for incorporating an experiential approach to a company's branding strategy; a description of what can be characterized as branding experiences and how these can build brand equity will be the subject of the next section.

8.1 An experience fit for branding

To outline the concept of experiences fit for commercial and branding purposes we look again to Pine and Gilmore (1999) and Schmitt (1999). Although their approaches to the use experiences as business- and marketing -strategy differs conceptually from experiential branding, their work on characterizing marketing and commercial experiences is highly relevant and adaptable in this context.

8.1.1 The four realms of commercial experiences

Pine and Gilmore (1999) categorize experiences broadly on the basis of their fit on two axes going from guests' passive to active participation, and from immersion to absorption as depicted in figure 8.1.

Guests' active/passive participation naturally

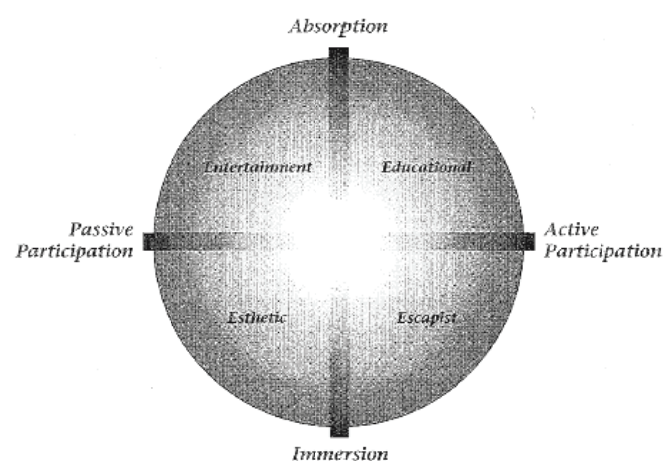


Fig. 8.1 The four experiential realms
Source: Pine and Gilmore (1999) pp. 30

refers to whether the content of the experience allows for guests to influence or take part in the “performance”. The absorption/immersion dimension is based on whether the experience occupies a guests mind or body, as “... if the experience “goes into” the guest, as when watching TV, then he is absorbing the experience. If, on the other hand, the guests goes “into the” experience, as when playing a virtual reality game, then he is immersed in the experience.” (Pine and Gilmore 1999) pp.

31. From these two axes, Pine and Gilmore define four realms of experience:

Entertainment, education, esthetic and escapist, four “... mutually compatible domains, that often comingle to form uniquely personal encounters” (Pine and Gilmore 1999) pp. 31. Pine and Gilmore argue that the most successful experiences incorporate aspects from all four realms, creating diversified and enriched experiences. In depth analysis of these four experiential realms as basis for planning experiential branding campaigns will be made in section 13.3.

8.1.2 Strategic Experience Modules of Experiential Marketing

A somewhat similar though conceptually different view on experiences is described by Schmitt (1999). Based in the use of experiences in marketing, Schmitt defines the main types of experiences based on a modular view of the mind referenced from psychology. Through this view Schmitt creates a buzz-word-type definition of five Strategic Experience Modules (SEMs): Sense, Feel, Think, Act and Relate. These experience modules somewhat resemble the four realms defined by Pine and Gilmore, and like them, Schmitt argues for creating holistic experiences, incorporating aspects from some or all SEMs. In relation to planning for experiential branding, the SEMs will likewise be analyzed more thoroughly in section 13.4.

8.1.3 The impact of experiences on brand equity

The brief description of the premises for commercial and marketing experience above provides some clue as to how experiential branding can be employed to build brand equity.

Following the CBBE model described in section 7.2 brand equity is built in the minds of the consumer through the creation of a positive brand image, on the basis of brand performance and brand imagery. Analyzing the premises of Pine and Gilmore (1999) and Schmitt's (1999) characterization of staged experiences in terms of their impact on participants, the following key aspects relating to a given experience emerge:

- **Sensorial activation** – Through Pine and Gilmore's Esthetic and Escapist realms, and through Schmitt's Sense and Feel SEMs
- **Cognitive processing** – Through Pine and Gilmore's Educational realm, and through Schmitt's Think and Relate SEMs

- **Entertainment** – Through Pine and Gilmore's Entertainment realm, and underlying all Schmitt's SEMs

As a company stages an experience relating to its brand, affecting participants through these experience constituting elements, the staged experience will primarily affect brand equity through Brand Imagery in the CBBE model, since the most aspects will not elicit a performance evaluation of the brand. Rather, they primarily provide a means of evaluating it on intangible aspects, relating to the brand, eliciting brand judgments and feelings. However, experiences centered on e.g. the use of the product will have the possibility to build brand equity through performance characteristics and judgments and feelings based here on.

In comparison to traditional advertising in traditional media, marketing communication through the use of staged experiences goes beyond the avoidance eliciting obtrusiveness and persuasiveness by being based on participants' active choice of attendance. Hereby the value associations elicited through the experiences are (most likely unconsciously) "accepted" by participants as they are aware that the experience they are having is "provided" by Company X. It is this "acceptance" that differentiates experientially driven marketing from traditional approaches and provides the possibility for eliciting stronger associations and judgments in the CBBE model.

Below we will seek to describe a more concrete approach to how companies can present their target group with an experience through which brand imagery and performance associations may be created.

9 Experiential branding through event marketing

The argumentation above has served to illustrate the potential brand equity building effects of an experiential approach to branding mainly through brand imagery in the CBBE model. Further, we have argued for the inefficiency of traditional communication media as a means of effectively "delivering" the experiences to potential customers. So, in the strategic planning framework of experiential branding, how can marketers stage experiences that effectively build brand equity?

9.1 Real-lived experiences are key

Susan Whelan and Marcus Wohlfeil address this very issue in a series of three articles published in 2006 on the subject of marketing through real-lived experiences, or as they more formally name it - Event Marketing (Whelan and Wohlfeil 2006; 2006a; 2006b). The authors define event marketing as *"the interactive communication of brand values by staging marketing-events as 3-dimensional brand-related hyperrealities in which consumers are actively involved on a behavioral level and which would*

result in their emotional attachment to the brand."(Whelan and Wohlfeil, 2006b pp. 125) What exactly a staged 3-dimensional hyperreality is, the authors omit to clarify, however for the use in this thesis it is interpreted as a company staged experience with a specific non-everyday content, at a specific place at a specific time. Examples of such event marketing in Denmark would be Carlsberg's staging of a nation-wide amateur football cup called "Vores Cup", or their hosting of barbecue events throughout the summers of 2007 and 2008.

Following this definition, event marketing is thus differentiated from event-sponsorship in which a company provides funding for an already established experience/event, as opposed to staging it. Examples of such would be Coca-Cola's sponsorship of the 1996 Olympic Games in Atlanta, or Tuborg's sponsorship of the Roskilde festival.

Whelan and Wohlfeil's (2006; 2006a; 2006b) argumentation for the use of event marketing is fundamentally based on the diminishing effect of traditional advertisement and the increasing demand for experiences as we have described in chapter 2. They further argue for the use of **real-lived** experiences as *"[they] tend to be stronger than 'second-hand' media experiences in determining consumers' notion of reality, consumers are encouraged to experience the brand reality as active participants rather than being passive recipients and, subsequently, are offered a contribution to their subjective quality of life."* (Whelan & Wohlfeil 2006 pp. 316).

Other defining characteristics of event marketing described in Whelan and Wohlfeil (2006b) are:

- **Self initiation** – as the experience is staged by the company, the specific emotional appeals presented to the guest are completely controlled by the company.
- **Interactivity** – through the joint presence of company representatives and potential customers, allowing a dialogue between the two parties.
- **Unique dramaturgy** – that captures guests' imagination using emotional appeals bringing the brand image to life in order to build brand equity. Hence the more this dramaturgy differs from guests' everyday life the more strongly it will appeal to them, increasing the potential brand equity building effect.

Evaluating this conceptual work in relation to the CBBE model, the use of real-lived experiences potentially increases the possibility for building brand equity through mainly brand imagery, as guests are emerged in an experience different from their everyday life – an aspect they demand on its own merit. Further, as the staged experience is completely company controlled, it can be designed exclusively with content and appeals relating to the brand. Hereby potentially transferring the sensorial and emotional associations (imagery) of the event on to the brand through creation of

consumer feelings and judgments, i.e. building brand equity in the CBBE model.

Following the argumentation of Badot and Cova (2008) described in chapter 8, the interactivity aspect of the real lived experiences, provide an additional means of value creation for guests, and likewise for the company, as inputs can be obtained directly from potential lead users of the brand. This conceptual work on the constituencies of event marketing and its potential positive effect on brand equity needs empirical validation in order to be seriously considered a viable alternative to traditional marketing approaches. To this date, only a few authors have sought to provide this validation; their results will be presented below.

9.1.1 Validating effects of experientially based marketing

Continuing in the writings of **Whelan and Wohlfeil** (2006), the authors analyze the measurable effects of a marketing event, through a participatory case study. The specific case in question revolves around a somewhat small German university - Fachhochschule Nordostniedersachsen (FH NON) - facing hard competition from larger more diversified universities. One author attended this university and was the initiator of the idea for the event, and likewise deeply involved with the planning and execution (Whelan and Wohlfeil 2006).

Opposed to the traditional marketing approach of this and the neighboring universities, i.e. "open days" presenting academic courses, the FH NON opted for an event marketing approach, based on communicating a core value of the university, being *"a place for creative and imaginative personalities, where students are encouraged to develop and implement their own ideas"* (Whelan and Wohlfeil, 2006 pp. 320).

The event was centered on a rock concert at the university, attracting the potential students enrolling for university, and providing an opportunity for university representatives to personally engage the guests communicating the above mentioned brand value (Whelan and Wohlfeil 2006). The event itself (in a marketing communications sense) was then not centered on the rock concert, but served more as an illustration of the brand value of creative thinking and development and execution of own ideas.

The measured result of the campaign was an increase of 20 percent in enrollments compared to previous years(Whelan and Wohlfeil 2006). Contributing this result solely to the campaign is seen as valid, given the fact that it was directly measurable and there had been made no changes to the "functional attributes" of this or other nearby universities (courses, campus etc.) nor in the marketing practices of the other universities eliminating effects from other sources. Generalizability of this result is however poor, due to it being based on a very weak empirical base of only one event. Although very distinct from a brand purchase or use, this and university enrollment do have

similarities, i.e. (1) Cost/risk in terms of time wasted on wrong choice (2) there is a high degree of personal identity value associated with one's university as with some brands and (3) a high degree of functional value based on the education received. Hence the nature of the "product" is not seen to further weaken the generalizability of the result.

In **Martensen et al. (2007)** a broader empirical research was conducted in order to validate a conceptual model of the effectiveness of event marketing.

The empirical work and analysis is based on an event marketing initiative by B&O, in which the company sponsored a series of golf tournaments in Denmark (Martensen et al. 2007). In this respect, the definition of event marketing on which the study is based differs somewhat from the definition used in this thesis as presented by Whelan and Wohlfeil (2006). Although the experience was staged by B&O and "real lived" by participants, B&O would be very limited in their ability to control the emotional appeals of the event given the fact that golf is golf, regardless of the sponsor. This aspect further diminishes the potential effect of the event, as the dramaturgy will not have differed significantly from the participants daily (golfing) lives, which as stated by Whelan and Wohlfeil (2006) is an aspect that contributes positively to the effectiveness of the event. Despite these discrepancies in event definitions, the results of the study by Martensen et al. (2007) are seen as generalizable in this regards, as the event definition used in this thesis provides a basis for richer experiences with potentially more positive effects. In this sense we argue that this event sponsorship is equivalent to what could be termed a worst case scenario of a staged real lived experience. Hence, the positive results described below are likewise worst-case or what could be expected as a minimum of experiential branding campaign.

In evaluating the effectiveness of event marketing the authors propose a model of relationships as seen in figure 9.1. The model is based on

the notion of success of an event marketing campaign as measured by increased buying intention from guests. This buying intention is supposedly based on a positive brand attitude, as determined by event attitude and brand and event emotions. The brand and event emotions in turn are influenced by brand and event involvement and the perceived fit between the brand and the event (Martensen et al. 2007).

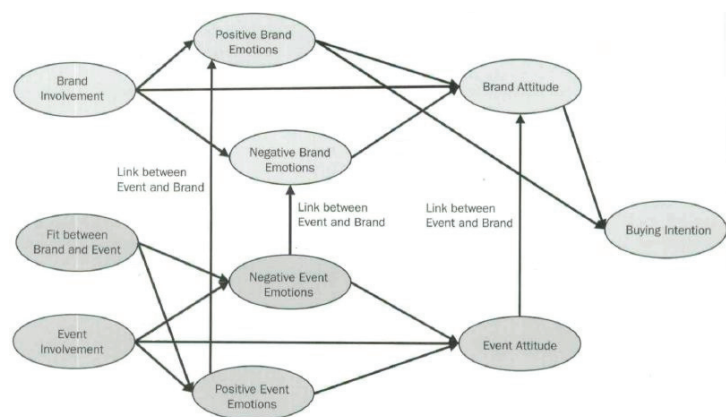


Figure 9.1 – Relations between event characteristics and buying intention
Source: Martensen et al. 2007 pp. 284

This model of the effectiveness of event marketing is believed to correspond with the view of brand equity and brand equity building through the CBBE model as applied in this thesis. Viewing the model above in terms of the CBBE model; brand and event involvement can be viewed as **brand salience**, brand and event emotions and event attitude as **consumer feelings** and **consumer judgments** and lastly brand attitude as the sum of the above, hopefully in the form of **brand resonance**. The following buying intention moves one step further in the Brand Value Chain as described in section 7.3, measuring part of the behavioral brand response as influenced by brand attitude. Following this analysis, the results of Martensen et al. (2007) are directly applicable as means of evaluating the impact on brand equity of event marketing.

Based on a survey pre and post event with 156 and 162 respondents respectively, the authors initially validate the model, finding that it explains 60% of what drives brand attitude, and 48% of what drives purchase intention, indicating a relatively good support for the structural model. The authors find significant positive changes in brand involvement and purchase intention in the pre- and post event measurements. Also the brand attitude did become more positive, however not significantly (index 79 to 82), which the authors explain based on the difficulty of changing an already very positive attitude significantly (Martensen et al. 2007). These results indicate the brand equity building potential of event marketing.

Further the results of the study show a significant impact of event emotions on to brand emotions, i.e. a positive/negative emotion related to the event influences brand emotions positively/negatively. The same holds for the effect of event attitude on brand attitude. These two results underline the importance of managing the emotional appeals of a staged experience in relation to its effectiveness in building brand equity. Also, the perceived fit between the event and the brand has a significant influence on event emotions, meaning that ensuring this fit has a direct effect on brand emotions and hence brand equity. This was also hinted in the discussion of the CBBE model regarding credibility, as discussed in section 7.2 and further analyzed below in chapter 10 on authenticity. In summary, the results of the study of Martensen et al. (2007) provide detailed results on the effect of event marketing in building brand equity, through a comparison with the CBBE model. Further, the results are assessed to be valid given the relatively broad empirical data collection however the generalizability is only fair/moderate due to the study only focusing on a single event type and company. A study based on multiple and diversified events (in terms of event content) of multiple companies would naturally make for a completely generalizable result, however given the lack of one such study (or any other for that matter), the results of the current study are seen as satisfying. As we argued above, the fact that the study was conducted in an event sponsorship context does not limit the generalizability of the results in relation to experiential branding through staged real lived

experiences as the results can be viewed as a “worse case” scenario. Hence, given the positive nature of the results in relation to validating the effectiveness of event sponsorships, they likewise provide evidence as to the (potentially even greater) effectiveness of experiential branding as described in this thesis.

9.2 Consumer motivations to participate in marketing events

In Whelan and Wohlfeil (2006b) the authors seek to define the relevant aspects in determining consumer motivations to participate in marketing events. Initially they argue that consumer motivation to participate in various leisure activities is determined by their personal interests and desires, creating a degree of involvement with the given activity. Due to the experiential similarities between leisure activities and real lived experiences at marketing events, they argue that consumers' degree of involvement with the marketing event determines their motivation to participate. In this regards the authors distinguish between situational and predispositional involvement as the building blocks of motivations, where situational involvement in an object is defined as a level of involvement that becomes apparent when confronted with a given object or theme. Predispositional involvement on the other hand is defined as a *“long-lasting interest in engaging with an object based on [consumers'] personal values and desires”* (Wohlfeil and Whelan 2006a; Wohlfeil and Whelan 2006b)(Whelan & Wohlfeil, 2006b pp. 127), which does not disappear once a need has been fulfilled. The authors argue that, for a consumer to be motivated to participate in a marketing event she/he must become situationally involved in the event when becoming aware of its existence and that this situational involvement is based on a predispositional involvement. To illustrate this with an example, a predispositional involvement dimension could be football, which a person will likely be involved with over an extended period of time. The person will likely not be thinking of football at all times, but when becoming aware of an event based on football, this predispositional involvement becomes situational, and hence according to Whelan and Wohlfeil (2006b) elicits a motivation to participate. Alternatively a person looking to buy a new house will be situational involved with buying or financing of such and may well be motivated to participate in a house-financing/buying/valuation event. However, once this person has bought a house the situational involvement will likely disappear and since no predispositional involvement with these aspects exists, the person would hence not be motivated to participate at an event at this point.

Based on a literature review, the authors propose that the following predispositional involvement dimensions could provide the basis for the situational involvement with the event (Wohlfeil and Whelan 2006b):

- **Event-marketing** – being long term involvement with the concept of event marketing e.g. from a professional point of view as a marketer.
- **Event-object** – being long term involvement with the brand or product around which the event is centered.
- **Event-content** – being long term involvement with the activity/performance central to the event e.g. an interest in football in relation to Carlsberg's "Vores Cup".
- **Social event involvement** – being long term involvement in the form of a desire to belong to or socialize with a certain social group relating to either the brand or the event content, e.g. when football enthusiasts seek the company of their likeminded peers at an event like "Vores Cup"

The authors summarize these propositions in the framework illustrated in fig. 9.2 and further include the consumer's "ability to participate" as a moderating factor influencing the actual participation at events given an established motivation from the consumer.

In order to validate the relationships between predispositional involvement dimensions, involvement in the event and motivation to participate, Whelan and Wohlfeil (2006a) conducted an experimental study with 120

respondents from an Irish university, testing the relationships between each of the above predispositional involvement dimension, and the situational involvement with a hypothetical Adidas football event. Further, the authors tested the relationship between a situational involvement with the event and the proposed subsequent motivation to participate. The results showed that all the above mentioned propositions, except predispositional event marketing involvement, were significant predictors of the situational involvement with the Adidas event. Predispositional involvement with the event content being the strongest predictor, followed by predispositional involvement with the brand, and social event involvement proved to be only a minor/supplementary predictor (although still significant). Finally regression analysis showed that the situational involvement with the Adidas event, spurred by predispositional involvement with one or more of the three predispositional involvement dimensions explained 68,4% of the variance in motivation to participate in the event. The validity of these results is influenced by the fact that the respondents,

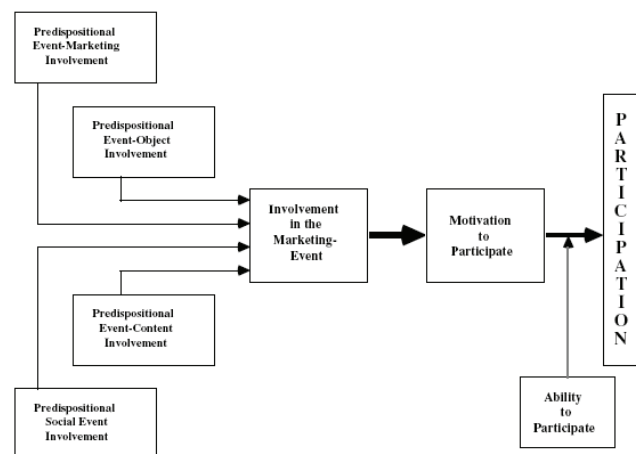


Fig. 9.2 – Consumers' motivation to participate
Source: Whelan and Wohlfeil 2006a pp. 129

being only university students, were neither representative for the general population nor the potential target group of Adidas, whereby we deem it to be only satisfying. This mere satisfactory level of validity of course weakens the generalizability in the same manner, however not in a degree that renders the results unusable. This we argue is due to the fact that despite the uniformity of the respondents they will either have a motivation to participate or not and they either will or will not be predispositionally involved with one or more of the dimensions.

These results, and those of the above described study of effectiveness, are highly relevant in relation to experiential branding campaign planning. Primarily, the results indicate that staging real lived experiences has definite brand equity building potential, and further that predispositional involvement with the brand and the event-content are the two main predictors for the motivation to participate in the event. This is consistent with moderating effect of “relevance” in the program quality multiplier in the brand value chain as this affects the potential for building brand equity. This means that in planning experiential branding campaigns the members of the target group's predispositional involvement in leisure activities must be central in choosing event content, and further that there is a fit between this event content and the brand. The relevancy of this last aspect is essential to building brand equity, due to a need for credibility, as mentioned in section 7.2 regarding the CBBE model and brand value chain. This need for credibility can be evaluated in terms of the perceived authenticity of the brand as being truly part of a given event-content “world”, and will be described further in chapter 10 below.

Despite the benefits in terms of potential effects on brand equity of event based marketing as argued above, there are limitations to its use, as it will the vast majority of cases not be able to achieve the same reach in terms of participants as a campaign run solely in the traditional media. However, as we have argued, the effects on brand equity of experiential branding campaigns will in virtually any case be stronger than those elicited by traditional advertising alone. Thinking in terms of conversion rates in the CBBE model, the effects of experiential branding will elicit a significantly higher percentage of participants going from one level to the next, which naturally moderates the inherent reach limitation. Further, the company can seek to share the experience of the event with the non-participating share of the target group, in order to try and build (although weaker) brand equity with this group. We will analyze this further in section 15.1.2

10 The need for authenticity

Through the CBBE model in section 7.2 we presented the aspect of company credibility as a means of building brand equity through consumer judgments of brand related aspects. Likewise, in the realm of event marketing, the study of Martensen et al. (2007) provided empirical evidence for the influence on campaign effectiveness of a perceived fit between the brand and the staged event. As experiential branding is a framework for strategic planning of staged experiences, it is imperative to establish a broader understanding of this credibility and fit between the brand and event in relation to brand equity building. We adopt the term authenticity to describe these aspects and will discuss this based primarily on Holt (2003) and Pine and Gilmore (2007). Further we will argue for the use of product placement and sponsorship as means of building or maintaining authenticity due to their unobtrusive and slightly experiential nature.

10.1 Authenticity according to Holt

In his 2003 book, "How brands become icons", Douglas B. Holt provides an insight into the role of brands as tools in identity creation with consumers. His argumentation is based on the notion that consumers generally have identity conflicts in terms of a gap between what is expected of them from society in the form of cultural norms, and what they actually want to do or be. To relieve themselves of these identity conflicts, Holt argues, consumers buy and use brands that are loaded with values pertaining to their "desired" identity. Holt argues that these values are tied to the brand through successfully positioning the brand as being part of the "desired world" - that is; being perceived as being authentically part of that world (Holt 2003).

More specifically, Holt defines this demand for authentic identity value in terms of three consumer/user groups which he call:

- **Insiders** – being the people actually living life the way desired by the identity conflicted consumers. Holt defines these groups of people as living in "populist worlds", i.e. groups living at the periphery of society, guided by ideals instead of monetary or political gains – Holt citing examples such as hippies, rednecks and bikers.
- **Followers** – being consumers strongly feeling an identity gap, and hence seek to sooth this by indirectly adopting values from a populist world, through buying and using brands perceived as authentically part of this given populist world.
- **Feeders** – being the vast majority of consumers, who only to some or no extend feel an identity gap like the followers, but who demand the same brands due to their popularity with the followers.

In relation to these three user groups, the need for authenticity primarily exists in relation to Insiders and Followers. As insiders are the true “source” of identity value in Holt’s paradigm, they are the initial evaluators as to the extent to which a given brand or company is an authentic part of “their” world. Should a brand be dismissed as fake through the insiders’ knowledge of the brand not having certain characteristics, qualities or history, the insiders will markedly distance themselves from this brand. Hereby the brand is drained of the identity value sought after by followers – effectively limiting the brand equity building potential of the brand (Holt 2003).

10.2 Applying Holt’s view on authenticity to experiential branding

Holt’s (2003) work is conceptual, based on historical case studies and lacking a discussion of e.g. media use – limiting its direct application as a tool in strategic marketing planning. However, it could be argued that the discussion presented above is transferable to the realm of experiential branding through a mutual focus on internalization of values and emotions. Holt (2003) discusses the transfer of identity values and emotions from the populist world of the insiders to the followers and feeders, through their consumption of the brand. Likewise, through the literature review above, we have discussed how the staged experiences of experiential branding (in the form of events), are demanded due to the perceived value guests obtain through participating, based on internalizing the values and emotions linked with the event content “world”. This commonality provides the base for the argument that a brand must be perceived as an authentic part of the event content “world” in order to maximize the building of brand equity through guests’ internalization of the values and emotions of the event as these relate to the brand. In other words, if guests do not perceive the brand as being an authentic part of the event content world, they will not as easily link the emotions and values of the event to the brand, effectively limiting the effect on brand equity in the CBBE model. It is perfectly conceivable that a consumer can be motivated to (and) participate in a given event due to his/her predispositional involvement with the very event content (cf. Whelan and Wohlfeil (2006b)). However, if s/he does not internalize the values and emotions of the event as relating to the brand the money spent on this participant will be wasted in terms of brand equity building. In fact it could be speculated that a brand being perceived as directly inauthentic in relation to the event world would even diminish its brand equity, as it would be perceived as “fake”, whereby the investment would not only be wasted, but generate a directly negative output in terms of brand equity.

An example of a company that has staged real lived experiences, while most likely having been perceived as an authentic part of the event content world would again be Carlsberg, and their hosting of a football cup. Carlsberg has for many years been deeply involved in the world of football,

through numerous sponsorships of international teams and tournaments, but in Denmark, most prominently as the main sponsor of the Copenhagen's official football team FCK. Further the television commercials for their Carlsberg Pilsner brand have for many years (i.e. before the deterioration of attitudes) been centered on the game of football. In this sense it will be fair to say that Carlsberg has built their presence as an authentic part of the Danish football world, and would most likely be viewed as such by the vast majority of Danish football fans. Hereby, Carlsberg maximize their potential for building brand equity by staging experiences centered on football in relation to their Carlsberg Pilsner brand. However, when a company like Carlsberg has gained part of its authenticity through e.g. a sponsorship, they run the risk of alienating members of the target group who despise the sponsee. In this case, the sponsorship of FCK could alienate fans of the local rival Brøndby IF. This notion naturally underlines the necessity of in depth target group analysis and choice in relation to both the event content and the perceived authenticity by the target group. An example to the contrary – a brand staging an event without having established authenticity – is difficult to find as companies seldom parade their lacking results of marketing campaigns. One example however could be the Swedish/Danish telephone service provider Telia's attempt to host a music festival-tour in 2002. The event was named Wigwam Tour and was designated to tour Denmark throughout the summer of 2002, however ticket sales failed despite headlining major bands, and the tour was subsequently cancelled.

The Telia brand has virtually no reference points in relation to music, concerts, festivals, artists or music lovers, severely limiting any potential for the brand being viewed as authentically part of any world relating to this event. Ascribing the failure of the event solely Telia's lack of authenticity is of course very far reached, however many other festivals and concerts are successful and are repeated for several years such as Tuborg's "Grøn Koncert", whereby the effects of the lack of authenticity on Telia's part are hard to dismiss altogether.

10.3 Authenticity according to Pine and Gilmore

The above discussion of the need for brands to be authentic in relation to the event content world in order to maximize the likelihood of brand equity being built, does not provide any hints as to the constituents of authenticity – from where does it stem?

