
Identifying factors for evaluating effective influencer marketing

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Abstract

With the changes in media consumption, many firms see potential in influencer marketing to reach their millennial target groups. Still, only a few are able to implement effective influencer marketing campaigns. Because of this inefficiency in corporate influencer marketing campaigns, this paper has identified factors to evaluate influencer marketing activity **effectiveness from a company's perspective. To do this, the author has performed a** comprehensive literature review before conducting qualitative guideline interviews with a total of six players in the field. The collected data was then evaluated using the methods of the grounded theory. The analysis of both the qualitative interviews and literature reviews in combination has led to some main conclusions. At first, all players communicated an explicit need for better assessment methods as the current are resource-intensive and unclear. To fulfill this need, this paper has developed a model based on the three main identified factors. (1) A good selection of a fitting influencer for the communication is needed for an effective posting. This thesis indicates that influencer selection depends on similar factors as celebrity endorser selection. (2) The content posted by the influencer must be of good quality. This can be achieved, when the advertised product can be meaningfully integrated into the communication. (3) The last point is the latent construct of trust or credibility, which customers feel towards the influencer. While raising credibility is often the goal of influencer marketing campaigns, achieving a credible and authentic performance on social media is necessary for a successful and effective communication.

Table of contents

Introduction	1
1. Literature Review	3
1.1. Definitions	3
1.2. Effectiveness in influencer marketing, eWOM and celebrity endorsers	6
1.2.1. Framework and fundamentals of influencer marketing	6
1.2.2. Influencer marketing as extension of eWOM	7
1.2.2.1. Motivation	8
1.2.3. Current effectiveness measurement methods	10
1.2.3.1. Effectiveness in celebrity endorsement	11
1.2.3.2. Measurement issues and the need for qualitative evaluation	11
1.2.4. Qualitative performance factors	12
1.2.4.1. Tie strength and network size	13
1.2.4.2. Credibility and trust	14
1.2.4.2.1. Latent constructs for trust	15
1.2.4.2.2. Characteristics	18
1.2.4.3. Homophily	21
2. Empirical research	22
2.1. Research methods	22
2.1.1. Research process	22
2.1.2. Grounded Theory	24
2.1.2.1. Justification of the grounded theory for this study	24
2.1.3. Sampling	24
2.1.4. Coding	25

2.2.	Development of data collection	28
3.	Research findings.....	33
3.1.	Open and axial coding.....	35
3.1.1.	Credibility and trustworthiness are key.....	35
3.1.2.	The need for a widespread fit	36
3.1.3.	Content is king.....	38
3.1.4.	Call to action gives meaning.....	40
3.1.5.	Summary of the key findings.....	40
3.2.	Selective coding and developing a model	41
4.	Conclusion.....	47
	References.....	50
	Appendix.....	55

List of figures

Figure 1: Own figure on Chen..... 9

Figure 2: Mayer, Davis and Schoorman’s proposed model of trust 17

Figure 3: Research process..... 23

Figure 4: Coding process..... 26

Figure 5: The preliminary model- concepts of the empirical study 33

Figure 6: Influencer fits 38

Figure 7: Coding around a core phenomenon 41

Figure 8: The final model from coding 46

List of tables

Table 1: Weitzl's key components of eWOM trust..... 16

List of abbreviations

B2C	Business to Customer
e.g.	Exempeli gratia
etc.	Et cetera
eWOM	Electronic word of mouth
KPI	Key performance indicator
OCR	Online customer review
PR	Public relations
ROI	Return on investment
SNS	Social network sites
WOM	Word of mouth

Introduction

"In today's media landscape, mass communication channels, such as TV stations, radios, and newspapers, are no longer the dominant sources of information for consumers. Instead, consumers often use social media channels or virtual communities for information exchange and relationship building [...]. Social media influencers use these same channels, offering unique value to both users and advertisers." (Lou & Yuan, 2019, p. 2)

With the development of social network sites (SNS), the way users consume and share media has changed. With the uprising of influencer marketing, firms are finding a way to engage actively in peer-generated web content. Influencer marketing has become more than just a trendy way to promote products; it allows firms to speak in the language of the millennial target group.

While the number of influencers is continuously growing, also demand for influencers on the firm side is rising. The market therefore is expanding in value and quantity of collaborations, but still many players do not understand the processes underlying the method. Especially firms on the principal side feel constrained to trust in an agency or the agent's influencers. To close this gap, the goal of this paper is to examine factors relevant from a corporate perspective for evaluating influencer marketing effectiveness. **What factors make an influencer marketing communication effective, and what has to be considered from a principal firm's perspective,** in order to achieve their goals in influencer marketing? With what tools can companies assess their past influencer marketing activities more reliably and better predict future influencer effectiveness?

To answer these questions, this thesis has combined a variety of research methods. At first, a comprehensive literature review was conducted on effectiveness in influencer marketing and comparable subjects. At this point, the findings of different authors such as Amos, Holmes and Strutton (2008) Chen (2017), Erdogan (1999), Lou and Yuan (2019) and Weitzl (2017) were compared. The literature review was summarized in the first chapter. In a second step, qualitative,

exploratory interviews were conducted with both marketing agency employees and principal firm employees (the hiring or contracting entity) to reach a more comprehensive outcome. The interviews were analyzed on the basis of the grounded theory following both the Strauss and Corbin (1994) and Strübing (2014) methods. The interviews were coded in the manner of the grounded theory. How the coding and data collection was conducted is defined and reasoned in the following chapter. The third chapter then opens the discussion and argumentation of the identified hypothesis and compares the findings to the previous literature review. The last chapter then completes this thesis in the form of a closing conclusion.

