

DOVE LOVE:
ONLINE CONSUMER-GENERATED CONTENT AS A GAUGE OF CORPORATE
REPUTATION IN THE DOVE CAMPAIGN FOR REAL BEAUTY

By

SARA E. ANTONIO

A THESIS PRESENTED TO THE GRADUATE SCHOOL
OF THE UNIVERSITY OF FLORIDA IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF ARTS IN MASS COMMUNICATION

UNIVERSITY OF FLORIDA

2007

© 2007 Sara E. Antonio

To my parents, Robert and Nancy Antonio.
I thank them both for instilling a love and appreciation for education as a lifelong pursuit.

ACKNOWLEDGMENTS

My deepest thanks go to those who have helped this paper progress from a fledgling appreciation for the Dove Campaign for Real Beauty to a substantial and significant graduate thesis. I thank my wonderful supervisory committee members, who so generously worked with me across 2,000 miles through e-mail and long-distance telephone calls during my time away from Gainesville. First, I must thank Dr. Linda Hon, whose public relations theory course ignited my interest in research and in part led me to the thesis track. Dr. Hon has additionally served as my fearless committee chair, offering invaluable advice and guidance amid the responsibilities of serving as senior associate dean. Dr. Michael Mitrook additionally deserves much appreciation for the methodology assistance he has offered, as well as providing my initial introduction to communications research. I would also like to thank Dr. Youjin Choi for her continued advice and suggestions which have helped my paper to flourish. Though not an official committee member, I additionally would like to thank my professor and friend Richard Waters for graciously sharing his wisdom in computer-mediated communications.

Most of all, I want to express my greatest appreciation to my parents, Robert and Nancy Antonio, and to Daniel Murphy who have each provided boundless support, guidance, and love throughout the research process. As teacher and author Jacquie McTaggart has said, "Just as a house needs a foundation in order to stand firm, so does a person." Thank you to my family for offering an unwavering foundation now and always.

TABLE OF CONTENTS

	<u>page</u>
ACKNOWLEDGMENTS.....	iv
LIST OF TABLES.....	vii
LIST OF FIGURES	viii
ABSTRACT	ix
CHAPTER	
1 INTRODUCTION	1
2 LITERATURE REVIEW.....	4
Unilever-Dove and the Campaign for Real Beauty (CFRB).....	4
Corporate Reputation Management (CRM).....	7
Corporate Reputation Overview	7
Corporate Reputation and Public Relations/Corporate Communication	10
Corporate Reputation and Corporate Social Responsibility (CSR).....	12
Corporate Reputation and Corporate Branding.....	15
Corporate Reputation Measurement	16
Consumer-Generated Content (CGC).....	21
Consumer-Generated Content Overview	21
Online Forums	22
Consumer-Generated Content Popularity and Demographics.....	23
Consumer-Generated Content and Public Relations.....	25
Content Analysis and Netnography	26
Content Analysis.....	26
Netnography	27
Research Questions.....	30
Campaign for Real Beauty Research Questions.....	30
Corporate Reputation Measurement Research Question	30
3 METHODOLOGY	31
Sample.....	31
Coding Procedure and Inter-Coder Agreement.....	32
Instrument Development	32
Research-Based Measures	32
Inductively-Gathered Measures.....	34

4	RESULTS.....	36
	Profile of the Sample/Forum Member Demographics.....	36
	Gender and Age of Posters.....	36
	Forum Postings.....	37
	Campaign for Real Beauty Research Questions.....	37
	Research Question 1.....	37
	Research Question 2.....	40
	Research Question 3.....	41
	Research Question 4.....	43
	Positive Tonality and Praise Trends.....	46
	Personally Inspiring: Emotional Responses.....	46
	Positive Messages: Positive Images of Women and ‘Real’ Advertising.....	48
	Social Responsibility.....	49
	Potential Areas for Growth: Online Consumers’ Criticism and Suggestions.....	50
	Lack of Diversity.....	51
	Lack of Campaign Attention to Boys and Young Men.....	51
	Marketing Ploy.....	52
	Additional Suggestions.....	52
	Corporate Reputation Measurement Research Question (Research Question 5).....	53
5	DISCUSSION.....	55
	Implications for Corporate Reputation Measurement.....	55
	Implications for Strategic Public Relations.....	57
	Study Limitations and Areas of Future Research.....	59
	Study Limitations.....	59
	Areas of Future Research.....	59
APPENDIX		
A	CODEBOOK FOR DOVE CORPORATE REPUTATION CONTENT ANALYSIS.....	62
B	CODE SHEET FOR DOVE CORPORATE REPUTATION CONTENT ANALYSIS.....	67
	LIST OF REFERENCES.....	72
	BIOGRAPHICAL SKETCH.....	79

LIST OF TABLES

<u>Table</u>	<u>page</u>
4-1. Demographic Profile of Self Esteem Forum Members.....	37
4-2. Posting Topic: Praise and Criticism.....	38
4-3. The CFRB Tactics	45
5-1. <i>Fortune</i> 's 'America's Most Admired Companies' Data: Unilever	56
5-2. <i>Fortune</i> 's 'America's Most Admired Companies' Data: Consumer Food Products	56

LIST OF FIGURES

<u>Figure</u>	<u>page</u>
2-1. Corporate Personality Scale	20
4-1. Overall Tonality of Postings.....	40
4-2. Prevalence of Corporate Personality Sub-Dimensions in Posting Sample	43

Abstract of Thesis Presented to the Graduate School
of the University of Florida in Partial Fulfillment of the
Requirements for the Master of Arts in Mass Communication

DOVE LOVE:
ONLINE CONSUMER-GENERATED CONTENT AS A GAUGE OF CORPORATE
REPUTATION IN THE DOVE CAMPAIGN FOR REAL BEAUTY

By

Sara E. Antonio

August 2007

Chair: Linda Hon
Major: Mass Communication

Corporate reputation has been recognized in academia and practice as an important resource that must be protected and nurtured by organizations. A solid corporate reputation is likened to a savings account for a ‘rainy day’; a safety net of positive reputation allows an organization to rebound more quickly from potential crises. A strong corporate reputation additionally provides advantages over industry competitors and facilitates hiring and retaining the best employees. Bill Margaritis, senior vice president of Worldwide Communications & Investor Relations, has credited a positive reputation as “a preserver in difficult times and a tail wind in good times.”

Yet, despite recognition of the importance of a strong reputation, the current corporate reputation measurement standard, *Fortune*’s ‘Most Admired Companies’ rankings, has been criticized as biased towards larger organizations, centered on financial indicators, and capable of delivering only relative reputation measures lacking vital detail. This study ultimately proposes online consumer-generated content (CGC) as a supplement to current corporate reputation ranking systems. CGC-centered measures of corporate reputation, such as content analysis of online forums and weblogs, offer unprecedented reputation measurement opportunities for

smaller organizations, as well as those in pursuit of a customized, detail-oriented measure of corporate reputation.

Using the Dove Campaign for Real Beauty (CFRB) as a case study, this study addresses four campaign-specific research questions including online forum members' response to the CRFB, Dove's achievement of campaign goals, audience opinion of campaign tactics, and Dove's corporate reputation as measured in Davies et al.'s (2003) corporate personality dimensions. A fifth and final research question examines the viability of consumer-generated content as an alternative source of corporate reputation measurement data.

The researcher proposes that the corporate reputation measurement instrument developed in this study can be readily adapted to other organizations, offering a new level of detailed corporate reputation information and allowing organizations to harness the opinions of one of their most important publics: online consumers.

CHAPTER 1 INTRODUCTION

At a time when public scrutiny of business is high, corporate reputation management emerges as an invaluable means of building public confidence. “The proliferation of media and information of the past two decades, the demands of investors for increased transparency, and the growing attention paid to social responsibility all speak for a greater focus on the part of organizations to building and maintaining strong reputations” (Argenti & Druckenmiller, 2004, p. 368). While reputation measurement is inherently vital and necessary for organizations interested in managing their corporate reputation, current measurement nearly solely relies on reputation rankings, such as *Fortune* magazine’s ‘Most Admired Companies.’ This study proposes an alternative measurement tool for organizations interested in conducting a ‘reputational audit’: online consumer-generated content (CGC). Typified in mediums such as online forums and weblogs, consumer-generated content offers unprecedented opportunities in corporate reputation measurement.

This study seeks to examine online dialogue as a corporate reputation measurement tool, using the Dove Campaign for Real Beauty as a case study. Through a quantitative content analysis of online forum postings, this study examines online audience opinion of the campaign and the organization as a gauge of corporate reputation. The incorporation of the Dove Campaign for Real Beauty is an appropriate fit due to the campaign focus on brand and reputation management. Additionally, the Dove Campaign for Real Beauty was a 2006 Silver-Anvil Award winner for Unilever-Dove and Edelman Public Relations Worldwide. While the campaign was evaluated for its impact between 2004 and 2005, it is still an active campaign, with new and innovative tactics added in 2006 and 2007. The true significance of the campaign is evident in the PRSA Silver Anvil summary, in which the Dove Campaign for Real Beauty is

credited with “industry impact,” serving as a catalyst for other major companies to begin using messages featuring and targeted to real women. For this reason, the current study extends beyond a case study to an industry-significant analysis.

Content analysis of online communications has an embryonic, yet dynamic, history in communications research. Prior to the current study, the body of research has primarily centered on the relationship-building opportunities made available via online communications (Kent & Taylor, 1998; Taylor, Kent & White, 2001; Kent, Taylor & White, 2003; Kelleher & Miller, 2006; Seltzer & Mitrook, n.d.). Kent and Taylor (1998) may be credited with pioneering the study of online communications through a public relations lens by seeking an answer to the question, “If relationship building is the foundation of public relations, how can the technology of the Web affect communicative relationships?” (p. 324). The authors offered five principles for the integration of dialogic public relations and the World Wide Web, allowing for the strategic use of online communications for relationship building. Seltzer and Mitrook (n.d.) built upon Kent and Taylor’s five dialogic categories with a focus on the potential for dialogic relationship building in organizational weblogs. Kelleher and Miller (2006) also focused on organizational weblogs, concluding that weblogs allow for a more conversational tone than traditional corporate Web sites. Taylor, Kent and White (2001) and Kent, Taylor and White (2003) examined the dialogic relationship building opportunities made available for activist groups through online communications. These authors reveal the academic focus on relationship building when examining online communications’ benefits for public relations.

While the relationship-building opportunities made available through online communications have been thoroughly addressed, the research has yet to look to computer-mediated communications as a direct tool for corporate reputation measurement. This study

positions itself in public relations and corporate reputation research as a unique extension of computer-mediated and consumer-generated communications research. The purpose of this study is to examine corporate reputation measurement through organization-sponsored online communications, which the researcher has identified as a previously unutilized benefit of the World Wide Web for the practice of public relations.

CHAPTER 2 LITERATURE REVIEW

Unilever-Dove and the Campaign for Real Beauty (CFRB)

By its own definition, the Dove Campaign for Real Beauty (CFRB) “is a global effort that is intended to serve as a starting point for societal change and act as a catalyst for widening the definition and discussion of beauty” (CampaignforRealBeauty.com). The Dove CFRB is centered on the concept of employing “real women”—“women with wrinkles and curves”—and not overly thin models in their range of communication material, including both public relations and advertising (CampaignforRealBeauty.com). Prior to initiating campaign tactics, Edelman’s research division, StrategyOne, conducted a survey of 3,000 women in 10 countries. The major finding of the 2004 Dove Global Study, which would be the foundation of the campaign, was that only two percent of women surveyed described themselves as beautiful (CampaignforRealBeauty.com). As part of a dynamic campaign, Dove also commissioned a 2005 and 2006 Global Study to learn more about the self-esteem and beauty concerns of women and young girls.

The goals of the CFRB, as stated in the PRSA Silver Anvil summary (Simmons, 2006) are:

- Generate sales of Dove beauty products and the new product line, Dove Firming
- Use the CFRB to create dialogue and debate about the definitions of beauty
- Receive national TV and print media attention
- Gain local market coverage in the hometowns of models featured in the campaign
- Drive consumers to the CFRB Web site to share their views on this campaign
- Create a call to action for consumers to join the campaign through an online pledge that triggers a donation by Dove to self-esteem programs.

Dove launched the campaign in September 2004 with the “Tick-box” promotion featured on the CFRB Web site, magazine advertisements and a billboard in Times Square that asked

viewers to judge featured women outside of traditional beauty measures. Viewers were able to ‘vote’ between “Oversized” and “Outstanding,” “Wrinkled” and “Wonderful.” With this phase of the campaign, there was also television advertising that challenged a “one size fits all” perception of beauty developed by Ogilvy & Mather, the agency responsible for the advertising elements of the campaign.

In June 2005, Dove launched the second phase of the CFRB with its use of the Dove “Real Women.” Dove selected six women with “real bodies and real curves” who were not professional models to serve as the public face of the Dove campaign. The Dove campaign used the CFRB Web site, as well as television appearances with Oprah Winfrey and Ellen DeGeneres, to turn the six women into a pop culture phenomenon with celebrity status.

The 2006 Super Bowl included a corporate advertisement (“Self-Esteem”) providing information on the newly developed Dove Self-Esteem Fund. The Self-Esteem Fund was developed as “an agent of change to educate and inspire girls on a wider definition of beauty” and supports regional programs that promote healthy body image and self-esteem in young women. The U.S. division of the Self-Esteem Fund works with the Girl Scouts of America.

In October 2006, a viral video—a video with a link that can be emailed to friends and family—was added to the CFRB Web site. Entitled “Dove Evolution,” the video features an average looking woman ‘transformed’ into a billboard model with numerous cosmetic and photo-retouching efforts, and closes with the tagline, “No wonder our perception of beauty is distorted.” As with the Super Bowl corporate commercial, the purpose of “Evolution” is to raise awareness of the Dove Self-Esteem Fund. The video outdid the 2006 Super Bowl advertisement in publicity, with appearances on television talk shows such as “Ellen,” “The View,” CNN and “Entertainment Tonight,” as well as delivering the largest traffic increase to the CFRB Web site

thus far in the campaign. The video was uploaded to the consumer media Web site YouTube on October 6, 2006, and received over 1.7 million impressions within the first month, bringing it into the Top 15 blog-linked videos, according to weblog search engine Technorati (Neff, 2006).¹

In a 2005 PRWeek.com webcast interview, the CFRB communications team explained the goals and motivations behind the campaign. The key representatives included Stacie Bright, Senior Marketing Communications Manager, Unilever; Lisa Supulveda, EVP and General Manager–Consumer Brands, Edelman; and Maureen Shirreff, Creative Director, Oglivy & Mather. Bright discussed the impetus of the campaign and how it took shape as part of Unilever’s business goal to move Dove into being a beauty iconic brand (PRWeek.com).

How are we going to bring Dove as a personal wash brand into being a beauty icon? In order to do that we really needed to go and listen to people who use our products. That’s such a huge part of Unilever, which is about rooting ourselves in consumer input.... We set out using StrategyOne and went across 10 countries and interviewed thousands upon thousands of women to really delve into this issue of how women viewed their beauty—how women defined it, what were their levels of satisfaction, and what was their impact of “self” on their overall well-being. ... It was absolutely startling to find out that only two percent of women around the world view themselves as beautiful. ... We realized there really is a rich territory that Dove belongs to where we can make a difference. We really have an opportunity to widen this narrow definition of beauty. In order to do that we really needed to provoke discussion and encourage debate.

Throughout the interview, Bright continually tied the Campaign for Real Beauty to the ultimate goal of reputation and brand management. Bright additionally discussed the importance of the online forum for the company in communicating with their target audience and the organization’s use of online discussion as a gauge of campaign success.

We set up a Web site area where people can chat online and share their views; millions of people have gone on there from all over the world. ... You have to take pulse readings; you can’t just expect to wake up the next day and be something. ... That is one of the best gauges that you can have, when you have people having a direct dialogue with a company. You can’t hope for anything more than to have that one-on-one relationship with your

¹ The term “impression” in an online marketing or communications setting represents the number of times a Web page is accessed or an advertisement is displayed (MultichannelMerchant.com).

customer and your consumer. That's been really powerful to see that we're touching lives, checking to see that our messages are getting out.

Fred Acosta, senior Vice President–Dove, notes that while the advertising has been thought-provoking, public relations is the guiding principle and lead discipline of the global campaign. Acosta reaffirms that “[Real Beauty] works globally because it is anchored in true understanding and insights. We say it very simply, and we touch a chord when we talk about women's hang-ups about beauty" (Wentz, 2007).

Corporate Reputation Management (CRM)

Corporate Reputation Overview

Gotsi and Wilson (2001) conducted a review of corporate reputation literature in pursuit of a full and complete definition of the term. Their research resulted in the following accepted understanding of corporate reputation: “a stakeholder’s overall evaluation of a company over time ... based on the stakeholder’s direct experiences with the company, any other form of communication and symbolism that provides information about the firm’s actions and/or a comparison with the actions of other leading rivals” (p. 29).