To analyze this we again turn to Pine and Gilmore. Following their 1999 work on the experience economy, the authors published in 2007 a book aptly titled "Authenticity". This book builds on the previous one as the authors note that *"... in a world increasingly filled with deliberately and sensationally staged experiences – an increasingly unreal world – consumers choose to buy or not to*

buy based on how real they perceive an offering to be. Business today, therefore, is all about being real. Original. Genuine. Sincere. Authentic. [emphasis in original]" (Pine and Gilmore 2007) pp. 1

Following their previous work, the authors naturally write of authenticity, and the sources hereof, in relation to the offering of the brand, be that goods, services or experiences. Further, in relation to this, the authors argue that the five sources of authenticity they describe provide the basis for analyzing authenticity as it pertains to any type offering (Pine and Gilmore 2007).

The "offering" in relation to experiential branding is naturally the staged real-lived experience and the authenticity of the brand is analyzed as the relation between it and the "world" of the experience content.

In the following we will introduce the five sources of authenticity presented by Pine and Gilmore (2007).

10.3.1 The five sources of authenticity

Pine and Gilmore's (2007) sources of authenticity are not mutually exclusive, meaning that a given brand can draw from several of the sources in establishing authenticity, and can further be limited from drawing from others.

In experiential branding, the authenticity of the brand must exist in relation to the target groups' perception of the brand and their perception of the event content as argued above. Hence, the sources of authenticity described below can be utilized by companies when planning events, in evaluating the appropriateness of a given event content. Either:

1. By identifying the specific sources of authenticity already established (i.e. perceived by the target group) from which the brand can draw and based here on, choose an appropriate event content, which must also motivate the target group to participate, as discussed in chapter 11.1.1.
2. By evaluating whether the brand has the potential to be perceived as authentically pertaining to an already identified event content, in which the target group is motivated to participate. Should the brand not have any established authenticity relating to the given event-content, the sources listed below can serve to help identify which (if any) aspects of the brand must be emphasized to establish this needed authenticity – this will be further described in section 11.1.2.

Regarding experiential branding, it is essential that the company in both cases evaluates how and if, any given source of authenticity relates to the event-content, as much as whether the brand can

draw on this source. Logically, there is no point in identifying a strong source of authenticity, if it in the perception of the target group, does not relate to a desirable event-content.

Table 10.1 presents the sources of authenticity as described by Pine and Gilmore (2007):

Table 10.1 – Sources of authenticity as described by Pine and Gilmore (2007)		
Source origin	Description	Source parameters
Natural authenticity	<i>“People tend to perceive as authentic that which exists in its natural state in or of the earth, remaining untouched by human hands; not artificial or synthetic.”</i> (Pine and Gilmore 2007, pp. 49)	<ul style="list-style-type: none"> • Raw materials • Rawness (unsophisticated) • Rusticity • Bareness (transparency, simplicity) • Greenness (environmental concern)
Original authenticity	<i>“People tend to perceive as authentic that which possesses originality in design, being the first of its kind, never before seen by human eyes; not a copy or imitation.”</i> (Pine and Gilmore 2007, pp. 49)	<ul style="list-style-type: none"> • Being “The original” • Brand origins (beginnings, anniversaries) • Past activities (brands, marketing, consumer memories) • Going against the norm • Mixing established offerings
Exceptional authenticity	<i>“People tend to perceive as authentic that which is done exceptionally well, executed individually and extraordinarily by someone demonstrating human care; not unfeelingly or disingenuously performed”</i> (Pine and Gilmore 2007, pp. 49)	<ul style="list-style-type: none"> • Craftsmanship • Directness and honesty • Focus on uniqueness of customers • Foreign-ness
Referential authenticity	<i>“People tend to perceive as authentic that which refers to some other context, drawing inspiration from human history, and tapping into our shared memories and longings; not derivative or trivial.”</i> (Pine and Gilmore 2007, pp. 50)	<ul style="list-style-type: none"> • Honoring persons • Evoking a time • Place inspiration • Realism (in experiences)
Influential authenticity	<i>“People tend to perceive as authentic that which exerts influence on other entities, calling human beings to a higher goal and providing a foretaste of a better way; not inconsequential or without meaning”</i> (Pine and Gilmore 2007, pp. 50)	<ul style="list-style-type: none"> • Aspiration fulfillment (of individuals and the target group) • Incorporating arts • Promote a cause (passionately) • Have a meaningful purpose

10.4 Examples of authenticity in experiential branding

To clarify the meaning of the different sources of authenticity and their parameters, we will present short examples of the sources of authenticity in relation to given event contents.

An example of **natural authenticity** could exist in relation to an event based on healthiness and/or gourmet cooking if staged by a food retailer, focusing on organic foods. This could be based on greenness, transparency and simplicity of the products positioning the brand as focusing on healthiness and high quality – the core of the event.

Original authenticity would exist in relation to Harley Davidson, if they were to stage events based on motor cycle driving/building/living as the brand is widely accepted as being the “original” going against the norms, through the brands past activities and origins.

Should a high quality fashion design brand renowned for uniqueness and/or customization of its offerings stage an event centered on fashion design and tailoring (e.g. with active guest participation) they would have **exceptional authenticity**, due their craftsmanship, directness and focus on customer uniqueness.

An example of **referential authenticity** would be if a theme based (time/person/place) restaurant staged an event based on the experience of the theme in the restaurant, as the theme itself provides the basis for both the event, the brand and hence the authenticity.

Influential authenticity would exist in relation to an animal welfare organization, if they were to stage an event based on education/fundraising/adoption, as they promote a cause, have meaning and can fulfill the aspirations (charity wise) for the target group.

These simplified examples are not in any way exhaustive in describing the sources of authenticity presented by Pine and Gilmore (2007), but merely show how different characteristics of the brand can be utilized to analyze a given brands potential authenticity in relation to a given event. Inclusion of multiple sources of authenticity is also possible. For instance the fashion design brand having exceptional authenticity might also have natural and original authenticity, based on raw materials and design.

In the following, we seek initially to characterize authenticity in relation to brand equity, to provide a means for analyzing possible strategies for managing authenticity.

10.5 Is authenticity and brand equity the same?

We described above that authenticity in experiential branding exists in the minds of the consumers as a perception of the brand as having certain characteristics, qualities or history which relate to a given event content world. In this sense the concept of authenticity has similar characteristics to the concept of brand equity as described in section 7.1, however differing on the point that authenticity in experiential branding is related very specifically to a given event content world. Further we argue that, for the brand to be authentic in relation to the event content, the values relating to the event content need not be strongly associated with the brand nor need to be object of attitude formation. Analyzing this in relation to the CBBE model, the brand imagery and performance relating to the event content world need not elicit strong positive feelings or judgments (build brand equity) for the brand to be believably part of the given world, but merely be evaluated as that – believable. Surely, the brand equity on these parameters should become stronger with participants after they have attended a well staged event by an “authentic” brand, through the formation of stronger feelings and judgments of these same aspects.

As we have discussed above, authenticity is a critical aspect in relation to the effectiveness of a staged experience in building brand equity. Hence, in the strategic planning framework of experiential branding, the measuring and managing of authenticity will be central to planning successful campaigns. In the following sections we present a discussion of potential tools for building and managing authenticity.

10.6 Building authenticity

The building of authenticity must follow the same lines as the building of brand equity based on the discussion above – namely the establishment of perceptions of the brand on values, in the minds of the consumers. In this regards, managers seeking to build authenticity are faced with the same problems in communicating effectively as when seeking to build brand equity (cf. discussion in chapter 2). However, as described above, the establishment of authenticity is not dependent on the formation of strong positive judgments or feeling, as brand equity is, but merely needs to create knowledge of the given brand characteristics (authenticity source parameters) in the minds of the consumers. Nevertheless, this does not remedy the limitations of traditional advertisement in traditional media, as consumers still are hard to reach and still engage in avoidance behavior. Hence, companies seeking to build authenticity must engage in acts of communication with a broad reach in which marketing messages are not avoided. This could be in the form of product placements or sponsorships, where the brand communication is part of the entertainment. Intuitively one would

think that the existence of media with such characteristics for communication would render experiential branding unnecessary, as the same objectives would be attainable through these. However, the communications effort of brands sponsoring a certain activity or being placed in the context of a movie or TV-show is limited in several ways. The pro's and con's of these two communication "media" in relation to building authenticity will be discussed further in the following:

10.6.1 Product Placement

Product placement involves the deliberate placing of brands in movies and TV-series/shows either as a "natural" part of a scene as a prop, or through the direct inclusion of the brand in the script as a source of dialogue. Through such insertions of a brand in given contexts and showing its use by certain characters, the values associated with the movie/show and characters are to some extent coupled with the brand in the minds of the consumers (Russel and Stern 2006).

In relation to the building of authenticity (and brand equity for that matter) it is this value transfer that will create the associations between the brand and its given sources of authenticity. Hence in evaluating alternatives for product placement the company must identify which movie, TV-show/series, character etc. will best match the source(s) of authenticity to be established.

An example of a product placement that could build authenticity would be e.g. Coca Cola's placement of their soft drink in the 2009 movie "The curious life of Benjamin Button" in which the brand is shown in scenes displaying the time around the 1930-40's creating referential and original authenticity.

The use of product placement has certain positive and negative characteristics as a communications medium:

The Pro's

- Product placements are inherently uninteruptive as opposed to traditional advertisement as they are part of the actual entertainment instead of being brought in segments in between. This reduces the intrusiveness of the communication, which as mentioned in chapter 2 is one of main reasons for the negative attitude towards traditional advertisement.
- Through the specific appeals of different movies, TV-Shows/series and characters, product placements can be targeted specifically at certain consumers based on their movie/TV preferences and aspirations relating to certain characters.

The Con's

- Product placements are inherently discrete as the products are not the focus of the content of the movie or show and hence are not the main subject of focus of the viewers.

- The communicative effects of product placements are much more indirect than those of traditional advertisement, as the actual articulated communication must fit within the content of the movies or show.

10.6.2 Sponsorships

Sponsorships are generally defined as the act of contributing financially to support a given entity such as a sports team, athlete, charity or event, in exchange for exposure which is broadcasted through media coverage (Belch and Belch 2007). The rationale for engaging in sponsorship activities from a marketing perspective should be to establish a direct association between the brand and the sponsee. The choice of sponsee should then be based on the target group's interests and involvement (Gi-Yong Koo, Quarterman, and Flynn 2006), much like the case in choosing an event content in experiential branding.

In building authenticity as a means for staging events effectively, sponsorships can be utilized in two ways:

1. **Through a direct relation** to a desired event content world through the sponsorship of persons/teams from this "world" or sponsorship of other already established events of the "world". An example of authenticity building in direct relation to an event content world would be a company seeking to stage a sporting event sponsoring an athlete or team or professional tournament from that discipline.
2. **Through an indirect relation** to a desired event content through the sponsorship of a person/team or other event, that relates directly to a potential source of authenticity of the brand not equal to the given event content world. An example of authenticity building in indirect relation to an event content could be a high quality food retailer sponsoring an organic food festival as building natural and exceptional authenticity as the base for e.g. a gourmet cooking event.

Like product placement, sponsorships have both pro's and con's as a communications medium.

These are:

The Pro's

- Like product placements, sponsorships are in the vast majority of cases uninterrupted, countering much of the consumer antipathy towards traditional advertisement

- Through the sponsoring of entities in which the target group is involved and interested, the brand will be linked with the specific sponsee and the “world” hereof in the minds of the consumers, building authenticity and brand equity with fans.

The Con's

- Sponsorships have like traditional advertisement and media become ubiquitous in most genres of televised sports and sporting events, often with multiple main sponsors and a plethora of sub sponsors. Under such circumstances it is easily conceivable that the communicative effect of the individual sponsorship may drown out in the shouting competition.
- Team- or athlete -specific sponsorships in sports will most likely be viewed positively by fans hereof, but may just as well create antipathy towards the brand from rivaling teams or athletes. Hence a company must be careful not to alienate large parts of its target group(s) through sponsorships.
- The sponsor gives up part of the control of the communication of the brand as this is influenced greatly by the actions and success of the sponsee.

Product placements and sponsorships should of course not be employed solely as a means of building authenticity with the end goal of staging successful events. Rather they should be utilized for their brand equity building potential in an integrated marketing program, with the added benefit of building authenticity. Further, as these “media” are often televised they have the benefit of a much broader reach than an experiential branding campaign. Hence product placements and sponsorships relating to the events of experiential branding may serve to leverage the brand equity building potential here-of, integrating the three. The leveraging of experiential branding campaigns will be analyzed further in section 15.1.2

Part II - Planning experiential branding

In the following sections we will present a guide for strategic planning of experiential branding campaigns from a brand equity building perspective. This guide will be based on the analysis and conclusions from part I above, referencing literature on the specific subjects. This guide will follow the structure listed below:

- Strategic choice of event content
- Objective setting for experiential branding
- Composition of the experience
- Marketing research in experiential branding
- Leveraging experiential branding campaigns
- Result measurement in experiential branding

11 Planning experiential branding – event content choice

In the above sections we have discussed concepts of marketing relating to experiential branding. In this section we will present the conclusions of these discussions in a simple framework for the strategic choice of event content.

Initially we present a short summary of the above sections as they relate to the planning of experiential branding campaigns:

Branding theory – The ultimate goal of marketing is to generate shareholder value through the building of brand equity. The building of brand equity can be tracked through the brand value chain, starting with the marketing program investment, which has the potential of affecting the target group mentally. This mental effect of marketing initiatives on the target group can be assessed through the CBBE model, in which the building of brand equity is measured in terms of the strength favorability and uniqueness of the created brand image based on brand attitude. This brand attitude is formed from judgments and feelings generated by consumers in relation to brand performance and imagery i.e. an attitude formation based on a performance evaluation and an internalization of values and emotions elicited by the marketing initiative.

Real lived experiences as marketing communication - Traditional media and advertisement approaches are becoming less efficient in brand equity building due to media fragmentation and worsened attitudes towards advertisement. Simultaneously consumers show an increased demand for experiences in which they themselves are engaged, actively involved and get impressions first hand – internalizing the values and emotions presented through the experience.

This increased demand for experiences can be utilized in marketing to counter the problems of traditional approaches through inviting the target group to participate in company staged, real-lived experiences. The motivation for the target group to participate in these events is based on their involvement with mainly the content of the event or the brand itself. Through the staging of events, the company presents the target group with aspects of brand performance and imagery, relating specifically to the content of the event. Hereby the judgments and feelings elicited by participants in relation to the event will be based on an internalization of the values and emotions related to the event, creating a bond between the event content and the brand in the minds of the participant.

The need for authenticity – Empirical research has proved that a significant positive relation exists between building brand equity through a given event, and the participants' perception

of a “fit” between the brand and the event. This “fit” can be termed authenticity, and further defined through the target group’s perception of the brand as being part of the “world” of the event content, based on one or more sources of authenticity. A brand perceived as being an authentic part of a given event content world will ease the transfer of the values and emotions related to the event in the minds of the consumers, as a natural link between the two already exists in the minds of the target group. In contrast – all other things being equal – the judgments and feelings elicited through an event staged by a brand which is perceived to have no relations to the event content, will most likely be less strong and positive, as the value transfer from event content world to the brand is limited by the “missing link”. A brand possessing potential sources of authenticity relating to a desirable event content, but not yet having them established in the minds of the consumers, can seek to establish this authenticity based on a broad based communication of these sources and values in relation to the event content world.

Based on these conclusions of the sections above, we have constructed a simple framework for event content choice in relation building brand equity. It is this strategic approach to choosing event content in a manner optimizing the likelihood of brand equity building that forms the foundation for what we term Experiential Branding.

11.1 Presenting the framework

The framework below provides a means for companies to work strategically with the choice of event content during planning of experiential branding campaigns in the context of a larger overall marketing program. Hence, prior to employing the framework the company will have established a set of well considered

communication objectives guiding the direction of the brand’s development and specifying which values should be associated with the brand in order to build brand equity. The framework is ultimately an analysis tool and guide to choosing an event content which is likely to ease the transference of values from the event to the brand in the minds

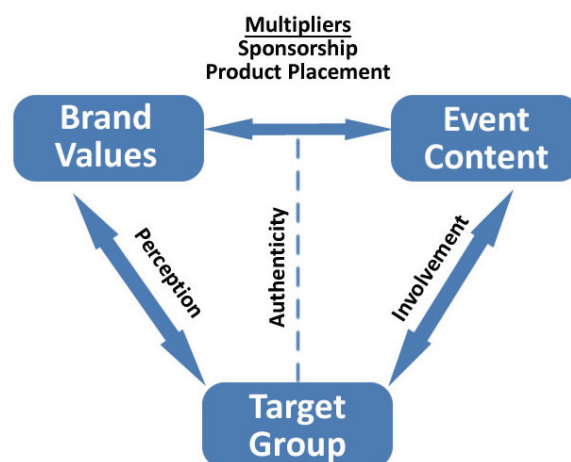


Fig. 11.1 – Framework for strategic choice of event content.

of the target group – i.e. ease the building of brand equity.

The framework is based on the interrelations between the target group, the brand and the event content, as these aspects forms the basis for optimizing the building of brand equity as described in the sections above. As the building of brand equity in experiential branding revolves around the perceptions of the target group in relation to the brand and the event content, working with the framework should begin in the bottom representing the target group. From here, two different approaches to choosing event content can be taken - these will be described in the following.

11.1.1 The clockwise process

Step 1: Target group ↔ Brand values

The clockwise route through the framework is initiated with the determination of which values the target group perceives as being related to the brand, i.e. uncovering the dimensions of value associations already established. If such data is not already gathered through general marketing research this must be conducted (in section 14.1 more detailed analysis of the needed research in planning experiential branding will be made). Through the determination of such brand values, the company can evaluate the parameters on which the given brand may already have sufficient authenticity - whereby the need for time consuming and costly building of authenticity is potentially avoided. As described in Chapter 10, the values identified need not be strongly tied to the brand in the minds of the consumers in order for authenticity to be established in relation to a given event content, they need only to be established and known by the target group.

At this point it must be evaluated whether the already established values associated with the brand support the development of the brand towards reaching the overall communications objectives for the brand. Again it must be noted that these already established values are not equivalent with brand equity. Should it be determined that the long run communications objectives cannot be reached through further establishment of the identified values, the company must seek to build authenticity on other parameters through the counterclockwise route presented below.

Step 2: Brand values ↔ Event content

Conversely, should the values identified form the basis for future attainment of the communications objectives, the company must continue to identify potential event contents relating directly to one or more of the identified values. Through this process the company is assured that the target group will perceive the brand as authentically relating to the given event contents identified, enhancing the potential brand equity building potential of the campaign.

Step 3: Event content ↔ Target group

However, merely identifying event contents in relation to which the brand is perceived as being authentic does not guarantee success. The target group must be motivated to participate in these events (and actually do) in order for any form of meaningful value transfer to occur from the event content world to the brand.

As described in section 9.2, target group predispositional involvement with either the brand itself or the event content are the main determinants for the motivation to participate in the event. The die-hard “fans” of the brand will hence be motivated to participate in more or less any event staged by the company, and given the prior determination of established sources of authenticity in relation to the brand, the brand equity building potential in relation to this group is hence optimized. In relation to the rest of the target group, research must be conducted in order to establish whether a significant share hereof is predispositionally involved in the potential event contents identified. If one or more of the potential event contents elicit a motivation to participate from the target group, the choice must be made in relation to which of them provide the best case for further development in following campaigns, and from here on proceed to the planning of the event. If none of the event contents elicit a motivation to participate, the company may again turn to the counterclockwise route through the framework.

11.1.2 The counterclockwise route**Step 1: Target group ↔ Event content**

In the counterclockwise route through the framework the first step goes to uncover which different event contents the target group will be predispositionally involved in. This process is based on discovering the common long term interests of the target group as these indicate the aspects in which the target group is involved. This will require insights from both qualitative and quantitative research on the target group, uncovering any possible similarities in what the individuals are predispositionally involved in. The more specific, or narrowly defined these interests or subjects of involvement are, the less likely it is that competitors are (or can be) positioned on similar values. This does of course not mean that the company must identify a common interest of every single member of the target group – but for a significant share. This issue potentially presents the company with a dilemma if it is not possible to identify specific, narrowly defined interests for a significant share of the target group. In this case the company must either:

1. Narrow its target group definition in order to keep a narrow focus for the event content, at the cost of potentially alienating some customers that would otherwise have been in the “original” target group.

2. Broaden the focus for the event content, making it less specific, and hence more easily copied by, or confused with competitors positioning strategies.

In the case of Carlsberg's "Vores Cup" a very narrow target group definition was clearly adopted, including only young men, bored with "the rat race" longing for the simpler life of their teenage years, which the advertisements for the events directly appealed to.

After having discovered similarities in target group predispositional involvement dimensions the potential event contents can be identified through their coherence herewith. Not only do these candidates for event content have to match the predispositional involvement dimensions of the target group, they must also encompass the values the company seeks to transfer to the brand.

Step 2: Event content ↔ Brand values ↔ Target group

With one or more candidates for event content in place the company must evaluate the potential of each in relation to their possible effects on brand equity. This is indicated through the target group's perception of the brand values as one or more of these relate to the event content(s), which we have described above as the perceived authenticity of the brand in relation to the event content. The perceived authenticity by the target group must be determined through conducting qualitative and quantitative research in the target group (this will be further described in section 14.1). Again we stress the notion that for the brand to be perceived as authentically relating to the event content world, these values need not be associated strongly with the brand, which means that a brand might well be perceived as authentic in relation to values not consistent with the general positioning of the brand.

Should the company discover more than one event content alternative in relation to which the brand is perceived as authentic, a choice must be made based on the individual levels of authenticity, and the match between the values relating to the given event content and the overall marketing objectives in the long run.

Having chosen an event content in which the target group is predispositionally involved and in relation to which the brand is perceived as being authentic, the company has enhanced the brand equity building potential of the campaign, and must then proceed to the actual composition of the event. This will be further described in chapter 13.

Conversely, should the above evaluation of authenticity levels reveal that the brand has no established authenticity in relation to the identified event content alternative(s), the company should seek to establish this through the use of the tools described in section 10.6, and from here on proceed with the event composition.

11.1.3 Situational use of the framework

In working strategically with the choice of event content through the framework the route to take is initially determined based on the positioning goals or brand equity goals of the company, along the following dimensions:

- **Clockwise route: Strengthening established positioning** – The clockwise route through the framework is based on identifying already established value associations of the brand in order to determine possible event contents. This makes the clockwise route ideal to employ for companies who wish to strengthen an already established positioning through focusing this first step on identifying values in relation to which the brand is not only perceived to be authentic, but in relation to which brand equity already has been built.

In the cases where the values on which brand equity has been built does not form the basis for identifying event contents in which the target group is involved, the company should consider a re-positioning strategy, as the existing positioning strategy hence would not be based on values desired by the target group.

- **Counterclockwise route: Positioning a new brand or re-positioning existing brand** – The counterclockwise route through the frame work is centered on the interests and involvement dimensions of the target group as a means of choosing an event content and hence the values to be associated with the brand. This makes the counterclockwise route ideal to employ for companies in the process of positioning a new brand or re-positioning an existing brand, as the values to be associated with the brand are guaranteed to be desired by the target group.

In the case of an entirely new brand or one with no authenticity granting values even remotely associated with it, the company must as described engage in establishing authenticity through e.g. the examples presented in section 10.6. This of course does make the process more time and resource consuming but should not be ignored since a campaign based on an event in relation to which the brand is not perceived as being authentic may have a direct negative impact on brand equity as speculated in chapter 10.

12 Setting Objectives for experiential branding campaigns

As is the case for every other campaign, setting objectives for experiential branding campaigns is crucial, and the basic requirements for setting good objectives for an experiential branding campaign are the same as for objectives in general, meaning that the objectives should be realistic, measurable, time limited, consistent and prioritized. (Søndersted-Olsen 2006)

In the following sections we will present categories for objective setting that are deemed to be specifically relevant for experiential branding.

The purpose of setting objectives for experiential branding campaigns is not only to draw up success criteria for the campaign, they also serves as a means for guiding the campaign in the right direction during both event-planning and -execution. Assuming that the company when planning an experiential branding campaign has a prior set of long term, overall strategic objectives for the brand, this section we will focus mainly on more campaign specific objectives, which naturally should support the overall strategic objectives for the brand.

12.1 Brand equity based objectives

For the company to be able to document that an experiential branding campaign does have a satisfying positive effect on brand equity it is required that objectives relating to target group's perception of the event and brand are set. In the following sections we will suggest categories for objective-setting in relation to: Direct campaign effects on brand equity, participants, and brand equity building with non-participants.

12.1.1 Objectives based on the CBBE-model

As described in section 9.1 the "real-lived" character of experiential branding campaigns has the potential to create a strong impression and directly elicit the creation of feelings and judgments in the CBBE-model, i.e. the hierarchical order of building brand equity in the CBBE-model may be circumvented, as the events directly influence on the "brand evaluation level". Hence when setting objectives this must be taken into account, including measures relating to both the "brand association level" (brand performance and imagery) and "brand evaluation level" (brand judgments and feelings) in the CBBE model.

Wood and Masterman (2008) argue that emotional connections in particular are crucial for brands to become part of people's portfolio and that these facilitate word of mouth. As described in section 8.1.3, experiential branding campaigns are especially adapt for influencing participants through the intangible, emotional side of the CBBE model, making it especially relevant to set objectives relating to the strength and characteristics of the emotional connection created through events.

12.1.2 Objectives based on Martensen et al. (2007)

From the model presented by Martensen et al. (2007) as described in section 9.1.1 objectives relating to the building of brand equity can likewise be derived. Though not the direct focus of their

study, we argued that Martensen et al. (2007) documented significant positive relationships between certain event elements and the building brand equity, being:

- **The more positive the event attitude** → The greater the potential for building brand equity
- The greater the event involvement → The more positive the event emotions will be → **The more positive the event attitude will be**
- The better the fit between brand and event → The more positive the event emotions will be

As each of these aspects contribute positively to the building of brand equity, the company can through setting objectives on these easily measured parameters assess whether an event has a satisfying impact on brand equity.

12.2 Participant related objectives

An obvious participant related objective is of course relating to the attendance in terms of the total number of participants at the events. Further, to ensure that the company through the experiential branding campaign is in fact communicating with the target group, objectives should be set relating to the characteristics of the participants to ensure that the majority match the target group profile. Depending on the type of segmentation and target group characteristics these objective can be set as a satisfactory percentage of demographic, behavioral or ethnographic characteristics among the participants. An example could be: At least 85% of the participants should be women between the age of 30 and 50 years, with a health conscious lifestyle. The more specific these objectives are the more important it is for the staging company to consider how the target group should be made aware of the experiential branding campaign and possibly if more or less personal/individual invitations is necessary for controlling the characteristics of the participants.

12.3 Word of mouth and PR based objectives

As mentioned, the reach in the target group of experiential branding campaigns will in the vast majority of cases not be as broad as for campaigns utilizing traditional media, meaning that a smaller percentage of the target group is going to take part in the experiential branding campaign compared to the percentage being exposed to a campaign in the traditional media.

Through leveraging experiential branding campaigns (described further in section 15.1.2) by “sharing the experience” with non participating members of the target group, the company may seek to build brand equity with these individuals. Hence objectives should be set for the impact of such leveraging initiatives on the non-participating members of the target group, in order to be able to assess

whether the positive effects of the campaign will spread outside the place of the events to a satisfying degree. Examples of this could be to set objectives on the amount of word of mouth activity both off- and on-line or in terms of the amount of PR attained – e.g. 80% of the non participants should have heard positively about the events from other people , or an objective of a ROI on PR post the event above 1. Also, objectives could be set for the amount of participants who speak positively about the event with friends post-event.

Through setting campaign specific objectives along the broad guidelines provided in the discussion above, the company does not only have a means to evaluate whether a given campaign was successful in terms of attracting the target group and building strong brand equity with these participants while also positively influencing non participants post-event. The objectives likewise serve as guidelines for composing and executing the campaign through providing a yardstick against which individual initiatives can be assessed in terms of their influence on the overall objective of building brand equity.