1. Literature Review

1.1. Definitions

Influencer marketing and celebrity endorsers

With the growth of social media, marketing activities have shifted strongly since the last century. Facebook, Instagram and other social network sites (SNS) have opened the doors for so called “**influencers**” who communicate with “**influencees**”. When this happens on behalf of an economic player seeking marketing benefits from the communication, it is considered influencer marketing. The word of mouth marketing association (WOMMA) defines influencer marketing as “The act of a marketer or communicator engaging with key influencers to act upon influencees **in pursuit of a business objective**” (WOMMA, 2013, p. 7). **Forbes defines the latter as “a nonpromotional approach to marketing in which brands focus their efforts on opinion leaders, as opposed to direct target market touchpoints”** (Hall, 2016). Lou and Yuan (2019, p. 2) describe in their paper that “**influencer marketing refers to a form of marketing where marketers and brands invest in selected influencers to create and/or promote their branded content to both the influencers’ own followers and to the brands’ target consumers**” (Global Yodel Media Group, 2017).

An influencer must have some sort of influence on the influencee (Lou & Yuan, 2019, p. 2). Therefore, he or she must be considered as an opinion leader and must be capable of reaching the influencee. Opinion leaders can be found in smaller environments, such as niche markets or personal contacts or in large-reach environments such as celebrities who are followed by millions of people. This thesis defines ‘influencer’ as a public person or figure who enacts his or her communications on social media **and who’s prominence stems from social media itself** and not from other activities. Therefore, famous people from sports, musicians and actors who have become famous due to their profession and later got involved in social media are not considered influencers in this paper. Where considered, these people are **termed ‘celebrities’**. Furthermore, the scope of the thesis limits itself to influencer marketing activities involving tangible consumer goods such as fashion products or household goods. For the empirical research, mainly the Swiss market is considered and evaluated.

As current qualitative studies on influencer marketing are limited, studies on celebrity endorsement such as those conducted by Amos, Holmes and Strutton (2008) and Erdogan and his colleagues (Erdogan, 1999; Erdogan & Baker, 2000) are also considered and compared. Furthermore, influencer marketing also falls into electronic word of mouth (eWOM) which is why studies on the latter are also compared.

Electronic word of mouth (eWOM)

Weitzl (2017) defines electronic word of mouth (eWOM) in his book *Measuring Electronic Word of Mouth* as “peer-generated, text-based product evaluations and recommendations made by potential, actual, and former customers about a product or company, which are made available to a multitude of consumers via postings on the Internet” (p. 2) and uses it as synonym to online customer reviews (OCRs). Different than influencer marketing, Weitzl’s OCRs occur in between customers and are more anonymous. The person formulating the review is not an opinion leader, however his or her opinion is considered (or not) by the customer for purchase decisions. Yet, the trust decisions made by the potential customer seem to follow a similar line for eWOM and influencer marketing.

WOM marketing is the primary factor behind 20-50% of all purchases as a 2010 McKinsey study has shown (Bughin, Doogan, & Vetvik, 2010, p. 2). Shu-Chuan Chu and Yoojung Kim (2011, p. 48) describe WOM in general as act of information exchange and claim that it is essential in developing customer attitudes and behaviors towards products. EWOM is an electronic extension of WOM which Hennig-Thurau, Gwinner, Walsh, and Gremler (2004, p. 39) describe as “any positive or negative statement made by potential, actual, or former customers about a product or company, which is made available to a multitude of people and institutions via the Internet”. Depending on the definition of eWOM, influencer marketing can be more closely connected to the term, or not. Some authors define eWOM as OCR (online customer reviews), some only define eWOM as digital communication through former customers. For this paper, eWOM is considered as online communication by former customers, which includes influencer communications. Still, sources on eWOM are considered more critical because the definitions of the authors always have to be compared.

Weitzl (2017, p. 123) defines eWOM trust as “a relatively stable trait-like attitudinal concept anchored in the consumer’s personality that predisposes individuals to rely on online customer reviews and recommendations which mirror prior consumption experiences, opinions, as well as claims of fellow shoppers.”

Key performance indicators (KPIs) and measurement factors

For evaluating marketing activities, key performance indicators (KPIs) are often used. KPIs aim at generally measuring success, performance and utilization and can take on the form of absolute numbers or ratios (Esch, Langner, & Bruhn, 2016, p. 388). KPIs are formulated in advance and then used to evaluate the effectiveness of a measure. Mostly quantitative KPIs are used to measure performance, as these are easier to formulate. Quantitative KPIs in digital marketing capture clicks, interactions, likes, followers, reach and similar numbers. Qualitative KPIs, on the other side, are more difficult to capture as they try to describe more subjective factors such as customer trust, acceptance and communication quality. However, the quantitative amount of interactions and followers does not necessarily express information on the quality of the post or the customer’s feelings towards it. Negative publicity and expressions of disapproval will increase the amount of interactions. Relying solely on quantitative KPIs therefore might distort the performance measurement. As it has been decided to be out of the scope of this paper, this thesis will evaluate effectiveness factors but not formulate them into explicit KPIs. Therefore, the goal of this thesis is to identify influencer marketing factors enhancing effectiveness. These factors can be seen as guideline for achieving effective influencer marketing communications.