Corporate reputation is the reflection of an organization over time as seen through the eyes of its stakeholders and expressed through their thoughts and words (Saxton, 1998); thereby, it is the organization’s responsibility to help shape those thoughts and words (Forman & Argenti, 2005). Reputation is taken to represent the sum of an organization’s constituencies’ collective views of an organization (Argenti & Forman, 2000). Moreover, corporate reputation is not a single-source construct; rather, corporate reputation results from everything an organization, its employees, and others say about it, as well as all of the business activities and communications it intentionally and unintentionally undertakes in, including advertising, promotion, direct marketing, personal selling, trade relations and public relations and community relations (Nakra,

2000). Nakra (2000, p. 35) defines corporate reputation management as a corporate communication function that consists of “a method of building and sustaining of an organization's good name, generating positive feedback from stakeholders that will result in meeting strategic and financial objectives.” Burke (1998) believed reputation to be so vital to the life of an organization, he stated, “Modern firms are often seen as little more than bearers of reputations, with names, rather than physical businesses being bought and sold” (Burke, 1998, p. 7).

In Forman and Argenti’s (2005) study of corporate communication’s role in developing corporate reputation and the corporate brand, the researchers concluded that the senior corporate communication leaders interviewed valued the media attention reputation rankings receive, though they were also aware of the bottom-line benefits that a solid brand and reputation can confer, including “protecting companies in a hostile business environment, creating a reservoir of goodwill in a crisis, developing a sustainable competitive advantage against rival firms and helping firms hire and retain the best employees” (p. 254). Burke (1998) applies a Darwinian ‘survival of the fittest’ metaphor to reputation management, stating that a strong reputation lowers internal and external transaction costs, thereby improving an organization's chances of survival. Under Burke’s model, the role of corporate communication is to sustain, foster and develop an organization’s reputation, thereby reducing transaction costs, including costs associated with production and physical distribution and costs due to risk and uncertainty. Petrick et al. (1999) identify the global leadership practices that enhance reputation in the eyes of relevant stakeholders and the ensuing reputational benefits.

Successful global leaders obtain reputations for *reliability* among customers and suppliers by ensuring quality, service, and innovation. They gain reputations for *responsibility* among community and public constituencies by prudently stewarding organizational, social and natural assets. Finally, successful global leaders achieve reputations for

accountability among government and competitor interests by complying with regulations and building a level playing field for fair competition (p. 60, emphasis added).

The consequences of ignoring reputation management or permitting the existence of a negative corporate reputation should not be ignored. Nose-diving share prices and weak market capitalization are just a few of the ramifications of a tarnished reputation (Nakra, 2000). Moreover, reputation management can be seen as a preemptive strike against the need for crisis management. Asserts Nakra (2000, p. 41), “Planning ahead to handle a crisis is a good management strategy; Planning ahead to prevent a crisis is even better.” In proposing organizational strategies for a sustainable corporate reputation, Nakra (2000) states that a successful company moves beyond relying on crisis management tactics—dealing with problems only after a disaster occurs—and instead employs an enterprise-wide reputation management strategy and a communications staff that is prepared and equipped to act proactively by building the company's most important asset.

In Ronald J. Alsop’s *The 18 Immutable Laws of Corporate Reputation*, the author provides a series of guiding principles designed to serve as a roadmap for utilizing the benefits of an organization’s corporate reputation. In Law 1, Maximize Your Most Powerful Asset, Alsop asserts that the key question for an organization’s management is whether they will act passively and allow stakeholders to form opinions about them, or whether they will actively manage their ‘most valuable asset.’ “Put most simply, a good corporate reputation attracts customers, investors, and talented employees, leading to higher profits and stock prices. And, over time, companies that nurture their reputations enjoy a halo effect that makes people trust them and give them the benefit of the doubt during rocky periods” (Alsop, 2004, p. 10). Alsop further touts the benefits of “reputation capital” as much like a savings account for a ‘rainy day’; a safety net of positive reputation allows an organization to rebound more quickly from potential crises.

In Law 7, Create Emotional Appeal, Alsop cites the importance of developing emotional ties with stakeholders, especially in customer-oriented businesses. “Financial performance, leadership, corporate responsibility, and product quality are all essential, but emotion is the primary driver of reputation. It’s a feeling of excitement and engagement that makes customers drive out of their way to buy your product and to recommend your company and its brands to other people” (Alsop, 2004, p. 104). Alsop points to the use of corporate advertising in fueling emotional appeal, a tactic that Dove has employed as part of the overall CFRB.

There are those in the communications research field that believe reputation and image cannot be managed directly, but are rather the result of an organization’s aggregate behavior. “Attempting to manage one’s reputation might be likened to trying to manage one’s own popularity (a rather awkward, superficial and potentially self-defeating endeavor)” (Hutton et al., 2001, p. 249). Other researchers argue that communications techniques can be managed straightforwardly to maximize their impact on reputation (Forman & Argenti, 2005). Saxton (1998) supports the value of investing in communications designed to improve corporate reputation as capable of positively affecting customer and employee loyalty and financial performance. Rindova and Fombrun (1999) assert that a company can build competitive advantage by managing communications in order to mold the interpretations and perceptions of desired publics (as referenced in Forman & Argenti, 2005). Petrick et al. (1999) recognize corporate reputation as a fragile resource, which takes time to build, cannot be bought, and can easily be damaged.

Corporate Reputation and Public Relations/Corporate Communication

Corporate communication—the overall internal/external communication function of an organization (Hutton et al., 2001)—can be defined in its relationship to CRM as “the unit

responsible for organizational communication with key constituencies – in implementing strategy and building a company's reputation and brand” (Forman & Argenti, 2005, p. 246).

Freeman (2006) asserts that corporate reputation management falls under the purview of public relations and corporate communication and calls on practitioners to take on the CRM role.

Do not let the legal, compliance or human resource functions take the place of public relations and public affairs professionals on issues where corporate responsibility converges with corporate reputation—especially not in a crisis. Be at the table in the executive suite when decisions are made on accountability or sustainability issues that will be judged carefully and perhaps critically by stakeholders. But being at the table means not just fending off criticism tactically in an immediate context, but focusing strategically on the company's core interests and thinking creatively about new commitments and initiatives (Freeman, 2006, p. 18).

Additionally, Freeman (2006) states that accountability is not accounting; non-financial reporting for corporate responsibility communications as part of CRM should be kept under the realm of the corporate communication position. “That is the task as a PR professional: shaping and communicating the substance of how our companies and industries are creating economic value while building a more sustainable and just world at the same time” (Freeman, 2006, p. 19).

When developing corporate reputation strategies, it is essential that an organization’s corporate communication or public relations leader have ‘a seat at the CEO’s table.’ In Forman and Argenti’s interviews with corporate communication directors, they found that the best communication practices reported across firms included a close alignment between the corporate communication function and the implementation of strategy. “In interviewing these corporate communication directors, it was found that they made efforts to have a seat at the CEO's table. Having a seat implies several things, but, most of all, it means having a voice in conversations about strategy formulation and implementation” (Forman & Argenti, 2005, p. 252). Nakra (2000) asserts that public relations practitioners should be involved early in the process of corporate image and reputation strategic development.

Reserving a seat at the corporate boardroom tables for PR executives, and involving them in strategy development, would be the logical first step. PR industry must develop the ability to manage the client's corporate reputation by taking a "360 degree" view and communicating well with all stakeholders – employees, suppliers, consumers and media with a unified message (Anonymous, 1999, as cited in Nakra, 2000, p. 42).

Corporate communication is given the responsibility by many researchers to communicate with its relevant constituencies in order to gain insight into their opinions (Varey & White, 2000). Forman and Argenti (2005) advocate using corporate communication to create a dialogue with constituencies in order to gain a better understanding of their interests. However, several authors offer words of warning for public relations or corporate communication involvement in reputation management. Public relations practitioners' claims to be managers of their organizations' reputations can be interpreted as a dangerous move politically, with the potential to be blamed for organizational failures. Additionally, they may risk the perception that public relations departments are simply acting as 'spin doctors' for their organization (Hutton et al., 2001). Hutton et al. (2001, p. 258) add that practitioners should remember the ultimate goal of reputation management: the bottom line.

Just as public relations practitioners have had a tendency to treat communication, per se, as though it were the ultimate goal, there is a danger that they will treat reputation, per se, as the ultimate goal. Whatever the immediate objective – improved communication, stronger relationships or enhanced reputation – it is only relevant to an organization insofar as it affects bottom-line behaviors of relevant stakeholders, and helps accomplish overall organizational goals.

Corporate Reputation and Corporate Social Responsibility (CSR)

Freeman (2006) makes a bold statement as to the relationship between corporate reputation and corporate social responsibility (CSR). "In this new era of accountability and sustainability, corporate reputation and corporate responsibility are *inseparable*" (Freeman, 2006, p. 12, emphasis added). Freeman stresses that there has been a 'longstanding but intensifying' melding of corporate responsibility and corporate reputation, which he believes is most aptly typified in

the case studies of Johnson & Johnson's model handling of the Tylenol-cyanide crisis and Exxon's abysmal failure to react effectively to the Exxon Valdez crisis. Moreover, corporate social responsibility (CSR) is no longer relegated to the outposts of activist movements, but has rather moved to center stage, with a top billing on the corporate communication agendas of multinational corporations.

When examining the convergence between corporate reputation and corporate social responsibility, Freeman (2006) identifies five key factors explaining the union. The first influential factor is the power and impact of NGOs (non-governmental organizations) in challenging multinational corporations. "Company after company in sector after sector has since been confronted with internet-connected and media-savvy NGO campaigns raising tough issues and posing severe challenges to their reputations and even to their fundamental social license to operate..." (Freeman, 2006, p. 13). The second notable trend is the rising proportion of stakeholders who believe that companies bear responsibility for working alongside governments to alleviate a range of social and environmental issues. "Virtually every industry is being challenged to address one or more of the most important and intractable issues on the global policy agenda, in ways that are posing both problems and opportunities for nearly every major multinational corporation in the world" (Freeman, 2006, p. 14). A third reason for the ties between CRM and CSR is the impact of corporate governance scandals over the last several years on further diminishing trust in business and placing corporate accountability as a hot topic in public opinion. "The scandals have also imposed, sometimes brutally, the ultimate sanction on companies – the ruin of their reputation, brand and even business altogether as with Enron, Anderson, WorldCom and others" (Freeman, 2006, p. 14). A fourth explanation is that corporate responsibility is gaining traction with two forms of business rationale: the defensive justification

for managing reputation risk, safeguarding social license to operate and managing stakeholder relations; and the more affirmative, proactive rationale for “gaining customer and employee loyalty, building markets for innovative products and services, creating competitive advantage, and attracting socially responsible investors among individuals and public institutions controlling billions of dollars of assets alike” (Freeman, 2006, p. 14). A fifth and final explanation for the ‘merger’ between CRM and CSR is the recent wave of interest paid to the corporate responsibility agenda, both in academia and in practice. Freeman references a 2005 survey conducted by Cone, a social marketing firm, in which 77 percent of the 1,033 survey participants reported that companies have a responsibility to help support social problems. The study additionally shed light on the impact CSR can have on purchase intent, as 90 percent of those surveyed said that they would consider no longer purchasing services or goods from a company with a negative corporate citizenship track record (Freeman, 2006).

Companies tempted to relegate social responsibility as a moral rather than practical venture ought to consider the rising development of socially responsible investing (SRI), which can affect a company’s stock popularity and share price (Hancock, 2005). Activist shareholders rely upon SRI investment funds that weed out companies deemed socially irresponsible, paying attention to management methods, employee policies, and social, ethical and environmental activities (Hancock, 2005). Furthermore, when a sustainable development plan is ignored, organizations can expect to see more cases of aggressive litigation with activist groups, employee dissatisfaction, and poor community relations. Proper attention to societal concerns emerges as a way for organizations to differentiate themselves from their competition in today’s global economy (Nakra, 2000).

Corporate Reputation and Corporate Branding

While this study is primarily interested in developing a corporate reputation measure, research on the corporate brand and brand management is included due to the academic and practical ties between corporate reputation management and corporate brand management, as well as Dove's stated employment of the CFRB for brand management purposes.

Argenti and Druckenmiller (2004) assert that corporate branding is deeply tied to reputation management. The authors identify the corporate brand as more comprehensive than a product brand, which only encompasses the company's goods and services. The corporate brand is defined as "a brand that spans an entire company (which can also have disparate underlying product brands) ... [and] conveys expectations of what the company will deliver in terms of products, services, and customer experience" and which answers the question, "Who do you say you are and want to be?" (Argenti & Druckenmiller, 2004, p. 369). Forman and Argenti (2005, p. 246-247) further differentiate between an organization's brand (product brand) and corporate brand.

Brand relates to how an organization positions itself or its products vis-à-vis culturally and personally relevant meanings. Because products and corporations often assume the personality represented by their brand, building a strong brand is a way to build relationships with consumers. Building a strong brand can deliver significant value to an organization, as reflected in its ability to charge a premium for its products or services. Corporate branding is, then, focused on the corporation itself as it relates to a variety of constituencies and derives, at least in part, from an alignment between strategy and communication.

The concept of branding is increasingly extended from its traditional role in marketing products to marketing corporations themselves; in this respect, corporate branding and corporate reputation are closely linked (Forman & Argenti, 2005). When examining the trend toward viewing corporations more like brands, Argenti and Druckenmiller identify several influencing factors including the changing dynamics of product marketing; broadening sales channels; the

need for consistency across diversified communications channels; mergers and other structural changes; and increased global activism.

Argenti and Druckenmiller tie the term reputation management to public relations professionals, as “the effort that manages relations with all of a company's key constituencies through the appropriate media” (Argenti & Druckenmiller, 2004, p. 371). Alternatively, Argenti and Druckenmiller contend brand management possesses an emphasis on marketing and advertising as the lead disciplines in a fully integrated communications program. While corporate reputation and the corporate brand may be closely coupled, Bill Margaritis, senior vice president of Worldwide Communications & Investor Relations for FedEx Corporation, distinguishes between the roles of an organization’s reputation and brand.

Reputation is tied to behavior. Brand is the expectation or promise of performance. ... [Reputation] consists of the actions you deliver, the performance of the company in bringing the brand to life. Reputation is built through actionable results. Does it do the right thing? Does it walk the talk? If it makes bold claims to the marketplace, does it follow through? It is a preserver in difficult times and a tail wind in good times (Forman & Argenti, 2005, p. 255).

Margaritis emphasizes that brand and reputation are inextricably linked, and that reputation brings the brand to life through specific actionable activities that real people can relate to (Forman & Argenti, 2005). Additionally, the corporate brand offers a promise of what the organization stands for; “when customers get what they expect from a company time and time again (i.e. the corporate brand promise is kept), reputation is strengthened” (Argenti & Druckenmiller, 2004, p. 372).

Corporate Reputation Measurement

The most common concerns of reputation management advocates center on measures of corporate reputation, which have been criticized as unstable and invalid (Hutton et al., 2001). Many corporate reputation management researchers have examined the current state of corporate

reputation measurement and the need for new measurement tools. Berens and van Riel (2004) developed an overview of studies that discuss the different types of corporate associations that people hold as measures of corporate reputation. The authors identified three main conceptual streams in their analysis of corporate reputation literature, distinguished by associations based on 1) *social expectations*, “the expectations that people have regarding the behavior of companies;” 2) *corporate personality*, “the personality traits that people attribute to companies;” and 3) *trust*, “the perception of a company's honesty, reliability and benevolence” (Berens & van Riel, 2004, p. 161).

The Berens and van Riel literature analysis revealed an emphasis on the concept of social expectations as the most frequently used to distinguish between the different types of corporate associations. The two most prominent measures of reputation are both ranking systems that fall within the social expectation association category (Helm, 2005). The first, *Fortune* magazine's ‘America's Most Admired Companies,’ consists of rankings compiled from surveys of senior executives, outside directors and financial analysts asked to rate a list of the ten largest companies (determined by the *Fortune* 1000) in their own industry on eight criteria of ‘excellence’ (Fombrun, 1998). The eight criteria of excellence by which the companies are rated include *innovation; people management; use of corporate assets; social responsibility; quality of management; financial soundness; long-term investment; and quality of products/services* (CNNMoney.com). The ‘Most Admired Companies’ list has been published since January 1983, and is considered by many in the reputation management field to be the most visible and commonly cited source of corporate reputational data (Fombrun, 1998). *Fortune*'s annual survey has been credited with spawning an entire industry devoted to profiling corporate reputations (Fombrun, 1998).

The second prominent reputation ranking is the Reputation Quotient (RQ). The Reputation Institute (a network of corporate reputation academics and practitioners) and the market research firm Harris Interactive collaborated to develop a standardized instrument to measure reputations across industries and with multiple stakeholders (Fombrun, 2001). The annual RQ rankings are developed from an online survey in which members of the general public are asked to rate a pre-selected group of 60 companies on 20 attributes in six categories (Alsop, 2004; Fombrun, 2001). The six dimensions include: *emotional appeal*: “how much the company is liked, admired, and respected”; *products & services*: “perceptions of the quality, innovation, value, and reliability of the company's products and services”; *financial performance*: “perceptions of the company's profitability, prospects, and risk”; *vision & leadership*: “how much the company demonstrates a clear vision and strong leadership”; *workplace environment*: “perceptions of how well the company is managed, how it is to work for, and the quality of its employees”; and *social responsibility*: “perceptions of the company as a good citizen in its dealings with communities, employees, and the environment” (Fombrun, 2001, p. 14A).