13 Experiential composition

In the previous chapters we have argued that using real-lived experiences in marketing contexts can increase the effectiveness of the marketing investment and hence contribute to building of brand equity. Further, a need for authenticity in the fit between the event content and the brand as perceived by the target group has been identified in order to maximize campaign effectiveness. So far we have put little emphasis on which overall experience content parameters can be utilized when planning and structuring the actual experience. Hence in this section we will discuss such parameters starting with a discussion of the term “event” and the scope hereof.

13.1 The scope of marketing events

An event is defined as “something that happens at a given place and time”(Google 2009) and using this definition in relation to identifying possible marketing initiatives leaves a broad scope of event types. Examples of these are exhibitions, venues, samplings, symposia, seminars, competitions, parties, shows, festivals, conventions, fairs, promotions etc. If staged by a company, these event types could be examples of the “real-lived” experience described by Whelan and Wohlfeil (2006). Some of these event types can be interrelated, and combined in order to include multiple experience realms and SEMs as described by Pine and Gilmore, and Schmitt, tailoring the experience to the specific campaign objectives.

Through the definition of real-lived experiences presented in section 9.1, Whelan and Wohlfeil (2006; 2006a; 2006b) neglect online platforms as a means of delivering real-lived experiences. However, technological development has through the Internet enabled vastly improved means of customization and interaction. Further, the Internet is gaining a more central role in consumers' lives (Walker 2001) as the virtual reality it delivers is increasingly perceived as part of the real-world (Atkinson 2008). Hence it can be argued that in today's world the Internet provides a viable platform for staging real-lived experiences able to substitute or complement "traditional" off-line events.

An example of such an online experience was seen in January 2007 with the "Vanishing Point Game", a game that was introduced, when a puzzle was presented on the façade of the Bellagio in Las Vegas. The sender of the puzzle was unknown and the word of the mysterious puzzle spread quickly, leading people worldwide online to www.vanishingpointgame.com and related sites where the game mainly took place. From these sites clues were given to the curious participants who collaborated on wikis - sites created especially for the game. Here the participants were able to make progress from one clue to another in order to be able to solve the mysteries and earn points enabling them to win one of the numerous prizes, the main prize was "The ultimate Vista" a ride to suborbital space. (Vanishing Point Wiki 2007) The Vanishing point game was a huge success and Microsoft, who was later revealed as the company behind, used this major online experience as part of their introduction of the operating system Windows Vista (Mintz 2007) (Microsoft 2007) (Wikipedia 2009).

Another more B2B related example of real-lived experiences through the Internet is participation at webinars - seminars on the Internet - where the speaker and his/her slide show is video streamed to the participants who have the possibility of asking questions via chat or through their microphone.

This brief discussion of general categories for staging events provides only a frame for creating experiences. In the following sections we will present and discuss the overall components with which the actual experiences can be composed, based on the writings of Pine and Gilmore (1999) and Schmitt (1999).

13.2 Senses

The human senses are crucial for absorbing sensorial stimuli and turning these into impressions which potentially can be stored as emotions in the minds of the consumers. Both Pine and Gilmore (1999), and Schmitt (1999) acknowledge the importance of senses in relation to campaign effectiveness as, e.g. *"The more effectively an experience engages the senses, the more memorable it will be."* (Pine and Gilmore 1999) pp. 59.

Naturally, it is essential that a staged experience leaves the participants with positive impressions and that the event content is not confusing to the participants. According to Pine and Gilmore (1999) this is ensured by focusing on reinforcing good cues and eliminating the cues that are confusing to participants. One way to create or strengthen these positive cues is by using carefully chosen sensorial impression from the event content world, using these sensorial impressions to tune the positive cues, integrating the impressions and contributing to a more believable and appealing theme of the experience (Pine and Gilmore 1999).

The use of real-lived experiences in experiential branding enables companies to provide their target group with more and stronger sensorial impressions compared to those offered by traditional media that only allow exploitation of two senses – sight and hearing. Real-lived experiences will in most cases enable the use of all five senses – sight, hearing, touch, smell and taste, presenting the company with plethora of options in regards to strengthening positive cues and making the experience more believable. Not only are there more sensorial-activation options through real-lived experiences, it can also be argued that seeing or hearing something in “real life” leaves a stronger impression compared to the impressions created from traditional media. Intuitively, seeing a product - or hearing a person talk in real life will to most people be more “real” and believable and elicit a stronger impression than that created from “second hand” experiences from traditional media. To fully utilize the multi sensorial benefits of real-lived experiences it requires that the actual impression provided through the experience lives up to the expectations of the consumer through it being perceived as real (Pine and Gilmore 2007).

In relation to the use of senses in marketing, Schmitt (1999) quotes Hyatt stating that “...*the five senses should not only be stimulated but delighted*” (Schmitt 1999) pp. 99 indicating that it is not enough just to stimulate all five senses. This must be done in a way that in which the stimuli creates a state of delightedness in the minds of the consumers, which in the CBBE model represents the creation of brand feelings based on imagery.

Further, Schmitt presents “sense strategic objectives”, through which sensorial impressions can be utilized as: a differentiator and value provider - objectives that according to him should be used when initiating marketing campaigns with sensorial content.

13.2.1 Senses as a differentiator

In relation to traditional advertising, Schmitt (1999) describes sense campaigns as likely to appeal to customers because they differ from standard campaign executions, differentiating the brand from competitors’ through sensory appeals in unusual executions. We have argued that experiential branding campaigns provide the possibility to influence the senses in a much stronger way than

traditional advertising. Hence companies utilizing this high sensory impact approach to branding are very likely to greatly differentiate their brands from those of competitors – especially if they only utilize traditional media.

13.2.2 Senses as a value provider

For sense campaigns to provide value to the consumer it is required that the company understands which types of sensorial stimuli the target group desires and that the company understands how to provide sensorial stimuli that appeal to these desires (Schmitt 1999). Providing such value through experiential branding hence requires the presentation of stimuli desired by the target group in relation to the event content hereby enhance the building of brand equity. Understanding the desires of the target group in relation to the event content requires qualitative and quantitative insights, which could be gathered in the process of event content choice.

Through managing the sensorial cues presented through events in an experiential branding campaign the company can hence:

- Optimally differentiate experiential branding campaigns from competitors' marketing initiatives
- Add value to the consumers in a relevant manner that ensures the building of brand equity

However, Schmitt (1999) argues that the company should take care not to overwhelm the target group with sensorial impressions, which may be seen as a parallel to the concept of information overload presented in chapter 2 - in this case however in the shape of "impression overload".

With the sense strategic objectives in place both regarding planning and objectives of the experiential branding campaign the company has determined the roles the five senses as a whole shall play but not planned how to utilize each of the five senses.

The process of determining utilization of each of the five senses will be highly dependent on individual circumstances of individual experiential branding campaigns, however Pine and Gilmore (1999) present a superficial framework on how to manage this process. According to Pine and Gilmore a well defined theme for the experience must be chosen for the campaign to outline the experience - they say: *"... at its best, theming an experience means scripting a story that would seem incomplete without guests' participation"* (Pine and Gilmore 1999) pp. 48. Further they state that *"a theme should fit the character of the enterprise staging the experience"* (Pine and Gilmore 1999) pp. 52 which is coherent with the analysis of the need for authenticity presented in chapter 10. This theming of the experience relates somewhat to the choice of event content as described above,

however in relation to the use of sensorial cues, the company can more specifically compile a list of impressions that matches both theme (event content) and the impressions desired by the target group. The list of impressions will often have to be narrowed and then mapped in order to coordinate which impressions should be induced from which senses and how the combination of these optimize the experience (Pine and Gilmore 1999).

Appealing to the five senses is according to both Pine and Gilmore and Schmitt important for ensuring pleasure and excitement with guests, creating experiential value however, *“taking care not to overwhelm guests with too much sensory input”* (Pine and Gilmore 1999) pp.61.

Through the above discussion we have argued that senses play an important role in creating impressions and experiences, subsequently having an influence on brand equity. However a focus on senses alone does not provide much detail when planning the experiential campaign. In order to conceptualize such constituting elements of staged experiences in relation to campaign planning the experiential realms of Pine and Gilmore (1999) and the SEMs of Schmitt (1999) will be analyzed in the following sections.

13.3 Experience types – Pine and Gilmore's four experience realms

In section 8.1.1 the four experience realms of Pine and Gilmore (1999)- Entertainment, Educational, Esthetic and Escapist were presented, they are again presented here in fig. 13.1. In this section these will be described and evaluated further in relation to the structuring and planning of experiential branding campaigns.

As described the four experience realms presented are based on the degree of guest participation forming the horizontal axis and the connection that unites the guest with the experience form the vertical axis.

Defining whether an experience enforces passive- or active- participation is dependent on the degree the guests are involved in- and influencing the experience - at the one end **passive participation** represents the state where

the guests are not directly involved in or influencing on the experience. Contrary **active participation** represents the state where the guest act in the experience, hence they are actively involved in and influencing the experience.

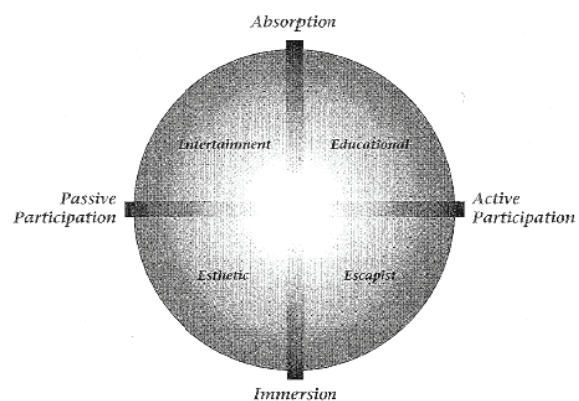


Fig. 13.1 The four experiential realms

Source: Pine and Gilmore (1999)

Determining the guests' connection to the experience is based on a scaling going from absorption to immersion, where **absorption** represents the state where an experience is stimulating and engaging the guest by bringing the experience into the mind of the guest; and **immersion** represents the state where guests are physically or virtually becoming a part of the experience itself. In other words for absorption the guest is separated from the direct action of the experience, while for immersion the experience is unfolding directly around the guest where as he/she becomes part of the experience (Pine and Gilmore 1999). In relation to the concept of absorption/immersion, we do not interpret this in terms of only physical presence at the experience rather we adopt a view of this axis based on both this, and a mental engagement/ involvement and activity.

Each of the four realms created from the two axes will be described in the following.

13.3.1 Passive participation /Absorption (Entertainment)

In this realm participants remain passive while absorbing the sensorial impression provided as part of the experience and it typically occurs when seeing or listening to somebody's performance meaning that the participants are stimulated while being outside the action of the experience. As a consequence the only utilized senses are sight and hearing which are also accessible from the use of traditional media indicating that there is a relation between this experience realm and traditional media. To some degree it can be argued that watching an event based solely in this realm on TV can provide almost the same impressions as being present at the location of the event. This is except from the fact that the stimuli when being present will most likely provide a stronger impression and in that sense differentiate the perceptions of the experiences from each other.

As an example to illustrate the different experience realms we present a fictive gourmet cooking event.

The passive participation/absorption realm could in this case be described as when participants are waiting to engage in the actual cooking tutorial, watching chefs prepare etc. They are passive as they are not cooking, and absorbing through them not being engaged in the experience.

13.3.2 Passive participation; Immersion (Esthetic)

In this realm participants are still passive but they are "taken into the experience" and become part of the experience. Compared to the "entertainment" realm, the "esthetic" may provide stronger impression through sensorial stimuli as scent and touch through the participant getting immersed in the experience.

The evaluation of whether an experience leaves the participant absorbing or immersed will in some

situations rely on individual perception. We illustrate our interpretation again using the gourmet cooking example: Participants are now drawn into the experience as they are being shown to their individual cooking stations and presented with the utensils and ingredients. Here, the cooking experience is initiated through the participants being drawn in to the place and “action” (immersion) while the participants are not yet being active in any way (passive participation)

13.3.3 Active participation; Absorption (Educational)

The diametrically opposed realm to the previous is active participation; absorption where the participants are actively participating in the experience without being immersed in the experience. This realm can intuitively be seen as self-contradictory – how can you be only absorbing the experience when you are active? To illustrate this realm through the cooking example, the participants have now been shown their cooking stations and are taken to the chef to see a demonstration of the preparation. During this demonstration the participants may be active by asking questions or taking notes etc. The participants are not immersed in the cooking experience themselves, but are active in observing the preparation by the chef.

13.3.4 Active participation; Immersion (Escapist)

In the last of the four realms the participant is again taken into the experience actively participating in it. This phase will allow all the five senses to be used and will often provide stronger sensorial stimuli compared to the other three realms since actively participating in something while being immersed in means that the participant is in the center of the experience. Providing stronger sensorial stimuli means a potential for stronger impressions to be made, hence improving the possibility of creating stronger emotional brand response within the consumer, increasing potential for building brand equity.

Illustrating this realm using the cooking example naturally involves the actual cooking process done by the participants, whereby they are immersed and active.

13.3.5 Is “Entertainment” always entertaining?

The above examples serve to illustrate experiences of the four different realms, however the terminology used by Pine and Gilmore to describe the four realms might not be practical as will be illustrated by the following example.

As an alternative to the terminology each of the four realms may rather be named based on the “active/passive” and “absorption/immersion” dimensions of the two axes, from which the realms are created. The Silvan “Gør det selv skolen” example illustrates how parts of a staged marketing experience that is “supposed to be” in the entertainment realm is not necessarily entertaining the

guests.

The Silvan "Gør det selv skolen" campaign invites people to join classes where they learn how to deal with different basic craftsmanship challenges. The participants have to sign themselves up for each of the free, themed courses that take place in the local do-it-yourself center - an example of a theme could be how to put up tiles (Silvan.dk)(Freddy Lauridsen 2007). The Silvan staff assumingly teaches the participants how to put up the tiles in two tempi, first by showing and instructing them how to do and secondly letting participants try it themselves under supervision of the staff. In the first phase of this experience the instructor will be telling and illustrating how the tiles are to be put up while the participants remain passive, listening to the instructor without being directly situated in the action where the tiles are put up. This is an example of an experience phase with passive participation and absorption which would be characterized as entertainment according to the four experience realms of Pine and Gilmore. In the second phase the participants are supposed use what they just learned by putting up tiles themselves, hence they are moving into the experience environment and are actively doing the work. The fact that the participants are actively participating and are immersed means that this phase of the experience is categorized to be in the Escapist realm. So even though this experiential marketing initiative provided by Silvan is about educating their customers the main phases of the experience would have been characterized respectively as entertainment and escapist, opposed to the natural fit between the educational theme of the experience and the term of the educational realm. Further it is questionable how entertaining the participants find the first phase and if they perceive the second phase as escapist. Therefore the terms for the four realms will be replaced by passive;absorption , passive;immersion , active absorption and active;immersion – terms that are based solely on the axes. While the passive;absorption and active;immersion realms presented above are characterized as the "main phases" of the Silvan the two remaining realms can be identified from the experience as well.

An example of active;absorption is a situation where a participant is asking questions after the instructor has explained what to do, or if the instructor asks the participants questions to check whether they have understood what he explained. This activates the participants as they are now mentally activated in the experience, but they are still not immersed since they have not entered the experience where the action of putting up tiles is taking place. As is the case for passive participation; absorption this particular example will most likely only engage the two senses (sight and hearing) again, but that will not always be the case.

The passive; immersion realm can be described as when the participants are in the experience, putting up tiles but are interrupted by the instructor who steps in to further explain a technique. The

participant is immersed in the experience as they are situated in the experience where the action takes place, but they are passive since they are only listening to the instructor. Here the participants can smell the mortar, touch the materials while listening to the instructions.

To sum up the Silvan case the active;immersion phase will be commented further on in the following. This realm is where the Silvan students are in the experience and are actively trying to fit the tiles on the wall creating both a mental and physical state of activeness for the participant. All senses are activated and this is possibly the phase that will create the strongest impression on the participant. Since the possible "taste" of mortar dust in the air will probably generate a negative impression to most, it is important for the staging company to eliminate such cues to avoid negative association to the event.

This last realm, which has the biggest potential for affecting the participants can however not stand alone. Merely placing participants in front of a bare wall with the needed tools and materials for them to use, will most likely not form the basis for a positive experience.

Pine and Gilmore argue that experiences should contain elements of all of the four realms and that the richer experiences "... center around the sweet spot in the middle of the framework" (Pine and Gilmore (1999) pp. 39). To illustrate how the "weakest" realm in relation to building brand equity – passive participation;absorbtion – is essential to an event, we look to the argumentation of Schmitt describing how companies should take care not to overwhelm participants. By including this realm in the experience, even though it may not intuitively aid strongly in the bulding of brand equity, the company provides participants with a "breathing hole" in which they are not bombarded with sensorial stimuli.

Further, we argue that the company should evaluate the individual case to determine the optimal inclusion of the four realms e.g. in terms of what mix of the realms best matches the characteristics, needs and expectations of the target group.

In the above sections we have argued that the four experience realms presented by Pine and Gilmore are useful for determining the mix of experience elements that will make up the event content in an experiential branding strategy.

To further characterize elements for planning of the event content, Schmitt presents five different experience types which he term Strategic Experiential Modules (SEMs), which can be utilized in the planning and structuring of events.

13.4 Experience types - the five Strategic Experiential Modules

The five modules presented by Schmitt are **Sense, Feel, Think, Act and Relate** and these are based on different functional modules related to the mind, so where the realms of Pine and Gilmore set the frame in which the experience unfolds, the SEMs are related to what actually constitutes the experiences of experientially based campaigns. Since the relevance of creating sensorial stimuli has already been analyzed above, the following will concentrate on the four remaining SEMs. These will be described and discussed in order to clarify how they can be utilized when composing experiences and how they contribute to creating brand equity.

13.4.1 Feel

Experiences based on the feel SEM should appeal to the participants' inner feelings and is according to Schmitt highly related to and depending on the consumption situation, he mentions that *"FEEL communications prior to consumption can influence the type of FEEL experienced by providing an interpretive frame for consumption."* (Schmitt 1999)

In the following, different aspects of feel marketing will be discussed in relation to experiential branding.

Schmitt emphasizes the importance of emotions in evoking feelings in the minds of the consumers and describes how emotions are intense affective states created from specific stimuli. The most complex emotions related to brands are created in consumption situations when consumers use a product, service or experience and therefore feelings are more powerful when they are induced through consumption, and further, face-to-face interaction in consumption situations is the most important occasion related to creating strong feelings. (Schmitt 1999).

Schmitt suggests ads as the means of providing the interpretive frame for consumption mentioned in the quote above. It is suggested to create ads that visually stimulate people to imagine how it must feel like being in the situation the ad presents. Schmitt argues that by using such emotional advertisements it is possible to affect the viewer to interpret a consumption situation in advance of a potential consumption situation and if an actual consumption situation occurs it is affected by the impressions from- and interpretation of the ad (Schmitt 1999). As discussed earlier advertisements in traditional media are no longer as effective as they have been previously, making this argument less valid.

However, through the characteristics of staged real lived experience stimuli may be induced during a consumption situation (at the event) and enable the important face-to-face interactions - whereby stronger emotions and feelings can be created. The fact that all senses can be utilized in experiential branding campaigns makes it possible to simulate a consumption experience in a controlled

environment, where the staging company is in control of both the consumption situation and the stimuli surrounding it. This control should enable the company to design consumption situations with “feel elements” relevant to the desired brand image in relation to the event content in order to elicit strong positive emotions in the minds of the consumer hence forming brand feelings in the CBBE model.

Following this, the incorporation of Feel elements pertaining to the consumption situation at events, would be essential for companies with objectives in terms of altering or reinforcing value associations in the consumption situation of their brand. An example of an event with a strong feel element can be seen in Carlsberg's staging of barbecue events during the summer of 2007 and 2008. This enabled Carlsberg to be in control of the stimuli pertaining to a central consumption situation for their Carlsberg Pilsner brand. In relation to the Carlsberg Vores Cup case described in chapter 17 we conducted an interview with a representative from Carlsberg who stated that the venture into barbecue events was in the attempt to maintain this consumption situation, in which wine had become more and more popular over the last couple of years.

13.4.2 Think

According to Schmitt (1999) the objective of “think marketing” is to *“encourage customers to engage in elaborative and creative thinking that may result in a reevaluation of the company and products.”* Schmitt(1999) pp. 138 Appealing to customers' creative thinking by communicating messages that makes the consumer think ensures a mental interaction between brand and consumer. In order to achieve the sought effect Schmitt argues that it is important to keep in mind to whom the communication is directed, in which context it is done and further, to consider whether to induce convergent – or divergent thinking. (Schmitt 1999)

Convergent thinking is mostly related to well defined and rational problems and is characterized as an operation where e.g. analytical reasoning, a probabilistic approach or simple heuristics is narrowing the thinking into a solution to the problem. (Schmitt 1999) This approach actively engages the consumer as he/she, based on impressions, is evaluating alternatives to come up with a solution. As all this should relate to the brand, convergent thinking forces participants to make evaluations of the brand through a process designed by the company.

Schmitt argues that inducing convergent thinking requires a specific list of issues and clear/well established settings (Schmitt 1999).

Contrary, **divergent thinking** is an “open” way of thinking that increases the width of focus. Schmitt writes that for instance, *“Divergent thinking occurs in brainstorming sessions in which participants are instructed to think freely and asked to abstain from any evaluation.”* Schmitt(1999) pp. 145.

Stimulating divergent thinking at events allows the consumers to think freely and creatively in relation to the brand allowing them to form their own associations. Further Schmitt states that divergent thinking requires prior knowledge on the subject or brand and hence he recommends not to encourage this unless the consumers possess such knowledge (Schmitt 1999).

When induced, this process likewise forces the consumer to evaluate the brand in relation to the event content, but opposed to convergent thinking, the participant “freely” forms associations thorough an unstructured process.

Schmitt argues that inducing convergent thinking requires more abstract issues and more diffused/free settings (Schmitt 1999).

Including “think-elements” in experiential branding campaigns initially requires an evaluation of whether to induce convergent or divergent thinking i.e. present a problem with either a structured or unstructured solving process. Convergent thinking could be argued to most efficient in tailoring brand judgments and feelings for brands with a brand image not fully established in the target group, whereas divergent thinking could be most efficient in broadening an already well established brand image with an “brand- expert” target group. In either case, the inclusion of think elements relating to an event content, forces the participants to actively couple the brand with the event content world in a problem solving situation which (if properly executed) would build brand equity through the eliciting brand judgments and feelings in the CBBE model.

Including think-elements in events would be a viable option when the assoc

13.4.3 Act

Where “think” elements in experiential branding campaigns engage the participant through mental interaction, “act” marketing campaigns should create customer experiences through physical interaction.

Schmitt (1999) describes “act” marketing strategies as a way to create customer experiences that are related to the physical body, patterns of behavior or are occurring as results of interaction with other people. Schmitt (1999) underlines how the body is an important source for the act experience since it “produces” sensations and perceptions from the surroundings. His arguments are related to advertisements in traditional media and how these should present “act” situations with the purpose of inducing associations to the “act” experience in the minds of the consumers. As an example, Schmitt presents the Gillette Mach 3 commercial where a fighter jet is accelerating from mach one through mach 2 and at mach 3 it transforms into a razor flying into the hand of a man standing in his bathroom about to shave and provides him with an easy, fast and smooth shave. The stimuli from

the high tech presentation along with the high speed smooth razor and the man shaving with it should form association to this high speed and power in the minds of the consumers so that when they shop for a new razor or when they “act” themselves they get some of the experience presented in the commercial (Schmitt 1999). Again, our argumentation for the decreasing effectiveness of traditional advertisement weakens the argument in terms of the execution.

The properties of “act” experiences can like the other SEMs be enhanced through the multi-sensory active engagement of real lived experiences. Instead of merely showing the target group a representation of the experience (e.g. that of high-tech and speed for Mach-3), the company can place participants physically in it, whereby they can internalize the “act” directly.

Schmitt (1999) presents a curious aspect of “act” experiences relating to motor action and body signals. In this regards, Schmitt describes motor actions as non verbal behavior that infers attitudes without a person being consciously aware of it. An example of this is nodding of the head. Schmitt (1999) reports of studies showing that if people nod while they are exposed to stimuli their evaluation of these stimuli is more positive compared to the situation where they shake their heads while processing the stimuli.

Schmitt argues that these techniques not only work if people themselves are doing the acting but that they also work if they see them performed in a social interaction like sales situations or TV commercials hence enabling the use of nonverbal cues to affect the attitude of the consumer (Schmitt 1999). Until empirically proven we question the validity of the last statement, however, inducing participants at real lived experiences to show positively related motor actions or body signals (e.g. head nodding, smiling, clapping etc) could raise the level of positive evaluation of the experience. Naturally we do not argue that events should be centered on rendering motor actions and body signals with participants, the tactics should merely be seen as a supplement or curiosity.

13.4.4 Relate marketing

The last of the strategic experience modules presented by Schmitt (1999) is “Relate”. *“Relate marketing expands beyond the individual’s private sensations, feelings, cognitions, and actions by relating the individual self to the broader social and cultural context”* Schmitt (1999) pp.171. Relate marketing is about utilizing marketing as a means for connecting people or groups of people to induce social experiences that make the individual relate to other individuals, groups, and cultures through the brand. This will often be induced using sense, feel, think, and act marketing. (Schmitt 1999)

Schmitt categorizes three states of social influence related to marketing experiences “actual presence”, “imagined presence”, and “implicit presence”.

Actual presence occurs in face-to-face and other personal encounters such as phone and email which creates the most direct relation.

Through **imagined presence** consumers seek to induce or change their relation to a group by purchasing a certain brand and through **implicit presence** the customer relates more routinely and often subconsciously – more indirect forms of social influence that will result in less direct relations. The fact that people relate to others (or groups) is motivated by a need for categorization and a search of meaning which forms the basis for an approval/confirmation of the actions of people. (Schmitt 1999)

Schmitt suggests celebrity endorsements as a strong way for brands to induce relations between their brand and the individuals of target group. This is useful for relating to certain groups of individuals since companies through the use of celebrity endorsers are able to target individuals with specific “relate” needs. This is the case as the values associated to the endorser are transferred to the brand and hence attracts the consumers to the brand because of positive associations to the endorser (Belch and Belch 2007; Schmitt 1999). Apart from celebrity endorsements Schmitt (1999) describes how brand communities are excellent examples of social relations between a brand and consumers.

In relation to experiential branding, “relate” elements will be a natural part of campaigns, as individuals at any event will be relating to the other individuals who are present. These natural existing elements could be complemented by Schmitt's proposals of celebrity endorsement and community creation.

Having a **celebrity endorser** present at events, for participants to experience him/her up close in real life could be an option. In this case the staging company should again ensure an authentic fit between the endorser and the event content world in the minds of the target group, since the values associated with the endorser must match those of the event to “make sense” (c.f. the discussion of authenticity in chapter 10).

Creating online communities relating to the event content, through which participants can be part of a larger group of likeminded individuals could present an opportunity for the company to make a long term tie between the brand and the event content, while also presenting an opportunity for promoting future events. In the case that online communities already exist, the company may choose to engage in the debate within these communities or sponsor these.

14 Marketing research in experiential branding

The purpose of marketing research is to link a company to its market by gathering information, and hence form the basis of a stronger relationship between the customer and the company. (Hair, Bush, and Ortinau 2006).

In the sections above we have described a theoretically based approach to planning experiential branding campaigns, and subsequently commented on the need for marketing research to be made before, during, and after a campaign. In this section we will further discuss the specific needs for this research in relation to these areas.

14.1 Marketing research in experiential branding campaign planning

In relation to the framework for strategic choice of event content as presented in section 11.1 both the clockwise and counterclockwise route through the framework will require detailed insights into the perceptions and characteristics of the target group, to form the basis for an effective experiential branding campaign. The marketing research tasks related to this are program-driven research efforts such as Target market analysis, perceptual

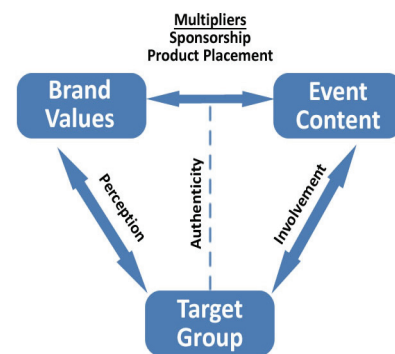


Figure 14.1 – The framework for event content

mapping, concept testing and test marketing and will be discussed in the following (Hair, Bush, and Ortinau 2006).