1.2. Effectiveness in influencer marketing, eWOM and celebrity endorsers

1.2.1. Framework and fundamentals of influencer marketing

A survey published by Statista (2017) asked 102 worldwide enterprise brand strategists and marketers for their leading goals of influencer marketing. The top answers were improving brand advocacy (94%), expanding brand awareness (92%) and reaching new target audiences (88%). Driving lead generation was only a leading goal for 67% and improving sales conversion for 74%. Furthermore, 58% of the questioned marketers believe that influencer marketing will be integrated in all marketing activities in the next three years (p. 11). Influencer marketing is on the rise and has become prominent for both PR and marketing campaigns. According to the Statista study, the main goal of influencer marketing seems to be building awareness and advocacy, not in sales or purchase decisions. (Statista, 2017)

When asked for the biggest challenges in influencer marketing in another study of the same Statista report conducted with 181 U.S. marketers, the by far leading answer was determining the ROI in influencer marketing programs with 78%, followed by choosing which influencer marketing provider to work with (45%) (p. 14). Other authors also claim that ROI is a difficult measure to calculate in influencer marketing (Ferguson, 2008).

Already in the year 2000, studies identified that at the time 25% of US advertisements employed celebrity endorsers (Amos et al., 2008, p. 209) which function in a similar way to influencer marketing. **Endorsers can be defined as “any individual who enjoys public recognition and who uses this recognition on behalf of a consumer good by appearing with it in an advertisement”** (Lou & Yuan, 2019, p. 2). After this definition, influencer marketing can be regarded as endorsers. In both approaches (influencers and celebrities), an opinion leader is used to make a statement in favor of a product or service in order to promote it and positively influence the audience. Erdogan and Baker (2000) present a model in their work, which states that celebrities create a type of persona through their public appearances and their depiction of themselves. The public then interprets this persona into a public image, which advertisers hope to transfer onto a product

when the celebrity advertises for it (Amos et al., 2008, p. 210). This process is highly comparable to influencer marketing. Kim and Tadisina (2007, p. 98) further identify third party support as a micro-level institutional factor benefiting the trust of a counterparty in e-business. Their finding was similar to that of Strub and Priest's (1976, p. 408) study on trust, claiming that when one party is trusted by the trustor and this party is associated to an unknown, third party, the trustor may transfer the trust from the third party to the unknown one (Stewart, 1999, p. 461).

1.2.2. Influencer marketing as extension of eWOM

WOM communications are considered a more reliable source than classical advertisement and therefore are often valued as more honest and reliable by customers (Shu-Chuan Chu & Yoojung Kim, 2011, p. 48). With the development of eWOM, WOM options for customers have increased, from only opinion seeking and giving to opinion passing, e.g. sharing and spreading opinions (Shu-Chuan Chu & Yoojung Kim, 2011, p. 51). The potential reach of a single WOM communication has grown extendedly from a few friends to millions of users on social networks and review pages. The development of influencers on social networks can be considered a natural extension of eWOM marketing, as influencers are individuals who also review products online, but with a more widespread reach. However, there are some differences in influencer marketing and eWOM communications, which mainly involve online reviews. While classical eWOM reviews involve an unknown counterpart or trustee, the influencer presents him- or herself as distinct individual. Weitzl defines eWOM trust as “**generalized orientation towards the information provided by these reviewers**” rather than as trust in the reviewer him- or herself (Weitzl, 2017, p. 96). Ferguson (2008, p. 180) further separates WOM marketing from viral marketing (which includes influencer marketing) by cause and effect. While viral marketing is the cause and therefore creates awareness and excitement, WOM is the effect, stemming from viral marketing. Nonetheless, Weitzl's (2017, p. 96) conclusion that eWOM concerns itself more with trust on the institutional level than on a personal level, also may be applied to influencer marketing. Applying this logic, the viewer's trust can be distinguished between his or her trust

towards the product (e.g. the review itself, the recommendation, or the influencer communication) and towards the source (the platform, the reviewer, the influencer in general).

The most relevant difference in eWOM and influencer marketing for firms seems to be controllability. While eWOM communications are done by independent and anonymous customers, influencers are identified individuals who can partially be controlled by the firm in the form of contracts. Influencers give firms the ability to take part in eWOM communications and build better trust with customers than with pure advertising, however customers are aware of this controllability and tend to be more cautious with influencer marketing communications.

1.2.2.1. Motivation

According to Weitzl (2017, p. 123 et seq.) the most dominant motive in considering and sharing eWOM for customers is to make a good product purchase decision together with hedonistic motives. The latter is further examined by Ferguson (2008) and Chen (2017). Ferguson (2008, p. 182) states in his article, that **“People feel motivated and derive pleasure from making recommendations and talking about products and services”** and **calls this benefit social capital**. Chen (2017, p. 615) calls this factor social acceptance. In her article, the author differentiates between social acceptance in relations with friends versus strangers. The two categories are fluent, depending on relationship closeness, and determine the motivation factor for eWOM. Self-enhancement is an important motivator for WOM with strangers (Chen, 2017, p. 613). Self-enhancement is reached through positive WOM to impress strangers and capture their interest. By giving positive reviews, new ties are then built with strangers. On the other hand, WOM with friends takes place to reinforce existing ties and connect them more closely. This is achieved by sharing emotionally connecting content, which more often is of a negative nature. For friends, negative WOM is shared to protect them from bad content or products. (Chen, 2017, p. 614)

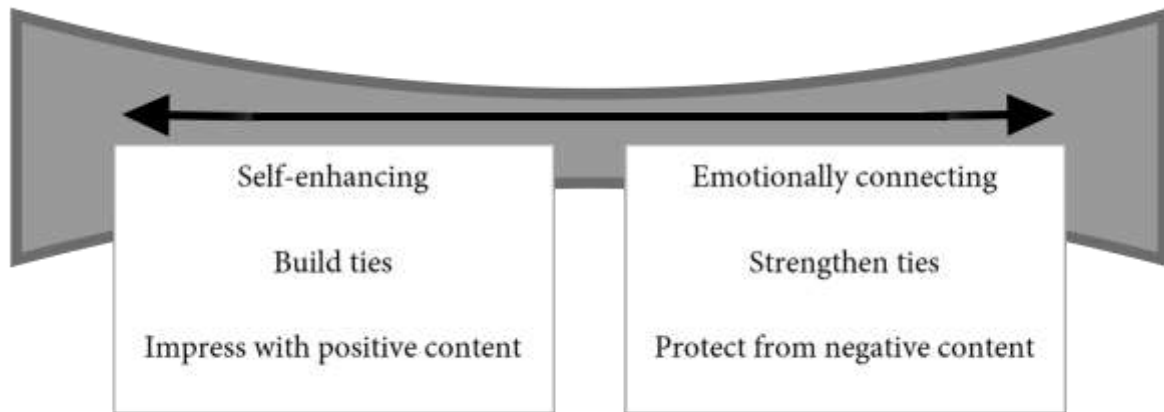


Figure 1: Own figure on Chen (2017).