While *Fortune* magazine and its supporters attest to the trend of corporate reputation measures to endure (Nakra, 2000), and despite the popularity of the aforementioned ranking systems, not all researchers believe they offer stable measures of reputation. In Hutton et al.'s (2001) empirical study of *Fortune* 500 companies, the authors explain the disparities in research results from a near identical study conducted the previous year by Thomas L. Harris/Impulse Research as primarily due to the instability of the reputation measure employed; “despite claims by *Fortune* that reputation scores appear to have great staying power, that does not appear to be the case” (Hutton et al., 2001, p. 253). The authors stress that the instability of the *Fortune* reputation rankings is especially significant for both corporate reputation theory and

management due to the prominence of the measure. They offer two propositions for the instability of results; a) deficiencies in *Fortune's* measurement scale, or b) inherent instability in the basic concept of corporate reputation. The creation of better measurement systems and methods may solve the former problem, though the latter may indicate the fragile and immeasurability of corporate reputation as a management concept (Hutton et al., 2001).

Other researchers disparage these traditional corporate reputation ranking methods due to perceived biases. Ranking systems tend to focus on larger, public companies within particular industries or countries and sample primarily managerial audiences and financial analysts, thereby emphasizing financial indicators over non-financial measures (Fombrun, 1998). Relevant to the current study is an argument made by Alsop (2004), who asserts that even the best of reputation rankings have limited value for companies interested in gaining a true measure of their own reputation. Companies truly interested in conducting a 'reputational audit' (Petrick et al., 1999) must move beyond 'one-size-fits-all surveys' and periodically perform their own customized research through their internal market research department or independent public relations or research firm (Alsop, 2004).

With the ultimate goal of providing an alternative reputation measurement tool, this study introduces another recognized measure of corporate reputation: corporate personality. Davies et al. (2001) indicate that people can and do employ personality traits as a corporate metaphor, applying them to companies as they would individuals. Furthermore, Berens and van Riel (2004) note that corporate personality has been effectively used in reputation research, both to evaluate gaps between the perceptions of internal and external stakeholders and to measure the influence of corporate reputation on stakeholders' preferences (Davies & Chun, 2002; Davies et al., 2003; Sen & Bhattacharya, 2001). Berens and van Riel provide additional support for the use of

Dimension	Sub-Dimension	Item
Agreeableness	Warmth	Friendly Pleasant Open Straightforward
	Empathy	Concerned Reassuring Supportive Agreeable
	Integrity	Honest Sincere Trustworthy Socially responsible
Enterprise	Modernity	Cool Trendy Young
	Adventure	Imaginative Up-to-date Exciting Innovative
	Boldness	Extrovert Daring
Competence	Conscientious	Reliable Secure Hardworking
	Drive	Ambitious Achievement oriented Leading
	Technocracy	Technical Corporate
Ruthlessness	Egotism	Arrogant Aggressive Selfish
	Dominance	Inward looking Authoritarian Controlling
Chic	Elegance	Charming Stylish Elegant
	Prestige	Prestigious Exclusive Refined
	Snobbery	Snobby Elitist
Informality		Casual Simple Easy going
Machismo		Masculine Tough Rugged

Figure 2-1. Corporate Personality Scale²

² Berens and van Riel (2004) renamed the second level of Davies et al.'s Corporate Personality Scale as "sub-dimensions." In the original scale the sub-dimensions are referred to as "facets" of a dimension. This study uses the term sub-dimension, which the researcher believes to be more intuitive than the original label.

corporate personality as a fitting approach for the evaluation of the CFRB. “Reputation research using the personality approach seems to be used most frequently by researchers who are interested in comparing the perceptions of key stakeholder groups for one specific organization, aiming at discovering gaps in perceptions that need to be ironed out” (Berens & van Riel, 2004, p. 172). This study focuses on Davies et al.’s (2003) Corporate Personality Scale (Fig. 2-1).

In the search for a more detail-oriented measure of corporate reputation, this study turns to *consumer-generated content* and *online content analysis*.

Consumer-Generated Content (CGC)

Consumer-Generated Content Overview

Consumer-generated content (CGC), also known as consumer-generated media, user-generated content and user-generated media, is the term “du jour” within online marketing and communication circles (Halpern, 2006). CGC includes “comments, opinions, experiences and complaints published on the web by consumers” (Foux, 2006, p. 38). Notable examples include online forums, weblogs, podcasts, RSS feeds, wikis, collaborative publishing, instant messaging, and smart mobs (Trufelman, 2005).

Foux (2006) discusses the advantages of implementing CGC opportunities. Benefits for companies encouraging CGC include building trust with consumers, demonstrating openness and honesty, putting a human face to the company, providing better customer service, getting customer insight and facilitating product innovation. “Customer insight is one of the clearest areas of opportunity with CGM. It goes beyond a simple one-way, ‘contact us’ type functionality. Instead it opens up the potential to create unprompted sharing and interaction between customers, which brands can then use to make important marketing decisions” (Foux, 2006, p. 38). Additionally, CGC offers customers content and information and brings them into contact with their peers, factors that translate into increased satisfaction and brand approval.

Companies initiating CGC opportunities can expect to see increased customer purchases, loyalty and customer retention in the long run. “Brands that encourage consumers to generate content on the company’s own platform will find that it is easy to monitor discussions, carry out reputation management and respond to negative comments” (Foux, 2006, p. 39).

The importance of constructive dialogue made available through CGC should not be ignored, including both positive and negative comments regarding the organization. Fernando (2007) notes that with CGC, issues unflattering to the brand are not removed from the public forum. “In the old brand world, such comments would have been heresy, because brand managers controlled the information flow. In the new brand world of social networking, marketers know that allowing customers to initiate conversation is what keeps brands alive” (Fernando, 2007, p. 10).

Will and Porak (2000, p. 199) state that a defining difference between online communication and traditional offline communication is the opportunity for users of the corporate Web site to instantly interact with corporate communication by providing direct feedback on the site.

... this is a great opportunity for both: the user, member of a certain target group or community, can directly tell what he or she thinks about the web site and can make suggestions [*sic*] what could be better or just ask a question; the corporate communication team can directly observe how their communication work within the different target groups, learn from them and adapt their communication.

Online Forums

The online forum is one type of computer-mediated communication tactic that can be implemented by an organization interested in utilizing consumer-generated content. Schultz (2000) states that forums are often centered on a common subject matter and allow for more coherent discussions between people of similar knowledge levels and backgrounds, a characteristic that distinguishes them from chat rooms that lack defined topics. Online forums

have been called “arenas of discourse” (Schultz, 2000, p. 214), and more formally defined as “contexts in which consumers often partake in discussions whose goals include attempts to inform and influence fellow consumers about products and brands” (Kozinets, 2002, p. 61).

A key feature of the online forum is the role of the moderator; forum moderating can range from “merely responding to complaints about particular posts to reviewing all posts before publishing them” (Goldsborough, 2004, p. 214). Cooley (1999) places the public relations practitioner as the central monitor with the responsibility to initiate discussion, motivate participation and monitor messages. Cooley (1999, p. 42) additionally discusses the “dual purpose” served by an organization-implemented forum: “gaining trust by facilitating public participation and providing the PR practitioner with valuable input.”

Consumer-Generated Content Popularity and Demographics

While the Dove Self Esteem Forum is not specifically a weblog, weblog research is included in this study as part of a broader focus on consumer-generated content.³ As one of the most-recognized forms of consumer-generated content, weblog popularity and awareness can be used as a proxy for CGC prevalence. Surveys conducted in 2005 by the Pew Internet and American Life Project indicate that an impressive 27 percent of Internet users regularly read weblogs, indicating a 58 percent increase in readers from a Pew survey conducted a mere one year prior (Rainie, 2005). Additionally, the Pew Center’s 2005 research reveals that Internet users are also posting on weblogs at a greater rate than ever before. More than one-in-ten (or 12 percent) Internet users claim to have posted material or comments on another person’s weblog, representing an estimated 14 million American blog “posters.”

³ “Weblog” (aka “blog”) is hybrid of the words “Web” and “log” (Smudde, 2005). Herring et al. (2004a, p. 1) define weblogs as “frequently modified webpages containing individual entries displayed in reverse chronological sequence.” To “blog” is to continually post one’s ideas, opinions, Internet links and other material on one’s own Web site or another’s in the community of blogs known as the “blogosphere” (Smudde, 2005; Wright, 2005).

The demographics of Internet veterans should also be taken into consideration when addressing the impact of CGC on the communications field. ‘Citizens of cyberspace’ are more likely to be above average in income, highly educated and many are considered influential in online public opinion, or what the public relations firm Burson-Marsteller has termed “e-fluentials” (Alsop, 2004). As online public opinion leaders, they are much more likely than the average person to pass on both positive and negative information about companies via the Internet. “Burson-Marsteller’s research shows that e-fluentials pass on positive experiences to eleven people on average but relate negative news to seventeen” (Alsop, 2004, p. 176).

For an organization—such as Dove—interested in the opinions of female and youth publics, consumer-generated content forums are a particularly applicable choice of communications. Several authors argue that the majority of blog patrons (“bloggers”) tend to be women and teenagers (Guernsey, 2002; Orłowski, 2003; Herring et al., 2004a). *Teen Content Creators and Consumers* (Pew Internet and American Life Project) offers insight into the demographics of young online *content creators* (Lenhart & Madden, 2005). *Content creation* activities include blogging, file-sharing, creating content for a personal or organization webpage, and sharing original content such as photos, stories, videos or artwork; *content creators* “are online teens who have created or worked on a blog or webpage, shared original creative content, or remixed content they found online into a new creation” (Lenhart & Madden, 2005, p. 1). According to the survey, more than half (57 percent) of all online teens are considered content creators. Moreover, older online girls ages 15 to 17 are more likely to participate in creating and sharing self-authored content. Notably, 38 percent of older girls share their personal creative content online, in contrast to only 29 percent of older boys. The data thereby provides support for

Dove's decision to use the online forum to access the thoughts and opinions of their youth and female publics.

Consumer-Generated Content and Public Relations

The rise of CGC can be seen as both a blessing and a curse from a public relations standpoint (Smudde, 2005). The impact of increasing transparency resulting from the abundance of corporate information available via the Internet has contributed to the renewed interest in corporate reputation management. Because of this Web-based transparency, it is even easier for an organization's stakeholders to obtain both positive and negative information about company happenings "at the touch of a key" (Nakra, 2000, p. 37).

Just as organizations can elect to act proactively by working with a reputation management strategy rather than crisis management, public relations practitioners can either take a reactive or proactive stance toward the online community's assessments about an organization or issue (Smudde, 2005). Alsop (2004) describes Web-based threats to an organization's reputation as a particularly dangerous virus that can affect millions of people in a matter of minutes; the appropriate response has to be determined swiftly and implemented without delay. Rather than attempting to infiltrate a popular weblog or forum with covert messaging, a more ethical and effective strategy would be to develop a company-sponsored CGC opportunity to allow relevant parties to express their opinions. Smudde (2005) provides that weblogs can be an effective public relations tactic when employed ethically and strategically to achieve certain public relations objectives. "The involvement of organizations and stakeholders together in a blog fosters dialog about the good, the bad and anything in between, which should help stakeholders to identify with an organization and its messages, build community rapport, and maintain image, reputation, and credibility" (Smudde, 2005, p. 38). Similarly, the same can be argued for company-sponsored online forums.

By promoting two-way communication via forums or weblog communication between an organization and its stakeholders, an organization “is likely to increase trust that it is acting in the interests of others and thereby foster their willingness to act in the interest of the organization” (Heath & Bryant, 1992, p. 263, as quoted in Smudde, 2005, p. 37). Companies that employ CGC opportunities earn trust by communicating with customers while providing external transparency and visibility.

Content Analysis and Netnography

Content Analysis

Content analysis is a social science methodology that seeks to answer the core questions posed by Harold Lasswell (1948): “Who says what, to whom, why, to what extent and with what effect?” A straightforward definition can be found in Berelson’s (1952) principal examination of the use of content analysis methodology in communications research. Berelson emphasizes the key features of content analysis as “a research technique for the objective, systematic, and quantitative description of the manifest content of communication” (Berelson, 1952, p. 18). Content analysis has long been a favored methodology in communications research, as it is most often used in the study of mass mediated communication. It has been cited as uniquely designed for communications above other social sciences. “But one method, content analysis, is specifically appropriate and necessary for (arguably) the central work of communication scholars, in particular those who study mass communication: the analysis of messages” (Lombard et al., 2002, p. 587). Content analysis is viable for the study of many mass media, including television, radio, Internet and print messages; a relevant modern application brings content analysis to the quantitative examination of consumer-generated content.

Wimmer and Dominick (2006) discuss several of the benefits of bringing content analysis to the Internet. First, the Internet provides even more areas of content to be studied, including

“banner or pop-up ads, chat room discussions, personal web pages, email, home pages of commercial media, political campaign websites, online news coverage, and messages boards” (Wimmer & Dominick, 2006, p. 171). Second, search engines and electronic archives make researching online content relatively quick and efficient. Third, the electronic nature of the online content—written in cyberspace and not on paper—reduces the effort required to obtain and store content.

Paine and Lark (2005, p. 4) point to the capabilities for content analysis of online consumer-generated content as a means to gather opinion research with target publics and an alternative to consumer surveys.

In the traditional marketing space, we would recommend surveying customers to determine the strength of their feelings towards your brand on issues like trust, satisfaction, commitment, and control mutuality. However, the nature of the blogosphere is to eschew traditional marketing techniques in favor of far more direct interactions.

Netnography

As this study is interested in utilizing computer-mediated consumer-generated content in order to gain insight into corporate reputation, it is necessary to review similar research methods. The study of online forums for consumer opinions has already been utilized in the marketing research field. Kozinets (1998, 1999, 2002, 2006) has developed a new methodology for providing consumer insight via the study of online communities: netnography. Kozinets defines netnography, or “ethnography on the Internet,” by its recent citation in *The Sage Dictionary of Social Research Methods* as “a qualitative, interpretive research methodology that adapts the traditional, in-person ethnographic research techniques of anthropology to the study of the online cultures and communities formed through computer-mediated communications” (Jupp, 2006, cited in Kozinets, 2006, p. 281). In Kozinets’ 2002 description of netnography, the author lists message boards, independent Web pages and listservs as approachable types of online

communities in which to conduct market-oriented netnography. Kozinets' 2006 publication features an updated list including blogs, networked gamespaces, instant messaging chat windows, and mobile technologies as valuable online sites for conducting netnographies.

Based in marketing research, netnography utilizes publicly available information from online forums in order to understand the opinions, needs, decision influences, and consumption patterns of online consumer groups (Kozinets, 2002). Compared with other traditional marketing and communication methodologies used to research consumer opinions—such as focus groups, interpersonal interviews and surveys—netnography is far less obtrusive and more naturalistic (Kozinets, 2002, 2006). As a marketing research scholar, Kozinets cites the benefits provided in terms of implementing marketing strategies and advertising campaigns, though it can be argued that similar benefits can be accrued for strategic communication and public relations campaigns.

According to Kozinets (2006), netnography techniques have recently appeared in many marketing and consumer research publications, including Schau and Gilly (2003), Molesworth and Denegri-Knott (2004), De Valck (2005), Nelson and Otnes (2005), Muniz and Schau (2005), Langer and Beckman (2005), Jeppesen and Frederiksen (2006), and Fong and Burton (2006). While Langer and Beckman (2005) credit Kozinets with developing a means to conceptualize online discourse for market and consumer research purposes, their research primarily serves as a critique of netnography's limitations and an attempt to adapt netnography to communication research. As communication scholars, Langer and Beckman ultimately propose that netnography, which is identified by Kozinets (2002, p. 64), as "based primarily on the observation of textual discourse," is truly a form of online content analysis. Langer and Beckman (2005, p. 193) provide a powerful defense for the placement of netnography in the communication-centered realm of content analysis.

...Any trained communication scholar who is familiar with the rich tradition of methods for the analysis of textual discourse might wonder why the study of textual discourse on the internet should be classified as a (quasi-) ethnographic method. Without denying its ethnographic relevance, it appears even more legitimate to classify or position content analysis of online communication in between discourse analysis, content analysis, and ethnography. Content analysis itself is already a well-established method in communication and media studies in its own right with a more than 70 years old tradition. Originally applied to traditional mass media texts (such as texts and shows in newspapers, on radio or TV), there is no reason not to apply it to the internet as well.

Due to their reclassification of netnography under content analysis, Langer and Beckman point to the use of established communication research ethical standards rather than those proposed by Kozinets, which are criticized as overly rigorous. While Kozinets advises full researcher disclosure when observing an online community, Langer and Beckman (2005) heartily recommend against it as potentially endangering online communication studies' greatest strength: unobtrusiveness. The authors assert that informed consent is implied in a public forum (those not requiring a password to view postings), comparing online textual analysis to the analysis of newspaper letters to the editor which are considered to be intentionally public postings. By covert observation researchers may gain a more real and unrestrained measure of consumer opinions, a benefit which may be lost with informed consent requests.