14.1.1 Event content choice - research relating to the counterclockwise route

Target group interests - For the counterclockwise route through the framework, starting in the target group, the first marketing research task is to identify the common interests in which the members of the target group are predispositionally involved, in order to identify possible event contents. Depending on the company's prior knowledge of the interests of the target group determines whether an initial exploratory research design is needed.

In cases where such existing insights are limited or nonexistent, the company should collect detailed qualitative data on typical members of the target group help identify all their subjects of interest. To collect such detailed qualitative data, focus groups or in depth interviews should be conducted, as these approaches allow for moderators or interviewers to ask probing questions and interviewees to elaborate on specific subjects, providing the most detailed data (Hair, Bush, and Ortinau 2006).

The process of transforming the collected data to the needed information from these qualitative

methods requires analysis and classification of responses (Hair, Bush, and Ortinau 2006) to uncover the common interest of the target group.

In section 11.1.2 we emphasized the advantage of having a narrowly defined target group in order to identify event contents that likewise are narrowly defined and hence more likely to be unique for the brand. This narrow definition of the target group on i.e. behavioral or psychographic (Belch and Belch 2007) variables (Belch and Belch 2007), increases the likelihood of identifying these unique interests of the target group, as the diversity in the population will be less. An example of this could be in the distinction between a target group defined merely as “women aged 30-50” and a more narrow definition as “women aged 30-50 who are health conscious homemakers”. Identifying common interests for a significant share of the former group will most likely not yield very specific results as virtually all types of women personalities will be represented, whereas individuals in the latter group will more likely be similar on a behavioral and psychological level. Hence the common interests on which event contents can be based are more easily identified through the initial qualitative research the more narrowly defined the target group is.

The limited sample size that is most often characteristic for qualitative research does of course not yield results that can validly be assumed as generalizable for the entire target group, hence a descriptive research design with a larger sample size may be employed to validate the findings of the exploratory qualitative research (Hair, Bush, and Ortinau 2006). This would also be the case if a company already has preliminary insights into what the target group is involved in and need them validated. Such quantitative research could be conducted through e.g. an Internet survey, as these are fast, easily administered through existing providers, data collection is computerized and hence free from human error, minimizing the nonsampling error (Hair, Bush, and Ortinau 2006). If the company has a customer panel with members representative of the target group, the research could be conducted with these, as the company previously will have identified the individuals as being part of the target group, which will not be the case if buying an internet survey from a specialized firm. Surveys seeking to uncover attitudes toward a set of interests are focused on gathering state-of-mind data (Hair, Bush, and Ortinau 2006), and hence questions should be based on ordinal or ordinal-interval scales to retrieve answers as these allow the company to rank order the data and hence evaluate alternatives directly (Hair, Bush, and Ortinau 2006).

In some cases, e.g. when the target group is a specific societal group, secondary data on the members' interests may be available online, or from syndicated data from research firms, which may eliminate the need for the company to conducting research itself.

Perceived authenticity of the brand/company – After having identified possible options for event content, the company must determine whether the target group perceives the brand/company as having authenticity in relation to these individual options in order to choose the optimal event content.

The objective of the research to be conducted should be to identify the general perceptions of the target group in relation to the degree in which the brand authentically relates to the different possibilities of event content. As the data gathered must validly represent the perceptions of the target group as a whole, a large number of responses must be gathered, and hence a quantitative research should be conducted (Hair, Bush, and Ortinau 2006). Again, Internet surveys provide an attractive method for gathering the survey data however the company should of course seek alternative options if the target group is not generally represented on-line. Likewise, as the data collected will be state-of-mind data of the perceptions of the brand relation to different event contents, questions should be constructed with ordinal or ordinal-interval scales, to allow ranking of alternatives. Since the assessment of whether a brand is perceived to be authentic in relation to a given event content may be abstract, the company should, if affordable, conduct a prior construct development based on qualitative research. This could be done through in depth interviews, wherein the company should seek to uncover the domain of observables associated with authenticity in the target group (Hair, Bush, and Ortinau 2006). Subsequently when the company has uncovered how the target group perceives authenticity, the survey can be conducted.

14.1.2 Event content choice -research relating to the clockwise route

Target group perception of brand image - In the clockwise route through the framework above, we again start with the target group, but in this case the company must initially identify the value associations the target group perceives as relating to the brand. The objective of this research will be to obtain valid results describing existing brand value perceptions in the target group, and hence a descriptive research design is appropriate. It is assumed that the company has a prior knowledge/idea of the overall dimensions of the brand value associations and hence is able to create questions based on this. However allowing for direct respondent input of value associations that were not identified by the company. As this survey again will seek to uncover state-of-mind data questions should list positive and negative adjectives relating to the brand image and be rated on ordinal or interval-ordinal scales, (Hair, Bush, and Ortinau 2006). Internet surveys again are very suitable for this due to the arguments presented above, and they easily allow respondent input of their own value perceptions. This direct user input option of course requires some human data

processing to classify responses which potentially raises non-sampling error (Hair, Bush, and Ortinau 2006).

Target group involvement with identified event contents - Having collected the data from the research described above, the company must conduct thorough analysis to uncover which specific event content options the brand is perceived to be authentically related to. Based on these results research must be conducted with the objective to identify whether a significant share of the target group is predispositionally involved with one or more of the alternatives. Further the research could be utilized to uncover whether the analysis carried out by the company in identifying possible event contents actually corresponds to the brand value perceptions of the target group, by assessing whether the target group perceives the brand to authentically related to these. Again the type of research to be conducted should be quantitative to ensure validity, and follow the same structure as described above, with Internet surveys based on questions with ordinal or interval-ordinal scales (Hair, Bush, and Ortinau 2006).

14.1.3 Event composition – pre-testing the content

Once the optimal event content has been chosen, objectives for the campaign has been set, and the event has been composed, including as many Experience Realms and SEMs as necessary, the company may pre-test the concept. Such a pre-test is an analogue of test marketing as described in Hair, Bush and Ortinau (2006). The objective of a pre-test should be to ensure that the elements constituting the experience provide the impression sought with the target group. Conducting a pre-test should in our opinion not be considered as a necessity if thorough marketing research has been conducted during the planning, as described above.

When conducting a pre-test, or test marketing, the strongest impressions will be generated through a test that contains at least some of the actual event content, hence it can be costly to thoroughly test the concept. If the pre-test is based on an imitated experience, like virtual test marketing, where the respondent has to imagine the experience the impressions will not be generated as vividly and the evaluation of the event will hence be less valid. Pre-testing the concept can contribute to cancelling a weak concept that might not have generated any significant effect or by indicating small adjustments to be made in order to maximize the effects of the concept, whereby pre-testing should not be discarded altogether.

14.2 Marketing research during the actual experiential marketing campaign

When the event has been planned using the information obtained from the marketing research done during the planning of the campaign the event can be initiated. It is important to be aware that the

phase where the event is ongoing actually allows the staging company to gather valuable data as briefly described in section 9.1. In this section we will comment on the manner in which these data can be collected during experiential branding campaigns and in which situations it is specifically important for the staging company to utilize these marketing research possibilities.

14.2.1 Observational techniques

The fact that the experiential branding event will be ongoing allows the staging company to utilize observational techniques to gather primary data on e.g. the characteristics and behavior of the participants. Observational techniques can be utilized for exploratory, descriptive and causal research designs but the possibilities for each of these research designs depend on the observational skills of the researcher and the input from observational techniques are limited due to the fact that the researcher cannot interact with the subject being observed. However observational techniques are appropriate for gathering behavioral data and since experiential branding imply events that are observable, the requirements of utilizing an observational technique is fulfilled if a system can be established to record the event (Hair, Bush, and Ortinau 2006).

In the following we will present examples in which observations are useful:

By observing subjects at an event the trained observer will be able to gather data on aspects of the event that are good/bad, funny/boring, dangerous/safe which should be utilized to evaluate the event. The observer can, by keeping an eye on physical actions, expressive behaviors, verbal actions or temporal behavior patterns (Hair, Bush, and Ortinau 2006) obtain the data needed to evaluate elements of the event, or the event as a whole. These observations can hence lead to indications of which parts of the event should be skipped, improved or kept as they are if the event is planned to be repeated.

Another example of the use of observational techniques is seen in the incorporation of an observational system to monitor special relationships and location or the number of participant at an event, which can be done using mechanical observation. In cases where there is no sign-up for the event and the company hence has no data on the participants up front, demographic and behavioral characteristics of the participants can be observed to enable comparison of these characteristics compared to those of the sought target group. These observations will be more structured than for the examples given above which allow some generalizability of the data, but since the data is based on the subjective skills of the observer the results of observing demographical characteristics will most likely not be as precise as if they were gathered using interviews or surveys. Hence the validity of observed demographical data gathered is not as good as it would be for data gathered from interviews or surveys, whereby observational techniques in this case should be used only if no better

alternative is possible, if the validity of the observations will be satisfactory or in cases where it is the only affordable alternative.

14.2.2 Interviews and surveys during events

Since observational techniques do not allow interaction with participants the gathered data is limited to behavioral data, hence excluding the possibility of knowing exactly what participants are thinking about the event. To gather such data, the company can for instance use short personal interviews or at-event-surveys to gather the needed data. Interviews are also a possibility of allowing face-to-face interaction between participants and the staging company, which is a way to make the participants feel that the company listens to them. As described in section 9.1 the company may gain valuable qualitative insights into the perception of their brand from highly involved members of the target group, which could foster a later quantitative study. On the other hand companies must also be careful to make sure that the contact during the event is perceived as an interruption, as this may impact the participants' perception and evaluation of the event negatively. One method of eliminating this aspect is to have company representatives set up a physical place where participants can come on their own initiative to have a face-to-face with the brand. This will most likely only be attractive for participants with a relatively high level of involvement with the brand, which incidentally are those from which insights are most valuable.

During interviews an exploratory, relatively unstructured design with open questions should be employed to uncover what is good and bad etc. about the event, and a descriptive, more structured design (through e.g. an at-event-survey) should be utilized to validate the suppositions or findings on the event (Hair, Bush, and Ortinau 2006). Managing to carry out both qualitative exploratory research, interpret the data to get the needed information, creating a descriptive quantitative design and carrying out this research as well might not be accomplishable during the event, hence data collection will also have to be done after the event.

Summing up, It is especially important to utilize marketing research during the event if the staging company is not in possession of contact information on participants whereby they cannot be contacted after the event. However valuable information can be gathered through observational techniques, and interviews or surveys at the event, further these techniques potentially enables the staging company to get contact information from the participant and consent to contact them in the future.

In relation to all the marketing research initiative described above, it is important to consider the costs of the marketing research in relation to the expected improvement it brings to the experience

planning process - for small companies or “cheap”/small events the costs of doing marketing research can easily exceed the actual contribution of the campaign, where it is more likely that marketing research will be “profitable” for the planning process for larger/more expensive campaigns.

14.3 Marketing research for experiential branding campaign follow-up

After the event has been staged, the company must evaluate the event in relation to the target group and measure the effects of the campaign. This section will deal with the evaluation of the target group's perception on the event while the effect/result measurements will be treated separately in chapter 16, even though the actual data gathering for both these can sometimes be integrated into one research design.

Having the contact information of participants available is essential for this research, as it allows the company to target the actual participants of the event directly.

With a qualitative approach this research phase should be utilized to uncover what was perceived as bad, which forms the basis for ideas on how future improvements can be made, and what was perceived as good and how these good elements can be reinforced. In this way the event content can be optimized for the target group which will contribute to maximizing the effects of future experiential campaigns .

Examples of how marketing research can be utilized after the event are, to uncover:

- Which factors were influencing the participants' decision of participating at the experiential branding campaign → Optimizing the decisive factors.
- Which event elements affected the participant the most and why → Knowledge that can again be used to optimize future events.
- Where participants heard about the experiential branding campaign → Which channels work for communicating this type of event.
- How different activation activities have influenced the participants and their evaluation.

There are of course other possibilities depending on the type of event that has been carried out hence the use of marketing research should be adapted to individual event.

15 Enhancing experiential branding effectiveness

In the above sections we have argued for the use of experiential branding in terms of company staged, real lived experiences as an effective method for building brand equity, through the first hand experiences with the brand obtained by attendees in a personally involving context. However, in spite of its effectiveness in terms of brand equity building with attendees, experiential branding has an inherent weakness as a marketing communications medium. This weakness lies in the limited reach of a staged event in terms of the percentage of the target group that actually participates, which is influenced by the following factors:

Place – As a staged event in most cases is confound to a physical place, a natural limitation is put on how large a share of the target group that can potentially participate, as there must exist an upper limit of how far individuals are willing to travel to attend. Hereby participants living too far away from any given event will choose not to participate, and hence not be influenced directly by the event.

In some cases however this does not apply, e.g. in the case of a company selling extremely high priced goods to a very limited target group where individual invitations and transportation to the event is possible and economically feasible. Or in the case of staged experiences centered on online content, such as Microsoft's "Vanishing Point" campaign for the launch of Windows Vista.

Time – Even if a potential participant is situated in the geographical area where an event is staged, numerous factors relating to that person's family-, social- and working life may determine his or her ability to participate. As most events will be one-off or limited to a few days at a given geographical location, a person unable to participate at given day can in most cases not postpone attendance to one of the following, as the event will then be at a different location. This is opposed to traditional advertising where increased exposure of an ad to the target group is ensured through increased frequency or extending the duration of the campaign.

Again, online centered events are not influenced in the same way as they can last for an extended period of time and the attendee will be more or less free to choose an appropriate time for participation.

Space – Most events will as mentioned be based at a geographic location and exist for a limited time. Further, some events will have an additional natural limit on the share of the target group that can participate – limited space. Events that are centered on a specific location for a specific amount of time, such as concert/festival-like events will have a

maximum limit for how many people may be present at any given time. Such limits could be imposed by police/fire-departments regarding safety concerns, or by the company itself in relation to the maximum number of participants able to attend the staged experience.

For online events, limitations in this regards can exist in the form of the available bandwidth for participation, e.g. an online event centered on a game requiring high speed connection to participants will need to limit the maximum number of connections to ensure a lag-free experience.

If the number of “participants” at an event exceeds the allowed capacity and individuals hence are forced to leave or wait for extended periods of time before being admitted, the total event experience for these individuals is very likely to be affected negatively, and may elicit negative word of mouth. To avoid this situation the company should set up a pre-event registration through which control is gained, ensuring only an appropriate number of participants at individual events.

In the optimal case the entire target group of a brand would participate in the events staged by the company, maximizing the potential brand equity building effects of the experiential branding campaign. In cases of ultra high priced products/brands with a very small target group this might be possible, however in most conceivable cases, the above described limitations may leave a significant share of the target group unaffected directly by the events staged by a company.

In the following sections we will discuss some of the initiatives that may enhance the brand equity building potential of an experiential branding campaign in terms of getting attendees and through communicating to those in the target group who did not participate in the staged events.

15.1 Leveraging experiential branding

The concept of leveraging brand equity building effects is most predominantly discussed in relation to sponsorships. In this regards it is generally accepted that sponsorship leveraging (also known as sponsorship activation) includes all initiatives a company can take to enhance the communicative effects of a given sponsorship ((Cornwell, Weeks, and Roy 2007; Kinney and McDaniel 1996)). Most examples include the use of the sponsee in other brand communications, as when the Danish energy provider DONG used the Danish national football team in their TV commercials, presumably in an attempt to transfer the values associated with the team on to the brand in the minds of the consumers. The same goes for Nutella's use of the Danish national men's handball team in their commercials. However, due to the inefficiencies of traditional advertising in traditional media as discussed in chapter 2, the effects of the sponsorship activation initiatives of DONG and Nutella are

questionable from a brand equity building perspective. Such advertisements in traditional media may nevertheless serve to create awareness of the sponsorship as this is not dependent on the formation of a positive attitude towards the brand, as likewise discussed in chapter 2. However, focusing on other media as base for the communication relating to a sponsorship or event may have a stronger leveraging effect in relation to building brand equity. Regarding experiential branding we will discuss alternative options for post-event brand equity building with unparticipating members of the target group, however before this we will present potential pre-event communication initiatives to aid in creating awareness of the events in the target group.

15.1.1 Pre-event – Getting attendees

Through the use of the framework presented in section 11.1 the choice of event content will be based on elements in relation to which a significant share of target group is predispositionally involved. Further, based on the findings of Whelan and Wohlfeil (2006b) we described in chapter 9 that the key aspects of consumer motivations to participate in events are their predispositional involvement with either the event content or the brand. Given these two factors, we argue that to elicit this motivation to participate from the target group, the company merely needs to create awareness in the target group of the event as staged by the brand. In creating this awareness, the target group will, as indicated by the research referenced in section 9.2, become situationally involved with the event based on their predispositional involvement with its content. Since predispositional involvement with either the brand or the event content will be present for a significant share of the target group the company does not need to elicit positive judgments and feelings (i.e. build brand equity in relation to the event) through their communicative efforts to ensure situational involvement and motivation.

Given these factors, we argue that the overall communications objective for pre-event marketing designated to recruit participants should be to create awareness of the company staged events in the target group. Due to the fragmentation of media and the media use of consumers, as described in section chapter 2, the creation of awareness in the entire target group may require the use of multiple media to attain a satisfying reach. However the creation of awareness in an individual through communication, requires only one or very few exposures to the message. Following this we identify the following initiatives as most appropriate for pre-event awareness creation

- **Public relations**
- **Traditional media**

The broad reach of both public relations and the traditional media make them ideal for awareness creation in the target group. Public relation initiatives are not influenced by the same limiting factors as advertisements in traditional media, as viewers/readers generally do not view this editorial content as advertisement (Belch and Belch 2007; Harris 1997), but rather choose to view/read it on their own initiative. However, as PR initiatives are dependent on liking/acceptance of the media in order to reach the consumer, we argue that despite their inherent disadvantages, advertisements in traditional media are a necessity in assuring a broad reach.

To complement the broad-reach initiatives, a company may try to employ “below the line” tactics to spread the word of the events, such as:

- **Word of Mouth initiation**
- **Influencing Web 2.0 initiatives**

Word of mouth based advocacy of brands and products has been widely cited as one of the most credible and influential bases of communication (Belch and Belch 2007; Gildin 2003; Ogden 2001) though it is not under the control of the company. Should a company have the possibility of communicating directly with members of their target group, e.g. through newsletters, or previous event or competition registration, an attempt can be made to initiate word of mouth through a pre-event, pre-campaign, “leaking” of information to these individuals. The novelty of the information may encourage word of mouth (Keller Fay Group 2006). The potential reach of such attempts of word of mouth initiation may be limited depending on the number of contacts the company can make, and the characteristics of these individuals. However, as this approach to word of mouth initiation is virtually costless, it should not be avoided.

Similarly, if there are well established online communities relating to either the brand or the chosen event content world, the company may seek to **initiate online user-generated communication** regarding the event through similar leaking of information. Potentially through hired or directly informed lead personalities in these communities in order to raise credibility. An example of such an approach can be found in Microsoft's online event the “Vanishing point game”, described in section 13.1, where several hundred bloggers, forum moderators etc. initially received mysterious packages with clues regarding the game (and hence campaign), which kicked off online discussions worldwide⁴. These above mentioned tactics used to gain participants for events and hereby maximize the number of direct experiences herewith, will most likely not ensure full participation by the target group even if there are no limits on capacity and ability to participate. Hence, for events to build brand equity

⁴ An example of one such package can be seen here: <http://laughingsquid.com/microsofts-vanishing-point-game/>

with this unparticipating share of the target group, the company may try to “share” part of the experience with these individuals. In the following section we will discuss such potential initiatives.

15.1.2 Post-event - Campaign activation

It is this “sharing of the experience” we argue to be analogue of sponsorship activation as described above, whereby the company should seek to build brand equity through inclusion of event-related elements in post-event communications.

As we have discussed in section 7.2 the building of brand equity is based on the formation of a positive brand attitude based on strong favorable and unique associations with the brand, and through experiential branding, these associations are linked to the event content. To build brand equity through post-event activation, the company must, as for pre-event participant acquiring activities, ensure a broad reach in the target group. However, opposed hereto the communication must create brand associations related to the event as basis for attitude formation, to build brand equity – i.e. share the experience. Due to this factor, we rule out the use of traditional media as basis for campaign activation based on the discussion of their decreasing brand equity building efficiency in chapter 2. Alternatively, the company may use the following:

- **Public relations**
- **Word of mouth initiation**
- **Web 2.0 initiatives**

The benefits of these three media are as described in relation to pre-event communication, however, instead of being only awareness creation oriented, the main objective of the communication should be to share the experience. In this sense, it is the already staged event that should form the basis for the content of these initiatives.

For **public relations** the aim should be to deliver a description/review/story of the unfolding of the event, in order for the target group to live the experience second hand through a credible/likable medium.

For **word of mouth** and **web 2.0** the aim should naturally be to stimulate off and on-line conversations regarding the participation in the events. Stimulating off-line word of mouth could be tried through sending reminders of the events in newsletters to the participants, or by handing out real usable memorabilia at the events which the participants can use for a long time after the event. An example of this could be in handing out sports clothing with the brand and event name on it relating to a sporting event, which may stimulate word of mouth at a later time when the clothes are worn in a similar sporting situation. Stimulating on-line user generated conversations regarding the

event (**Web 2.0**) could as getting attendees pre-event be attempted through “leaking” of information, pictures or video of the events unfolding in the weeks or months following the campaign.

16 Measuring and evaluating campaign effects

After the completion of the experiential branding campaign remains the important task of measuring effects and evaluating these in terms of whether the objectives for the campaign were reached.

Among the reasons for measuring campaign effects are to: Evaluate whether the campaign was a success, Identify possible improvements in order to increase the efficiency and avoid costly mistakes in future campaigns and evaluate whether alternative strategies should be employed in the future (Belch & Belch, pp. 598).

Complications in measuring campaign effects include:

- **Costs** – as conducting the needed research requires time and money
- **Research problems** – such as isolating effects of the experiential branding campaign amidst other communications.

The strategic implementation of experientially driven communication as a means of building brand equity efficiently is still a relatively new concept in marketing. Hence, being able to justify the implementation in terms of results is all important whereby the inherent obstacles in conducting these measurements should not deter companies from conducting the needed research.

To enable an evaluation of the direct campaign effects Franzen (1999) suggests that a “zero-measurement” should be made in order for the company to understand the pre-campaign situation in the market relating to the brand which serves as a benchmark in relation to which campaign results can be compared. This zero-measurement must be conducted in accordance with the dimensions of the objectives set for the campaign as these will also form the basis for evaluating effects, hence allowing the company to identify changes from pre- to post-campaign.

In the sections below we briefly analyze the appropriateness of two different approaches to evaluating experiential branding campaign effects, the first being the common practice of tracking studies and the second being one-off campaign specific studies.

16.1 Continuous tracking studies

The concept of employing tracking studies entails the use of continuous and consistent brand related research without showing consideration for (or adapting to) specific communications activities.

Hence, as such studies are based on continuous measures on constant parameters they are on most points irrelevant in evaluating the case specific effects of a single experiential branding campaign. However, tracking provides dynamic and reliable data on the overall effects of all the company's marketing communication initiatives over time, knowledge that can be utilized to understand and evaluate the actual effects of different marketing communication initiatives on a historical basis, including those from experiential branding campaigns. Since individual experiential branding campaigns as described will often be time limited and e.g. yearly recurring campaigns, undertaking regular expensive tracking studies measuring constant parameters to document the direct effects of experiential branding is not recommended (Franzen, 1999, pp. 250-260). Hereby not said that companies with already established tracking solutions should not continue utilizing the insights these provide, however it is most likely necessary to supplement these data with other research in order to gain insights in relation to the specific campaign objectives set.

Setting up regular tracking to measure the effects of experiential branding (and other types of marketing initiatives for that matter) could however be ideal in the situation where the communications strategy of the staging company is based on frequently recurring campaigns.

16.2 One-off effect measurement studies

To measure the effects of individual experiential branding campaigns in relation to the objectives set, the company should rather engage in one-off effect measurements through research conducted post-campaign as opposed to conducting tracking studies as described above. In this way the measurements can easily be adapted in order to gather the needed data for evaluating a given campaign in relation to the objectives set.

16.2.1 Subjects of effect measurement

Following our analysis of the overall categories for objective setting in experiential branding, the specific subjects of effect measurement are those listed below.

However, apart from measuring the direct effects of the event on participants we have argued that the company through campaign activation initiatives should seek to build brand equity with the non-participating share of the target group. Hence, the company will naturally need to conduct campaign effect measurements in both groups with different subjects of measurement:

- **Subjects of measurement in relation to both participants and non-participants**
 - **Effects on the CBBE model** – with particular focus on uncovering the influence of the campaign on the top levels in the model and with specific attention to the effects hereon of the “imagery” of the events (and likewise in relation to word of mouth

effects). For non participants, the research should not necessarily focus on the top levels of the model, but rather its entirety.

- **Subjects of measurement in relation to participants only**
 - **Event specific characteristics** – with focus on uncovering attitudes towards the event, emotional attachments to the event, and perceived fit between brand and event, as these are predictors of the building of brand equity.
 - **Characteristics of participants** – to uncover whether a satisfying share was from the target group i.e. uncovering whether brand equity was built in relation to the individuals sought.
- **Subjects of measurement in relation to non-participants only**
 - **Word of mouth influence and sources** – to uncover whether non-participants spoke or wrote online with others of the events and to uncover the possible effects hereof.
 - **Public Relations influence** – uncovering whether post-event media coverage influenced perceptions of the event and brand.

16.2.2 Type of research needed

In relation to **event participants** the effect measurement through one-off studies could be a natural part of the post-event research conducted to evaluate the content of events as mentioned in section 14.3. The need for validation, generalizability and the objective of collecting state-of-mind data relating to the event among the participants, being the common features of the two research initiatives. Hence, the effect measurement conducted in relation to participants should be quantitative with questions containing ordinal or ordinal-interval scales to uncover state of mind data and could well be administered through internet surveys.

Conducting this research with participants from the events naturally requires that the company has obtained contact information through preliminary registration e.g. through the Internet, or by asking the participants to sign in when they arrive at the event. Should the company fail to obtain contact info from participants, detailed knowledge of the effects of the campaign cannot be attained and the company must rely on measuring the secondary effects through research in the entire target group. To increase the likelihood of obtaining responses from a satisfactory share of participants, the company could include a reward system to provide incentive for the individuals to respond.

Effect measurement in relation to **non-participants** is naturally not dependent on obtaining contact information from participants, and this is virtually the only difference between the two types of research, as this should seek to uncover the same type of data validly and generalizable. Hence, we again argue for the use of internet surveys where screening questions however must be applied to

ensure that responses are gathered only from individuals of the target group, and that respondents did not participate at the events.

In cases where the company has a customer panel consisting of members of the target group, the effect measurement could be conducted among these individuals to lower the cost of the research.

16.3 Other measurements

Other measurements are those not related to perceptions of participants or non-participants, but rather those the company can obtain otherwise. Relating to the categories for campaign objectives described in chapter 12 such other measurements would include those related to the number of participants at events and the amount of public relations generated in terms of media space. These measurements are directly observable through the attendance at events and through a review of media in the weeks following the event.

The figure 16.1 below presents a total summary of the main aspects of the guide for strategic planning of experiential branding campaigns, following Part II of the thesis above.