WOM is believed to fulfill own goals of the reviewing party, rather than being unpredictable (Chen, 2017, p. 614). This applies to WOM with both strangers and friends. The existence of pure altruism, which would be the pure desire to protect and help others, is uncertain (Chen, 2017, p. 616). Notwithstanding, WOM from friends is the most influential (Chen, 2017, p. 613).

When deciding on which information to share with both strangers and friends, content with economic or psychic costs are avoided. Economic costs occur when the competitive advantage of the customer is lost when he or she shares information with others, e.g. in discounts limited by quantity. Psychic costs are factors like risk of embarrassment or being wrong (Chen, 2017, p. 614). In a good eWOM environment, individuals trust each other not to be embarrassed by others and therefore minimizes the perceived risk (Weitzl, 2017, p. 96).

In her study, Chen (2017, p. 616 et seq.) tested WOM communications with probands for two factors: valence (positive or negative) and type of self-memory (self-general memory or specific self-autobiographical memory). Self-general memory is the knowledge that an individual has about itself, being job title, strengths and capabilities. Specific self-autobiographical memory are events or experiences of less than a day. The results were consistent with the theory, being that people prefer sharing self-enhancing (self-general memory and positive and content) with strangers and more emotional (specific self-autobiographical memory and negative content) with friends. (Chen, 2017, p. 616 et seq.)

Motivations for eWOM and influencer marketing seems to be rather congruent, nonetheless influencer communications add another perspective of motivation for the influencer. While customers writing OCR communications only benefit from social factors, influencers receive financial or material compensation from the producer or seller of the product. Therefore, a layer of clearly non-altruistic motivation is added, which most customers are aware of (Lou & Yuan, 2019, p. 12).

Regarding influencer communications, no clear tendency can be observed. Many influencers seem to share emotional, narrative stories over personal facts such as employment, however the tenor often seems positive. Perhaps influencers mix these theories, while building relationships with strangers on a more fictive level. Whether this is true and done purposely to endorse fictive relationships with their followers must further be assessed and does not lie in the scope of this paper.

1.2.3. Current effectiveness measurement methods

Influencer marketing is mostly measured by quantitative KPIs. Many tools for SNS such as Instagram identify interactions, reached accounts (reflecting distinct accounts reached) and impressions (reflecting how often certain posts are seen in total). Ferguson (2008, p. 182) claims that without capturing customer data in viral marketing the communications are not effective. To the author, it is necessary to collect e-mail addresses, signing up customers to programs or tracking offer-redemption. All these can be defined as call to action which the customer must complete, even if it just sharing data.

Reachbird (2016), an influencer marketing solution company, define in their blog that selecting the right influencers as well as the analysis of the campaign afterwards are the most relevant steps in achieving influencer marketing effectiveness. For the influencer selection, the general engagement rate and the engagement rate of posts on this topic should be compared. For campaign evaluation, the following KPIs are considered most relevant: (1) number of likes and comments per posting and overall, (2) engagement rate per posting and overall, (2) sentiment

score per posting and overall. While the engagement rate reflects the total amount of likes and comments, the sentiment score reflects the mood of the comments, being positive, neutral or negative (Reachbird, 2016). Quintly, a similar tool, focuses on follower growth and interactions (Gottke, 2017).

1.2.3.1. Effectiveness in celebrity endorsement

Amos et al. (2008, p. 213) identify the following key predictors from their literature review as enhancing advertising effectiveness with celebrity placements; (1) celebrity performance, (2) negative information, (3) celebrity credibility, (4) celebrity expertise, (5) celebrity trustworthiness, (6) celebrity attractiveness, (7) celebrity familiarity, (8) celebrity likeability, and (9) celebrity/ product fit. Further, Erdogan and Baker (2000, p. 32) conducted qualitative surveys with experts and found that the most relevant factors to those experts when deciding on celebrities for their advertisements were; (1) whether the celebrity fits with the advertising idea, (2) celebrity and target audience match, (3) what the celebrity stands for, (4) costs of acquiring the celebrity, (5) celebrity and product match, (6) celebrity controversy risk, (7) celebrity popularity, (8) celebrity availability, (9) celebrity physical attractiveness, (10) celebrity credibility, (11) celebrity's prior endorsements, (12) whether celebrity is a brand user, (13) celebrity profession and (14) celebrity equity membership status. This thesis will compare the author's findings to influencer marketing, to assess similarities and differences in the factors relevant in fostering effectiveness. Because in Amos et al.'s paper (2008) more independent studies are considered, the focus of this thesis has been set on their results.

1.2.3.2. Measurement issues and the need for qualitative evaluation

“Given the large sums of money involved in this strategy and the risk associated with selection of inappropriate celebrities [...], developing

a systematic approach to the selection of an appropriate celebrity for marketing communication messages is an important, yet difficult task” (Erdogan & Baker, 2000, p. 26).