Despite disagreement as to the theoretical positioning of netnography, the preceding section of the literature review demonstrates evidence for the value and legitimacy of studying the dialogue of online communities. This researcher argues that the effectiveness of marketing research online content studies can similarly be mirrored within public relations and the pursuit of corporate reputation measurement. While netnography primarily relies on a qualitative analysis of forum content, entering into the study with a previously accepted list of dimensions allows for a quantitative analysis. Moreover, while this study takes heed of Kozinets' and Langer and Beckman's experiences with netnography/online content analysis, the researcher observes

the advice of fellow communication scholars Langer and Beckman by not revealing her presence as a researcher in the online forum.

Research Questions

Since the researcher is interested in the Campaign for Real Beauty both as a laboratory to test the use of a new corporate reputation measurement tool and for the campaign's own achievements in reputation management, the research questions are divided into campaign-specific questions and a broader corporate reputation measurement question.

Campaign for Real Beauty Research Questions

- RQ 1: How do Self Esteem Forum members respond to the Dove 'Real Beauty' Campaign?
- RQ 2: How well is Dove able to meet the campaign goal to "act as a catalyst for widening the definition and discussion of beauty" in the forum community?
- RQ 3: Which corporate personality sub-dimensions/dimensions do forum members assign to Dove?
- RQ 4: Which tactic of the campaign generated the most positive discussion in the forum community?

Corporate Reputation Measurement Research Question

- RQ 5: Based on the application of corporate personality dimensions found in the Dove Self Esteem Forum comments, can consumer-generated content (via online forum or weblog commentary), be utilized as an effective corporate reputation measurement tool and a viable alternative to current measurement methods, primarily including survey-based ranking systems?

CHAPTER 3 METHODOLOGY

This study offers The Dove Campaign for Real Beauty as a case study for a new form of corporate reputation measurement: content analysis of consumer-generated content.

Sample

The population of interest is the Dove CFRB Self Esteem Forum. The units of analysis are the Self Esteem Forum postings, which have been coded for posting content and poster characteristics. The forum has received over 10,000 postings since it was launched in February 2006. A systematic random sample was selected of 10 percent of postings over a one-year period from February 1, 2006 to February 1, 2007. A sample of 1,071 postings was selected using a sampling interval of 10, with the first sample item determined using a random-number generator (random.org). Systematic sampling was chosen as it is more efficient than simple random sampling and nearly equally as effective, since the characteristics of interest are believed to be distributed randomly throughout the population.

The CFRB Web site provides a forum summary of the Self Esteem Forum's mission encouraging members to "share your opinion about the issue of low self-esteem among young girls" (CampaignforRealBeauty.com). The forum's moderator has a passive role in forum discussion, communicating with forum members only by initiating discussion topics (e.g. "Is self-esteem in young girls too focused on appearance?"). Self Esteem Forum membership is public and without charge. Members must register via Dove's Campaign for Real Beauty Web site in order to post material, though unregistered online users may read postings without becoming a member. At time of registration, users are informed that they must be at least 13 years old to participate in the discussion forum. However, data analysis indicates that a small percentage of forum members were underage.

Coding Procedure and Inter-Coder Agreement

A subset of forum postings was selected to test for inter-coder agreement. A total of 10 percent of sample postings were analyzed by two coders, assuring a recognized level of agreement was reached before the researcher continued to code the full sample. Holsti's (1969) formula was utilized to check for inter-coder reliability, resulting in a very high level of internal validity with a reliability measure of 97.2 percent agreement. Similar requirements of reliability were used in Bar-Ilan's (2005) content analysis of weblogs in which a random 10 percent of online messages were coded by a second coder with agreement ranging between 85 percent and 100 percent.

Instrument Development

When developing the study instrument, the measures for content analysis emerged both inductively—through a preliminary analysis of the Dove forum—and via CRM and CGC literature review.

Research-Based Measures

For the characterization of postings and posters, this study utilized elements from several authors studying weblogs. Bar-Ilan (2005) provided characterization based on posting *topic*, divided into *theme* (“posting closely related to the defined purpose of the blog” p. 300) and *general/other*. Bar-Ilan's research additionally provided characterization based on *length of posting*. Since Bar-Ilan did not provide direct measures of ‘short’ or ‘extensive,’ such measures were defined from Langer and Beckman's (2005) online content study, in which the average length of forum postings was 34 words per posting. Thereby, this study recognizes short postings as those between 0 and 34 words and extensive postings as those containing 35 or more words.

Herring et al. (2004a) provided *demographic classifications of posters*, including *age of poster*, which can be determined by information explicitly provided by the poster or inferred by

posting content; and *gender of poster*, which can be determined by either explicit or implied information, with the addition of gender-indicative or traditionally male or female login names. Age classifications were developed from the combined methodologies of Herring et al. (2004a) and Henning (2003), including ‘Teen,’ implied or stated to be 19 years of age or younger; ‘Young Adult,’ ages 20 to 29; and ‘Adult,’ 30 years of age or older. An additional age group not distinguished by either author, but considered especially relevant for Dove’s interest in the self-esteem of young girls, is the ‘Tweenager.’ Ranging between 8 and 12 years old and numbering 29 million, the tweenagers have emerged as a new consumer group that should be acknowledged in demographic age classifications (Prah, 2006). The researcher additionally included the characteristic of *parent* to better estimate age. Paine and Lark (2005) offer *tonality* as an indirect measure of the health of a relationship between an online community and an organization. “If the tone of the posting leaves a reader less likely to do business with your organization it is negative. If the posting leaves a reader more likely to do business with your organization, or recommends the brand, it is positive. If it essentially just discusses facts it is neutral or balanced” (Paine & Lark, 2005, p. 5).

The researcher found the inclusion of Davies et al.’s (2003) Corporate Personality Scale to aptly fit with the study’s focus on corporate reputation measurement. Dimensions and sub-dimensions of Davies et al.’s (2003) Corporate Personality Scale were selected as appropriate measures following the preliminary review of postings, in which posters were found to refer to the organization and campaign using familiar personality characteristics (e.g. “Thnk [*sic*] you for being so honest about the industry you belong to,” Posting ID 10192006:1412).⁴ While such

⁴ Sample postings are identified by a unique identification number that consists of the date and time in this format: monthdayyear:militarytime. For example, a message that was posted on February 1st, 2006 at 5:10 p.m. would have the following identifier: 02012006:1710.

personality measures have traditionally been used in a survey or focus group methodology, this study seeks to apply personality measures within an online content analysis setting. Postings were coded for the presence or absence of each sub-dimension, using the corresponding items as identifiers. In the case of the final two dimensions (Informality and Machismo), no sub-dimensions are listed. Postings were coded directly for the presence or absence of those dimensions, similarly using the corresponding items as identifiers. Refer to Figure 2-1 for a full list of Davies et al.'s (2003) Corporate Personality Scale dimensions, sub-dimensions and items.

Inductively-Gathered Measures

The information gathered inductively was developed after reviewing an initial sampling of 50 postings. The preliminary review yielded the main topics of *campaign praise* and *campaign criticism*, as well as the corresponding sub-attributes identifying specific examples of each topic. Sub-attributes of *campaign praise* include posters' statements that the campaign provides *positive messages*, is *personally inspiring*, affects *purchase intent*, creates a sense of *comradry*, and promotes *dialogue* on issues of self-esteem. Sub-attributes of *campaign criticism* included posters' statements that the campaign ignores *boys/young men*, does not represent ethnic and *racial diversity*, and is a manipulative '*marketing ploy*'; general disagreement with campaign messages (*anti-CFRB*) was also included. A third category was incorporated to cover the *general discussion of the definition of beauty and self-esteem issues*—the mission of the campaign and forum—that does not directly reference the CFRB. Sub-attributes of general discussion include "*pep talk*" of consolation or personal advice related to the self-esteem issues of another poster or posters and *personal stories* regarding the definition of beauty and/or self-esteem issues unrelated to campaign messages. See the content analysis codebook (Appendix A) for a full description of topic identifiers.

Additionally, the study codes for the presence and tonality of five main campaign tactics in the online dialogue in order to ascertain which aspect of the campaign was most popular with forum members. Relevant tactics include the *Real Women, Self-Esteem* commercial (2006 Super Bowl corporate advertisement), Dove *Evolution* (viral video), *CFRB Web site* and Dove *Self-Esteem Fund*. Postings are also coded for the presence or absence of direct references to the general *Campaign for Real Beauty*.

CHAPTER 4 RESULTS

Profile of the Sample/Forum Member Demographics⁵

The forum sample holds distinctive significance beyond its value as a study sample. The sample demographics may be used as a measure of Dove's online audience, allowing the organization to identify important consumer groups and assess the public opinion of these specific cohorts. For this reason, particular interest is paid to the composition of the sample. It should be reiterated that forum sample demographic information has been inferred by the coder, and as such, serves as an imperfect substitute for self-reported demographic information.

Gender and Age of Posters

The Self Esteem Forum yielded a sample of predominantly female posters. Of the 1,071 postings in the sample, 884 (82.5%) posters were identified as female, 48 (4.5%) posters were identified as male, and 139 (13.0%) were unidentifiable.⁶

Age of poster was less readily distinguishable by third-party analysis; 775 (72.3%) postings were unidentifiable. When addressing those postings that could be categorized, 155 (14.5% of total postings) were written by teen posters between the ages of 13 and 19 years old; 71 (6.6% of total postings) were written by adult posters 30 years old or older; 51 (4.8% of total postings) were written by young adult posters between the ages of 20 and 29 years old; and 19 (1.8% of total postings) were written by "tweenager" posters between the ages of 8 and 12 years old. The largest demographic, teens, encompassed 52.3 percent of the 296 age-identifiable postings. Refer to Table 4-1 for gender and age demographics.

⁵ Results related to the sample demographics are based on the full 1,071 postings sample, whereas results relating to the stated research questions use a more appropriate measure of 1,021 "on-topic postings," or those coded as relating to the discussion of the campaign and/or organization or the general discussion of the definition of beauty and self-esteem issues.

⁶ It should be recognized that postings were not coded for repeat posters. The study uses the 1,071 postings sample as a proxy for a direct measure of poster demographics, though there is the potential for recoding the same poster.

Table 4-1. Demographic Profile of Self Esteem Forum Members

Demographic characteristics	Frequency	Percentage (%) of total postings
Gender		
Female	884	82.5
Male	48	4.5
Unidentifiable	139	13.0
Total	1,071	100.0
Age of Poster		
Teen (13 – 19)	155	14.5
Adult (30 and older)	71	6.6
Young adult (20 – 29)	51	4.8
“Tweenager” (8 – 12)	19	1.8
Unidentifiable	775	72.3
Total	1,071	100.0

Forum Postings

Self Esteem Forum postings were coded as mostly original statements (847, or 79.1%) rather than responses to other postings (224, or 20.9%). The majority of postings were extensive in length, with 813 (75.9%) postings consisting of 35 or more words and 258 (24.1%) postings consisting of 34 words or less.

Campaign for Real Beauty Research Questions

Research Question 1

How do Self Esteem Forum members respond to the Dove 'Real Beauty' Campaign?

A majority – 625, or 61.2 percent – of on-topic postings (those coded as relating to the discussion of the campaign and/or organization or the general discussion of the definition of beauty or self-esteem issues)⁷ were primarily focused on campaign praise (Table 4-2). Of those postings focused on praise, 322 (51.5% of praise postings) included campaign/organization praise for delivering *positive messages* for young women/girls; 312 (49.9% of praise postings)

⁷As an issue of note, a small group of 39 postings were coded as including more than one of the three main topic areas (praise, criticism, and general on-topic discussion). Within this subset, 25 postings included both campaign praise and campaign criticism. While general discussion postings are defined as those with on-topic discussion unrelated to the organization or campaign, 13 postings were identified as including campaign praise and general discussion separately within the same posting; one posting was similarly identified as possessing both campaign criticism and general discussion.

included praise for the campaign messages as *personally inspiring*; 90 (14.4% of praise postings) included campaign/organization praise for developing *comradry* with forum members or other relevant women on self-esteem or beauty issues;⁸ 34 (5.4% of praise postings) included praise indicating *purchase intent* or continued product purchase due to the CFRB; 23 (3.7% of praise postings) included praise and appreciation for opening *dialogue* on the discussion of self-esteem and beauty issues. A total of 110 (17.6% of praise postings) provided unspecified praise that did not indicate a previously defined sub-attribute, while 290 (46.4%) included one of the sub-attributes and 225 (36%) included two or more of the sub-attributes.

Table 4-2. Posting Topic: Praise and Criticism

Topic	Frequency	Percent (%) of on-topic postings	
Praise	625	61.2	Percent (%) of praise postings
Positive messages	322	31.5	51.5
Personally inspiring	312	30.6	49.9
Comradry	90	8.8	14.4
Purchase intent	34	3.3	5.4
Dialogue	23	2.3	3.7
Not a listed sub-attribute	110	10.8	17.6
Total	*	*	*
Criticism	55	5.4	Percent (%) of criticism postings
Racial diversity	14	1.4	25.5
Boys/Men	13	1.3	23.6
Marketing ploy	12	1.2	21.8
Anti-CRFB	7	0.7	12.7
Not a listed sub-attribute	12	1.2	21.8
Total	*	*	*

* Postings were coded for multiple tactics; therefore, totals do not equal 100%.

⁸ Postings that referenced feelings of comradry with friends or family members were also coded for this sub-attribute.

A far less frequently cited topic area was campaign criticism, which appeared in only 55 (5.4%) on-topic postings (Table 4-2). Within this topic category, 14 (25.5% of criticism postings) postings provided criticism on the lack of *racial diversity* within campaign tactics; 13 (23.6% of criticism postings) criticized the campaign and/or organization for ignoring the self-esteem issues of *boys/young men*; 12 (21.8% of criticism postings) criticized the CFRB as a *marketing ploy*; and 7 (12.7% of criticism postings) provided “*anti-CFRB*” sentiments, generally disagreed with campaign messages, or may have provided hostile comments against the campaign or organization. A total of 12 (21.8%) criticism postings did not indicate a previously-defined sub-attribute, while 41 (74.5%) included one of the listed sub-attributes and 2 (3.6%) included two or more sub-attributes.

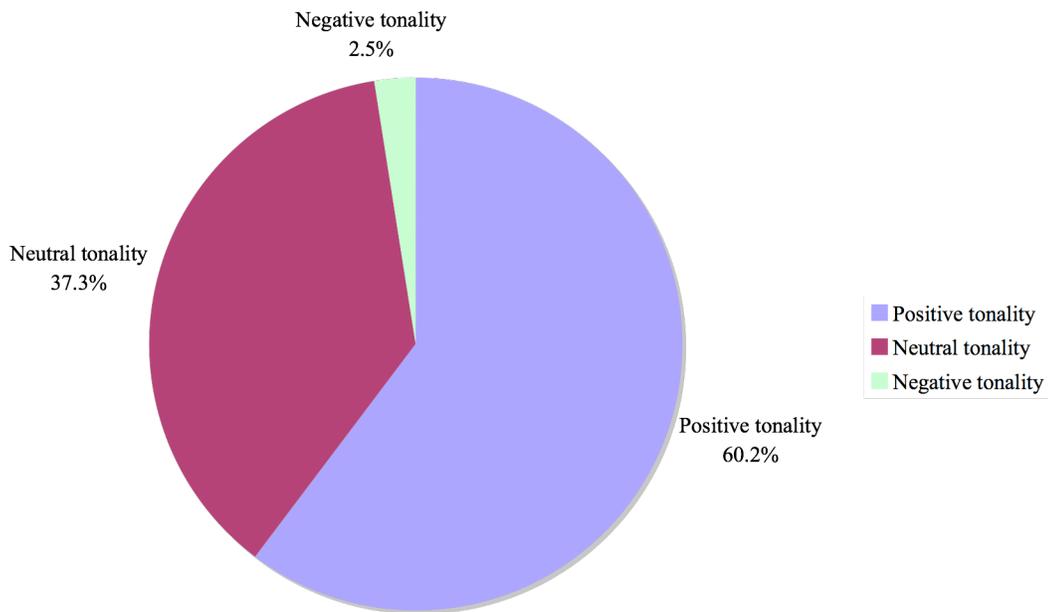


Figure 4-1. Overall Tonality of Postings*

* Percentages are based on 1,021 on-topic postings

Further evidence of audience approval of the CFRB is indicated in the overall tonality of postings as inferred by the researcher (Fig. 4-1). Overall tonality was evaluated in relation to the featured organization rather than the general tone of the poster. Thereby postings with positive or negative statements against other forum members or figures unrelated to Unilever-Dove would be coded as neutral. Figure 4-1 shows the low percentage of postings characterized as negative, comprising only 26 postings (2.5%) out of 1,021 on-topic postings. Alternatively, a large percentage of postings were coded as positive (60.2% or 614 postings) and neutral (37.3% or 381 postings), coinciding with the frequency of postings centered on either campaign praise (positive) or general discussion of the definition of beauty and self-esteem issues (neutral).