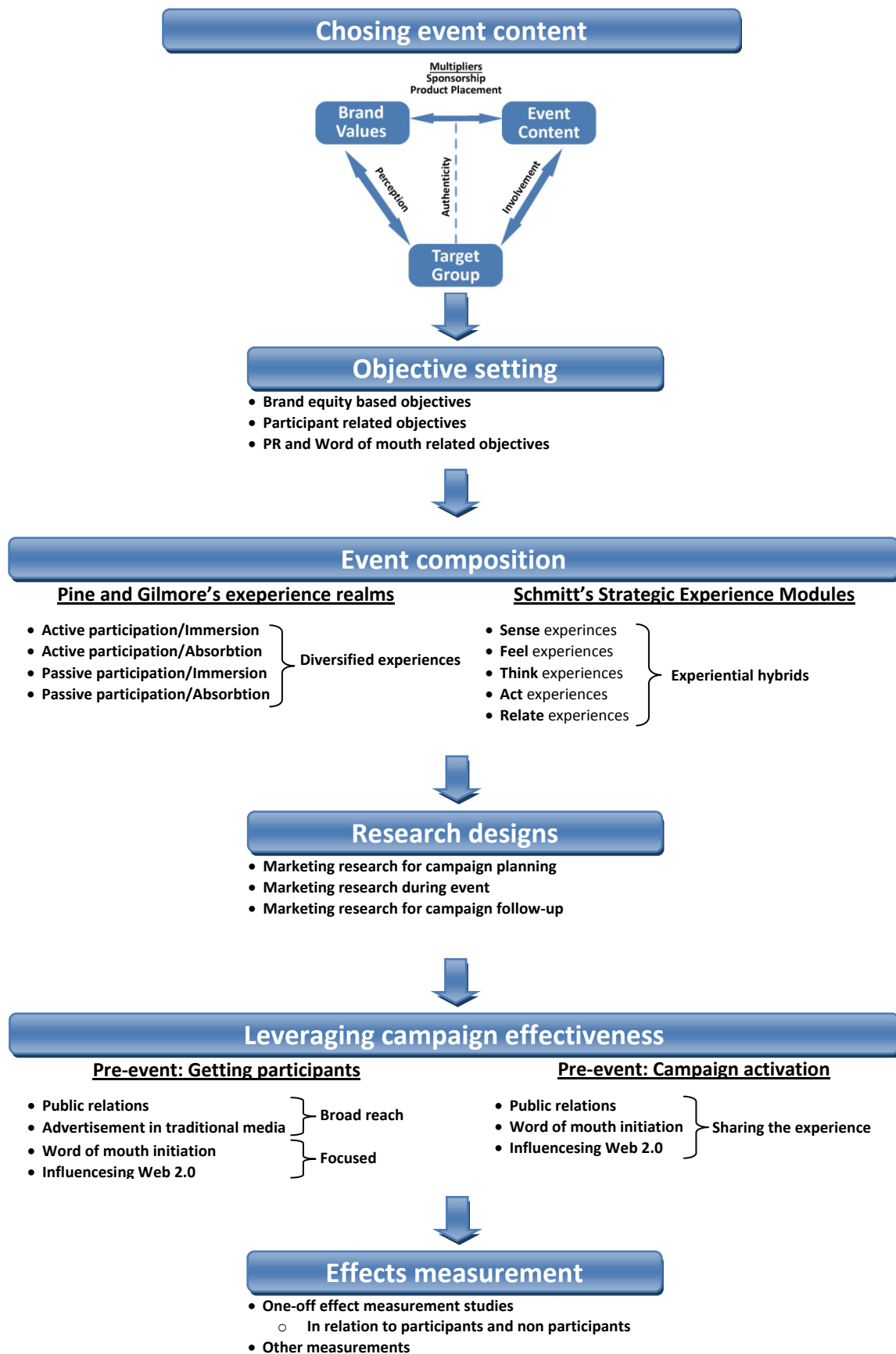


Fig. 16.1 – The overall planning framework for experiential branding campaigns

Part III – Case study: Carlsberg's Vores Cup

In the following sections we will present an evaluation of Carlsberg's Vores Cup campaign in relation to the proposed guide for strategic planning and evaluation of experiential branding presented in Part II. This case evaluation will serve to identify possible differences between current best practice in experientially driven marketing and the proposed guide in order to assess the possibility for practical implementation hereof, and subsequently future validation of the effectiveness of experiential branding. This part of the thesis will follow the structure listed below:

- Case description of Carlsberg's Vores Cup
- Case evaluation in relation to the guide proposed in part II
- Assessment of the possible practical implementation of the proposed guide

17 Presenting Carlsberg's "Vores Cup"

In the above sections we have argued for the use of staged real lived experiences as a marketing tool, and summed up these findings in a framework for strategic choice of event content in experiential branding campaigns. Further, we have discussed pre- and post-event initiatives relating to: objective setting, event content composition, campaign activation and tracking of results; as they pertain specifically to experiential branding. The focus of this part of the thesis has been on maximizing the potential for building brand equity through these initiatives.

In the following we will evaluate a case of "marketing through real lived experiences", based on the above outlined "guide". Through this, we will likewise seek to hint at a validation of our work, even though the empirical foundation of merely one case is not enough to provide any valid and generalizable results. The practice of staging real lived experiences as a marketing strategy is still in its infancy in Denmark, hence we have not been able to identify enough cases of Danish campaigns to thoroughly validate the proposed guide – consequently in section 21.1 we will present a discussion of the needed future research to make this validation. The campaign presented below is Carlsberg's football-centric campaign – "Vores Cup", which is one of the only and the most closely related examples of experiential branding staged in Denmark to this day.

Initially we will present the company Carlsberg and the Carlsberg Pilsner brand (this was the brand hosting the events), followed by a description of the actual campaign in terms of planning, composition, tracking and results. This case description will be based mainly on a one hour personal interview conducted on August 5th 2009, with Carlsberg Marketing Coordinator Rasmus Bendtsen, who was involved with the campaign. For a transcript of this interview please see Appendix B.

17.1 Carlsberg and Carlsberg Pilsner

Carlsberg is a Danish brewery founded in 1847 and is today the largest of all Danish breweries with a worldwide net revenue in 2008 amounting to DKR 60 billion with a marketing budget of DKR 5,3 billion (Carlsberg 2008). In Denmark, Carlsberg has a market share of 63% in the beer category, equaling approximately 270 million liters of beer (Carlsberg Denmark 2009).

Being a distributor of alcoholic beverages, and hence a marketer of such, Carlsberg is subjected to the rules for ethical marketing of alcoholic beverages set by Alkoholreklamenævnet (Alkoholreklamenævnet). Through this, Carlsberg is confined to engage in only some types of marketing. This proactive initiative should be seen as a safeguard against political tightening of the legal marketing practices relating to alcoholic beverages.

Carlsberg has for many years been sponsoring several aspects of professional football (Hansen and Lassen 2007), and the Carlsberg Pilsner brand, being the only of Carlsberg's beer brands with

“Carlsberg” in its name, has been positioned deliberately as a sports brand - in Denmark with an emphasis on football. This positioning has been achieved through many years of football-centric advertisements and the above mentioned football sponsorship initiatives.

This positioning was established relating to the target group for Carlsberg Pilsner which is based mainly on demographics, limiting it to the age group 20-25 years. Carlsberg has not decidedly chosen to exclude females from the target group, however, they believe that the overt football centric positioning mostly appeals to men. In this sense we would characterize the target group as males aged 20-25 and interested in football (not necessarily in terms of playing themselves).

17.2 Vores Cup

“Vores Cup” was the name of the yearly recurring amateur football cup hosted by Carlsberg (specifically Carlsberg Pilsner) in the years from 2006-2008. Through the campaign Carlsberg invited young men (..and men only) to take a break from their everyday life “dictated” by girlfriends or work, and have a fun day with their friends playing football with their peers. The cup was nationwide and expanded in number of participants from 8.000 in 2006 to 12.000 in the 2008 campaign, after which Carlsberg was forced to end the yearly Cup’s due to regulations from Alkoholreklamenævnet. In the following sections we will provide a detailed description of the strategic campaign planning, composition, execution and tracking/follow-up of the “Vores Cup” campaign.

17.2.1 Why experientially driven marketing?

Carlsberg’s venture in to experientially driven marketing using events was fuelled mainly by an overall strategic marketing objective based on a “do it” strategy, meaning that in Carlsberg they wish to not just say what they are, but actually be, what they say they are.

The Carlsberg mother brand and Carlsberg Pilsner brand have for several years been “saying” to the target group that they are “part of the game” (football that is) through television commercials and numerous sponsorships of professional football teams and cups. However, these professional sponsorships and advertisements centered on professional football has not actually made Carlsberg part of the game for their target group, but rather for the professionals whom they sponsor. In this sense Carlsberg needed an initiative through which they could “be” part of the game for the members of the target group.

Further, due to the restrictions put on Carlsberg by Alkoholreklamenævnet and the law, in terms of media/communication forms allowed Carlsberg is left with only limited alternatives to today’s less efficient traditional media.

It was a combination of these forces that led Carlsberg to engage in staging a real lived experience

for the target group, centered on being part of the game – football.

Taking part in Carlsberg's "do it" strategy and the years-long sponsorship activity in relation to football and advertisements centered on being part of the game the choice of event content was straight forward. To actually be part of the game for the target group Carlsberg chose to simulate the competition in a professional football league through a nationwide cup for amateurs (i.e. the target group), naming it "Vores Cup" with clear reference to the slogan for Carlsberg Pilsner – "Vores øl".

17.2.2 Setting objectives for Vores Cup

According to Carlsberg, the overall or main objective for the experientially driven campaign was as mentioned above to be what Carlsberg say they are – football – to the target group. This naturally makes it an overall objective to create or **strengthen football associations as relating directly to Carlsberg** in the minds of the target group.

As the events naturally consisted mainly of football and Carlsberg stimuli, the route to creating a positive link between the two lay, according to Carlsberg, in **ensuring that attendees had a good time and a fun experience**. Further, **Carlsberg specifically wanted participants to experience the events as a "Carlsberg'ian day"**

Further, Carlsberg states that objectives were to:

- **Have the majority of participants be from the target group**
- **Increase the number of participants compared to the previous year**

Based on optimizing the fulfillment of these main objectives, the actual events were composed. This tactical planning of event content will be described in the following.

17.2.3 Tactical event planning

Choosing locations: In order for the campaign to be successfully executed as a nationwide series of events, Carlsberg approached several strategically well placed local football clubs in order to have them make their facilities available for the execution of the events. In exchange for their cooperation, Carlsberg rewarded the individual clubs financially, based on the number of attendees at each location. Further the clubs would benefit from the sales of food and drinks in their facilities, as Carlsberg themselves may not sell or distribute their alcoholic beverages.

Composing the event content: The center of attention for the events was naturally the Cup, playing football against the other teams, advancing to the individual event finals and lastly to the nationwide finale. However, as around 2000 teams participated in all at the last campaign in 2008, there would have been numerous teams competing at each individual location. This naturally elicited a relatively

large amount of free time for teams waiting to face their next opponent. During this time, where teams were not active in the main aspect of the event, Carlsberg arranged several other activities:

- **Spectating/lounging** – Teams could naturally spend time as spectators of the games being played, studying the play of their future opponents, or relax in the lounge areas with a beer listening to the music played by a DJ.
- **Other games** – When teams were eliminated from the cup, or just waiting, Carlsberg had arranged several other activities for attendees to engage in. These activities included:
 - Foosball tournament, A miniature football game played on a table – “bordfodbold” in Danish
 - Beer-pong competition, a game invented by Carlsberg in their TV-commercials, centered on bouncing a ping-pong ball on several objects before having it land in a half empty glass of beer.
 - Foot-tennis
 - Guessing how many footballs were in the cabin of a SEAT car (co-sponsor)
 - Betting on where in the cup their own team would finish
 - Playing FIFA football video games at an EA-games stand (co-sponsor)

Getting attendees: In order to make the target group aware of the events and motivate them to participate, Carlsberg of course needed to communicate to the target group. To create awareness and motivation Carlsberg used the following approaches:

- **Traditional media** – mainly in the form of a series of TV advertisements, in which an overgrown teenager in his mid-twenties encourage his peers to take a break from the rat-race and girlfriends, and be like him for a day, playing football with his friends at Vores Cup. The football players portrayed in the ads distinctly underlined the amateur football environment of the events, making it clear that Vores Cup was not for pro's or semi-pro's.⁵ These ads ran in the months leading up to the events.
- **Local awareness creation** – initiatives were employed at the individual event locations. This was accomplished by giving 5000 DKR to each of the partner football-clubs for them to utilize in the best possible manner to attract attendees from the local area. The incitement for the individual football clubs was to be fully “booked”, as this would elicit the greatest financial reward promised by Carlsberg as mentioned above. Through this approach,

⁵ <http://www.youtube.com/watch?v=-phOY0luWio>

Carlsberg successfully utilized the individual football clubs' local knowledge and influence in creating awareness of the events.

- **Word of mouth** – was sought initiated in the 2007 and 2008 campaigns as Carlsberg had the contact information on attendees from the previous year's campaign. Reminding them directly of an upcoming campaign may have elicited word of mouth.

After the individual events Carlsberg asked attendees from where they have heard of Vores Cup, to which according to Carlsberg *"a really large amount"* (Interview pp. 9) replied that friends had told them about it.

- **Online "community"** - when attendees signed their team up for the cup, they were signed up on the online campaign site. Here the teams could create a complete profile with descriptions of players, pictures etc. and were rewarded with prizes for the degree of "completion" of their profile. This online community creation was employed as a means of leveraging the involvement and motivation of participants pre-event.
- **Charging for attendance** - to ensure the teams' motivation to participate at the events, Carlsberg charged 200 DKR pr. attendee. This was deemed to be a necessity to ensure that the vast majority (if not all) teams showed up at the events. Having many teams not show up would be detrimental for the competitive aspect of the campaign - the central part of the event content.

However, to minimize the perceived out-of-pocket cost for attendees in participating at the events, Carlsberg handed out a Vores Cup sports bag to each team containing amongst other things Carlsberg football jerseys and a football, with a total value far exceeding the cost of 200 DKR.

For the cancelled 2009 campaign, Carlsberg had planned to stick a "Vores Cup" emblem on these jerseys whereby attendees would have become walking billboards for the campaign, as many reported using the jerseys for football and other sports activities post event.

17.2.4 Result measurements

During the campaign, Carlsberg had representatives at the individual events – in some cases participating – informally asking attendees of their perceptions of the atmosphere, and event composition. In this manner Carlsberg could assess whether the events provided a place for attendees to have a good time and whether elements should be changed, added or removed. Through this approach Carlsberg found that the target group greatly appreciated that Vores Cup provided a "men only" environment where guys could be themselves, playing very amateurish football without worrying about impressing the girls. This "investigation" was fuelled by women

contacting Carlsberg and asking whether they could attend Vores Cup also.

The **quantifiable results** were directly measureable from the number of participants attending the events at the individual locations, however the more **qualitative outcomes** of the events needed further research. To gather such data Carlsberg used the contact information acquired from each participant during registration to send out a questionnaire. In this questionnaire Carlsberg sought to uncover whether participants had a good time at the event, from where they had heard of the event and whether they had an intention of returning to participate in the following year's campaign. Further, Carlsberg do regular brand tracking studies in a representative sample of the target group to uncover values associated with the brand and top-of-mind placement of Carlsberg based on purchasing habits.

Lastly, research was done to evaluate the return on investment for the pre-campaign public relations initiatives made by the individual football clubs on behalf of Carlsberg, through measuring the space acquired through these actions in print media.

17.2.5 The results

During the interview, Carlsberg were not interested in presenting us with specific data on the measured results of the campaign. However, here we will present what we gathered:

Quantifiable results relating to the number of attendees were directly measureable during each years' campaign. One objective for Carlsberg was as mentioned to increase the number of attendees each year. This was accomplished in both years 2007 and 2008 as the number of attendees increased from 8.000 in 2006 to 10.000 in 2007, and lastly to 12.000 in 2008, which represents increases of 33% and 25% respectively. Further, the events at all individual locations were fully booked in all three years. Carlsberg had planned to increase capacity to 15.000 participants for the cancelled 2009 campaign. In terms of whether the majority of participants were from the target group Carlsberg stated that approximately 65% of participants were from the core target group of males 20-25 years, with vast majority of remaining participants being males 18-20 and 25-30 years. In this regards, the objective of having the "majority" of participants being from target group was reached, although 65% may not have been satisfying "majority".

Documenting whether the campaign had an actual effect on beer sales following the campaign period could according to Carlsberg not be validly assessed. This is based mostly on the fact that Carlsberg in Denmark sells an average of approximately 370.000 liters of Carlsberg Pilsner pr. day⁶, and fluctuations in this number is mostly generated by price promotions by Carlsberg or competitors

⁶ Based on an assumption that approximately half of Carlsberg's volume sales of beer is generated by Carlsberg Pilsner

and the weather, as consumers according to Carlsberg are more price sensitive than brand loyal, and drink more beer on warm sunny days than cold or cloudy days.

Qualitative results relating to the brand image of Carlsberg Pilsner were as mentioned, collected through a questionnaire sent to participants, and through overall brand tracking studies in the target group. Carlsberg has not agreed to share neither the specific questionnaire nor the data collected through these or the brand tracking studies. However, we were assured that the results from the campaign specific surveys were overtly positive and revealed a clear perceived fit between the events and the Carlsberg Pilsner brand and a strengthening of football associations related to the brand – i.e. a building of brand equity. Further, a significant share of participants had heard of the campaign from friends and the majority (around 85%) reported that they were certain they would attend the following year's cup.

Over the three year period of Vores Cup campaigns brand tracking studies revealed a strengthening of football centric values as associated with the Carlsberg Pilsner brand in the overall target group. However, since Carlsberg as mentioned was engaged in numerous other football-centric marketing initiatives over the period, one cannot validly attribute this strengthening of football based brand equity to Vores Cup alone.

Following this description of Carlsberg's Vores Cup, we will in the following present an evaluation of the points of difference between this and the proposed guide for experiential branding campaign planning presented in part II.

18 Case – Campaign evaluation

The case described above, will as mentioned be subject of evaluation based on the findings presented in Part II of this thesis, in terms of:

- | | |
|----------------------------|------------------------|
| 1. Choice of event content | 4. Marketing research |
| 2. Objective setting | 5. Campaign leveraging |
| 3. Event composition | 6. Effect measurement |

As these topics were analyzed in relation to maximizing the building of brand equity through staging real lived experiences – what we term experiential branding – Vores Cup will hence be evaluated in relation to whether or not Carlsberg maximized the potential for building brand equity through the campaign. Through this evaluation we will be able to assess the degree to which current best practice in experientially driven marketing differs significantly from the proposed guide.

In the following we will hence analyze Carlsberg's approach to each of the elements above and relate this to the theoretical framework presented based on a discussion of potential influences on results.

18.1 Carlsberg's choice of event content

In section 11.1 we argued for a choice of event content based on a fit between brand, target group and event content in order to ensure a general perceived authenticity in the minds of the consumers. Through the framework presented either an internal starting point (clockwise route) or an external starting point (counterclockwise route) is suggested in order to ensure perceived authenticity. We further referenced Pine and Gilmore (2007) stating that authenticity can be based on the following sources: Natural authenticity, Original authenticity, Exceptional authenticity, Referential authenticity and Influential authenticity.

18.1.1 Choice based on prior activity

In campaign planning Carlsberg's approach to choosing event content was not as structured as suggested in section 11.1 however they did base the argument for choosing football as event content for the campaign on an assessment of the historical brand communication. Carlsberg's positioning as being a sports beer is based on their prior long term activities relating to football specifically through tournament- and club sponsorships and advertisements in traditional media, was according to Rasmus Bendtsen the main reason for choosing football as event content. Carlsberg saw this event content as a possibility of implementing a "do it" strategy in order to involve the individuals in the target group who actually drink beer through amateur football instead of solely appearing in relation to professionals. Further, brand tracking studies regularly conducted by Carlsberg provided knowledge of the association between Carlsberg and football in the target group.

These factors proved to be enough for Carlsberg to assume that the event content would be successful in building brand equity with the target group, i.e. that the brand is perceived as authentic in relation hereto. However instead of directly recognizing these factors as providing “authenticity” for the brand in relation to the event content the process was based more on intuition/gut feelings.

This process of choosing event content is however an analogue of the clockwise route through the framework presented in section 11.1 although lacking the research initiatives suggested at each point in order to validate the assumptions on which the choice is based.

Omitting to conduct marketing research to validate assumptions on target group perceptions of the brand and involvement with the game football was due to Carlsberg's prior knowledge of the target group and their long lasting football positioning efforts.

In all Carlsberg made some reasonable considerations in their choice of event content and ended up with one that provided a good basis for building brand equity and is in line with the overall strategic positioning of the Carlsberg Pilsner brand. In this case using the presented framework to come up with suggestions for Carlsberg would probably also have resulted in an event content involving football and using the framework would most likely not have led to a better event content. However the inclusion of marketing research in the choice of event content could have made the choice safer.

18.2 Carlsberg's objective setting

When setting objectives for experiential branding campaigns we argued that these should not only be utilized as success criteria, but also for guiding the campaign planning in the right direction. We argued that the overall categories in which specific campaign objectives should set related to:

- **Brand equity building** – relating to the CBBE model and perceptions of the specific event related aspects
- **Participants** –relating to the number of participants and their characteristics to ensure that brand equity is built in relation to the “right” individuals
- **Campaign activation** – in relation to the effect of the campaign on the non-participating share of the target group through word of mouth and public relations.

18.2.1 Brand equity related objectives for Vores Cup

Carlsberg stated that their reason for engaging in experientially driven marketing initiatives was to actually be what they claim they are, which in this case implies that they sought to strengthen the associations between football and Carlsberg in the minds of the individuals in the target group i.e. build brand equity.

Following this overall objective Carlsberg sought to build brand equity through strengthening football associations and really being part of the game for the target group. They further set the objective, that participants alongside the football centric event content should experience the events as a “Carlsberg’ian day” and have a good and fun time which should make it a memorable experience. Although not worded specifically in relation to measuring impact on brand equity, these objectives are coherent with the ones proposed in relation to the emotional processing in the CBBE model. However creating objectives more specifically related to the CBBE model would provide better means for assessing the impact Vores Cup had on the customer based brand equity.

18.2.2 Participant related objectives for Vores Cup

In relation to the participants at the events Carlsberg stated that objectives were set in relation to the share of attendants matching the target group criteria and on getting more attendees than the year before.

These are objectives that are easily evaluated through either the registration of the teams or when teams signed in at the individual events. Further, these objectives are coherent with the proposed categories for objective setting as presented in Chapter 12.

18.2.3 Campaign activation related objectives for Vores Cup

In relation to sharing the experience with non-participants post-event through word of mouth and public relations initiatives Carlsberg did not set any specific objectives. However, in the survey administered after the campaign participants were asked from where they had heard of Vores Cup to which one answering options was “from a friend” indicating that Carlsberg to some extent were interested in word of mouth effects. Further, regarding public relations, Carlsberg likewise measured the amount generated in terms of the actual space received in print media.

Given the obvious interest in results pertaining to these campaign activation initiatives specific objectives relating hereto should have been set by Carlsberg when planning the campaign in order to evaluate the actual effects.

In all, Carlsberg’s objective setting in relation to the Vores Cup campaign could have been improved significantly by making it more detailed in all the proposed areas. Especially in relation to the effects on non-participants post-event Carlsberg should have set objectives for activation initiatives, as the vast majority of the target group did not participate at the events, whereby assessing the effects on this group would be very relevant. Setting such detailed objectives should as described not only be done to evaluate the success of the campaign but likewise serve as guidelines in campaign planning

whereby Carlsberg would likewise have benefited from the increased control in the planning process.

18.3 Vores Cup event composition

In relation to composing events for experiential branding campaigns we argued in chapter 13, based on Pine and Gilmore (1999) and Schmitt (1999), for creating experiences including the four experience realms and one or more SEMs. Through this the company can create diversified experiences and experiential hybrids as these according to the above mentioned authors create the strongest and most memorable experiences.

The **four experience realms** characterize experiences based on active/passive participation and immersion/absorption of attendees and are hence related to the degree of participant involvement. The **five SEMs**: Sense, feel, think, act and relate are more specifically related to the actual elements constituting the experience.

18.3.1 Vores Cup and the four experience realms

In Vores Cup, Carlsberg composed events centered on the main experience being the football cup, but when participants faced waiting time between matches Carlsberg removed their focus from this central experience by staging numerous alternative experiences that were not directly related to football. In doing this Carlsberg simultaneously altered the value associations presented to participants away from those of football. Analyzing this in relation to the four experience realms, Carlsberg effectively limited the football experiences at events to only incorporate two realms:

- **Active participation/Immersion** – Through participants playing the football game.
- **Passive participation/Absorption** – Through participants spectating at other teams' matches.

The different alternatives for teams either having been eliminated from the cup or merely waiting to play their next game represented altogether alternative experiences, which each could have been composed based on the four realms.

Having created diversified experiences relating to playing football, Carlsberg could have included the remaining two realms through for instance:

- **Active participation/Absorption** – By having professional football players from one or more of Carlsberg's sponsored teams, or coaches from the local clubs, give feedback and discuss potential tactics with teams after playing their matches.

Even though the campaign was specifically centered on amateur football, teams were naturally there to compete and would benefit from such activities. Participants would be

actively participating due to their play being the focal point, but merely be absorbing through them not actually playing but receiving inputs

- **Passive participation/Immersion** - This last realm could be incorporated when teams are called to the field to play a match. At this point participants would still be passive in relation to playing football but become immersed in the actual experience. By creating a memorable/exciting atmosphere around this aspect through for instance playing the team's pre determined "Entry song" (obtained from pre-event online activity) and having a commentator present the teams Carlsberg could have strengthened the positive associations relating to the event content.

Should alternative experiences still be made available to eliminated teams or teams in waiting, Carlsberg could have centered them more directly on the main event content through e.g. Penalty competitions, dribbling lessons from a professional or ball juggling competitions. Through such football centric activities, participants would still be exposed to football-centric values on which associations could be built to the brand as per the objectives set.

18.3.2 Vores Cup and the SEMs

In composing the content of the events, Carlsberg inherently incorporated the SEMs of Sense and Relate experiences to some extent, as aspects of these are naturally occurring through the vast majority of staged real lived experiences. In this regards, we specifically refer to the utilization of multiple senses at (offline) events and likewise the inherent presence of other likeminded individuals provides clear relate aspects.

In addition to these two "inherent" SEMs, Carlsberg incorporated act experiences in the campaign relating to both the central event content being the football cup, but also in relation to the numerous other activities available for participants. As we argued in section 13.4.3, act experiences should be employed to directly tie the associations and values of the "act" to the brand, in this case football to Carlsberg. However, including several other act experiences in the form of those listed in section 17.2.3, Carlsberg may have diluted the effect of tying football to the brand to also incorporate several other aspects.

In all, Carlsberg's choice on centering the events on an act experience is a logical choice in terms of seeking to build brand equity in relation to a sport in which participants naturally are physically active. However, the campaign could potentially have been improved in terms of brand equity building directly related to the values associated with football by utilizing the full potential of the four experiential realms and the act experience. In both cases this would have been possible through

an even greater focus on the central event content – football – and specifically in relation to the act experience, by also focusing the surrounding experiences on the game, instead of several other aspects only remotely related.

18.4 Carlsberg's marketing research

In terms of the potentially needed marketing research in experiential branding campaigns we argued for the use of research pre-, during-, and post-event based on the following aspects:

- **Pre-event research** – In relation to the choice of event content the company may need to engage in marketing research to determine: Target group predispositional involvement dimensions, Brand value associations and perceived authenticity of the brand in relation to event contents as perceived by the target group.
Further, pre-event marketing research can be initiated in the form of pre-testing events.
- **Research during event** – To gain insights into the perception of the brand and/or campaign from lead users of the target group, the company may engage in conducting observations of participants, administer small surveys or conduct interviews at events with interested participants.
- **Post-event research** – To evaluate whether the event composition lived up to the expectations of the target group the company can, based on acquired contact information of participants, conduct a post-event survey to gain insights into positive and negative aspects of the events and what/how they could be improved.

18.4.1 Vores Cup – Pre-event research

The needed insights into the target group and their perception of the brand in relation to the pre-event planning of the Vores Cup campaign were gained through Carlsberg's regularly conducted brand tracking studies on the target group. Further, due to the long lasting football positioning attained through sponsorships and advertisements in traditional media Carlsberg's choice of event content did not elicit a need for further research, as the knowledge was available at the time.