Selecting the right partner is crucial for celebrity endorsers and also for influencer marketing. Not only must he or she have a large reach and visibility, he or she must also be respected and influential for potential customers. Knowing the specific target group therefore is necessary. Only when the influencer product fit, the likeability of the influencer on the target group, and the perceived trustworthiness are given, influencer marketing can be effective. (Weitzl, 2017)

As described in chapter 1.2.3., most influencer marketing KPIs focus on quantitative measures. What makes WOM and influencer marketing interesting is that reach is not the most relevant factor. Having a smaller reach but more loyalty in the group might lead to better results. Just because a customer makes many transactions does not mean that he or she will engage in WOM, while other emotionally loyal customers who engage in WOM may purchase fewer items of the firm. (Ferguson, 2008, p. 182)

A large risk in eWOM and influencer marketing is customer skepticism. A review done by an influencer or other customer might be influenced by the firm and therefore might not be independent. Disguising firm communications as OCR is considered unethical business tactics, which is why influencers must declare their posts as advertisements (Burgess, Sellitto, Cox, & Buultjens, 2011; Weitzl, 2017, p. 98). The challenge for firms is to create a convincing influencer marketing communication which feels independent and trustworthy, even though the influencer is not independent.

1.2.4. Qualitative performance factors

Performance factors in this thesis are factors fostering the performance. As the case examined is influencer marketing effectiveness, these performance factors are believed to contribute to an effective communication, when positive.

1.2.4.1. *Tie strength and network size*

A widely-discussed factor which determines eWOM effectiveness is tie strength. Depending on the relationship with the person communicated with, not only the motivation for the WOM communication changes but also the effectiveness. As discussed in chapter 1.2.2.1., the motivations for communications with strangers and friends regarding eWOM differ. However, the effectiveness of the communication is also dependent on tie strength. While WOM communications are mainly made with individuals known to the customer, eWOM communications often include strangers, which is why eWOM communications depend more on the customers general attitude towards the source rather than the trust he or she has for the communicator (Weitzl, 2017, p. 7). Whether this applies to influencer marketing has to be assessed.

According to Chen, (2017, p. 615) most relationships of adults can be differentiated into two phases: (1) tie initiation, which captures the construction of new ties and mainly focuses on showing that the communicator is a potential good friend and (2) tie maintenance, which captures bond strengthening and re-investing into a friendship. Interestingly, a study by Shu-Chuan Chu and Yoojung Kim (2011, p. 52) suggests that weak ties do not necessarily indicate less effective WOM communications. The authors state that in some cases weak ties are even more effective. A named example are students making decisions for their studies who choose to trust in strangers on online-platforms of their university rather than in their family members or friends who are not engaged in their university but clearly have closer ties. In the case of influencer marketing, this could indicate that when the influencer is perceived as expert on the topic, the customer might tend to trust the influencer more. Yet, tie strength and engagement in eWOM behaviors are mostly positively correlated (Shu-Chuan Chu & Yoojung Kim, 2011, p. 52).

Contacts on SNS might be perceived as more trustworthy than complete strangers. Therefore, they can be seen as intermediate between strangers and friends. (Shu-Chuan Chu & Yoojung Kim, 2011, p. 50) Followers are to some extent in a contact-relationship with influencers. Whether this has impact on their perceived tie strength however is unclear.

Smith, Coyle, Lightfoot, and Scott (2007) analyze in their studies the connection between network size and eWOM communications. A first study conducted by the authors suggests that larger network sizes do have a positive effect on eWOM behaviors as individuals with larger networks are interested in more subjects (p. 390) and have more self-reported influence activity (p. 392). However, the authors claim that a few individuals with extremely large networks do not have an extreme influence. When the network grows to a certain point, the ties become too weak to be very influential and therefore influence growth is not linear with network size but tends to be diminishing. (Smith et al., 2007, p. 390 et seq.) Yet, Lou and Yuan (2019, p. 3) explain in their paper that a study of the literature of other authors has indicated that the parasocial relationship in between influencers and their viewers are key for effectiveness, along with other factors. Accordingly, the number of followers and divergence of products advertised for must both be considered when choosing an influencer for a campaign (De Veirman, Cauberghe, & Hudders, 2017; Lou & Yuan, 2019, p. 2)

1.2.4.2. Credibility and trust

A variety of researchers have investigated the concepts of trust and credibility throughout the buying process. Already in 1953, Hovland, Janis and Kelley named the concepts of expertise and trustworthiness as building factors for source credibility (Lou & Yuan, 2019, p. 4). With other researchers, attractiveness was further included (Lou & Yuan, 2019; Ohanian, 1990; Weitzl, 2017).

Trust and credibility are the most relevant factors for WOM communications. Independent of whether in WOM or eWOM, or if the communicator is known or unknown, customers relying on WOM take on a certain risk in trusting the communicator. Other authors define trust as the confidence that the communicator will not exploit the vulnerabilities of the customer (Casaló, Flavián, & Guinalú, 2008; Corritore, Kracher, & Wiedenbeck, 2003; Weitzl, 2017, p. 97). While trust is difficult to define and measure, the perceived trust of the customer in the communicator is positively related to eWOM behaviors (Shu-Chuan Chu & Yoojung Kim, 2011, p. 55).

Trust in eWOM generally does not only describe trust in the communicator, but also trust in the source. When customers make good relationships with certain platforms or review forms, they will tend to rely on this kind of communication more often independent of the author. Also, the customer will tend to collect more information from this source (Weitzl, 2017, p. 97). EWOM trust is considered rather stable: the customer trusts in eWOM communications of a certain platform or not. This factor can be changed by a learning process, when a customer makes a bad or good experience with eWOM (Weitzl, 2017, p. 100).