In summary, data from the first research question establishes that the Self Esteem Forum members possess a significant positive response to the Dove Campaign for Real Beauty. A majority (61.2%) of on-topic postings were centered on campaign praise, with a sub-attribute focus on Dove's provision of positive messages for young women and girls via the CFRB as well as praise for messages that were found to be personally inspiring for the poster. The overall tonality of postings serves as the second test for audience approval, with 60.2 percent of on-topic postings coded as positive and a mere 2.5 percent coded as negative.

Research Question 2

How well is Dove able to meet the campaign goal to "act as a catalyst for widening the definition and discussion of beauty" in the forum community?

Following campaign praise, the second most frequently cited topic area was the general discussion of the definition of beauty and self-esteem issues. When addressing on-topic postings, 377 (36.9%) concentrate on beauty and self-esteem discussion unrelated to the CFRB. Of those postings, 194 (51.5%) included *personal stories* regarding the definition of beauty and self-esteem issues and 97 (25.7%) included "*pep talk*" of consolation or personal advice related to the

self-esteem issues of another poster or posters. A total of 119 (31.6%) general discussion postings included general discussion of topic issues unrelated to *personal stories* or *pep talk*, while 225 (59.7%) included one of the listed sub-attributes and 33 (8.8%) included both of the listed sub-attributes.

The data supplied for the second research question provides support for the success of the Dove Campaign for Real Beauty in one of the organization's stated campaign goals. The prevalence of beauty and self-esteem discussion indicates success for Dove's strategic goal to initiate dynamic discourse. Additionally, while only a small percentage of posters (3.7% of praise postings) outwardly praised the dialogic capabilities of the campaign (Table 4-2), the forum activity—with a total of 10,706 unique postings in a one-year period—further indicates the success of the Campaign for Real Beauty within this scope. The high level of forum traffic is comparable to Kozinets' (2002) netnography study of a popular online coffee aficionado community, in which the featured forum was cited as generating 1,087 messages per month according to online Arbitron data (Kozinets, 2002, p. 66).

Research Question 3

Which corporate personality sub-dimensions/dimensions do forum members assign to Dove?

Of the postings indicating the use of corporate personality sub-dimensions, several included two or more sub-dimensions within a single posting. Thereby, the total of 262 sub-dimension references (including multiple references within a single posting) is used to ascertain the most prevalent corporate personality dimensions. The most readily identifiable sub-dimensions include *Integrity* (83, or 31.7% of sub-dimension references), *Empathy* (54, or 20.6% of sub-dimension references), *Boldness* (39, or 14.9% of sub-dimension references), *Warmth* (25, or 9.5% of sub-dimension references), *Snobbery* (25, or 9.5% of sub-dimension references), and

Adventure (20, or 7.6% of sub-dimension references). A final 6.2 percent is composed of the combined personality sub-dimensions of *Modernity*, *Dominance*, *Drive*, *Technocracy* and *Elegance*. The sub-dimensions *Conscientious*, *Egotism*, *Prestige*, *Informality* and *Machismo* had no references within the posting sample. Refer to Figure 4-2 for graph of corporate personality sub-dimension prevalence.

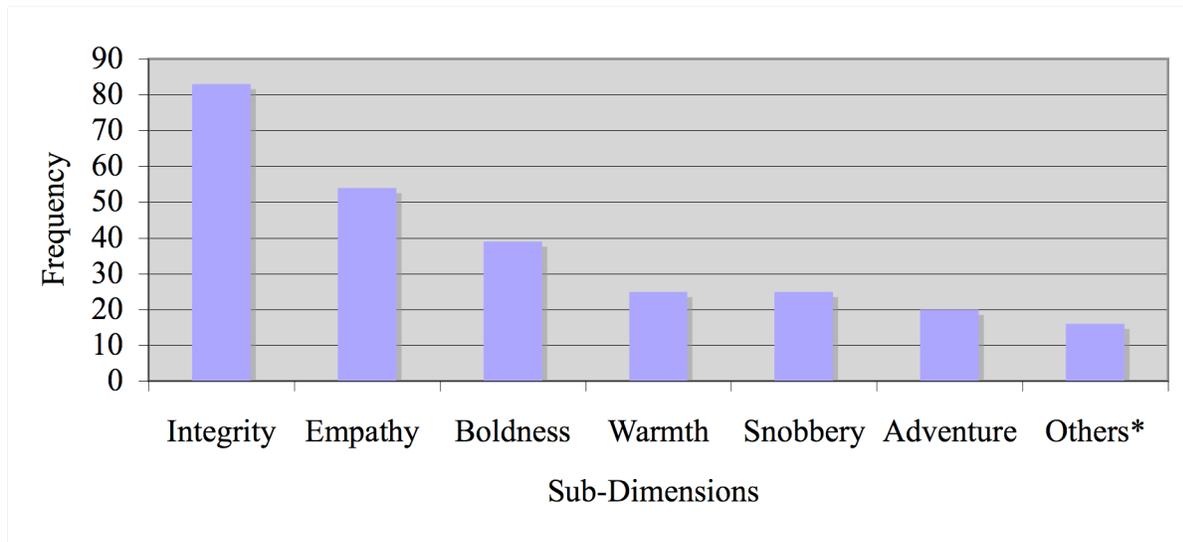


Figure 4-2. Prevalence of Corporate Personality Sub-Dimensions in Posting Sample

* The “others” category represents the combined frequencies of the *Modernity*, *Dominance*, *Drive*, *Technocracy* and *Elegance* sub-dimensions.

When advising organizations on to how best manage their corporate reputation, Davies et al. address the seven primary personality dimensions rather than the lower-level sub-dimensions. This study utilizes the sub-dimensions for the content analysis categories, though the primary personality dimensions offer opportunity for further analysis. Three of the six sub-dimensions with the greatest number of references fall under the same primary dimension. *Integrity* (consisting of the items Honest, Sincere, Trustworthy, and Socially responsible), *Empathy* (consisting of the items Concerned, Reassuring, Supportive, and Agreeable), and *Warmth* (consisting of the items Friendly, Pleasant, Open, and Straightforward) are sub-dimensions of *Agreeableness*. *Boldness* (consisting of the items Extrovert and Daring) and *Adventure*

(consisting of the items Imaginative, Up-to-date, Exciting, and Innovative) are sub-dimensions of *Enterprise*. The final top-six sub-dimension, *Snobbery*, is part of the *Chic* dimension; while the dimension itself represents a measure of sophistication, Davies et al. (2003) identify the sub-dimension *Snobbery* as the “less attractive side” to the dimension, which could alienate potential customers (Davies et al., 2003, p. 155).

The third research question data reveals the propensity of online consumers to rate the Dove organization and the Dove Campaign for Real Beauty highly in the top two dimensions (Agreeableness and Enterprise) in Davies et al.’s Corporate Personality Scale, which is ranked in order of greatest importance to an organization’s reputation. Davies et al. (2003) state the importance given to Agreeableness reflects an emphasis on social responsibility and trustworthiness in enhancing an organization’s corporate reputation. Furthermore, Davies et al. assert that Agreeableness is strongly associated with stakeholders’ satisfaction. The authors further link customer satisfaction to customer loyalty and, as result of that connection, sales growth and financial success.

Research Question 4

Which tactic of the campaign generated the most positive discussion in the forum community?

When examining the number of on-topic postings with specific references to Dove’s campaign tactics, results indicated a high level of tactic discussion including both praise and criticism. Of the on-topic postings, a total of 756 (74.0%) made specific references to the previously defined campaign tactics.⁹ Specific references include the precise titles of each tactic

⁹ The total of 756 (74.0% of on-topic postings) does include general beauty and self-esteem discussion that refers to a campaign tactic as an entry point to general discussion unrelated to the CFRB. These instances comprise tactic references coded with neutral tonality.

as well as designated synonyms identified during the preliminary review of the Self Esteem Forum; detailed tactic identifiers can be found in the content analysis codebook (Appendix A).

The distribution of tactic references is as follows: 371 (36.3% of on-topic postings) included references to the *Self-Esteem* commercial aired during the 2006 Super Bowl; 214 (21.0% of on-topic postings) included specific references to the general *Campaign for Real Beauty*; 63 (6.2% of on-topic postings) included references to the Dove *Evolution* viral video; 50 (4.9% of on-topic postings) included references to the *CFRB Web site*; 34 (3.3% of on-topic postings) included references to the Dove *Self-Esteem Fund*; and 24 (2.4% of on-topic postings) included references to the Dove *Real Women*.

The tonality associated with each tactic was predominantly positive (see Table 4-3 for more specific percentages). The two tactics with the most positive discussion were the Self-Esteem commercial and the general Campaign for Real Beauty.¹⁰ While the general campaign had a slightly larger percentage of postings coded as positive (94.4%) when compared to the Self-Esteem commercial (90.0%), a better measure of the positive discussion generated is the percentage of total on-topic postings coded as positive for each tactic. The 2006 Super Bowl Self-Esteem commercial emerges as the tactic to generate the most positive discussion, with 334 positive postings (32.7% of on-topic postings); the general Campaign for Real Beauty was coded as having 202 positive postings (19.8% of on-topic postings).

The data derived from the fourth organization-related research question unexpectedly reveals that the Dove Self-Esteem commercial was the tactic area that generated the most positive discussion, with positive tonality commercial-related postings comprising a full 32.7 percent of all on-topic postings. This was a surprising finding since Dove representatives stated

¹⁰ While the general campaign is not strictly a tactic, it was included in this section in order to gauge whether the individual tactics or the sum of all tactics received greater positive attention.

that the Evolution video caused the highest traffic spike to the CFRB Web site, over three times the online traffic resulting from the Self-Esteem commercial (Neff, 2006). The sample timeframe may explain the focus on the Self-Esteem commercial in forum dialogue. The time period selected, while appropriate for the study objectives, places an emphasis on the period of time following the Self-Esteem commercial. The posting sample spans from the launch of the forum on February 1, 2006 over a one-year period to February 1, 2007. Since the Super Bowl advertisement was aired nationally on February 5, 2006, the sample contained a full year of posting responses potentially relevant to the Self-Esteem commercial. Alternatively, the viral video was launched in October 2006, allowing for only five months of potentially relevant forum responses in the selected sample.

Table 4-3. The CFRB Tactics

Tactic	Total frequency (freq.)	Percent (%) of on-topic postings	Positive tonality			Neutral tonality			Negative tonality		
			Freq.	Percent (%) of postings coded for tactic	Percent (%) of on-topic postings	Freq.	Percent (%) of postings coded for tactic	Percent (%) of on-topic postings	Freq.	Percent (%) of postings coded for tactic	Percent (%) of on-topic postings
Self-Esteem commercial	371	36.3	334	90.0	32.7	21	5.7	2.1	16	4.3	1.6
General Campaign	214	21.0	202	94.4	19.8	6	2.8	< 1	6	2.8	< 1
Dove Evolution	63	6.2	52	82.5	5.1	9	14.3	< 1	2	3.2	< 1
CFRB Web site	50	4.9	38	76.0	3.7	9	18.0	< 1	3	6.0	< 1
Self-Esteem Fund	34	3.3	32	94.1	3.1	2	5.9	< 1	0	0.0	0.0
Real Women	24	2.4	22	91.7	2.2	1	4.2	< 1	1	4.2	< 1
Total	*	*	*	*	*	*	*	*	*	*	*

* Postings were coded for multiple tactics; therefore, totals do not equal 100%.

The preceding results reveal Dove's achievements with the Campaign for Real Beauty through the relevant research questions. Additional information on audience opinion was gleaned throughout the coding process. The researcher was able to highlight several notable trends in the positive tonality and praise postings, as well as potential areas of growth for the organization and campaign.

Positive Tonality and Praise Trends

Personally Inspiring: Emotional Responses

Many of the postings coded as personally inspiring included an emotional response by the posters, some of whom admitted to having been moved to tears by the campaign. Expressions of gratitude towards the organization for creating the campaign were also common. 'Dove love,' typified by posters declaring their appreciation for the organization, was also present, at times including posters' statements that the campaign was life-changing for them.

As previously discussed in the literature review, Alsop (2004) recognizes the impact of emotional appeal on developing and maintaining a positive corporate reputation. "If you are in retailing or almost any customer-oriented business, creating emotional appeal with your customers can make an enormous difference. The passion people feel about your company plays an invaluable role in shaping reputation" (Alsop, 2004, p. 101). The Dove Campaign for Real Beauty is a communication campaign rooted in developing and nurturing that "elusive emotional spark" with its publics, a connection that "makes some reputations soar and never lose altitude" and "produces an intense loyalty that should be protected at all costs" (Alsop, 2004, p. 104-105). The following selections are examples of this type of emotional connection with the Dove organization.

I love the [Self-Esteem] commercial; I love it because I can relate to it. I can see myself in it, unlike other commercials where they have super models and "beautiful" women trying to sell a product. It's a good step towards helping young women feel good about themselves. Thank you so much for finally hearing the voice of women across the world...Thank you for making us feel beautiful (Posting ID 02062006:1651).

[H]ere I sit at my computer I am [sic] in the morning and im [sic] crying I missed the super bowl comerial [sic] but i thank msn that it was posted on my computer and i was able to experience the power of these little girls unspoken words and feel their emotional pain of never really measuring up to some one eles [sic] expecatations [sic] of beauty i was so very moved almost a religous [sic] experience for me [...] THANK YOU DOVE!!!! (Posting ID 02072006:0409).

I AM IN LOVE WITH DOVE! the first time i saw the commercial i started crying. when i saw the pictures in the magazine i ripped it out and put it in my locker i love it so much, im [sic] so sick of girls that weigh one pound being on the cover of magazines. thanks dove for what your doing. i love it all! (Posting ID 02072006:1705).

Words cannot describe the power and impact this campaign and its commercials may have on our present culture. I am thrilled at this TRUTH that can finally impact, inspire, motivate, and encourage females of the amazing beauty they posses on the inside and out! May this bring the beginnings of change to our entire generation, raising up women of higher strength and dignity (Posting ID 02102006:2003).

[H]ey dove---i am 16. i suffer from bulimia--no one, not my friends or family, know. they all think i am just losing weight thru [sic] diet and exercise. i saw your new commercial just a moment ago before i was about to go to the bathroom and purge...i was so moved that i cried for quite a while and ive [sic] decided to seek help for my problem. thank your [sic] so much for this... i am so grateful. i hope that every girl in the world learns that she is beautiful thru [sic] this campaign. thanks again sooooo much (Posting ID 02122006:2253).

[I]m so glad i went on this web sight [sic]!! i luv [sic] dove!!! You changed my life life 4 eva [sic]!!!! (Posting ID 03042006:1725).

I am truly thankful for dove. [...] Real beauty is rarely celebrated in this world and should be highly valued. This is why I thanked God and dove for this change (Posting ID 04192006:2203).

I want to say thank you for showing this process [in the Dove Evolution video]. I cannot tell you the impact it has had on me and I'm grateful that you created a film that tells millions of people (without uttering a single word) how I feel when I look at a picture of the perfect women we see in magazines. I look more like the girl at the beginning than the one at the end and I appreciate you giving me someone I can relate to before and after (Posting ID 10162006:0131).

Positive Messages: Positive Images of Women and ‘Real’ Advertising

Praise for positive messages emerged in the top two most popular topics of praise-related postings, comprising over half of all praise postings. Within this sub-attribute category, there were many posters who praised Dove and the CFRB for the use of ‘real’ advertising that depicted women in a positive manner. Many posters stated that they wished the campaign had been available for them as young women (e.g. “I wish Dove had run this campaign 30 years ago,” Posting ID 03172006:0007), but appreciated that a resource such as the CFRB existed for today’s girls and young women.

Maureen Shirreff, Ogilvy & Mather’s Creative Director on the campaign, recognized the focus on advertising to and for women in a webcast interview (PRWeek.com).

Dove is a gender-based product. These are products *for* women. All the research that we conducted, and all the work that we’ve done really revolves around uncovering the ways that advertising—beauty advertising—has been presented to women and where we might be able to expand that offering a little bit.

The following postings praise the Dove organization’s focus on delivering positive messages for adult women, youth and girls in their advertising and other communications.

I think this is such an amazing campaign and the most wonderful idea for our beautiful young daughters. [...] Thank you DOVE for reaching out and understanding...I love you! (Posting ID 02152006:1920).

I am so happy to see a company take an early interest in the lives and emotional health of our girls. I believe this campaign will help both young and older (Posting ID 02222006:1818).

Every young girl in the world needs to see this commercial. The Campaign For Real Beauty is a wonderful self-esteem booster. Thanks Dove (Posting ID 03042006:0907).

I am so glad to see this advertising because it not only teaches girls about feeling good about themselves, but it also teaches boys that beautiful is more than looks (Posting ID 02082006:1627)

I am so happy that a commercial like this exists in mainstream media and puts the message out there about how elements in our culture affect even the youngest females. I was extremely happy to see it during the Superbowl [*sic*], among all the beer and car

commercials [*sic*]. [...] I think this commercial and the rest of the campaign is the step in the right direction towards positive and diverse images of women in advertising. I also think it is a wonderful mechanism to affect women of the future (Posting ID 02082006:1727).