To ensure that the planned activities at the events would live up to participants expectations and hence fulfill the objectives set out by Carlsberg, a pre-test of an event could be initiated through inviting a few teams at one location a short period prior to the actual event unfolding. Through this, adjustments ensuring the events fulfillment of objectives could be made.

18.4.2 Research during Vores Cup

During the events, Carlsberg conducted a few informal interviews regarding event specific aspects in order to improve following events. Insights were however not gathered in relation to brand specific aspects.

Carlsberg could as mentioned above have gained valuable insights into the perception of the brand and the development hereof from lead users in the target group through conducting more interviews or surveys at the events. This should of course not be in a manner that would compromise the experience for the participants.

18.4.3 Vores Cup – post-event research

Following the campaigns, Carlsberg sent out online surveys to participants based on the contact information provided during registration for the cup. These surveys provided Carlsberg with insights regarding the participants' perception of the event to be utilized in the planning of future events, while also providing insights in terms of effect measurement as described below. This approach to post-event research provides a good means for validly assessing which aspects of the events contributed positively and negatively to the overall experience due to the quantitative nature of the survey.

In terms of measuring the effects of the campaign in the non-participating share of the target group Carlsberg's brand tracking studies provided data on changes in e.g. the values associated with the brand. However, Carlsberg did not conduct research relating specifically to the campaign in this group limiting their insights into to the direct effects of the campaign through e.g. word of mouth or PR. This will be described further below in relation to effects measurements in section 18.6.

In all, Carlsberg conducted research at the appropriate points pre-, during-, and post-campaign, however more elaborate, detailed or structured research initiatives at the individual points could have provided:

- A better basis for decision making in campaign planning, through insights relating specifically to the campaign at hand.
- Detailed qualitative insights into the perception of the brand and brand development from lead users in the target group participating at the events.
- A broader understanding of the effects of the campaign in the entire target group during post-event measuring of results.

18.5 Carlsberg's leveraging of Vores Cup

Leveraging the effects of experiential branding campaigns was discussed in terms of possible non-event initiatives which the company can initiate to enhance the building of brand equity. These initiatives were divided into pre-event and post-event .

- **Pre-event – getting attendees** – These initiatives should be employed to raise awareness of the events in the target group, and hence have a broad reach:
 - **Public Relations** being virtually costless, credible and far reaching however, out of the company's control.
 - **Advertisement in traditional media** has the advantages of far reach and company control however, being relatively expensive and subject of ad avoidance behavior
 - **Word Of Mouth initiation** through direct contact to members of the target group based on e.g. newsletters or contact information gained through previous events is highly credible and virtually costless, the "reach" of word of mouth initiation may however be very limited
 - **Web 2.0 initiatives** in the form of stimulating online, user generated conversations regarding the campaign is practically an on-line variety of word of mouth, but does however present possibilities for a much greater reach.
- **Post-event – Campaign activation** – These initiatives should be employed to affect the non-participating share of the target group through "sharing" the experience, and hence must build brand equity through value transfer:
 - **Public Relations** again being virtually costless, credible and far reaching however, out of the company's control. In the case of campaign activation credibility is central.
 - **Word Of Mouth initiation** being one of the most credible forms of communication, word of mouth provides the strongest possibility for sharing the experience.
 - **Web 2.0 initiatives** being on-line word of mouth again provides a high degree of credibility, the possibility of including images or video, while having a potential further reach.

18.5.1 Carlsberg's pre-event approach to getting attendees

To create awareness of Vores Cup in the target group and thereby get attendees Carlsberg utilized three of the four initiatives mentioned above.

Through the **advertisements in traditional media** – mainly in the form of TV commercials Carlsberg utilized the broad reach to effectively cover the entire country, eliciting motivation to participate

through the target group's predispositional involvement with football or the brand.

Local awareness creation of the individual events was obtained through Carlsberg's donation of funds to the partner-football clubs to engage in local communications through e.g. **public relations initiatives**.

Lastly Carlsberg sought to stimulate **word of mouth initiation** through direct contact to the target group in newsletters.

To further ensure attendance at the events Carlsberg charged participants DKR 200 to enter in the cup, whereby they would be more committed, effectively eliminating the potential negative effects on the total experience if some teams failed to show up.

Through the pre-event communication described above Carlsberg ensured awareness creation of the events in the target group. This however could have supplemented with an attempt to stimulate online conversations regarding Vores Cup in forums, blogs etc. which should of course only be initiated if it does not violate the directions made by Alkoholreklamenævnet as mentioned in section 17.1.

By charging for attendance, Carlsberg strengthened participants' motivation to participate - a tactic companies staging competitively centered events should greatly consider in order to eliminating the potential negative effects of "no-shows".

18.5.2 Carlsberg's post-event campaign activation

In terms of post event campaign activation through sharing the experience Carlsberg did not engage in much communication. Vores Cup newsletters were sent out to participants immediately following the campaign, describing outcomes and thanking them for their participation. In terms of the effect on stimulating word of mouth regarding the campaign, these newsletters did most likely not provide any further "input" based on which word of mouth could be initiated compared to what participants would already engage in through their mere attendance.

The winning team each year was however presented in Carlsberg's company newsletter sent out to 65.000 individuals, which naturally would provide a reach in the target group beyond the actual participants. The effects of this on word of mouth are however questionable, as it likewise would most likely not provide further sentiment for participants to engage in conversations regarding the campaign.

Carlsberg did not actively engage in creating public relations following the campaign but local newspapers at the sites of the events did in many cases present the bracket-winners of the individual events and the winners of the national final were interviewed for different media – this was as mentioned not initiated or leveraged further by Carlsberg.

In all, Carlsberg succeeded in creating awareness of and getting attendees pre-campaign through the use of several different media to a degree that each year's campaign was fully booked, and further ensured attendance by participants through charging admission.

Post-event campaign activation initiatives did however not provide a strong basis for building brand equity with the non-participating share of the target group through "sharing" the experience.

Initiatives stimulating word of mouth in the weeks/months following the campaign could have been created e.g. through posting of pictures and videos of highlights from different games on the campaign site, and communicating this through newsletters. Further, Carlsberg could actively have engaged in creating public relations to likewise present the atmosphere of the event to non-participants.

18.6 Carlsberg's effect measurements

In relation to measuring effects, we argued for a distinction between the use of brand tracking studies and one-off effect measurements, with the latter being the optimal solution in most cases. Further due to the need for validity and generalizability of results we argued that studies conducted should be of quantitative nature in relation to the categories for objective setting presented in chapter 12. Through this we identified that effects measurement should be conducted in relation to:

- **Event participants** – in relation to the brand equity building effects of the events and to uncover to what degree participants were from the target group.
- **Non-participants** – in relation to measuring the brand equity building effects of word of mouth and public relations in non-participants.
- **Other measurements** – regarding the number of participants and the amount of public relations generated.

18.6.1 Carlsberg's effect measurement in relation event participants

In relation to measuring the effects of the campaign on participants Carlsberg conducted a one-off effect measurement after Vores Cup. As Carlsberg had obtained to the contact information of all the participants an invitation to take part in an online survey was sent by email. Unfortunately Carlsberg did not wish to share neither the specific design of the survey nor the specific results with us.

However, given the few general results we did obtain, we assume that the survey was designed to uncover at least some determinants of whether brand equity was built with participants through the campaign.

In measuring the effects of the campaign on participants Carlsberg did engage in the optimal type of research. However given the lack of objectives related directly to the building of brand equity and

the limited results we were presented with, we believe that Carlsberg could have obtained far more valuable insights by setting more detailed objectives and measuring effects directly in relation hereto.

18.6.2 Carlsberg's effect measurement in relation to non-participants

Carlsberg did not set specific objectives nor conduct campaign specific research in relation to measuring the brand equity building effects on non-participants. They did however conduct their regular brand tracking studies which showed a positive development on brand value associations following the completion of Vores Cup. The development can however not be directly ascribed as an effect of that campaign due to Carlsberg's plethora of football centric marketing initiatives running at any time.

In measuring the effects of the campaign on non-participants Carlsberg did not engage in a satisfying approach, most likely due to the fact that objectives were not set in relation hereto. However, Carlsberg are obviously interested in identifying the effects of their marketing initiatives on the target group through their brand tracking studies. Had the research conducted through these instead been focused on a one-off effect measurement specifically related to the campaign, the effects identified through the tracking studies could have obtained results validly confirming or rejecting the broad effects of the campaign.

18.6.3 Carlsberg's "other" measurements of campaign effects

In terms of "other measurements" Carlsberg engaged precisely in those presented in chapter 12 relating to the number of participants at each location and measured the amount of public relations generated. These simple measurements do not provide merit for much discussion, and Carlsberg conducted them satisfyingly.

In all Carlsberg did a satisfying amount of research considering the low level of detail in the objectives set. Only in relation to measuring campaign effects on non-participants the type of research conducted could have been improved significantly by conducting a one-off campaign specific measurement.

The central point is however that Carlsberg did seek to measure the effects of the campaigns, whereby incorporating a more detailed objective setting as proposed in chapter 12 would hence naturally elicit more specific research initiatives.

19 Implementation of the proposed guide

As described in section chapter 2 the purpose of this thesis is to propose a guide for strategic planning and evaluation of experiential branding campaigns that can be implemented in marketing practice. Based on such an implementation of a standardized approach to campaign planning and evaluation the effectiveness of the overall concept of experiential branding can be validly assessed through empirical studies.

In this section we will seek to evaluate whether the guide presented in part II of this thesis differs from current best practice (in the form of Vores Cup) to a degree that would make such an implementation unrealistic. This evaluation will be based on an analysis of whether or not the individual differences between Carlsberg's approach and that of the proposed guide are of such a magnitude, that direct application would be unrealistic.

19.1 Assessing the impact of the identified differences

In the list below we will summarize the identified differences between Carlsberg's approach to planning and evaluating Vores Cup and the guide presented in Part II of this thesis, and discusses these in terms of their effect on a possible implementation of the guide.

- **Differences in event content choice** – were mainly based on the degree of structure in the choice process, as Carlsberg's approach was practically an analogue of the clockwise route through the framework for strategic event content choice presented in the guide. The knowledge of brand value perceptions and level of authenticity existed prior to campaign planning limiting the need for research. In this sense the minor difference between the two approaches are assessed not to provide a barrier for implementation.
- **Differences in objective setting** – were based on the degree of detail in relation to objectives set for the effects of events on participants, and a lack from Carlsberg's side in relation to setting objectives for the effects on non-participants of word of mouth and public relations. As the further specification of existing-, and setting of further objectives do not require significant additional resources in terms of time and money, it is assessed that these differences identified do not provide a barrier for implementation.
- **Differences in event composition** – were only minor as Carlsberg in their planning clearly considered active/passive phases and centered the events on an obvious act experience which bares resemblance to the experiential realms and SEMs respectively. Again implementing the proposed method from the guide merely requires a more structured planning phase in order to improve the event composition in relation to creating stronger

and more memorable experiences, which again does not provide a barrier for implementation.

- **Differences in marketing research** – were identified in relation to pre-event campaign planning and in relation to initiatives during the events. In the planning phase Carlsberg did however process the needed knowledge which to some extent would justify the lack of research. It could however have been conducted to validate the assumptions made. During the events Carlsberg only engaged in few conversations and mostly regarding the unfolding events, hence missing the opportunity to gather qualitative insights relating to the brand from lead users in the target group. In relation to the possible implementation of the proposed level of research in practice, costs associated with conducting such may provide a barrier for implementation, however most likely in relation to companies with limited marketing budgets.
- **Differences in leveraging effectiveness** – were identified only in relation to campaign activation following the event in which Carlsberg's effort was limited to a newsletter sent to participants and mentioning the winners in the corporate newsletter. Initiating the activation initiatives presented in the guide would not give rise to significantly increased costs as the proposed activities do not require expensive media buys etc. and hence do not form a barrier for the implementation.
- **Differences in effect measurements** – were mainly based on the lack of specific measurements on the effects of the campaign on non participants. Carlsberg measured the effect on this group only through their established tracking studies whereby campaign specific data were not collected. Implementing one-off effect measurement study on non participants would naturally give rise to increased costs which again could present a barrier for implementation for companies with relatively small marketing budgets.

Through the above assessment of differences between Carlsberg's approach and the proposed guide from part II, we have identified only few discrepancies that could provide barriers for implementation of the latter due to increased costs, however mainly in relation to companies with limited marketing budgets. Hence we conclude that the implementation of the guide in marketing practice to be realistic.

Part IV – Conclusion & Reflection

20 Conclusion

This thesis is based on the notion of diminishing effectiveness of traditional media due to media proliferation and changes in consumer media habits making it increasingly difficult to effectively reach the target group. Simultaneously consumers' attitudes towards advertising are deteriorating resulting in ad-aversion and ad-avoidance behaviour which complicates the process of attitude - change or -formation i.e. brand equity building. As a means of overcoming these problems, several authors argue that consumer experiences may generate stronger impression in the minds of the consumers for affecting attitude.

In terms of understanding the potential communicative effects of experientially driven marketing campaigns we argued that the CBBE-model and Brand Value Chain provide ideal frameworks for analysis. Through the dual focus of rational and emotional influences on brand equity building, the CBBE-model relates especially well to experiential branding as means of understanding the strong influence on brand equity of real lived experiences through emotional associations. The tracking of value creation in the Brand Value Chain from the initial marketing program investment through to shareholder value provides a means for analyzing the effects of experiential branding campaigns beyond those directly related to the events.

As consumers show increased demand for experiences as a "product" companies may exploit this by staging experiences that consumers demand for their own merit, and through which brand equity will be built as consumers internalize the values associated with the event as relating to the brand. Based on these arguments and the rise of the experience economy we concluded that an experiential approach to marketing would be a viable strategy for brand equity building.

We further concluded that staging real-lived experiences in the form of events would be the most effective form of experiential branding in terms of building brand equity, as these provide the context for eliciting the strongest impressions through a dramaturgy potentially activation all five senses in a non-everyday context.

The lack of generalizable empirical studies supporting this conclusion does however weaken it. The two studies presented in this thesis are to our knowledge the only ones conducted to this day, whereby they must suffice. Through the guide for campaign planning presented, we hope to encourage a more synchronized practice of experiential branding campaign planning, execution and effects measurement, based on which future validation of results will be possible.

In terms of influencing the brand equity building effects of experiential branding campaigns, we argued that the authenticity of the brand in relation to the event content “world”, as perceived by the target group, influences the strength of the associations created between the brand and the event. Further we found that for brands lacking authenticity, companies can seek to identify sources of authenticity and establish these in the minds of the target group through engaging in e.g. sponsorships or product placement activities.

In terms of planning experiential branding campaigns, we initially concluded that the company must make a choice of event content in relation to which the brand is perceived as authentic. We constructed a framework for the strategic choice of event content by either: **(1 - clockwise route)** Determining which values are associated with the brand, and based on these identify event contents in relation to which the brand hence is perceived as authentic, and In which the target group is involved. Or **(2 – counterclockwise route)** by identifying possible event contents in which the target group is involved and in relation to these determine whether the brand is perceived as authentic.

Based on the analysis of the constituents of experiential branding we concluded that in order to optimally track the effectiveness of the campaign in terms of building brand equity, the company should set objectives relating to:

- **Direct effects on brand equity, relating to:**
 - Brand imagery and performance associations
 - Attitude formation in terms of brand feelings and judgments
 - The perception of the overall event and specific content elements in order to uncover emotions associated with these
 - The attitude towards the overall event and specific content elements
- **The participants, relating to:**
 - The total number of participants
 - Whether participants are mainly from the target group
- **Effects on non-participants, relating to:**
 - The word of mouth generated by participants
 - The amount of PR attained after the campaign

Based on the discussion of event composition we found that diversifying the experience through inclusion of more experiential realms strengthens the possible associations created. Further, we argued that the composition of events on one or more SEMs should be based on the following:

- **Sense**
- **Feel**
- **Think**
- **Act**
- **Relate**

Through this we conclude that to optimize the building of brand equity through event composition the company should strive to include as many experiential realms as possible and identify on or more SEMs relating specifically to the event content.

In relation to marketing research, pre-, during and post-event we concluded that the research needed in campaign planning should be based on a combination of qualitative and quantitative methods, the former in the form of personal interviews to gain detailed insights and the latter in the form of online surveys to generate valid data.

In relation to research conducted during events we concluded that the company could engage in observations, informal interviews or administer quick surveys to gain valuable insights from lead users of the target group.

Post-event research in this regards was discussed in relation to the possible improvement of events, and we concluded that the company should administer an online survey to participants through prior gathered contact information. The post-campaign research related to effect measurement will be dealt with below.

In relation to leveraging the brand equity building effects of experiential branding campaigns pre- and post-event, we found that the company can utilize traditional media, PR, word of mouth initiation and Web 2.0 initiation to get attendees pre-event. In order to build brand equity with the – in most cases significant share of – non-participating members of the target group and hence increase the potential effects further down the brand value chain, we concluded that the company should seek to “activate” the experience. We argue that this campaign activation in terms of sharing the experience can be achieved through credible, broad reach media like e.g. PR, word of mouth initiation and Web 2.0 initiation.

We argued that effect measurement plays an important role in experiential branding since measuring effects in relation to the objectives set, enables an evaluation of the campaign and hence hopefully justifies the marketing program investment. In relation to measuring the effects of an experiential branding campaign we found that a distinction should be made between effects measurement in relation to participants, non participants and “other measures”. Further we

concluded that one-off, case specific, quantitative studies provide the best means for gathering the required data for participants and non participants, whereas data for the "other measure" should be collected through registration or observation.

In the description of Carlsberg's planning, execution and effect measurements of the Vores Cup campaign, we found that Carlsberg's choice of event content was intuitive and based on prior knowledge on target group characteristics. Further it was regarded to be a "do it" strategy in relation to their prior positioning on football. Overall however the event content choice process resembled the approach proposed except for the lack of active use of research.

The objective setting for the campaign was very brief, and not detailed enough to enable Carlsberg to make concrete evaluations of the effects on brand equity of the campaign. Further the objectives set by Carlsberg did not provide basis for acting as a guide in campaign planning.

In composing the event content Carlsberg incorporated two of the four experiential realms and centred the event on an act experience with an inherent inclusion on sense and relate aspects. Having included the remaining two experiential realms Carlsberg would have ensured a more diversified experience with a potentially stronger effect on brand equity.

Regarding the research conducted in relation to Vores Cup Carlsberg only relied on prior knowledge and tracking studies in campaign planning. During the events Carlsberg engaged only in few unstructured interviews regarding participants' perceptions regarding possible adjustments to the event content. Post campaign research was conducted through a survey sent to participants through which an evaluation of the event content was made. Having included case specific research in event planning Carlsberg could have validated the assumptions on which the campaign was based. Further having conducted more detailed interviews or observations during event Carlsberg could have obtained valuable insights from lead users in the target group.

Carlsberg's leveraging of effects in relation to getting attendees pre event was based on awareness creation through broad based communication in traditional media and through public relations. However Carlsberg neglected to engage in campaign activations following the events relying solely on a newsletter sent to participants and a presentation of the winners in the corporate newsletter. Having devoted more attention to post event activation through emphasizing word of mouth initiatives creating public relations and engaging in web 2.0 initiatives Carlsberg could have increased the possibility of building brand equity with non participants.

In measuring the effects of the campaign on participants Carlsberg included questions relating hereto in the online survey sent out to participants following the events. Regarding the effects on non participants Carlsberg brand tracking studies revealed improvements on brand associations, which

however could not be validly ascribed to the campaign. Lastly Carlsberg conducted observations as to the number of participants and conducted measurements regarding the amount of media space obtained through public relations. Having conducted case specific one-off effect measurements in relation to non participants Carlsberg could have evaluated the brand equity building effect of the campaign on these individuals through word of mouth and public relations.

Through our analysis of Carlsberg's planning and effect measurement of the Vores Cup campaign in relation to the theoretical guide presented we found that only minor discrepancies exist between the two, primarily in relation to the level of detail and the amount of research to be conducted. As these discrepancies for most companies do not result in significantly increased workload or costs we conclude that the proposed guide for experiential branding campaign planning presented in part II of this thesis can realistically be implemented in marketing practice.

21 Reflection

Through this thesis a variety of arguments for the use of experiential branding have been presented and a few limiting factors have likewise been mentioned.

In this section we will: Discuss the implications of our findings on future research, comment on their validity based on the founding academic work, comment on influence of the technological development and discuss the future of the concept of experiential branding.

21.1 Implications for further research

The purpose of this thesis has been to provide a means for a possible future validation of the effectiveness of experiential branding through constructing a framework for strategic planning and effects measurement hereof in relation to maximizing the building of brand equity.

Above we concluded that the guide for this strategic planning and effect measurement presented through Part II of this thesis could realistically be implemented in marketing practice through an evaluation of its coherence with current best practice in the form of Carlsberg's Vores Cup campaign. Future research seeking to document the potential effectiveness of experiential branding in terms of building brand equity with both participants and non-participants at events, may hence be conducted on cases based on the guide provided here. Likewise this research may seek to uncover the effects of experiential branding campaigns in relation to the elements the behavioral brand response and market response of the brand value chain.

This research will allow for valid generalizable results as the campaigns planned through the use of the guide will be based on the same optimal approach to strategic event content choice, objective

setting, event composition etc. This will effectively limit the negative effects on results caused by differing practices in planning and effect measurement.

21.1.1 Frequency considerations

Experiential branding campaigns are as discussed limited in terms of reach and frequency as most events will often take place only very few times in relation to a single campaign. This can be seen in relation to the relatively high frequency with which advertisements in traditional media are shown, potentially reaching more target group members and more constantly reminding the consumer of the need/product over a longer period of time. Following the proposed research initiatives described above it may hence be relevant to determine how the overall effects on building brand equity through experiential branding performs in the longer run compared to e.g. the higher frequency of traditional media or sponsorships.

Should these findings reveal a need for higher frequency in staging events to ensure the building of a satisfactory level of brand equity in the entire target group, further research could be conducted to test the longevity of individual event contents to determine whether the effects subside as event repetitions increase.

21.2 Validity of founding academic work

Staging experiences as a means of communicating with the target group is a relatively unexplored strategy within marketing, limiting the availability of books and academic articles on the subject. Further a considerable share of the existing academic work is based on the same fundamental sources like Pine & Gilmore (1999) and Schmitt (1999). These likewise play an important role in this thesis as their work has contributed with many insights. However, the conclusions of these writings are conceptual of nature and have not been empirically validated.

Likewise the validity and generalizability of the findings by Whelan and Wohlfeil (2006; 2006a; 2006b) is questionable as these are based on single cases.

Martensen et al. (2007) further presented an empirically validated framework documenting the effects of event marketing on purchase intention, and as we argued the building of brand equity. However, the event sponsorship case in relation to which the model was validated differed from the concept of experiential branding, limiting the generalizability of the results.

These academic writings are as hinted however the only current sources of information and inspiration on which the development of the concept of experiential branding could have been based. Hence, the natural limit on validity of our proposed guide caused by these factors must be accepted for now. However, as stated the purpose of creating the guide to experiential branding was

to create a common starting point for marketing practice, which as described above may serve to validate the overall concept in future research.

21.3 The future of experiential branding

It is uncertain how the use of experientially driven marketing will develop in the future, however we expect to see an increased focus on experiential branding and expect to see more versatile variations.

21.3.1 The bright side

The technological development will in the future enable more "real" virtual experiences, and both Second Life and The Sims are examples of how people seek virtual experiences online. Further, new gaming consoles enable even richer experiences through a higher degree of interaction with both the system and other gamers when playing with your personal profile online and physically as both Nintendo Wii and the new-coming Xbox Project Natal⁷ can be controlled through physical motions. Companies can potentially utilize this to create experiential branding games that can be downloaded for free by the consumers and invite them into a brand experience where they can play against their friends online, while being physically active at home and maybe even be competing for prizes, while getting a fun experience with the given brand.

21.3.2 The dark side

In past times a run like the DHL relay race or Ecco Walkathon represented "new" events that provided a unique dramaturgy and in relation to the theoretical discussion in this thesis, provided the possibility for building brand equity. However, today we are witnessing a proliferation of these "branded-runs" e.g. in:

Fri-løbet, Nike+ runs, Femina's kvindeløb, IN kvindeløb, ALT for damerne kvindeløb, Iform kvindeløb, Helsingør løbet (and other city runs), Änglemarks nytårsløb, Jesperhus løbet, and so on. Hereby the dramaturgy loses part of its uniqueness for the individual brand limiting the brand specific value associations drawn from the event content (the run).

What will happen as more and more companies start staging experiential branding campaigns to provide the consumers with a unique experience to differentiate themselves from the competition? Will consumers in the face of a plethora of company staged events experience an "experience-overload" and respond with avoidance strategies?

Time will show...

⁷ <http://www.youtube.com/watch?v=p2qIHoxPioM>

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Appendix A

Mere reklame - mindre dækning

TV2 - reklame	1992	2007
Udbud (min./dag)	32 min.	⇒ 208 min.
Index	100	650
Dækning/dag*	49%	⇒ 41%
Index	100	83

* set sammenhængende 1 minuts reklamer eller mere

Kilde: Gallup TV-meter, Årsrapporter

A104 CBS

Ole E. Andersen/2008

Selected slide from Ole E. Andersens lecturing in elective "A104 - Reklamen og dens omverden" Cand.merc study program CBS, 2008.

Appendix B

Transcription of interview with marketing coordinator Rasmus Bendtsen, at Carlsberg. Due to noise on the recording it was impossible to hear some words during the transcription. These un-heard words are replaced by question marks.

Christian: og i så vid udstrækning som muligt kunne vi tænke os at høre hvorvidt I synes det var en success eller hvis du på stående fod har lidt resultater af en slags vil vi være meget taknemmelige for at få dem med så vi kan prøve at vurdere effekten. Så det er udgangspunktet. Indledningsvist vil vi høre hvorfor I mente at events/oplevelser var en farbar vej i form af markedsføring

Rasmus: Nu skal det lige siges at jeg var ikke med i starten, men jeg kender mange af de grunde der var med til at afgøre det. Det er bl.a. at vi har segmenteret Carlsberg og Tuborg for at de ikke overlapper, Carlsberg dækker sport i form af fodbold og Tuborg i form af musik. Og så har vi sagt at Carlsberg har meget det der hedder en Gør Strategi når man siger man er danmark's fodbold nr. 1 så skal man dokumentere det for at få det bedre indbygget hos forbrugeren en hul påstand bare er en påstand. Vi har jo nogle ret store sponsorater bl.a. landsholdet, FCK, OB, Vejle, Viborg, Esbjerg og en masse i de lavere rækker, men de er allesammen meget elitepræget, vi har ikke haft noget til bredden. Og der var tanken så bl.a. at en turnering som vores cup, udover at det passer ret godt ind i den drengerøvsstil og den slags øl vi har, kunne det være med til at tilbyde noget til bredden frem for bare eliten. Og der kunne man have en sjov dag sammen med vennerne, som var lidt uforpligtende og bare hygge sig med at spille fodbold. Så gik vi så i gang med at udvikle det koncept og man kan sige at det passede rigtig godt ind af flere grunde. 1 - Vi havde kontakt til en masse fodboldklubber i forvejen, som måske ikke har en specielt god økonomi, fordi det har små fodboldklubber ikke. De får måske 25.000 kr. ind i kontingenter i løbet af året via spillere og så har de en masse udgifter til mål og alt muligt andet. Men til gengæld så har de en masse frivillig arbejdskraft derude. Og så sammen med de forskellige fodboldklubber dækkede vi hele landet fandt nogle strategiske steder og så lave vi jeg tror det sidste år var 13 events hvor de lokale klubber løftede opgaven, vi kom ud med en pakke og så havde de bemanningen klar derude. Og det gjorde at de faktisk kunne tjene, jeg tror det var helt op til 100.000 kr. på sådan en dag plus de fik en masse lokale fra området ind og spille fodbold. Der er mange der falder ud fra fodbold når de begynder på studier og får børn osv. Og derfor så var det en win win situation hvor begge parter vandt i mange henseender.