1.2.4.2.1. Latent constructs for trust

As described in Chapter 1.2.4.2. trust is a complex construct and is defined differently but often similarly by authors. Trust is considered a latent construct, as it cannot be measured directly but is constructed from different observable related factors (Diamantopoulos, Riefler, & Roth, 2008, p. 1204; Hovland et al., 1953; Lou & Yuan, 2019; Weitzl, 2017, p. 99). Weitzl (2017) conducted a wide-spread analysis of different authors and their definitions and has concluded a five-dimensional construct of second order, on which this thesis strongly relies. According to Weitzl, eWOM trust’s dimensions are (1) honesty, (2) usefulness, (3) benevolence, (4) having a favorable attitude towards this kind of market information and (5) willingness to rely on online customer reviews in general (Weitzl, 2017, p. 105).

<i>Types of Trust</i>	<i>Dimension</i>	<i>Definition</i>
Trusting beliefs	Ability/Usefulness	The consumer’s belief that eWOM content is a useful, knowledgeable and adequate source of purchase-relevant information and/or recommendations.
	Integrity/Honesty	The consumer’s belief that the information conveyed in the eWOM is believable, truthful, verified, and adheres to moral standards.
	Benevolence	The consumer’s belief that eWOM is guided or motivated by the reviewer’s favorable and positive intentions towards the consumer’s welfare and not by the reviewer’s self-interest only.
Trusting Attitudes	Likeability	The consumer’s positive emotions towards eWOM.

Trusting Intention	Willingness to rely on	The consumer's willingness to rely on eWOM and accepting potential loss by applying eWOM-conveyed information for purchasing decisions.
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Table 1: Weitzl's key components of eWOM trust (Weitzl, 2017, p. 104).

Weitzl's (2017, p. 104) model is strongly based on the research of Kim and Tadisina (2007), McKnight, Cummings, and Chervany (1998) and Mayer et al. (1995) who claim the trust of an individual is constructed out of three main trust concepts (types of trust). First are **the trustor's** beliefs; with the dimensions of integrity, ability and benevolence. In this context, ability describes the technical competence of the trustee, which can differ with the subject. While the trustee can be considered an expert on a certain subject and therefore be highly trusted, he or she might not be considered when considering decisions on other subjects (Mayer et al., 1995, p. 717). Integrity is a construct which both involves **a set of principles of the trustee as well as the trustor's** acceptance of them. Only when the set exists and is deemed acceptable by the trustor, integrity becomes a given in the context of trust (Mayer et al., 1995, p. 719). Benevolence considers the trustee's intentions or motives, e.g. his or her motivation to lie and his or her altruism (Mayer et al., 1995, p. 719). Also important to note is that all trusting beliefs are set up as a continuum and not as a bi-polar, e.g. "given" or "not given" (Mayer et al., 1995, p. 721). Further, distrust is not the opposite of trust. High distrust has other impacts than low trust. Therefore, it is important to describe whether a negative value has negative impact or solely no positive impact (Weitzl, 2017, p. 112 et seq). (Kim & Tadisina, 2007; Mayer et al., 1995; McKnight et al., 1998; Weitzl, 2017)

The second concept is the trustor's attitudes about the object of trust (the source or trustee). Weitzl defines attitudes as a "mental process of evaluation of the trust object's attributes mirrored in a person's feelings or perceptual judgement about the trusted party" (Kim & Tadisina, 2007; Weitzl, 2017, p. 105). The first two concepts together can be referred to as the trustworthiness of the trustee. The third concept stems from the willingness of the trustor to rely on the trustee in combination with a sense of risk taking and vulnerability to the latter. This third concept is referred to as trusting intention of the trustor (Lou & Yuan, 2019, p. 12; Weitzl, 2017, p. 104 et seq). Kim and Tadisina (2007) focus their studies mainly on general e-business and e-commerce

in a B2C frame, while Weitzl (2017) applies the concepts and analysis to eWOM communications in the sense of OCR. This thesis will try to apply those concepts further to influencer marketing.

The dimensions of ability and honesty are labeled by Weitzl (2017, p. 111) as cognitive elements, which stem from the trustor's rational evaluation of certain characteristics. The expectation of benevolence and trusting attitudes (e.g. likeability), however, are connected to emotional characteristics and evaluation. Only the evaluation of the last trusting concept, -trusting intention- is behavioral. (Kim & Tadisina, 2007, p. 94; Weitzl, 2017, p. 111 et seq.)

Other authors name different latent constructs for trust. McKnight, Cummings, and Chervany, (1998, p. 107) name the beliefs about the trustee's (1) benevolence, (2) competence, (3) honesty and (4) predictability as relevant factors, while Mayer, Davis, and Schoorman (1995, p. 715 et seq.) name (1) ability, (2) integrity and (3) benevolence for trustworthiness. There seem to be many constructs in research, nevertheless all seem to grasp similar contents, while some dimensions are interconnected. Mayer et al. claim that ability, benevolence and integrity are separable (1995, p. 720). As Weitzl (2017) has conducted the most extensive analysis, his definition is further used for this thesis. In the following table Mayer, Davis and Schoorman's Model (1995) is explained, as it is substantial for Weitzl's (2017) model.