I am sure that you faced a panel of "doubters" when this AD campaign was first pitched (half-naked NORMAL women?!); but, Dove's Self-Esteem campaign is working - it's more than positive advertising, it is positive thinking! Who knew that one bar of soap could be so revolutionary? (Posting ID 04242006:2146).

I think it's so awesome for Dove to run these ads. They're telling all women young and old that it's ok to look the way you do. [...] While Dove is using these [Real] women to sell their products, the message is even more important. [...] Thanks Dove for finally bringing advertising to a REAL level! (Posting ID 04272006:1044).

What a wonderful initiative! Finally a company is targeting to real people, real human beings not buying machines. Applause...Applause.... [*sic*] Applause!!! (Posting ID 10132006:1728).

I have never in my life posted sent a letter to a celebrity, joined a fan club, or responded to an advertising campaign...ever. However, for several months now I've been seeing all of these "real women" in the Dove commercials, on billboards, etc, and every single time I see them I think they are stunning. I'm so comfortable with these images, and can totally relate to them. It's a wonder that it has taken so long for a big company to finally utilize it's exact customer base to advertise its products...good job Dove. Keep the really beautiful people coming, it's what we love to see! (Posting ID 10212006:0810).

Thank you Dove for putting out ads that show women in something other than a size 1 and a blank stare (Posting ID 11022006:1934).

Social Responsibility

Argenti and Druckenmiller (2004) offer a statement on the environmentally-friendly bath and skin-care retailer, The Body Shop, which similarly applies to Dove's emphasis on corporate social responsibility in their sponsorship of the Self-Esteem Fund and relevant communications. The authors note that "some customers may be willing to pay \$3.00 for a bar of soap, knowing that some of the money is going to a worthy cause." But more importantly, it is because "The Body Shop's commitment to the environment was so integral to the 'soul' of the business itself, it was also very credible to consumers, which contributed to the company's strong reputation" (Argenti & Druckenmiller, 2004, p. 373). The following posting selections indicate that Dove's

commitment to self-esteem-building programs and communications via the Campaign for Real Beauty is recognized by its online consumers as an essential and genuine foundation to the company.

Kudos to Dove and the Girl Scouts of America, for taking such a public stand against such a socially invasive issue as the self-esteem of our youth, so many of whom suffer from this distorted sense of self. [...] I am truly pleased with the success of the campaign over the past few years and the daring choice of airing the Uniquely Me commercial at the most unlikely time and to such a diametrically opposed audience, as one would typically expect during the Super Bowl (Posting ID 02052006:2012).

There need to [be] more companies like dove that accept responsibility [sic] for the ads they use to market their products (Posting ID 02082006:1406).

I just wish there were more companies out there like you who care enough about making the world a better place. Thats [sic] what you are doing with this campaign. Im [sic] glad and proud to buy your products and support what you are doing. Thank you (Posting ID 02112006:2037).

I am a mother of a young girl and have been concerned with the constant commercials and TV shows that make most people feel ugly or less than. So I am ever so happy that a large company has taken ownership in trying to correct the distruction [sic] that society has created. I have used Dove soap for about 10 years and now I plan to use their products even more. I have down loaded the order form and will tell everyone about the great news. Thank you Dove for acknowledging all beauty (Posting ID 04242006:1820).

[I]t has lifted my spirits and given me hope that some companies take their social responsibilities seriously, know the REAL effect they have on their consumers, and care. so i'd like to say a very sincere thank-you to dove and the founders of this campaign - i have shown everyone i know this website (Posting ID 05122006:0312).

Brilliant! Well done Dove . . . it is about time a company came up with an ad campaign as progressive as this. You have done something that nobody else can do for their brand . . . you have linked the name Dove to social change and improving self esteem. That is enough to make me buy your products for life. Keep it up! (Posting ID 11012006:1341).

Potential Areas for Growth: Online Consumers' Criticism and Suggestions

While postings with negative overall tonality, tactic-specific negative tonality, and campaign criticism had notably low frequency, invaluable suggestions were made available from these postings. The three main areas of criticism were nearly inextricably close in frequency. Criticism for lack of racial diversity in campaign tactics (25.5% of criticism postings) and lack of

attention paid to the self-esteem issues of boys/young men (23.6% of criticism postings) contributed to the only negative top-six personality sub-dimension represented, Snobbery (9.5% of sub-dimension references). Criticism of the campaign as a manipulative marketing ploy (21.8% of criticism postings) contributed to the few postings coded for the sub-dimension Dominance (1.5 % of sub-dimension references).

Lack of Diversity

Criticism for lack of diversity is an issue that Dove should address in future campaign tactics. Posting criticisms included positive suggestions, as well as negative critique of the organization as elitist (represented in the Snobbery sub-dimension). The following selections are examples of both types of postings.

I loved the commercial! [...] But it would have been extra refreshing to see a darker complexioned girl in the ad--maybe someone of African, Carribean [*sic*], or even Asian-Indian origin. Some of the issues girls have with self esteem involve skin color and hair texture (Posting ID 02072006:1933).

I appreciate the idea of the fund but would have liked to see some black girls in the commercial. It gives the perception that mostly young white girls are beautiful and worth heightening their self-esteem (Posting ID 02052006:1933).

I watched the ad during the game and then online and I see no darkskinned girls at all. Way to go for diversity! (Posting ID 02062006:0057).

Doesn't appear to be to me! I'm 15 and was wondering why there was everything shown except for Black! (Posting ID 02062006:0126).

Lack of Campaign Attention to Boys and Young Men

While the organization readily explains the focus on young women and girls in the cited webcast interview and campaign summaries, some posters expressed the need for similar campaign attention paid towards young men and boys. The poster demographic information provides support for Dove's focus on young, female consumers (or potential future consumers); 82.5 percent of all posters were identified as female and 52.3 percent of age-identifiable postings

were identified as teenagers. In response to comments similar to the following postings, Dove may consider emphasizing information detailing the research-based impetus of the campaign on the CFRB Web site.

[T]his is sadly a rather narrow minded [Self-Esteem] ad, suggesting that only young women face self esteem issues. Dove is not a female oriented product and the campaigns should include consideration of their male counterparts (Posting ID 02052006:1931b).

I love the ad, but wish it also included a boy or two. Puberty is such a fragile stage in a young person's life and both sexes struggle with self-image/self-esteem issues (Posting ID 02082006:0757).

I want to see some real men as well...we could [sic] all use a boost to our self image (Posting ID 02092006:0129).

Marketing Ploy

Criticism against the campaign as a marketing ploy may not need to be addressed directly via changes to the campaign, though it is a piece of information relevant to audience opinion that should be acknowledged internally by the organization. The following postings are representative of those critiquing the campaign as sales-oriented.

[A]though this campaign is a step in the right direction, you've got to remember it's still an ad that at the end of the day aims to increase sales of dove beauty products! it purports to be about real beauty, and it certainly has a more diverse range of body sizes etc than any conventional advertising i've seen - but it STILL puts women in narrow categories of beauty - none of the models are THAT different from cultural norms (Posting ID 04162006:0736).

[S]elf esteem is great but i dont [sic] think the key to self esteem should be buying dove products. way to capitalize on insecurities through reverse psychology (benny and the jets, 02/06/2006).¹²

Additional Suggestions

The postings reviewed provided many suggestions for the future of Dove's Campaign for Real Beauty. The following suggestions were garnered from the posting sample.

¹² This example was not part of the posting sample, and as such, does not have a Posting ID number.

- *Moderator*: Suggestions to introduce an active moderator to the Self Esteem Forum in order to prevent hostile or inappropriate comments from being posted

There are young ladies here for a very important reason - they are reaching out, hoping to develop a more positive attitude about themselves and life. Please don't ruin it for them anymore than you already have. [...] I wrote dove and suggested having a moderator involved on this site - it just has gotten a little uncomfortable in here (Posting ID 02072006:2208).

- *Opportunities for involvement*: Suggestions to make available opportunities for 'hands-on' involvement in the Self-Esteem Fund programs in addition to the financial support opportunities already presented.

How can I get involved in the campaign? (Posting ID 02142006:1048).

- *Age-ism*: Suggestions to include self-esteem awareness focused on age-related issues.

I always thought my mother's aging face was beautiful, but I know she didn't. I hope Dove can address this end of the population spectrum also (Posting ID 10242006:1900).

Corporate Reputation Measurement Research Question (Research Question 5)

Research Question 5

Based on the application of corporate personality dimensions found in the Dove Self Esteem Forum comments, can consumer-generated content (via online forum or weblog commentary), be utilized as an effective corporate reputation measurement tool and a viable alternative to current measurement methods, primarily including survey-based ranking systems?

The viability of consumer-generated content as a source of corporate reputation data as detailed in this study depends in part on the presence of the Corporate Personality Scale dimensions in forum dialogue. In support of the new corporate reputation measure, a large number of sample postings indicated the use of corporate personality sub-dimensions identifiable by third-party analysis. A total of 227 postings referenced one or more of Davies et al.'s (2003) corporate personality sub-dimensions. This represents 35.2 percent of the on-topic total

excluding the 377 postings coded as general beauty/self-esteem discussion (644).¹³ It should be recognized that in Research Question 3, the data focuses on the total number of sub-dimension references (262), while Research Question 5 addresses the total number of postings with sub-dimension references (227). It is the latter figure which provides a measure of how readily individual online forum members provide descriptions of corporate personality within a computer-mediated consumer-generated content arena.

With over one-third of on-topic postings that referenced the featured organization or campaign having been coded for the presence of at least one of the listed sub-dimensions, the measurement tool and its use of the Corporate Personality Scale appears to emerge as viable measurement tool. The prevalence of these corporate personality dimensions provides evidence as to the common use of identifiable personality dimensions in consumer-generated content within this study setting. Further dissection of the viability of the instrument, including a comparison with the existing measurement standard can be found in the discussion section (Chapter 5).

¹³ The decision to subtract general discussion postings from the total of on-topic postings was made in order to gain a more accurate measure of the use corporate personality sub-dimensions in postings specifically discussing the organization or campaign. While the researcher acknowledges the existence of postings coded as both campaign-oriented (praise or criticism) and general discussion centered, it does not appear that there is any influence on the data by excluding general discussion postings due to a) the small number of combined campaign and general discussion postings (a total of 14); and b) the examination and judgment of all 14 potentially conflicting postings as not possessing any of the listed corporate personality measures.

CHAPTER 5 DISCUSSION

Implications for Corporate Reputation Measurement

Based on the study at hand, the researcher argues that while the proposed corporate reputation measurement tool may not serve as a replacement for current ranking systems, it can serve as a valuable resource for organizations interested in developing a more full, detail-oriented understanding of their corporate reputation with a specific audience (online consumers). As a supplement to *Fortune*'s 'Most Admired Companies' rankings, the use of corporate personality measurement of online consumer-generated content offers opportunities currently unavailable with reputation ranking systems.

First, the newly proposed reputation measurement tool offers measurement opportunities for organizations not featured in the *Fortune* 1000, the ranking system's population of interest. Smaller organizations and those sub-headed under parent organizations are currently unable to make use of ranking systems dependent on *Fortune* 1000 status. This is specifically applicable to Dove, a personal care brand under the larger Unilever organization. While the *Fortune* rankings provide information for Unilever as a parent brand, Unilever's Web site boasts over 400 global brands falling into three categories—food, home care and personal care—that are not individually distinguished in the *Fortune* rankings. Dove is one of 11 billion-euro Unilever brands, with annual revenue greater than €1 billion (Unilever.com). Due to company structure, *Fortune* rankings provide a broad measure of corporate reputation for the parent organization without specific figures for the Dove brand.

Second, corporate personality reputation measurement via CGC offers opportunity for more customized detail than ranking systems. As stated in the literature review, Alsop (2004) discusses the importance of reaching beyond 'one-size-fits-all surveys' and periodically

performing customized research. Organization-specific research allows for tailored evaluation of current, time-sensitive organization activities that may have direct and immediate effects on reputation.

A third and final limitation to ranking systems that the newly proposed corporate reputation measurement tool overcomes is that ranking systems offer comparison information only. *Fortune*'s 'Most Admired' list provides ranking status in relation to industry competitors. While valuable information can be derived from this data, it offers little guidance in what specific company achievements contributed to success or where necessary improvements should be made. Refer to Table 5-1 and Table 5-2 for Unilever's 2006 and 2007 *Fortune* ranking.

Table 5-1. *Fortune*'s 'America's Most Admired Companies' Data: Unilever*

Eight key attributes of reputation	Industry rank (Consumer Food Products) 2006	Industry rank (Consumer Food Products) 2007
Innovation	5	5
People management	5	5
Use of corporate assets	5	5
Social responsibility	5	5
Quality of management	5	5
Financial soundness	5	5
Long-term investment	5	5
Quality of products/services	5	5

* Data in Table 5-1 was retrieved from the CNNMoney.com.

Table 5-2. *Fortune*'s 'America's Most Admired Companies' Data: Consumer Food Products*

Rank	Company		Overall score	
	2006	2007	2006	2007
1	Nestle	Nestle	7.97	7.82
2	PepsiCo	PepsiCo	7.83	7.59
3	General Mills	General Mills	7.37	7.16
4	Kellogg	Kellogg	7.10	6.80
5	Unilever	Unilever	6.54	6.28
6	H.J. Heinz	Campbell Soup	6.27	5.99

* Data in Table 5-2 was retrieved from CNNMoney.com.

Implications for Strategic Public Relations

What can this study contribute to the body of public relations and communications research and practice? Using the Dove organization and the Campaign for Real Beauty as a case study, it is evident that this study offers opportunities for not only corporate reputation measurement, but also campaign evaluation. Unilever-Dove's Silver Anvil summary details its strategic use of research, planning, execution and evaluation in the Dove Campaign for Real Beauty. Yet, while the primary campaign objectives identified in the literature review were internally evaluated via media results, behavior change (including visits to the CFRB Web site), and industry impact, the current study instrument allows for the evaluation of campaign tactics necessary in an ongoing and growing campaign.

When addressing the use of the study instrument for campaign evaluation, it is necessary to turn to Lindenmann's (2006) analysis of measurement and evaluation research tools and techniques. The author identifies several measurement areas that public relations practitioners focus on in evaluation and planning (Lindenmann, 2006, p. 3). The following items selected by Lindenmann—source preference, importance of messages, target audience opinions, and most effective communications channels—indicate characteristics of a public relations campaign that the measurement instrument proposed in this study can effectively measure.

- The credibility and/or believability of the information sources;
- The relevance and overall importance of the messages being disseminated;
- Finding out as much as they possibly can about the opinions, attitudes and behavior patterns of those in the target audience groups, as they respond -- or do not respond, as the case may be -- to the various messages being disseminated;
- Pinpointing the best and most effective communications channels to use when disseminating messages.

In a paper published for the Institute of Public Relations, Paine (2007) states that social media (consumer-generated content) offers measurement opportunities similar to those available with traditional communications. As with traditional communications measurement programs, practitioners can measure *outputs*, *outtakes* and *outcomes* (Paine, 2007). According to the definition listed in the Dictionary of Public Relations Measurement and Research, the current study instrument allows for the unique measurement of *outtakes*.

...Outtakes are: (1) measurement of what audiences have understood and/or heeded or responded to a communication product's call to seek further information from PR messages prior to measuring an outcome; (2) audience reaction to the receipt of a communication product, including favorability of the product, recall and retention of the message embedded in the product, and whether the audience heeded or responded to a call for information or action within the message (Stacks, 2006, as cited in Paine, 2007, p. 5).

The results section of this paper enumerates the strengths and weaknesses of the CFRB identified through the content analysis of consumer-generated content. Using evaluation research terminology, these results can be labeled as outtakes. Measurable outtakes discovered through this study include *preferred campaign tactics* (the Super Bowl Self-Esteem commercial); *areas of excellence*, such as the effective development of emotional responses, the employment of positive images of women in advertising and other relevant communications, and the focus on socially responsible messages and programs; and *areas in need of continued growth*, primarily including increased emphasis on ethnic and racial diversity.

In summary, it is the focus on customizable, detail-oriented analysis of online consumer opinion that makes this study relevant for both corporate reputation measurement and public relations campaign evaluation. Where public relations practitioners may have previously relied upon traditional evaluation measures, such as surveys and focus groups, content analysis of consumer-generated content may serve as an evaluation supplement similar to the role proposed in reputation measurement.

Study Limitations and Areas of Future Research

Study Limitations

A notable limitation to the study is the adaptation of the Corporate Personality Scale, a tool designed to measure an organization's image (external reputation) and identity (internal reputation) via administered questionnaires. In the scale's original usage, relevant publics (customers and employees, specifically) were able to directly report on corporate reputation by rating an organization on a five-point scale for each personality dimension and sub-dimension. In this study, third-person analysis is used rather than direct surveying. This places a greater emphasis on the coder to accurately and consistently assess corporate personality dimensions, as well as the other measures included in the content analysis. The potential for researcher bias does exist, though the high level of inter-coder reliability—97.2 percent—indicates consistency in coding.