Christian: I forhold til mediebrug osv. var der nogle overvejelser i forbindelse med og sprede fokus i jeres markedsføring i stedet for kun at satse på de traditionelle medier som TV, print, radio osv.

Rasmus: Ja, men vi er undelagt nogle ekstremt skrappe regler med hensyn til markedsføring og det Alkoholpolitisk nævn som sammen med bryggerierne har sagt hvis vi laver nogle retningslinjer som vi allesammen holder os indenfor så minimerer vi risikoen for at politikerne går ind og laver noget der er

endnu skrappe. Derfor har vi Bryggeriforeningen som styrer og ligesom overvåger om der er nogen der overtræder lovgivningen. De er så i løbende dialog med forbrugerombudsmanden og så sammen fastsætter de så regler for hvor og hvordan man må markedsføre alkohol. Og der er en af aftalerne at man ikke bruger fx facebook, som havde været meget oplagt. Vi må fx heller ikke lægge en reklame ind på youtube og vi er i øvrig meget strengt styret af at vi skal dokumentere at langt størstedelen af målgruppen er over 18 år og det har vi selvfølgelig også en vis interesse i at gøre. Så derfor er det marketing mix vi kan lave det er relativt begrænset til de mest traditionelle kanaler fordi vi ikke må lave fx viral markedsføring og de ting. Derfor bruger vi de platforme vi nu engang har som desværre er begrænsede, hvilket gør at vi nogle gange bliver opfattede som lidt kedelige eller dinosauragtige fordi vi ikke er med på fx facebook eller myspace eller nogle af andre.

Christian: Men var jeres skridt ud i at bruge oplevelser i form af markedsføring også et tegn på at forsøge at komme ud over de her traditionelle medier, eller var det bare en jeres forsøg på at engagere og aktivere sponsoraterne?

Rasmus: Vi vil jo altid rigtigt gerne have at forbrugeren får brand in hand altså virkelig får en god dag. Jeg ved ikke om der var nogen af jer der var med?

Martin: Jo, jeg var med.

Rasmus: Det hele var jo smurt ind i Carlsberg derude og vi kunne styre hvilken ånd og hvilken fornemmelse man skulle gå med derfra. Og det er mit indtryk også at når vi ser på målingerne derefter at vi har lykkedes ret godt med at skabe et univers på den dag, der passer ret godt ind i den profil vi er interesserede i at lave med fodbold, hygge og uforpligtende spass - en sjov dag.

Christian: Det jeg sådan også prøver at fiske efter er, at der er tale i vores undervisning og i artikler der er skrevet osv. om at traditionelle medier som radio, Tv, print osv. bliver mindre og mindre effektive i form af at skabe attitude og osv. og derudover også af det er meget sværere at ramme præcis målgruppen fordi at mediebruget og medieudbuddet er blevet så fragmenteret.

Rasmus: Ja, men det er også rigtigt. Man kan sige at det som dem der var derude den dag forhåbentlig oplevede, det var at der var rimelig stor troværdighed mellem det vi sagde vi gør og det vi rent faktisk gjorde, og den troværdig som de forhåbentlig oplevede derude har været med til at bygge en form for loyalitet overfor brandet, fordi de kan sige at jeg synes det er skide fedt at spille fodbold, og derfor var de der den dag. Og de havde en rigtig god dag, med brandet og med alle de andre som var der. Så på den måde tror jeg på at jo flere gode oplevelser du har med en ting, uanset om det er en computer, tyggegummi eller øl, det er bare med til at forstærke loyaliteten.

Christian: Ja, helt sikkert. Men var det med i jeres planlægningsovervejelser ved du det? at forsøge også at komme videre udover de her traditionelle medier i form af brugen af oplevelser? Eller hvordan?

Rasmus: Både ja og nej. Jeg ved ikke om det var inden i overvejelserne, men hele den dag hvor de var der ude, dvs sådan 6-8 timer, der kunne man jo kommunikere hvad man gerne ville kommunikere, så derfor havde vi også fundet nogle samarbejdspartnere som vi synes understøttede os eller Carlsberg. Der var bl.a. sådan noget som FIFA EA-games, SEAT, Ekstra Bladet, så kan man mene om dem hvad man vil, der

var Tips-bladet og sådan nogle andre ting som vi synes passede meget godt ind. Der fik de jo lov at udsætte dem (red. deltagerne) for nogle budskaber som vi synes vi kunne stå inde for. Da, den blev aflyst i år fik vi rigtig mange henvendelse fra forbrugere der var faktisk rigtig kede af at den var blevet aflyst fordi de på en eller anden måde havde set frem til den både virksomheder som havde sendt et hold afsted det kunne være en lille elektriker eller Arla. Så på den måde synes vi at vi udnyttede opmærksomheden der var der, så godt som vi kunne uden at tage fokus fra det de egentlig var kommet for, som var fodbolden.

Christian: Hvad med i forbindelse med jeres målgruppevalg? Det har vel altid været meget rettet mod unge mænd. Men i forhold til reklamerne der lagde op til Vores Cup, blev det utroligt specifikt for den her drengerøv, grub agtige person. Var der en grund til at det blev meget mere specifikt på daværende tidspunkt? Jeg ved ikke det har jo, så vidt jeg ved ikke været så direkte udtalt at nu var det kun mændene, stort set, der var i fokus.

Rasmus: Nej, altså man kan sige at vi har en målgruppe der hedder 20-25 år. Tilbage til de regler der, man skal være over 23 år for at være i vores reklamer, det er en af de regler der er. Jeg tror at reklamen fik den udformning som den havde fordi den skulle illustrere den stemning der skulle være der. Og det var at det var ikke dem som var pisse gode til fodbold i forvejen som spillede på et højt niveau. Det er alle dem som spiller fodbold engang imellem og synes det er skide sjovt, på en sportsplads eller et eller andet, det var dem vi ville have med. Det var ikke alle talenterne rundt omkring i klubberne som skulle ud og vise sig. Så det var mere det sjove i det. Og så kan man sige med hensyn til mænd og kvinder, fodbold er jo ret meget en drengeting og den måde som vi kommunikerede det på underbyggede også at det jo lidt er sådan nogle ting som drenge laver når de er sammen. Altså for eksempel spiller fodbold og drikker lidt øl.

Christian: Så det var sådan med fokus på at målgruppen, 20-25 år, mænd, de er ofte meget interesserede i fodbold, derfor kan vi i princippet godt skære kvinderne væk?

Rasmus: Ja, jeg vil sige vi skar ikke kvinderne væk, men vi lavede et koncept som tiltalte mændene, og så faldt de automatisk fra. På et tidspunkt var det oppe og vende om der skulle være en turnering ved siden af for piger, fordi så havde drengene noget at kigge efter. Altså piger der spillede fodbold, men det ??? hellere at den dag ville de gerne have lov til ikke at skulle være seje overfor piger, men at de bare kunne være klodsede og være dårlige til at spille fodbold.

Christian: Så der lavede I en undersøgelse i målgruppen, for at finde ud af hvorvidt en kvindeturnering ved siden af ville passe?.

Rasmus: Ikke i målgruppen, men blandt deltagerne, ja.

Christian: Nå i deltagerne direkte? Ok, men det må man jo så også håbe er målgruppen.

Rasmus: Ja, men altså, det var kun dem som havde deltaget der kunne svare på hvorvidt der skulle være (red. kvinder) med eller ej. Vi ved også at det var i målgruppen, vi kunne se hvilke alderstrin de havde, og der var der jeg tror det var 65% der var fra 20-25 år og så var der nogle fra 18-20 år.

Christian: Sådan ud fra et markedsførings- kommunikationsmæssigt perspektiv hvad var jeres formål med kampagnerne direkte? Altså du sagde før mht. at sætte gang i de små sponsorater osv. Men i forhold til specifikt i målgruppen, hvad var formålet der, eller sådan de nedfældede kommunikationsmål?

Rasmus: Internt?

Christian: Ja.

Rasmus: Vi vil meget gerne gøre det vi siger vi gør, altså lidt ligesom jeg sagde før. Og når vi siger vi er Danmarks største fodboldøl, så nytter det ikke kun at være det for eliten der i øvrigt ikke drikker så meget øl, fordi de skal spille fodbold hele tiden. Så det var at give folk en rigtig sjov dag med fodbolden som fælles forum sammen med vennerne og Carlsberg. Sammen med Carlsberg fordi vi kører jo meget på at når man drikker øl, så gør man det i en situation hvor man er sammen med vennerne, det er meget vores. Hvor man kan sige at Tuborg Classic, det er sammen med konen eller din mand til en stille aften på terrassen men man ser DR2, ik. Det er der for lidt i til Carlsberg så det er når du er sammen med vennerne, du er sikkert en god kæreste til hverdag, men nu tager hun over til veninden, og så er du sammen med drengene. Og det kunne man så få lov at være på den dag dér. Og det var selvfølgelig arrangeret af Carlsberg fordi det er dem der mest går ind for sådan noget.

Christian: Så ud fra sådan at bygge videre på Carlsberg brandet var det så målsætningen at skabe det direkte link mod forbrugeren mellem Carlsberg og fodbold på et stærkere plan end blot når de ser det i reklamen?

Rasmus: Ja, det kan du sige fordi når de bliver udsat for en fodboldkamp (red. i TV) så ser de, jeg tror i gennemsnit 18 minutter Carlsberg i hvert fald hvis det er en FCK eller OB kamp. Og det er jo klart de 18 minutter de hænger jo ikke særligt godt ved, fordi det er smurt ind i så meget andet end Carlsberg. Men den dag der der var ??? Og der havde vi jo valgt hvem vi vile dele stemmen med ik. Og jeg tror der var en 6-8 partnere i det hele. Men der var nok ikke nogen der var i tvivl om hvem hovedsponsoren var.

Christian: Ved du præcis hvilke overvejelser gjorde I jer i form af krav I stillede til de enkelte elementer der indgik i de her events og de her fodboldturneringer. Altså når deltagerne kom til fodbold. Den præcise opbygning af alle de elementer de blev præsenteret for.

Rasmus: Tænker du så sådan noget som maden?

Christian: Ja, sådan set alt. Hvilke oplevelser skulle deltageren have når de var der?

Rasmus: Altså man kan sige, det varede jo i tre år, og det udviklede sig over de tre år. Og man kan sige i starten der var det jo et ret nyt koncept og man havde ikke prøvet noget med så mange før, så der var det lidt for løst. Men siden hen blev der strammet op på det hvert år og det blev mere organiseret og til sidst var der også en parallel bordfodboldturnering ved siden af.

Christian: Som kørte under eventet når man var derude?

Rasmus: Ja, når man var derude så kunne man gå derover istedet for at gå hjem og der var også noget Øl-pong - jeg ved ikke om I kender det?

Christian & Martin: Jo, jo.

Rasmus: Som også var nogle turneringer der kørte ind imellem, fordi der var noget ventetid for nogen.

Christian: Så det var andre aktiviteter hvor deltagerne selv var aktive i forbindelse med...?

Rasmus: Ja. Og så samlede vi også nogle nye produkter fx Carlsberg Lite, det var så sidste år, for at få antallet af forbrugere der havde smagt den op. Så på den måde så styrede vi det ret meget, der var også noget ventetid og det var også med vilje, så de kunne gå op og spise noget eller drikke nogle øl eller hvad de nu havde lyst til.

Christian: Så når de ikke var aktiverede med enten øl-pong, bordfodbold eller fodboldturneringen, hvilke aktiviteter var der så eller hvilke oplevelser kunne de få?

Rasmus: Der var en DJ der spillede musik, ligesom for også at skabe lidt feststemning og så kunne de gå over til SEAT og gætte på hvor mange bolde der var indeni bilen eller gå over og spille EA-games eller de kunne tipse på hvor de endte i turneringen og sådan nogle ting. Så var der også noget med hvor hårdt de kunne sparke, noget ekstra bladet havde lavet.

Christian: Og så kunne de ellers også sidde og se de andre spille?

Rasmus: Ja, ja, det kunne de også. Altså mange gange skulle de bare vente en halv time, så gik de op og tog noget vand eller en øl og lidt at spise og så ventede de bare ellers. Der var også mange der bare stod og spillede fodbold i den anden ende. Der var også en fodtennisbane, som man kunne spille på.

Christian: Men I sørgede for at holde et relativt højt aktivitetsgrad om man så må sige?

Rasmus: Ja, vi forsøgte at lave nogle forskellige tiltag, men de skulle aktivt selv gå over og gøre noget ved det hvis de havde lyst, ik. Jeg tror også DJ'en sagde fx om tyve minutter begynder bordfodboldturneringen.

Martin: Var der en avis også, sådan med Cuppen ikke?

Rasmus: Ja det var der, så den kunne man også læse i og ekstra bladet var der også derude. Der var også noget underholdningshalløj i de tasker der (red. tasker hvert hold fik udleveret ved ankomst) så vidt jeg husker. Det første år var der også øl bon'er og mad bon'er, men det blev vi nødt til at fjerne af juridiske grunde.

Christian: Hvilke sådan geografiske overvejelser gjorde I jer? Altså iform af at sprede det over landet? Det var det du sagde med de små klubber, men var det centreret nogle steder frem for andre?

Rasmus: Altså de første år var det jo lidt et gæt på hvor man troede på man kunne fylde sådan et stævne. Der var omkring 1078 som hver betalte 200 kr. for at være med?? Kostede det ikke 1000 kr. for et hold?

Martin: Jo, noget i den stil

Rasmus: altså for fem deltagere. Og der startede man ud med 6 steder og det blev så til 12 steder til at slutte med. Der var så finale et af stederne. Og det spredte man ud over hele landet, der er et krav om at man skal være landsdækkende når man laver sådan nogle ting. Andet år tror jeg der var seks i Jylland, et på Fyn og fem på Sjælland.

Martin: Hvor opstår kravet henne, i form af at I skal være landsdækkende, er det et internt krav eller?

Rasmus: Jeg tror man, når vi laver en form for konkurrence, skal give alle mulighed for at kunne deltage.

Christian: Så i form af at sikre det største antal mulige deltagere I kunne sørge I også for at der ikke var for langt for nogen, til at komme til det her stævne - altså så godt som muligt?

Rasmus: Ja, men der var ikke noget på Bornholm for eksempel. Og, jeg tror det var det første år, der var et i Næstved og det blev flyttet til Slagelse fordi der ikke var udsolgt, så rykkede man lidt rundt på det.

Christian: Gjorde I jer nogle overvejelser i form af at gøre det gratis så det var udelukkende mere eller mindre som markedsføringsinvestering, istedet for at lade folk betale for det, så bare gøre det gratis.

Rasmus: Ja, men vi har underligt nok generelt rimelige dårlige erfaringer med at give noget gratis væk. Fordi når man skal melde sig til er vi afhængige af at der kommer x-antal hold på dagen for de kan spille. Og hvis det ikke koster noget at være med så er der mange der bare melder sig til, og så dukker de aldrig op. Så istedet for sagde vi, ok, vi er godt klart over det koster nogle penge men vi har også mulighed for fx at bestille tøj i så store mængder. Det kostede ca. 200 kr. at være med og den Hummel-trøje man fik, om man kan lide den eller ej, den havde en butiksværdi af 250 kr. så var der øl og fodbold og tasker med og forskellige andre ting. Så vi prøvede bare at give folk mere tilbage end det de havde betalt for.

Christian: Så mad og drikke osv. under var gratis?

Rasmus & Martin: Nej det var så klubbens salg.

Rasmus: Så vi tjente jo ikke noget, altså vi må faktisk ikke sælge øl til slutforbrugeren, i Carlsberg. Så det var der klubben tjente penge. Det var også derfor de havde 30-40 frivillige ude til hver event,

Christian: Ok. Hvilke specifikke aktiviteter foretog i før events for at sikre så stor en deltagelse som muligt?

Rasmus: Vi kørte de her TVC som I så og så udstyrede vi også hver region, lad os sige det var Odense, Så fik de noget markedsføringsmateriale, nogle plakater og nogle fliers, som de så selv skulle dele ud og så gav vi dem nogle retningslinjer til hvordan de kunne komme i avisen - noget hjælp til det sådan så de kunne lave noget lokal markedsføring. Og det gjorde så også at vi belønnede dem som fik udsolgt økonomisk, altså klubben. De fik et beløb for at afholde det og så fik de så alt det de solgte på dagen og hvis der var udsolgt så fik de så et ekstra beløb. Så det var lidt et incitament for randområderne til at gøre en lidt større indsats.

Christian: Gjorde I noget efter turneringerne var afholdt? Gjorde I noget for at forsøge at sprede budskabet eller dele oplevelsen med den del af målgruppen som ikke var med?

Rasmus: Ja, det kan man sige fordi, fordi da man meldte sig til så meldte man sig også til et særligt nyhedsbrev hvor man fik informationer om turneringen. Sådan noget med kom den og den dag, og noget der ikke lige var på plads ved første tilmelding. Sådan noget med husk du må ikke tage drikkevarer med og finalen bliver spillet på det tidspunkt, blev der sendt ud et par dage før. Også hvem der skulle spille mod hvem, man kan jo ikke sige hvornår de skal spille før alle hold har meldt sig til og man har trukket puljerne ud. Da det så var gjort og vi havde fundet en vinder kom det så ud i nyhedsbrevet (red. nyhedsbrevet for Carlsberg - ikke bare Vores Cup) som der er 65.000 der modtager.

Christian: Ok, så når du siger meldt sig til så var det ikke sådan i form af at melde sig til som deltager eller hvad?

Rasmus: Jo, man kan sige der var et deltagernyhedsbrev der var 12.000 der deltog, og så var der så 65.000 som får vores nyhedsbrev. Blandt de 65.000 og de 12.000 har der sikkert været massere af gengangere.

Christian: Det var så det I gjorde efter for at kommunikere det ud? Der var ikke sådan noget bred markedsføring med traditionelle medier hvor I forsøgte at dele den her fodboldoplevelse?

Rasmus: Ikke fra os, men der var en masse skrivelser i aviserne, lokalaviserne havde rigtigt meget stof, med det her.

Christian: Men det var ikke noget PR I igangsatte?

Rasmus: Nej, vi hjalp klubberne til at få PR, så de gjorde det selv,

Christian: Også efterfølgende?

Rasmus: Ja. Der var jo vinderne. Vinderne i Odense var i Odense Lokalavis eller hvad det nu hedder. Det er næsten også et endnu bedre medie, fordi det er mere troværdigt, når vi ikke selv gjorde så meget. En anden ting som har haft en kæmpe stor effekt er de her 12.000 trøjer vi har lavet med Carlsberg på. Og jeg kan sige i månederne efter, hvis man løb en tur om søerne eller et eller andet, så kunne man næsten være sikker på at man så to af de trøjer der. Det er også en anden ting hvor vi har fået 12.000 stykker merchandise ud, hvor folk så ??? har betalt for det. Jeg ved ikke om du nogensinde bruger din trøje, eller om du maler i den.

Martin: Jeg har faktisk brugt den efterfølgende, og til at spille fodbold i også. Men jeg har også lagt mærke til at vi var til Roskilde Festival noget tid efter og der var der også vildt mange der havde dem på i alle farverne.

Rasmus: Og det kan man så sige har været en rigtig god afledt funktion af at have så mange trøjer. Der er jo nogen der bruger dem som en "fin" trøje når de skal i byen, og der er andre der bruger dem til at male i og sådan vil det altid være.

Christian: Var det med Vores Cup eller var det sådan set en Carlsberg t-shirt.

Rasmus; det var en Hummel trøje, spillertrøje, Vejle's gamle tror jeg det var og så stod der Carlsberg på brystet.

Christian: Ok, så man kunne ikke se direkte at det var fra vores cup den kom. Det var det jeg sådan prøvede, om I forsøgte at kommunikere Vores Cup oplevelsen ud til dem der ikke var med. Selvfølgelig i form af nyhedsbrevene og den PR der kom.

Rasmus: Vi lavede ikke noget TVC på den eller radio eller... Men jeg vil sige hvis vi havde fået lov at køre den i år havde der været sådan et kostskole-emblem på med Vores Cup og også årstal.

Christian: Det vi spørger til i denne her henseende det er jo i form af når man snakker sponsorater snakker man jo tit aktivering af sponsoratet i form af kommunikation og alt muligt forskellige steder for at skabe en videre involvering i forhold til sponsoratet.

Rasmus: Det som jeg tror vi fik ud af det var, jeg tror vi fik 12.000 gode ambassadører, for næste års arrangement. Jeg ved ikke, det kan godt være vi selv er for glade for den herinde, men jeg ved at jeg tror det var 85% af dem der var med var 100% sikre på de ville deltage næste år og så var der 5% der ikke gad og så var der 20% der var mellemsikre eller noget i den stil.

Christian: Lavede I nogen målinger på word-of-mouth om der var nogen der talte med deres venner omkring det? Spurgte I dem om det?

Rasmus: Ja, det gjorde vi - vi spurgte hvordan de havde hørt om turneringen. (Christian: Det var før eventet?) Der var rigtigt mange der havde hørt det fra tidligere deltagere.

Christian: Så deraf kan man så udlede at de har talt med deres venner om det efter sidste års event.

Rasmus: Ja.

Christian: Så de 12.000 der deltog sidste år kunne man så forvente taler med x-antal om det.

Rasmus: Første år var der udsolgt, andet år var der udsolgt og tredje år var der udsolgt med undtagelse af ét enkelt sted og det blev udvidet med 20% hvert år, altså mængden der kunne være. Så det vidner jo om at det godt kunne have trukket endnu mere op, men det er jo svært at vide.

Martin: Jeg så et sted at der var forventet 15.000 deltagere i år.

Rasmus: Ja, ja det havde der også været. Vi havde sat den til 15.000.

Christian: Gjorde I jer nogle observationer under eventene? Altså havde I repræsentanter ude herfra fx Carlsberg marketing, som var ude og tale med deltageren og hvad I søgte at afdække?

Rasmus: Ja, vi forsøgte at afdække om der skulle være piger med. Fordi det var lidt et springende punkt. Fordi, der var ikke mange, men der var måske 100 piger der spurgte hvorfor piger ikke kunne være med. Men det var bare en dag for drenge. Og så spurgte vi som om skal der være piger med eller skal der ikke

være piger med. Og der var der nogen der sagde ja -- så er der noget at kigge på og der var nogen der sagde nej, det skal bare være for drenge, så er der 364 dage om året til at kigge på piger. Så på den måde gjorde vi meget og vi deltog også selv i turneringen med nogle hold rundt omkring. Så var der sådan noget som øl- priser, om de var tilfredse med det der var i tasken og sådan nogle ting, præmier, sådan lidt løst og fast.

Christian: Men det var ikke for at forsøge at få indsigter fra kernemålgruppen i forhold til hvordan de ser brandet osv.

Rasmus: Nej, det gjorde vi ikke, fordi folk havde nogle steder fået noget at drikke og det har vi så mange andre tal på, så det gjorde vi ikke så meget. Det kan ikke blive særligt videnskabeligt når man kan nå at snakke med 10 på en dag.

Christian: Nej, nej, men grunden til at jeg spørger er at der er nogen der i teoretiske artikler argumenterer for at det tit i forbindelse med sådan nogle her events er kernemålgruppen der deltager, altså dem der virkelig er heavy-users, osv. Og hvis du kan få indsigt fra få af dem, lad os sige det er en pendant til en fokus-gruppe i form af hvordan ser de brandet, hvordan ser de brandet udvikle sig osv. kan du arbejde videre med det og så validere det kvantitativt efterfølgende. Det var sådan på den lede jeg tænkte det.

Rasmus: Ja, det kunne man nok godt have gjort. Vi gjorde det ikke vi valgte at fokusere på rent turneringsmæssigt, hvad kunne vi optimere på det. (Christian: ren "produktudvikling?") Ja. Men vi går meget op i, eller ledelsen går meget op i, de har delt vores salg op i on-trade off-trade, hvor on-trade er der hvor man drikker det på stedet som er restauranter, cafeer, barer og off-trade det er hvor du køber og tager med hjem, som er tankstationer, supermarkeder og sådan nogle steder. Og der er vi en gang om måneden så ude on-trade dvs. på barer og cafeer og snakke med folk derude, hvorfor drikker de Tuborg og hvorfor drikker de Carlsberg, hvad kan de lide og hvad kan de ikke lide. Og off-trade køre rundt men konsulenten derude. Vi har jo tror det er 250 konsulent-biler der kører og fylder køleskabe op over det hele, i supermarkeder og bestiller nye varer hjem. Og der er vi også ude med dem og se hvad gør de andre hvilke kanaler benytter de sig af i supermarkederne, hvad får de lov til hvad får vi lov til.

Christian: Men det var ikke noget i gjorde decideret under det her?

Rasmus: Nej, jeg gjorde ikke, det kan godt være der var nogen der gjorde det men der var ikke nogen overordnet strategi om det var noget vi skulle gøre.

Christian: Hvordan evaluerede I de her events?

Rasmus: For det første så kiggede vi på hvor mange deltagere der havde været og hvor lang tid det tog at få udsolgt. Og der var rigtig mange der desværre, synes der blev udsolgt for hurtigt, fordi det var kun dem som ??? for de meget loyale brugere, som gik ind og meldte sig til med det samme og så var der udsolgt. Og så skyndte vi os og lave nogle ekstra turneringer, fx her i København, til dem som var lidt længere tid om det eller ikke lige havde syv og spille fodbold med før de lige havde været i skole eller hvad det nu har været. Og så kiggede vi meget på, da det så var overstået, sendte vi så selvfølgelig et

elektronisk spørgeskema ud, til alle deltagerne, hvori vi spurgte om, jeg tror det var 17 spørgsmål, eller sådan noget.

Christian: Var det for at afdække ting i forhold til specifikt om eventet var godt, eller for at afdække om eventet havde været effektivt i forhold til at bygge det her brand.

Rasmus: Ja, det var det også. Jeg tror nogle af spørgsmålene handlede om, om det var en Carlsberg dag og om de havde haft en god oplevelse, og noget i den dur.

Christian: Kan du huske sådan rundt regnet hvordan tilbagemeldingen var på det her med om dagen var Carlsberg osv.

Rasmus: Det meste af det var meget positivt, jeg husker det som om det var meget positive svar. uden lige at kunne tallene.

Christian: Vurderer I det som værende en succes?

Rasmus: Ja det gør vi ret meget af hensyn til hvor meget det kostede os at afholde eventet, kontra hvor meget markedsføring vi fik ud af det.

Christian: Hvor meget markedsføring fik I så ud af det?

Rasmus: Altså hvis du tager vores TVC fra så fik vi for omkring 1,75 indrykninger i aviser og omtaler og billeder og sådan nogle forskellige ting.

Christian: Det var faktoren?

Rasmus: Altså hvis vi skulle havde købt annoncen i stedet for artiklen.

Christian: Yes. Hvordan blev det målt?

Rasmus: Vi har jo nogle medie bureauer som sidder og overvåger, lad os sige der sidder en og ser fjernsyn hele tiden, og når der så er et PSP-logo, så holder han en knap nede indtil han ikke længere kan se det, så slipper han den, når han så kan se Carlsberg så gør han det samme på den. Så får han så at vide der har under den her fodboldkamp været, seks et halvt minut med fuldt logo, der har været tre et halvt minut med halvt logo og hvis vi skulle købe det som TV tid, hvis vi skulle indrykke en reklame der tog 30 sekunder for at få lov at komme ud og eksponere folk for det, hvad ville det så koste os. Ja det ville koste 50.000 på det tidspunkt.

Christian: Men hvordan gjorde I det i forhold til det her event? Var det så kun i forhold til print? Altså i form af noget PR eller?

Ramus: Ja, det primært i forhold til print.

Christian: Så målingerne var ikke direkte på de oplevelser som deltageren tog med hjem, hvordan det byggede på jeres brand

Rasmus: Nej, vi spurgte dem ikke, hvad har det været værd for dig at være her idag.