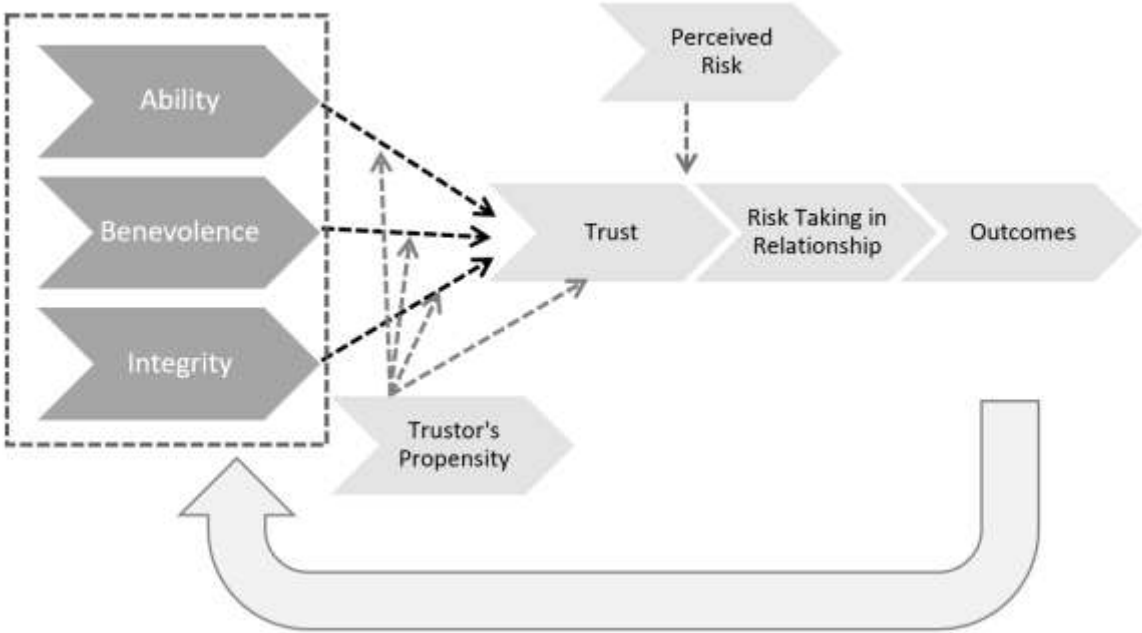


Figure 2: Mayer, Davis and Schoorman's proposed model of trust (1995, p. 715).

As previously mentioned, Mayer et al. (1995) name ability, benevolence and integrity as factors for the construction of trustworthiness. Influencing these factors and trust in general is the **trustor's propensity** to trust. While considering the perceived risk, the trustor will decide on his willingness to take it in the business relationship, which will lead to a certain outcome. This outcome influences future ability, benevolence and integrity decisions of the trustor, depending on if his or her experience was positive or negative. (Mayer et al., 1995, p. 715 et seq.)

Risk taking, however, is not a necessity for trusting. According to Mayer et al. (1995, p. 724) **“There is no risk taken in the willingness to be vulnerable (i.e., to trust), but risk is inherent in the behavioral manifestation of the willingness to be vulnerable”**. There is a difference in actually risking and being willing to risk something. Trust is only the willingness, while behavioral is the actual assumption of a risk (Mayer et al., 1995, p. 724). Mayer et al. (1995) and Weitzl's (2017) concepts differ on this part, as Mayer et al. focus on risk taking in relationship and Weitzl focuses on the willingness to rely on eWOM. In the first concept, the counterpart is familiar or at least **identifiable, while Weitzl's risk taking and trusting decisions** apply to eWOM as source. Therefore, influencer marketing fulfills attributes of both. Kim and Tadisina (2007, p. 95) identify an issue in Mayer et al.'s concept, as **trusting behavior, e.g. taking** an actual risk in the form of a purchase is influenced by factors other than trust as well. The authors therefore distinguish trusting intentions as trust which may influence actual behaviors.

1.2.4.2.2. Characteristics

Ability, usefulness and expertise

The ability and usefulness describe the extent to which the trustee is capable of delivering correct and useful information which also is purchase-relevant. Only when the trustee is perceived as expert can he or she can give relevant and adequate information on the product. Other studies **define the expertise as “the extent to which a communicator is perceived to be a source of valid assertions”** (Amos et al., 2008, p. 214 et seq.; Erdogan, 1999, p. 298). Amos et al.'s (2008, p. 222) study identified expertise of the celebrity as the third most relevant source of effectiveness. Lou

and Yuan's study (2019, p. 11) however found that expertise had less effect than expected but argued that influencers might be generally perceived as experts.

Integrity, honesty and authenticity

To explore credibility, Amos et al. (2008, p. 214) introduce the source-credibility model which analyses credibility. According to the authors, it is composed of trustworthiness and expertise. Weitzl (2017, p. 104) states that integrity and honesty compose the customers belief that the information is believable and truthful. For a customer to find a communication believable, truthful and verified, the influencer must be perceived as authentic, credible and as telling the truth.

Authenticity is viewed as a core element of integrity and honesty (Weitzl, 2017, p. 182). Only when an influencer behaves in a consistent way and posts regularly about the subject, he or she is perceived as **an authentic player in this field. Besides being authentic, the influencer's post must also be credible and truthful.**

Benevolence

Another relevant factor of trustworthiness is benevolence: the degree of confidence with which the trustor perceives the trustee's **claim to be of good intent** (Amos et al., 2008, p. 215; Ohanian, 1990, p. 41; Weitzl, 2017, p. 104). As the actual truthfulness is already a component of integrity and honesty, the intent is captured in the perceived motivation for the communication and the public bias. In most cases, influencers receive some sort of financial or material benefit for advertisements which is known by the audience, however customers still tend to trust the influencers. Another factor indicating benevolence could be public bias. This factor describes whether there is media coverage on the influencer being selfish or malevolent. According to Amos et al. (2008, p. 224) negative information on the celebrity or influencer has the largest impact on effectiveness. Yet, negative information on the celebrity is only transferred to the brand when strong associative links are present (Amos et al., 2008, p. 213).