An additional limitation to the study is the use of only one relevant public—online consumers—to measure corporate reputation. While consumers are an appropriate group with which to measure the external image of an organization, Davies et al. (2003) assert that reputation includes both the external image and the internal identity of an organization. In this regard, the current study may not measure an organization's full corporate reputation, but rather a portion of what constitutes corporate reputation. Given the constraints of the research environment (time and financial resources), this measure is taken as an adequate representation of the organization's corporate reputation.

Areas of Future Research

It should be noted that the Campaign for Real Beauty is a dynamic and continually-growing campaign. Since the start of this study, Dove launched an extension of the CFRB, Dove pro·age™, which aims “to instill a new attitude in the anti-aging category – from negative and

fear-driven to affirmative and hope-driven,” (Doveproage.com). With the trademark, “Beauty has no age limit,” pro-age is a response to the 2006 Dove Global Study, a research initiative commissioned by Dove “to expose existing stereotypes around beauty and aging,” (CampaignforRealBeauty.com). The study found that 91 percent of respondents felt the media and advertising need to do a better job of depicting realistic images of women over 50 years old (Doveproage.com).

The pro-age campaign promotes Dove’s new line of products designed to meet the skin and hair needs of women prior to, during and post-menopause. The campaign features tactics mirroring those associated with the Campaign for Real Beauty, such as thought-provoking magazine and television advertisements, online forums centered on “beauty at every age,” and an online commercial featuring nude “pro-age women.” In the Frequently Asked Questions of the pro-age Web site, the organization explained their decision to use nude women over 50 as part of the new campaign.

The advertising campaign is about real honest beauty. The statement we clearly wanted to make is that it is time for women to stop hiding the signs of aging, and instead, be proud of how they look. We didn't want to cover these women or enhance their appearances because they are beautiful just as they are. We believe it was necessary to show skin, age spots, wrinkles and grey hair to show women are stunning at any age (Doveproage.com).

Future research on the Campaign for Real Beauty should include content analysis on the sister pro-age campaign, which similarly provides an open wealth of audience opinion through consumer-generated content on company-sponsored public forums.

Additional research interest should be paid to introducing new unrepresented personality dimensions, sub-dimensions and items to the current Corporate Personality Scale. Several sub-dimensions and items that would have been applicable to Dove’s corporate reputation measurement include Sensitivity, a proposed item to the Empathy sub-dimension; Insensitivity, a

proposed item to the Egotism sub-dimension; Creativity, a proposed item to the Adventure sub-dimension; and Intelligence, a proposed sub-dimension of the Competence dimension.

Finally, the researcher proposes that the corporate reputation instrument developed in this study can be readily adapted to other organizations. The Corporate Personality Scale as originally designed by Davies et al. is intended to apply to any type of organization. Conducting a preliminary review of an organization and its online consumer-generated content can allow for adaptation of communication tactics and relevant topics for content analysis. For those organizations interested in implementing an organization-sponsored CGC opportunity similar to the Dove Self Esteem Forum, it is recommended that company representatives review weblog commentary throughout the blogosphere in order to develop personalized measures.

The level of detailed corporate reputation information achieved in the Dove case study—consumer demographics, tonality toward the organization, praise and criticism, tactic popularity, and consumer-identified dimensions of corporate personality—could readily be mimicked for other organizations. *Fortune*'s 'Most Admired' list may persist as the self-proclaimed "definitive report card on corporate reputations" (CNNMoney.com), yet consumer-generated content corporate reputation measurement offers organizations the opinions of "real" people. While ranking systems feature the opinions of industry experts (executives, directors and analysts), the CGC tool proposed in this study looks to the most notable determinant of external image as identified by Davies et al. (2003): consumers.

APPENDIX A
CODEBOOK FOR DOVE CORPORATE REPUTATION CONTENT ANALYSIS

Source: All forum postings were retrieved from the Dove Campaign for Real Beauty Self Esteem Forum.

Date range: 02/01/2006 - 02/01/2007

Every message in the sample should receive a unique identification number that consists of the date and time in this format: monthdayyear:militarytime. For example, a message that was posted on February 1st, 2006 at 5:10 p.m. would have the following identifier: 02012006:1710. If more than one posting in the sample is listed at the same date and time, the military time will be followed by a, b, c and so on in chronological order. Please see the attached military time conversion chart for converting standard time to military time.

I. Demographic Characteristics of Poster

Forum messages are coded for **gender (A)** and **age (B)** of poster as information is available. Gender and age can be determined by information explicitly provided by the poster or inferred by posting content; gender may also be determined by gender-indicative or traditionally male or female login names.

Gender of poster is coded as **male (1)**, **female (2)** or **unidentifiable (0)**.

Age of poster is coded as “**tweenager**” **(1)** (between the age of 8 years old to 12 years 1)old), **teen (2)** (19 years old or younger), **young adult (3)** (20 years old – to 29 years old), **adult (4)** (30 years old or older) and **unidentifiable (0)**.

Additionally, posters are coded for whether or not they can be identified as a **parent (C)**.

IMPORTANT:

- Mark “teen” if unable to determine if poster is younger than 13 years old, but is clearly younger than 19 years old
- If poster makes references to attending college or university, mark young adult unless otherwise stated
- Parents with children stated to be 15 years of age or older should be marked as adult.

II. Posting Information

A. Length of posting

Length of posting is coded as either **short (1)** (34 words or less) or **extensive (2)** (35 words or more).

B. Original/Response

Forum postings should be coded as either an **original message (1)** or **response message (2)**. A posting should be considered a response message if it specifically references a previous posting or includes a quotation from another posting; messages directed to another poster (by name or by message content) are considered responses. DO NOT code content from the quoted original message.

III. Poster Response to the CFRB

A. Tactics

Messages will be coded for the **presence (1)** or **absence (0)** of the following tactics, as well as their **tonality—negative (-1), neutral (0) or positive (1)**¹⁴—*if present*

1. **“Real Women”** – Posting discusses Dove’s use of the six “Real Women” spokeswomen in their advertising and public relations material. The “Real Women” are also known as the “Dove Girls.”
2. **“Self-Esteem” commercial** – Posting discusses Dove’s 2006 Super Bowl corporate advertisement; Comments that reference the term “commercial” or “ad” prior to October 2006 (the post date for the Evolution video) are taken to signify the “Self-Esteem” commercial.
3. **“Dove Evolution”** – Posting discusses Dove’s online viral video entitled “Dove Evolution” posted on the Campaign for Real Beauty Web site. Synonyms for Evolution include “video,” “video clip,” “film,” “movie” and similar terms.
4. **Campaign for Real Beauty Web site** – Posting discusses Dove’s use of online communications, referencing the CFRB Web site and/or Self Esteem Forum implicitly (e.g.: use of online communications in general) or explicitly (e.g. direct reference to a specific medium, such as the forum).
5. **The Dove Self-Esteem Fund** – Posting discusses Dove’s Self-Esteem Fund directly, or makes reference to the Girl Scouts of America (the Fund’s largest benefactor in the United States); *uniquely ME!*, *BodyTalk*, or *Beyond Compare* (the primary self-esteem programs in the U.S., UK and Canada); as well as references to funding and/or donations.
6. **General campaign** – Posting discusses the campaign in general; An example of a positive tonality general campaign message would be “I am so impressed with this campaign...long overdue and kudos to DOVE for making a start in focusing on the young girls of our society,” (Posting ID 02062006:2054). Synonyms for campaign include “movement,” “program,” “project” and similar terms.

After coding for **presence/absence** and **tonality** of each tactic, **code for the overall tonality of the posting**

B. Topic

Posting topic is coded for **general/other (0)** (online conversation unrelated to the stated theme of the forum) or **forum theme (1)** (dialogue centered on the campaign, Dove as an organization, and the definition of beauty and self-esteem discussion).

If the posting is unrelated to the stated theme of the forum, **stop coding**.

If the posting topic is related to stated theme of the forum, mark the **presence (1)** or **absence (0)** of dialogue centered on the attributes of **campaign praise** and/or **campaign**

¹⁴**Overall tonality should be reviewed in relation to the featured organization.** “If the tone of the posting leaves a reader less likely to do business with your organization it is negative. If the posting leaves a reader more likely to do business with your organization, or recommends the brand, it is positive. If it essentially just discusses facts it is neutral or balanced” (Paine and Lark, 2005, p. 5).

criticism *OR* general discussion of the definition of beauty and/or self-esteem issues unrelated to campaign messages.

For those postings coded for campaign praise and/or campaign criticism, mark the specific sub-attribute of praise or criticism mentioned. If no specific sub-attribute is mentioned or the attribute is not listed, mark only the main attribute.

1. Campaign praise

Postings are coded for the campaign praise if they include praise for individual tactics or the general campaign.

IMPORTANT: Code for the main attribute if the poster includes non-descriptive praise for Dove (i.e. “I love what Dove is doing!”, “Great job!”, “Thanks!”) that does not fall into any of the listed sub-attributes.

- a. *Positive messages* – The poster praises Dove for providing positive messages for young women/girls relating to self-esteem and beauty issues; May mention the need for such messages to counterbalance ‘stereotypical’ definitions of beauty’ from TV/Hollywood, eating disorders
- b. *Personally inspiring* – The poster found the messages personally helpful/moving/inspiring; The poster may discuss personal stories of self-esteem or beauty issues related to campaign messages (see general discussion for personal stories unrelated to campaign issues)
- c. *Purchase intent* – Because of the campaign and campaign tactics, the poster would be inclined to purchase Dove products and/or will continue to purchase Dove products
- d. *Comradry* – The poster states that because of the CFRB, he or she feels that they are not alone in self-esteem or beauty issues; discusses a perceived sense of unity based around campaign messages; The poster may participate in a “pep talk” of support for another poster on self-esteem or beauty issues related to campaign messages (see general discussion for “pep talk” unrelated to campaign issues)
- e. *Dialogue* – The poster expresses appreciation for opening dialogue on discussion of beauty and self-esteem issues

2. Campaign criticism

Postings are coded for the campaign criticism if they include criticism for individual tactics or the general campaign.

- a. *Boys/Men* – The poster critiques Dove’s tactics (advertisements, Web sites, video, etc.) for ignoring boys/men
- b. *Lack of racial and ethnic diversity* – The poster critiques Dove’s tactics (advertisements, Web sites, video, etc.) for not representing African-Americans and Latino women and girls
- c. *“Marketing ploy”* – The poster critiques Dove’s campaign as a marketing ploy, public relations ‘spin,’ or otherwise as a manipulative communications plan
- d. *Anti-CFRB* – The poster generally disagrees with campaign messages and may provide hostile comments against Dove or the CFRB

3. General discussion of beauty and/or self-esteem issues

Postings are coded for general discussion if the poster contributes to the general discussion of the definition of beauty and/or self-esteem issues unrelated to campaign messages

- a. *“Pep talk”* – The poster offers consolation and/or personal advice related to the self-esteem issues of another poster(s) unrelated to campaign messages
- b. *Personal stories* – The poster shares a personal story regarding the definition of beauty and/or self-esteem issues unrelated to campaign messages

C. Corporate personality

Code for the **presence (1)** or **absence (0)** of sub-dimensions; DO NOT code for the presence or absence of the main dimension (in parentheses), excluding the final two dimensions for which there are no sub-dimensions (Informality and Machismo). Use the listed defining items to identify the presence or absence of each sub-dimension.

1. **Warmth** (Agreeableness) – Items include Friendly, Pleasant, Open and Straightforward
2. **Empathy** (Agreeableness) – Items include Concerned, Reassuring, Supportive and Agreeable
3. **Integrity** (Agreeableness) – Items include Honest, Sincere, Trustworthy and Socially Responsible
4. **Modernity** (Enterprise) – Items include Cool, Trendy and Young
5. **Adventure** (Enterprise) – Items include Imaginative, Up-to-date, Exciting and Innovative
6. **Boldness** (Enterprise) – Items include Extrovert and Daring
7. **Conscientious** (Competence) – Items include Reliable, Secure and Hardworking
8. **Drive** (Competence) – Items include Ambitious, Achievement oriented and Leading
9. **Technocracy** (Competence) – Items include Technical and Corporate
10. **Egotism** (Ruthlessness) – Items include Arrogant, Aggressive and Selfish
11. **Dominance** (Ruthlessness) – Items include Inward looking, Authoritarian and Controlling
12. **Elegance** (Chic) – Items include Charming, Stylish and Elegant
13. **Prestige** (Chic) – Items include Prestigious, Exclusive and Refined
14. **Snobbery** (Chic) – Items include Snobby and Elitist
15. **Informality** – Items include Casual, Simple and Easy going
16. **Machismo** – Items include Masculine, Tough and Rugged

Coder Aide: Military Time Conversion Chart

Regular Time	Military Time	Regular Time	Military Time
Midnight	0000	Noon	1200
1:00 a.m.	0100	1:00 p.m.	1300
2:00 a.m.	0200	2:00 p.m.	1400
3:00 a.m.	0300	3:00 p.m.	1500
4:00 a.m.	0400	4:00 p.m.	1600
5:00 a.m.	0500	5:00 p.m.	1700
6:00 a.m.	0600	6:00 p.m.	1800
7:00 a.m.	0700	7:00 p.m.	1900
8:00 a.m.	0800	8:00 p.m.	2000
9:00 a.m.	0900	9:00 p.m.	2100
10:00 a.m.	1000	10:00 p.m.	2200
11:00 a.m.	1100	11:00 p.m.	2300

APPENDIX B
CODE SHEET FOR DOVE CORPORATE REPUTATION CONTENT ANALYSIS

Post ID (Post Date/Time): _____

Coder Initials: _____

Coding Date: _____

I. Demographic Characteristics of Poster

A. Gender

- Unidentifiable (0)
- Male (1)
- Female (2)

B. Age

- Unidentifiable (0)
- Tweenager (1)
- Teen (2)
- Young Adult (3)
- Adult (4)

C. Parent

- Unidentifiable (0)
- Parent (1)

II. Posting Information

A. Length of posting

- Short (1)
- Extensive (2)

B. Original/Response

- Original message (1)
- Response message (2)

III. Poster Response to the CFRB

A. Tactics

1. Real Women

a. Presence

- Absent (0)
- Present (1)

b. Tonality

- Negative (-1)
- Neutral (0)
- Positive (1)

2. Self-Esteem
 - a. Presence
 - Absent (0)
 - Present (1)
 - b. Tonality
 - Negative (-1)
 - Neutral (0)
 - Positive (1)
3. Dove Evolution
 - a. Presence
 - Absent (0)
 - Present (1)
 - b. Tonality
 - Negative (-1)
 - Neutral (0)
 - Positive (1)
4. Campaign for Real Beauty Web site
 - a. Presence
 - Absent (0)
 - Present (1)
 - b. Tonality
 - Negative (-1)
 - Neutral (0)
 - Positive (1)
5. The Dove Self-Esteem Fund
 - a. Presence
 - Absent (0)
 - Present (1)
 - b. Tonality
 - Negative (-1)
 - Neutral (0)
 - Positive (1)
6. General campaign
 - a. Presence
 - Absent (0)
 - Present (1)
 - b. Tonality
 - Negative (-1)
 - Neutral (0)
 - Positive (1)

Overall Tonality of Posting

Negative (-1)

Neutral (0)

Positive (1)

B. Topic

General/Other (0)

Blog Theme (1)

1. Campaign praise

Absent (0)

Present (1)

a. Positive messages

Absent (0)

Present (1)

b. Personally inspiring

Absent (0)

Present (1)

c. Purchase intent

Absent (0)

Present (1)

d. Comradry

Absent (0)

Present (1)

e. Dialogue

Absent (0)

Present (1)

2. Campaign criticism

Absent (0)

Present (1)

A. Boys/Men

Absent (0)

Present (1)

B. Lack of racial and ethnic diversity

Absent (0)

Present (1)

C. "Marketing ploy"

Absent (0)

Present (1)

D. Anti-CFRB

Absent (0)

Present (1)

- 3. General discussion of beauty and/or self-esteem issues
 - Absent (0)
 - Present (1)
 - a. “Pep talk”
 - Absent (0)
 - Present (1)
 - b. Personal stories
 - Absent (0)
 - Present (1)
- C. Corporate personality
 - A. Warmth (Agreeableness)
 - Absent (0)
 - Present (1)
 - B. Empathy (Agreeableness)
 - Absent (0)
 - Present (1)
 - C. Integrity (Agreeableness)
 - Absent (0)
 - Present (1)
 - D. Modernity (Enterprise)
 - Absent (0)
 - Present (1)
 - E. Adventure (Enterprise)
 - Absent (0)
 - Present (1)
 - F. Boldness (Enterprise)
 - Absent (0)
 - Present (1)
 - G. Conscientious (Competence)
 - Absent (0)
 - Present (1)
 - H. Drive (Competence)
 - Absent (0)
 - Present (1)
 - I. Technocracy (Competence)
 - Absent (0)
 - Present (1)

J. Egotism (Ruthlessness)

Absent (0)

Present (1)

K. Dominance (Ruthlessness)

Absent (0)

Present (1)

L. Elegance (Chic)

Absent (0)

Present (1)

M. Prestige (Chic)

Absent (0)

Present (1)

N. Snobbery (Chic)

Absent (0)

Present (1)

O. Informality

Absent (0)

Present (1)

P. Machismo

Absent (0)

Present (1)

LIST OF REFERENCES

- Alsop, R. J. (2004). *The 18 immutable laws of corporate reputation: Creating, protecting, and repairing your most valuable asset*. New York, NY: Free Press.
- Anonymous (1999, May 27). Reputation keeps business buoyant. *Marketing*, 50-52.
- Argenti, P. A., & Druckenmiller, B. (2004). In practice: Reputation and the corporate brand. *Corporate Reputation Review*, 6 (4), 368-374.
- Argenti, P. A., & Forman, J. (2000). The communication advantage: A consistency-focused approach to formulating and implementing strategy. In M. Schultz, M. J. Hatch, & M. H. Larsen (Eds.), *The expressive organization: Linking identity, reputation, and the corporate brand*. (pp. 233-244). Oxford: The Oxford Press.
- Bar-Ilan, J. (2005). Information hub blogs. *Journal of Information Science*, 31 (4), 297-307.
- Bausch, P., Haughey, M., & Hourihan, M. (2002). *We blog: Publishing online with weblogs*. Indianapolis, IN: Wiley.
- Berelson, B. (1952). *Content analysis in communication research*. New York: Free Press.
- Berens, G., & van Riel, C. B. M. (2004). Corporate associations in the academic literature: Three main streams of thought in the reputation measurement literature, *Corporate Reputation Review*, 7 (2), 161-178.
- Bulkeley, W. M. (2005, June 23). Marketers scan blogs for brand insights. *Wall Street Journal*, B1.
- Burke, T. (1998). Risks and reputations: The economics of transaction costs. *Corporate Communications*, 3 (1), 5-10.
- Campaign for Real Beauty. (n.d). *Beauty comes of age: 2006 global study*. Retrieved April 4, 2007 from <http://www.campaignforrealbeauty.com/flat4.asp?id=7137>
- Campaign for Real Beauty. (n.d.). *Self esteem forum*. Retrieved February 20, 2007 from <http://boards.campaignforrealbeauty.com/forum/messageview.aspx?catid=9&threadid=13&enterthread=y>
- Campaign for Real Beauty. (n.d). *The campaign for real beauty background*. Retrieved November 13, 2006 from <http://www.campaignforrealbeauty.com/press.asp?id=4562§ion=news&target=press>
- CNNMoney. (n.d). *America's most admired companies 2007*. Retrieved February 3, 2007 from http://money.cnn.com/magazines/fortune/mostadmired/2007/best_worst/index.html.