Christian: Nej, nej, det ville også være at afdække lidt for direkte.

Rasmus: Men rent kroner og øre mæssigt der var ROI på 1,8.

Christian: I forhold til print?

Rasmus: Ja.

Christian: Og så kan man jo kun gisne om hvor meget mere det har været for deltagerne.

Rasmus: Ja, og hvor meget det har betydet fx de trøjer som vi snakkede om.

Christian: Ja, og hvor meget de har talt med vennerne i word-of-mouth osv. Men kunne I dokumentere noget på salget.

Rasmus: Nej, men det kan vi næsten aldrig fordi det er så fx vejrafhængigt og lad os sige at vi gør alting rigtigt og så Royal Unibrew har en kasse for 70 kr. Så skal man være mega loyal for at købe den til 130 kr. som ikke er på tilbud i stedet for den der er på tilbud til 70 kr. Og det er der meget få der er, altså hvad kan man sige det er jo igen det klassiske dilemma med at de loyale forbrugere de stopper op når der er tilbud, så køber de fire kasser, så venter de på der kommer tilbud igen og så køber de fire kasser igen. Så vi kan aldrig rigtigt mærke det på salget fordi der er så mange andre parametre der kan skubbe det i den ene eller den anden retning.

Christian: Laver I løbende målinger i målgruppen, på deres opfattelse af brandet?

Rasmus: Ja, det gør vi.

Christian: Kunne I se forbedringer her, altså over de her år?

Rasmus: Arj, det var trods alt kun 12.000 mennesker der var involveret i det her i forhold til at vi går ud og spørger, lad os sige i forhold til dem vi spørger, så har der måske været en, to eller tre der har været i Vores Cup inden den undersøgelse her, og deres positive påvirkning er svær at måle.

Christian: Nej, men det er så det, i forhold til venner osv. Altså det som vi diskuterer i forhold til begrænsningerne af brugen af oplevelser/events i markedsføring er jo det meget begrænsede reach. Men så er det vi også sådan sætter spørgsmålstegn ved om det er nok til at "dødsdømme det" eller om folk taler så meget om det og folk alligevel får oplevelsen i den forstand at de ved Carlsberg har den her Cup, at det så har påvirket. Men det kan jeg så næsten høre, at I ikke har kunnet måle nogen decideret forskel mellem?

Rasmus: Nej, altså fordi vi kunne godt se tallene var blevet bedre, men hvis du så spurgte mig: Hvordan kan du være sikker på at det ikke var fordi FCK kom i Champions League at folk bedre kunne lide ???, det kan sgu også godt være det var derfor ik. Vi kunne bare konstatere en fremgang. Det kan også være at de reklamer vi kørte det år bare har været pisse gode og folk derfor synes de bedre har kunnet lide øl den

sommer. Hvad det er der lige har gjort det, om det er det ene eller det andet eller tredje, det er svært at sige.

Christian: Ja, ja det er jo altid markedsføringens store problem. Men I kunne i hvert fald identificere en fremgang over perioden og hvad den så kan krediteres til det kan man sætte spørgsmålstejn ved, men det blev ikke dårligere.

Rasmus: Ikke af Vores Cup i hvert fald.

Christian: Hvordan vil du eller I evaluere brugen af events/oplevelser som markedsføring i forhold til at lave reklamer i traditionelle medier?

Rasmus: Hos mig har det en meget stor værdi at lave sådan noget her. For man kan sige at den troværdighed og den dag som de oplever den kan man ikke give igennem reklamer, fordi reklamer siger bare; sådan synes vi selv vi er, men hvis man bliver opfattet som noget andet så er man noget andet i forbrugers øjne. Den dag der kunne vi selv se, med egne øjne, og selv føle, og selv opleve hvordan det var .

Christian: Ja, helt 100%. Det er lige netop det aspekt som vi....

Rasmus: Så derfor så kunne vi meget godt finde på at lave flere events, fx så kunne sådan noget som....., det bliver ikke forbrugeraktivering på samme måde fordi det er svært at finde når det ikke må være fodbold, men et andet sted hvor maden dominerer og hvor man ligeså godt kunne fordi det er grill?. Som er vores anden case her, hvor vi også lavede noget, men det er stadigvæk passiv aktivering i stedet for aktiv aktivering.

Christian: Hvordan det? Altså når I inviterer folk til grill-aften er det så ikke også aktiv?

Rasmus: Men de står jo ikke selv og griller, de står ikke selv og vender pølserne og sådan noget. Det kommer ikke ligeså meget under uden som når de selv spiller fodbold og de selv ??? og sådan noget. Vi kommer ind til et sted hvor der er musik og der er noget stand-up og så får de noget grill-mad og nogle Carlsberg.

Christian: Så der er mere hen af event sponsorship, hvor eventet er der? Og det er ikke så meget anderledes end deres hverdag.

Rasmus: Nej, men der var målet så at vinde indpas i en forbrugssituation fra vin til øl.

Christian: Ok. Kunne I måle nogen ændring der?

Rasmus: Ja, vi kunne se hen over sommeren hvor man ser på en sæson, så har vi en uforklarlig høj markedsandel. Altså normalt så har vi en markedsandel der gør sådan her(red. Rasmus illustrerer volatilitet) men lige om sommeren der får den en højere peak, som vi teoretisk set tager fra Tuborg eller fra nogle andre.

Christian: Ok. Og den peak var der ikke før I begyndte at lave grill-aftener events?

Rasmus: Nej, nej. effekt i form af de her.

Rasmus: Ja, med mindre der så er nogen der begynder at sige at det er smagen, fordi den er lidt mere let end Tuborg er eller en anden.

Christian: Jo, men hvis peaken ikke var der før I begyndte at associere jer med grill.

Rasmus: Vi mener at det skyldes det, men vi kan ikke 100% dokumentere det. Der er lavet nogen undersøgelser hvor man spørger, hvad passer godt til grill. Og så er der alle mulige forskellige produkter og så er der også nogle øl, og der er Carlsberg kommet bedst ud. Og jeg tror ikke så meget det er på grund af smagen, i forhold til en Tuborg, det i forhold til det som vi har bygget op omkring grill omkring Carlsberg pilsner.

Christian: Vi havde faktisk en underviser, her i foråret som selv havde lavet en undersøgelse, med øl indenfor så at sige samme kategori, hvor først havde han lavet, altså det er på jeg ved ikke hvor mange hundreder mennesker. Først havde de smagt den uden de kunne se hvilket brand det var, karakteriseret smagen af den enkelte øl og kunne plotte dem ind på et koordinatsystem hvor de allesammen lå meget meget tæt på hinanden. Jeg kan ikke huske om det var premium og "en eller anden" på den anden akse. Men ligeså snart de drak dem hvor de havde labelen med så var de spredt ud over hele det her koordinatsystem.

Rasmus: Ja, så kommer brand equity delen med.

Christian: Ja lige nøjagtigt, altså det er egentlig branding der "smager" af noget, det er ikke så meget øøøøhh.

Rasmus: ja, måske et eller andet sted. Altså de værdier man oplever og det man bliver set sammen med det giver også noget. Men omvendt så ved man også godt, ved en ny introduktion, at hvis smagen ikke holder, så holder produktet heller ikke.

Christian: Nej, nej. Kvaliteten skal selvfølgelig være der. Har I, det ved jeg ikke om du må eller kan sige, nogle kommende events med aktivering i støbeskeen? Altså er det noget I arbejder videre med?

Rasmus: Ja, men ikke alla Vores Cup. Det kunne fx være, det bliver mere sponsering end det bliver event. Det kunne for eksempel være Zulu Sommerbio kombineret med noget grill og noget Carlsberg pilsner. Målgruppen er der jo et eller andet sted, ik, man sidder udenfor og der er sådan lidt festlig stemning. Det kunne være en mulighed men igen ville det nok bare mere være et sponsorat.

Christian: Når du nu siger det her med at det er jo ikke ligefrem Vores Cup kan vi så derudaf tolke, at det er fordi I har så stærk association til fodboldverdenen at I følte hvis I skulle lave et event skulle det være baseret på fodbold?

Rasmus: Ja, vi har jo også et pay-off vi bruger til fodbold der hedder Part Of The Game. Og det er jo øl det er ??? alt det der?.

Christian: Altså I vil ikke forsøge at positionere jer, eller bygge jeres brand gennem oplevelser hvor I ikke allerede er etableret i forbrugernes bevidsthed? Eller er det fordi I simpelthen har en så direkte satsning på fodbold, at Carlsberg er et fodboldbrand at I ikke vil gå ud i andre grene?

Rasmus: Man kan sige at vi bruger et to-cifret millionbeløb om året på fodbold i Danmark og for at udnytte den energi og få noget pay-off på den, så er der jo ikke nogen grund til at mudre billedet og sige det også er tennis for eksempel. Så er det bedre at folk husker det som en fodboldøl fremfor bare en sportsøl.

Christian: Nu ved jeg godt du ikke direkte sidder i Sommerby afdelingen, men Sommersby som pt. ikke rigtigt har en etablering i forbrugerens bevidsthed, som værende en del af noget andet. Vil det fx indenfor Carlsberg Danmark være et brand som man vil kunne gå videre med oplevelsesmæssigt ved at skabe de her links gennem events for eksempel?

Rasmus: Ja, det tror jeg godt at de vil kunne. De bruger jo en del af deres marketingskroner på nogle undergroundsevents, som bl.a. laver ????. Og der er de tit ude og sponsere et eller andet åbning af et galleri, de var i Pride eller var det i Outgames der havde de en vogn med der. Altså nogle lidt andre ting de bruger. Jeg tror man vil komme til at se dem på den måde fordi at det er lidt et unisex, selvom man nu har sat den hos damerne (red. organisatorisk hos Carlsberg). Fordi der er rigtigt mange både mænd og kvinder som drikker den. Derfor vil den ikke binde sig op på noget som vil afskrive de andre.

Christian: Nej, hvor Carlsberg er bundet direkte til fodbold, kunne man måske forestille sig at et brand som Sommersby kunne køres lidt mere bredt ud.

Rasmus: Ja, fordi Carlsberg er meget mænd, og man vil ikke opleve Somersby bliver meget kvinder, for så vil det frastøde mændene. Så det vil være en platform alle ynes vil være en god ide? En som ikke rigtigt kan støde nogen, ik.

Christian: Nu har vi ikke nået så meget grill og jeg kan se vi har rundet de 45 minutter, jeg ved ikke om det vil tage for meget tid hvis vi lige skal køre det hurtigt igennem.

Rasmus: "Nej, vi kan godt tage det.

Martin: Jeg vil godt lige inden, spørge ind til de helt konkrete målsætninger for Vores Cup. Fx vi har en forventning om så mange deltagere og vi forventer.....?.

Rasmus: Ja, det var der nogle det er klart, mål før vi gik igang, og der var det jo selvfølgelig at.... Altså første gang der vidste man reelt ikke hvad man gik ind til. Havde det en interesse? Var konceptet rigtigt? Og kommunikerede man der rigtigt? Så der var det lidt usikkert hvad man egentlig skulle forvente osv. Men senere hen der blev det sådan at fx oplevelsen skulle score højere end sidste år, altså man skulle give det point. Og der prøvede vi så hele tiden at optimere på det. Og så var der også, altså vi arbejder jo også mod ??? top of mind, og det er jo noget vi arbejder med hele tiden. Men igen vi kan ikke pin-pointe det lige til den specifikke event der var.

Martin: Var det ???

Rasmus: Nej

Martin: I lavede bagefter?

Rasmus: Ja, fordi vi laver løbende undersøgelser af hvor vi ligger i forhold til andre brands, share of voice og sådan noget. Men og henvise til lige præcis den stigning eller fald, på en generel kurve, det kan vi ikke gøre.

Martin: Og det var i kraft af at evalueringen efterfølgende ???, for eller så kunne man jo godt have gjort det.

Rasmus: Men vi kan jo ikke bare måle på top of mind blandt dem der deltager, når ikke vi har haft det før de deltog. Hvad skal vi så sammenligne med?

Martin: Ja, det er selvfølgelig rigtigt.

Rasmus: Så vi har nogle generelle tracking undersøger vi kører efter. Hver 14. dag tror jeg, hvor vi spørger et par hundrede mennesker om alt muligt. Og der er bl.a. hvor de ligger top of mind, det spørger vi jo ikke om, det ser man jo fra nogle af tallene og hvad de har købt og hvor meget de har drukket os sådan nogle forskellige ting. Og det er jo en kurve som går sådan her (red. op og ned) eller hvordan den nu går. Og så kan man se Vi kørte TV her i denne her periode, men de 15.000 deltagere som var med kunne vi ikke ud af undersøgelsen sige, nå ja de har lavet den lille stigning som er her.

Christian: Nej, nej, men det er jo det der ville være genialt hvis man kunne. Hvis man kunne se efterfølgende at der kom en peak, hvilket så ville underbygge at, det kan godt være der "kun" er 15.000 med, men den resterende del af målgruppen bliver også påvirket af at vi laver de her events, enten gennem word of mouth eller ved bare den viden at Carlsberg faktisk gør det her for deres målgruppe, altså det kan jo også godt skabe en, kunne man forestille sig.

Rasmus: Det kan også sagtens være det har gjort det, altså det kan sagtens være. Men man bliver nødt til at se på at vi sælger måske en halv million liter øl om dagen. Og så er der 12.000 mennesker der måske køber lidt ekstra øl, og så har vi solgt en halv million og 10.000 liter. De 10.000 liter skyldes det bare at det var en halv grad varmere, eller at det var fredag? Eller at man lige løn eller et eller andet? Men uanset hvor gerne vi vil finde et værktøj til at sige, har denne her kampagne virket? så er der så mange parametre der altid vil mudre billedet og der vil altid være nogen der kunne sige: Var det ikke bare fordi der var tilbud i føtex i den uge der, og det kan godt være det ha haft en effekt, men har det gjort det hele for eksempel?

Martin: Men I havde en målsætningen med at Cup'en skulle score bedre end sidste år. Og gjorde den det?

Rasmus: Ja, det gjorde den.

Christian: Var der nogle ligesådanne specifikke markedsføringsmæssige målsætninger i forhold til grillaftener?

Rasmus: Ja, grillaftener var noget lidt andet og den har vi faktisk selv valgt at aflyse fordi der skete nogle organisationsændringer herinde som gjorde at vores konsulenter skulle prioritere tiden anderledes fordi vi fik det der hedder House og Beer, det var et datterselskab der var ejet af Carlsberg, og det gjorde så de fik 30 produkter mere som de også skulle nå at pleje og nå at sælge. Og så oplevede de at med varme kul og kolde Carlsberg, som det hed til at starte med, at det var en forkert målgruppe der kom fordi de blev afviklet nogle forskellige steder som var barer og værtshuse.

Christian: Men det var, kan man vel også godt sige, et skridt væk fra fodboldverdenen?

Rasmus: Jo, ??? og fodbold ik. Men der er også en ting man skal huske, selvom der "kun" var 12.000 deltagere med så var der måske 2 millioner mennesker der hørte om at vi gjorde det. Så det er ikke kun dem der oplever det, men også dem der hører om det vi gør, som får noget ud af det. Det er også ligesom hvis vi for eksempel laver en konkurrence, baseret på grill, så er det ikke kun de to vindere som får noget ud af det, eller som danner sig en mening. Det er også alle dem der hører at vi griller.

Christian: Hvor mange var med, eller deltog ved grillaftenerne? Målte I på det?

Rasmus: Ja, det gjorde vi. Jeg tror det var 3.000.

Christian: Nå, det var ikke sådan på samme niveau?

Rasmus: Nej, det var det ikke.

Christian: Vil I karakterisere grillaftenerne som værende en succes markedsføringsmæssigt?

Rasmus: Det var middel vil jeg sige. Det som var vellykket ved det her var det lokale. Når man meldte sig til var der nogle forpligtigelser og så fik man 5.000 kr. til selv at markedsføre eventet for. Og så var det op til deres initiativ at indrykke det i deres ugeblad eller hænge en plakat op i brugsen eller hvad de nu gjorde. Og der har vi fået mere ud af det end hvis vi selv skulle gå ud og købe det. Der var nogle der fik lavet radiospots, der var nogle der tilkøbte sig ekstra indrykning.

Christian: Ok, så hvis man skulle stykke det sammen igen, men med et mere stringet fokus på 20-25 målgruppen, vil være en mulighed der?

Rasmus: Så ville det blive zulu-sommerbio eller noget i den stil.

Christian: Jeg tænker i og med at grillaftenen blev sløjft hurtigt igen og målgruppen var forkert, så ved jeg ikke om det er en case vi sådan vil drage ind over, det kan man måske godt bruge som et eksempel på at det ikke altid er en succes. Spørgsmålet er om man kan identificere hvad det var der gjorde at grill aftenerne ikke tiltrak den deciderede målgruppe. Altså hvad gjorde at det ikke blev en bragende succes?

Rasmus: Jeg tror det et eller andet sted var kanal-valg fra vores side. At vi valgte det skulle være..... eller de steder hvor pakken var attraktiv hvor konsulenterne kom ind, det var barer og værtshuse. Det var ikke restaurant & cafeer for de havde måske mad i forvejen og hvor vores øl ??? højere restaurant cafeer end barer værtshuse.

Christian: I havde ikke med i overvejelserne at, så at sige, gøre det hele selv? Altså man kan sige både i Vores Cup og så i grillaftenerne har I trukket samarbejdspartnere ind til faktisk og hoste selve eventet. For man kunne jo godt sige at grillaftenerne kunne I jo i princippet have lånt/lejet en åben plads et sted og så have plastret den til med Carlsberg og store grill, bænke og tæpper og dit og dat.

Rasmus: Ja, det kunne vi godt, men det vi så ville gå glip af det var at dem der har været nede og have en sjov aften, næste gang de tænker hvor skal vi lige gå hen og en enkelt øl efter vi har været på fredagsbar, så ville de måske vælge det sted hvor de har været med, på den bar/værtshus hvor de har været til grillaften, hvis man vil ligge top-of-mind. ??

Christian: Jo, men det er så ud fra et perspektiv der hedder at målsætningen i kampagnen direkte er at skabe mere salg det sted, i forhold til at sige hvis vi kan koble Carlsberg med grill, ved at skabe en fed stemning et sted kunne vi måske hæve salget når de tager ned og køber det i supermarkedet og de er inviteret til grillaften. I stedet for at sige hvor skal vi hen og drikke en øl.

Ramus: Jeg tror det er svært for os, fordi vi er så store og mainstream og hæve salget ved events fordi vi har, jeg har ikke noget tal på det - det er bare noget jeg lige finder på nu, vi har måske en halv million regulære eller jævne brugere af produktet og de bliver eksponeret ret meget for det så det at man kan ramme 5.000 eller 10.000, måske 25.000 måske også. Vi har sådan en brand funnel hvor man kategoriserer om de er occasional users, frequent users eller er loyal users og vi gerne vil trække så mange som muligt ned i den ende (red. loyal user enden). Og der kan sådan et event gøre dem til loyale brugere når det så vælger en Carlsberg frem for en Tuborg eller noget andet. Men når det er event-baseret så har vi svært ved at kunne se en aflæsning på tallet. Man kan også sige, skulle vi bruge den million på at give rabatter til supermarkedet i stedet for, så de kan sælge dem billigere. Hvor bruger vi pengene salgsmæssigt bedst? Og der var det så her at Vores Cup var en rigtig god kommunikations form og hjalp med at fortælle det vi gerne ville kommunikere ud. Og det gjorde grill ikke i samme grad fordi den leverede budskabet på den forkerte måde.

Christian: Det var det jeg prøvede at fiske efter - at hvis man havde staget det på en måde hvor det var jer der sørgede for at sætte det hele i stand så man undgik de brugere der var på værtshuset, men sørgede for at få målgruppen med ved at lave nogle kæmpestore events. Så ville man jo på sigt for eksempel kunne måske få mange flere loyale brugere frem for det du selv siger, hvorens million i trade så giver et engangs ekstra salg. Altså det er jo den afvejning der er.

Rasmus: I år har vi gjort noget der ikke er så arbejdstungt som det andet. Og det er at man kan vinde sin egen grillfest, hvor du kan vinde en grillfest, hvor du får øl, pølser, sodavand og en grill og chips ??? og sådan noget. Og så kommer der sådan en kompletpakke ud og så skal du bare invitere vennerne. Og de har forhåbentligt en rigtig god dag på den dag der. Eller de drikke all bajerne selv og fortæller de har vundet dem - der er i hvert fald en eller anden afslutning på det på en eller anden måde og det bliver så spændende at se når vi får målinger på det. Jeg henter lige noget, det tager lige et minuts tid... (Rasmus er væk i et par minutter)Jeg skal bare lige vise jer hvad vi har lavet i år. Det er igen for at køre på det grilltema, så har vi lavet sådan et grillforklæde her hvor der er sådan et brandejern, så man kan "tatovere" kødet. Og der håber vi også at få noget aktivering af Carlsberg en god oplevelse med

Carlsberg når man sidder derhjemme og griller. Så er der peberkværn og spatel med øloplukker og handske. Og det er beregnet til at hænge op i supermarkeder over vores udstillinger derude og vi har lavet det sammen med coke zero, så der hænger så en carlsberg dåseøl her og en zero dåsecola her (red. i to dertil indrettede lommer på forklædet). Og det bruger vi så til at når vores konsulenter kommer ud i uge xx så kører vi TVC på grill og hvis jeg jeg kan få en ekstra palle her midt på torvet, så hænger jeg forklædet op over, og når pallen så er solgt så kan du gøre med forklædet hvad du vil ik. Det er også en præmie i år. Og så på den måde så ude i butikken fortæller vi også folk hvordan Carlsberg de kan ???.

Christian: Vi sad lige og talte om, i forbindelse med især Carlsberg Cup, havde I indledningsvist også en målsætning om at attituden overfor Carlsberg eller de associationer den brede målgruppe har, altså hele målgruppen ikke blot som kommer og deltager, at associationerne mellem Carlsberg og fodbold bliver forstærket gennem det?

Rasmus: Ja, det tror jeg helt sikkert fordi der er jo mange....., den reklame sådan som den var udformet så ved jeg i hvert fald at den tiltalte min kæreste fordi hun synes den var sjov, fordi det var sådan nogle fjumregøjer og mine forældre kunne også godt lide den. Men normalt er de ikke så meget til fodbold - man kunne vise en anden side af fodbold som man normalt ikke ser ??? Og der er det det fjollede det sjove og det uforpligtende i det. Hvad var det nu dit spørgsmål var igen?

Christian: Om det her med at skabe en attitude forstærkelse eller skabe den her association mellem Carlsberg og fodbold eller forstærke den hos den brede målgruppe om det også var en del af målsætningen?

Rasmus: Ja, det var det helt klart fordi, ved at fortælle om det, så fortæller vi også lidt om vores andre sponsorater. ???

Christian: Og det kan man jo så også sige sker det udelukkende gennem TV-reklamerne eller også gennem hele det her PR show hvor der kører og word-of-mouth og så videre.

Rasmus: Det sker jo alle steder, jeg tror det største det var via TV, selvom det nok ikke lige er det I vil høre.

Christian: Det er helt ok.

Rasmus: Man kan sige TV er jo bare et enormt medie. Lad os sige alle danskere har set den reklame i hvert fald en gang og det er kun dem som gider i lokalavisen- som måske ikke er i vores målgruppe, der opdager at der er Vores Cup.

Christian: Men det er jo så en awareness skabelse omkring det ikke?

Rasmus: Jo, det er det og det var også det der skete i aviserne det var jo på en måde "gratis reklame for os"

Martin: Men I har vel generelt svært ved at lave tracking på salget ikke - fordi der er så mange parametre (Rasmus: jo) så målsætningen er den altid baseret på en attitude ændring? eller loyalty ændring?

Rasmus: Ja, det er den brand-funnel vi talte om før og skubbe folk ned på de der niveauer, men det er en lang proces selvfølgelig. Og vi ved jo også at hvis du kigger på din livscyklus så vil du typisk starte med Breezer eller smirnof, så går du op til Tuborg lidt længere så bliver det Carlsberg, så bliver det Classic, så bliver det Jacobsen og så bliver det Guldøl faktisk. Så man kan se den der spiral oven i. Og når vi så taber nogen, lad os sige der ryger nogen ud af vores funnel, så er det vigtigt for os at de ryger over i et andet produkt. fx Tuborg Classic???. Så derfor er det lidt svært for os at måle, men vi har jo bl.a. brand-funnel og så har vi også sådan et vital edderkoppespind hvor man kan sige - synes du Carlsberg er ungt, kedeligt, moderne, nyt, gammel, sjovt og der scorer det så på forskellige parametre. Og det kigger vi også på. Hvad er summen af de her - Går vi da tilbage går vi frem? Og hvis vi går tilbage, så hvad med vores konkurrenter, går de frem eller er der kommet et nyt produkt der bare er blevet ??det nye sjoveste produkt??

Christian: Vores speciale kommer meget til og.... vi slår meget på tromme for brugen af oplevelser fordi det kan engagere forbrugeren meget mere og man kan få de her direkte oplevelser og vi argumenterer også, sådan relativt stærkt for, tilbagegangen både i efficiens, altså folk er over en rimeligt bred kam blevet meget mere trætte af selve konceptet reklame, over de sidste ti år for eksempel. Fordi man bliver altså stopfodret med det, i reklamepauserne går folk ud og laver kaffe og på toilettet og gør dit og dat. Det er sværere at ramme dem og når man får fat på dem at få dem til at have opmærksomhed på reklamen og faktisk absorbere det der bliver sagt i en sådan grad at det bliver internaliseret og at man ændrer deres attitude overfor et brand på baggrund af TV-reklamer, det sætter vi sådan rimeligt stort spørgsmålstegne ved. Er det en tankegang I også har her?

Rasmus: Ja, helt klart. Det er meget svært og man kan jo heller ikke, som brand ændre identitet sådan her (red. med et knips), altså det kan man ikke, det er ikke troværdigt at gøre det. Man skal være ??? eller et eller andet ik. Så det er klart at det der er primært formål det er at sætte top-of-mind og awareness.

Christian: Det er gennem reklamen?

Rasmus: Ja.

Christian: Og så attitude og associationsændringen er så det nærmere målsætningen for de hersens mere oplevelsesbaserede tiltag, om det så er sponsorater eller events?

Rasmus: Ja, det kan du så sige.

Martin: Men er der en udfordring i at skabe awareness? Har I ikke en awareness der er tæt på 100%?

Rasmus: Jo, det kan man godt sige, men det der er vigtigt er at man i købsintentionen har awareness. Men lad os nu sige at vin bliver mere og mere populært. Hvis man så siger til en: Hvad vil du have at drikke? Vil du have øl, vin eller et eller andet? Så siger man en øl, istedet for at sige en Carlsberg eller Tuborg. Så er der ham der går ind og køber, så går han op til baren og bliver eksponeret for alle mulige øl. Og hvis der er Hoegaarden på fad så kan det være han køber Hoegaarden, hvis han nu har været med til Vores Cup kan det være han siger, det er stadig ikke sikkert men - jeg skal bare have en Carlsberg. Og så havde han fået en Carlsberg frem for bare en hvilken som helst øl.

Christian: Det er jo sådan i samme spor vi også er. Men det jeg ville prøve at høre om før, er sådan direkte om I ser, på sigt også, om I vurderer at de traditionelle medier, jeg ved godt I er rimeligt bundet til dem, men ud fra et brandopbygningssynspunkt, altså attitudeændring og associationsdannelse, om det så er en farbar vej på sigt, eller om det er noget der sådan lige er et ??awarenessmedie??

Rasmus: Altså, der er ikke nogen tvivl om at hvis vi måtte benytte de andre ??? så havde jeg gjort det. Meget mere end det vi må nu, men det må vi bare ikke, så derfor arbejder vi ikke så meget med dem. Men det er klart dem der bruger dem og bruger dem godt de får rigtigt meget ud af dem. Det er der ingen tvivl om.

Christian: Derunder også events også. Jeg tror vi vil lade dig komme tilbage til din travle hverdag, men tusind tak for din tid.