- Cooley, T. (1999). Interactive communication: Public relations on the web. *Public Relations Quarterly*, 44 (2), 41-42.
- Cornfield, M., Carson, J., Kalis, A., & Simon, E. (2005). Buzz, blogs, and beyond: The internet and the national discourse in the fall of 2004. *Pew Internet & American Life Project*. Retrieved January 2, 2007 from http://www.pewinternet.org/ppt/BUZZ_BLOGS__BEYOND_Final05-16-05.pdf
- Davies, G., & Chun, R. (2002). Gaps between the internal and external perceptions of the corporate brand. *Corporate Reputation Review*, 5 (2/3), 144-158.
- Davies, G., Chun, R., Vinhas de Silvas, R., & Roper, S. (2001). The personification metaphor as a measurement approach for corporate reputation. *Corporate Reputation Review*, 4 (2), 113-127.
- Davies, G., Chun, R., Vinhas de Silvas, R., & Roper, S. (2003). *Corporate reputation and competitiveness*, London: Routledge.
- De Valck, K. (2005). *Virtual communities of consumption: Networks of consumer knowledge and companionship*. Rotterdam: Erasmus Research Institute of Management.
- Dove pro-age. (n.d.). *Being pro-age*. Retrieved May 10, 2007 from http://www.doveproage.com/being_proage.asp
- Dove pro-age. (n.d.). *FAQ*. Retrieved May 10, 2007 from <http://www.doveproage.com/faq.asp>
- Fernando, A. (2007). Social media change the rules. *Communication World*, 24 (1), 9-10.
- Fombrun, C. J. (1998). Indices of corporate reputation: An analysis of media rankings and social monitors' ratings. *Corporate Reputation Review*, 1 (4), 327-340.
- Fombrun, C. J. (2001, May 25). Reputations: Measurable, valuable, and manageable. *American Banker*, 166 (101), 14A.
- Fong, J., & Burton, S. (2006). Online word-of-mouth: A comparison of American and Chinese discussion boards. *Asia Pacific Journal of Marketing and Logistics*, 18 (2), 146-156.
- Forman, J., & Argenti, P. A. (2005). How corporate communication influences strategy implementation, reputation and the corporate brand: An explanatory qualitative study. *Corporate Reputation Review*, 8 (3), 245-264.
- Foux, G. (2006). Get your consumer involved. *Brand Strategy*, 202, 38-39.
- Freeman, B. (2006). Substance sells: Aligning corporate reputation and corporate responsibility. *Public Relations Review*, 51 (1), 12-19.

- Goldsborough, R. (2004, February 2). Using web forums to snag surfers. *Community College Week*, 6 (1), 18-18.
- Gotsi, M., & Wilson, A. M. (2001). Corporate reputation: Seeking a definition. *Corporate Communications*, 6 (1), 24-30.
- Guernsey, L. (2002, November 28). Telling all online: It's a man's world (isn't it?). *The New York Times*, Retrieved January 30, 2007 from <http://www.nytimes.com/2002/11/28/technology/circuits/28blog.html>
- Halpern, M. (2006). Uncapping consumer generated content. *Marketing Magazine*, 111 (25), 9-10.
- Hancock, J. (2005). *Investing in corporate social responsibility: A guide to best practice, business planning & the UK's leading companies*. Sterling, VA: Kogan Page Limited.
- Heath, R. L., & Bryant, J. (1992). *Human communication theory and research*. Hillsdale, NJ: Lawrence Erlbaum.
- Helm, S. (2005). Designing a formative measure for corporate reputation. *Corporate Reputation Review*, 8 (2), 95-109.
- Henning, J. (2003). The blogging iceberg – of 4.12 million hosted weblogs, most little seen, quickly abandoned. *Perseus Development Corporation White Papers*. Retrieved January 10, 2007 from <http://www.perseus.com/blogsurvey/thebloggingiceberg.html>
- Herring, S. C., Kouper, I., Scheidt, L. A., & Wright, E. L. (2004a). Women and children last: The discursive construction of weblogs. In L.J. Gurak, S. Antonijevic, L. Johnson, C. Ratliff, & J. Reyman (Eds.), *Into the blogosphere: Rhetoric, community, and culture of weblogs*. Retrieved January 10, 2007, from http://blog.lib.umn.edu/blogosphere/women_and_children.html
- Herring, S. C., Scheidt, L., Bonus, S., & Wright, E. L. (2004b). Bridging the gap: A genre analysis of weblogs. In: *Proceedings of the 37th Annual Hawaii International Conference on System Sciences*. Retrieved January 20, 2007 from <http://www.freeconversant.com/irweblog/index>
- Holsti, O. R. (1969). *Content analysis for the social sciences and humanities*. Reading, MA: Addison-Wesley.
- Holtz, S., & Demopoulos, T. (2006). *Blogging for business: Everything you need to know and why you should care*. Kaplan Publishing.
- Hutton, J. G., Goodman, M. B., Alexander, J. B., & Genest, C. M. (2001). Reputation management: The new face of corporate public relations? *Public Relations Review*, 27 (3), 247-261.

- Jackson, K. T. (2004) *Building reputational capital: Strategies for integrity and fair play that improve the bottom line*. New York, NY: Oxford University Press.
- Jeppensen, L. B., & Frederiksen, L. (2006). Why do users contribute to firm-hosted user communities? The case of computer-controlled music instruments. *Organization Science*, 17 (1), 45-63.
- Jupp, V. (Ed.). (2006). *The Sage Dictionary of Social Research*. London: Sage.
- Kartalia, J. (1999). Technology safeguards for a good corporate reputation. *Information Executive*, 3 (9), 4-4.
- Keller, K. L. (2002, May 24) *Building and managing brand equity*. Paper presented at the 6th Annual Research Conference on Corporate Reputation, Identity and Competitiveness.
- Kelleher, T., & Miller, B. M. (2006). Organizational blogs and the human voice: Relational strategies and relational outcomes. *Journal of Computer-Mediated Communication*, 11, 395-414.
- Kent, M. L., & Taylor, M. (1998). Building dialogic relationships through the World Wide Web. *Public Relations Review*, 24 (3), 321-334.
- Kent, M. L., Taylor, M., & White, W. J. (2003). The relationship between Web site design and organizational responsiveness to stakeholders. *Public Relations Review*, 29 (1), 63-77.
- Kozinets, R. V. (1998). On netnography: Initial reflections on consumer investigations of cyberculture. *Advances in Consumer Research*, Association for Consumer Research, Provo, UT, Vol. 25, 475-480.
- Kozinets, R. V. (1999). E-tribalized marketing? The strategic implications of virtual communities of consumption. *European Management Journal*, 17 (3), 252-264.
- Kozinets, R. V. (2002). The field behind the screen: Using netnography for marketing research in online communities. *Journal of Marketing Research*, 39 (1), 61-72.
- Kozinets, R. V. (2006). Click to connect: Netnography and tribal advertising. *Journal of Advertising Research*, 46 (3), 279-288.
- Langer, R., & Beckman, S. C. (2005). Sensitive research topics: Netnography revisited. *Qualitative Market Research*, 8 (2), 189-203.
- Lasswell, H. D. (1948). The structure and function of communication in society. In L. Bryson (Ed.), *The Communication of Ideas* (pp. 37). New York, NY: Institute for Religious and Social Studies, Jewish Theological Seminary of America.

- Lenhart, A., & Madden, M. (2005). Teen content creators and consumers. *PEW Internet & American Life Project*. Retrieved December 29, 2006 from http://www.pewinternet.org/pdfs/PIP_blogging_data.pdf
- Lindenmann, W. K. (2006). Public relations research for planning and evaluation. *Institute for Public Relations*. Retrieved June 20, 2007 from http://www.instituteforpr.org/files/uploads/2006_Planning_Eval.pdf
- Lombard, M., Snyder-Duch, J., & Bracken, C. (2002). Content analysis in mass communication. *Human Communication Research*, 28 (4), 587-604.
- Molesworth, M., & Denegri-Knott, J. (2004). An exploratory study of the failure of online organizational communication. *Corporate Communications*, 9 (4), 302-316.
- Multichannel Merchant. (2000, May 1). *Online marketing glossary*. Retrieved March 10, 2007, from <http://multichannelmerchant.com/webchannel/affiliate/>
- Muniz, A. M., Jr., & Schau, H. J. (2005). Religiosity in the abandoned apple newton brand community. *Journal of Consumer Research*, 31 (4), 737-747.
- Nakra, P. (2000). Corporate reputation management: “CRM” with a strategic twist? *Public Relations Quarterly*, 45 (2), 35-42.
- Neff, J. (2006). A real beauty: Dove’s viral makes a big splash for no cash. *Advertising Age*, 77 (44), 1-45.
- Nelson, M. R., & Otnes, C. (2005). Exploring cross-cultural ambivalence: A netnography of intercultural wedding message boards. *Journal of Business Research*, 58 (1), 89-95.
- Orlowski, A. (2003, May 30). Most bloggers “are teenage girls” - survey. *The Register*, Retrieved on January 30, 2007 from <http://www.theregister.co.uk/content/6/30954.html>
- Paine, K. D. (2007). How to measure social media relations: The more things change, the more they remain the same. *Institute for Public Relations*. Retrieved June 20, 2007 from http://instituteforpr.org/files/uploads/How_to_Measure_Blogs.pdf
- Paine, K. D., & Lark, A. (2005, March 10-13). *How to measure blogs and other consumer generated media and what to do with the data once you have it*. Paper presented at the 8th Internal Public Relations Research Conference. Retrieved November 10, 2006, from http://instituteforpr.org/index.php/IPR/research_single/how_to_measure_blogs/
- Petrick, J. A., Scherer, R. F., Brodzinski, J. D., Quinn, J. F., & Ainina, M. F. (1999). Global leadership skills and reputational capital: Intangible resources for sustainable competitive advantage. *Academy of Management Executive*, 13 (1), 58-69.

- Prah, P. M. (2006, May 26). Teen spending. *CQ Researcher*, 16, 457-480. Retrieved February 1, 2007, from <http://library.cqpress.com.lp.hscl.ufl.edu/cqresearcher/cqresrre2006052600>
- PRWeek. (2005, September 27). Real impact: Dove's real beauty campaign. Retrieved January 10, 2007 from <http://event.on24.com/eventRegistration/EventLobbyServlet?target=lobby.jsp&playerwidth=748&playerheight=590&defaultstream=wmmulti&eventid=15018&sessionid=1&key=1F24E53165FCAB4F11E7ED0F851CC5B1&eventuserid=6955691>
- Random.org. (n.d.). *Random integer generator*. Retrieved March 1, 2007 from <http://www.random.org/integers/>
- Rainie, L. (2005). The state of blogging. *Pew Internet & American Life Project*. Retrieved June 19, 2006 from http://www.pewinternet.org/pdfs/PIP_blogging_data.pdf
- Rindova, V. P., & Fombrun, C. J. (1999). Constructing competitive advantage: The role of firm-constituent interaction. *Strategic Management Journal*, 20 (8), 691-710.
- Saxton, K. (1998). Understanding and evaluating reputation. *Reputation Management*, May/June, Previously available from <http://www.entegracorp.com/downloads/Reputation%20Management.pdf>
- Schau, H. J., & Gilly, M. C. (2003). We are what we post? The presentation of self in personal webspace. *Journal of Consumer Research*, 30 (3), 385-404.
- Schultz, T. (2000). Mass media and the concept of interactivity: An exploratory study of online forums and reader email. *Media, Culture & Society*, 22, (2), 205-221.
- Seltzer, T., & Mitrook, M. A. (n.d.) *The dialogic potential of weblogs in relationship building*. Unpublished manuscript, University of Florida.
- Sen, S., & Bhattacharya, C. B. (2001). Does doing good always lead to doing better? Consumer reactions to corporate social responsibility. *Journal of Marketing Research*, 38, (2), 225-243.
- Simmons, T. (2006). Real women, real results: Dove earns the silver anvil best of award. *Public Relations Strategist*, 12. Retrieved November 20, 2006 from <http://global.factiva.com.lp.hscl.ufl.edu/ha/default.aspx>
- Smudde, P. M. (2005). Blogging, ethics and public relations: A proactive and dialogic approach. *Public Relations Quarterly*, 50 (3), 34-38.
- Stacks, D. W. (Ed.). (2006). The dictionary of public relations measurement and research. *Institute for Public Relations*. Retrieved June 20, 2007 from http://www.instituteforpr.org/files/uploads/PRMR_Dictionary.pdf

- Taylor, M., Kent, M. L., & White, W. J. (2001). How activist organizations are using the Internet to build relationships. *Public Relations Review*, 27 (3), 263-284.
- Trufelman, L. P. (2005). Consumer-generated media: Challenges and opportunities for public relations. *Public Relations Tactics*, 12 (5), 17-27.
- Unilever. (2007, March 29). *Unilever annual report and accounts 2006*. Retrieved April 5, 2007 from http://unilever.com/Images/ir_annual_report_en_tcm1388518.pdf
- Unilever-Dove & Edelman Public Relations Worldwide. (2006). Dove Campaign for Real Beauty. *Public Relations Society of America*. Retrieved November 22, 2006 from <http://prcsearch.prsa.org/dbtw/-wpd/exec/dbtwpub.dll>
- Varey, R. J., & White, J. (2000). The corporate communication system of managing. *Corporate Communications*, 5 (1), 5-11.
- Weinberger, D. (2006). Resist corrupting blogs with messages. *Advertising Age*, 77 (14), 8-8.
- Wentz, L. (2007). 'Real beauty' gets a global breakout via evolution. *Advertising Age*, 78 (2), S7-S7.
- Will, M. & Porak, V. (2000). Corporate communication in the new media environment: A survey of 150 corporate communication web sites. *JMM: The International Journal on Media Management*, 2 (3/4), 195-201.
- Wimmer, R. D., & Dominick, J. R. (2006). *Mass media research: An introduction* (8th ed.). Belmont, CA: Thompson Wadsworth.

BIOGRAPHICAL SKETCH

Sara Elizabeth Antonio was born in Fort Myers, Florida, on February 3, 1983. She graduated from the University of Virginia in May 2005 with a bachelor's degree in both economics and American government. During her time at U.Va., her interest in political communication led her to communications internships in fundraising and event planning, which ultimately inspired an enthusiasm and excitement for public relations.

In August 2005, she matriculated to the University of Florida, where she began her graduate studies in the School of Journalism and Communications. During the summer and fall 2006 semesters, she held a corporate communication internship with a leading biotechnology company.

She completed her Master of Arts in Mass Communication with a specialization in public relations in August 2007. After graduation, she intends to pursue a career in integrated communication or agency public relations.