Social frame

The social frame describes the influencer's social status and perception by the public. In this paper, three factors comprise the influencer's social frame; (1) his or her respect, (2) his or her fame and (3) his or her acceptance as an opinion leader. To evaluate fame, the influencer's followers must be evaluated and whether there is media coverage on him. Celebrity performance, which describes the achievements attained in his or her profession is the least relevant factor for advertisement effectiveness (Amos et al., 2008, p. 222). This factor refers to nominations, success, performance in tournaments and so on.

Influencer fit

The influencer product fit describes the suitability of influencer with the product. Studies imply that for celebrities, the product celebrity fit only mirrors effectiveness in brand attitude but not for purchase intention (Amos et al., 2008, p. 217; Till & Busler, 2000). Also in Erdogan's (1999, p. 33) studies, all interviewed parties agreed that the celebrity product fit is highly relevant. This factor is also called the "match-up hypothesis" (Amos et al., 2008, p. 216; Till & Busler, 2000).

Likability

When observing the attractiveness of the celebrity or influencing person, Amos et al. (2008) found that other factors of attractiveness besides physical attractiveness are more relevant, such as personality and athletic ability. Physical attractiveness has no effect on advertising attractiveness (Amos et al., 2008, p. 216). Erdogan (1999, p. 299) defines likability as "affection for the source as a result of the source's physical appearance and behavior". Amos et al. (2008, p. 214) describe attractiveness as construct of likability, similarity and familiarity. When a customer finds a celebrity or influencer likable, knows him or her and finds him or her similar to the self, attractiveness rises. This similarity may connect to homophily described in chapter 1.2.4.3.. In Erdogan and Baker's (2000, p. 33) survey the second most frequently named criteria was the customer's feeling towards the celebrity and what they stand for. In this thesis, likeability is distinct into two categories: general and personal likability. General likability is strongly built on Weitzl's (2017, p. 104) Likeability, as it describes the consumer's emotions towards the source, in this case influencer marketing communications. Personal likability goes more into the direction

of Amos et al.'s (2008) attractiveness, being the likability for a specific influencer. As influencer marketing gives the trustee a specific personality and distinct appearance, the customer's feeling towards him or her are relevant as well.

Willingness to rely on

When all other factors are fulfilled, the audience will find the influencer trustworthy, his or her communication believable, and his or her person likable. Nevertheless, for all this to influence **the customer's purchase** decisions and have impact, the customer must be willing to rely on influencer marketing in general. Only when he or she is willing to accept influence and to rely on it, the customer might want to buy the product to transfer some of the meanings created by the influencer on his or her own life (Amos et al., 2008, p. 210).

1.2.4.3. *Homophily*

Another interesting factor defining eWOM effectiveness is homophily of follower groups. When individuals are similar, they tend to trust each other more. Similarity can stem from socio-demographic factors such as age and gender or also from interests, such as sports or food. Through electronic communications, customers can better limit their groups of interest, giving them better access to homophilic groups in WOM and influencer marketing and therefore improving their WOM trust. How homophilic a group is strongly depends on how they perceive themselves and not on how homophilic they actually are (Shu-Chuan Chu & Yoojung Kim, 2011, p. 54 et seq.). However, research results are divergent. Chen's (2017, p. 65) results indicate that there is a negative relation between homophily and eWOM behaviors. The author asserts that homophily may reduce information diversity and therefore limit knowledge spreading (Chen, 2017, p. 65 et seq.). How this factor can be applied to influencer marketing is somewhat unclear. While choosing an influencer for a campaign, the congruence of target groups, e.g. the **influencer's target group and the promoted products target group** are compared rather than the influencer himself to the target group. Still, viewers or followers have a tendency to trust more in endorsers with whom they can identify themselves, e.g. feel a similarity (Lou & Yuan, 2019, p. 11).

2. Empirical research

2.1. Research methods

In the first chapter of this paper, current research regarding effectiveness in influencer marketing, eWOM and celebrity endorsers have been assessed, while comparing the three for differences and similarities. This chapter (2.) of the paper will first define research methods and process before conducting the actual interviews and research and then visualizing the results in a research chapter (3.). The last chapter (4.) is the concluding chapter.

2.1.1. Research process

In the following, the research process applied for this paper is described. In the first step, research questions were defined together with the general research design. The initial current research assessment on the subject was held rather broad in order to get an overview on the relevant subjects and exiting concepts defined by other authors. Data collection in the form of a literature review was initiated with the goal of reaching an overview and identifying gaps in current research. Because the gaps appeared larger in influencer marketing studies, celebrity endorsers and eWOM were used to create more information density. At this stage it was decided which subjects were included and which excluded in this thesis. When the research questions became clear, research methods for answering the questions were assessed. Therefore, concepts concerning methods, sampling, approach and reasoning were compared and evaluated. Accordingly, comparable studies were analyzed, and methods studied.

Next, guided interviews were conducted based on the gathered knowledge. The interviews were built up in two parts; the first set of questions was distributed in advance and therefore given to the interviewees for preparation. The idea was to first collect non-biased data and focus on concepts or terms named by the interviewee, before actually presenting thesis information and concepts and seeing how the interviewee reacts to it. The catalogue of interview questions was rather large in order to be flexible on the path the interviewee would choose with his or her

answers. The focus which the interviewee gave while speaking influenced which question was asked next.

After the first set of questions was discussed, the second part of the questions was only presented ad hoc in order not to influence the interviewees. In this part, at first so far developed and researched concepts were presented. This visualization can be found at the very end of the appendix. The interviewee could then evaluate and comment on the ideas.

As more data was collected, the interview format and choice of interviewees was adjusted. The data processing step of coding in an open, axial and selective manner followed after each conducted interview so that it could influence the subsequent data collection. Evaluation was done after every single interview to assure the grounded theory principles. Only when a density of data was reached, the last step of visualizing results was started.

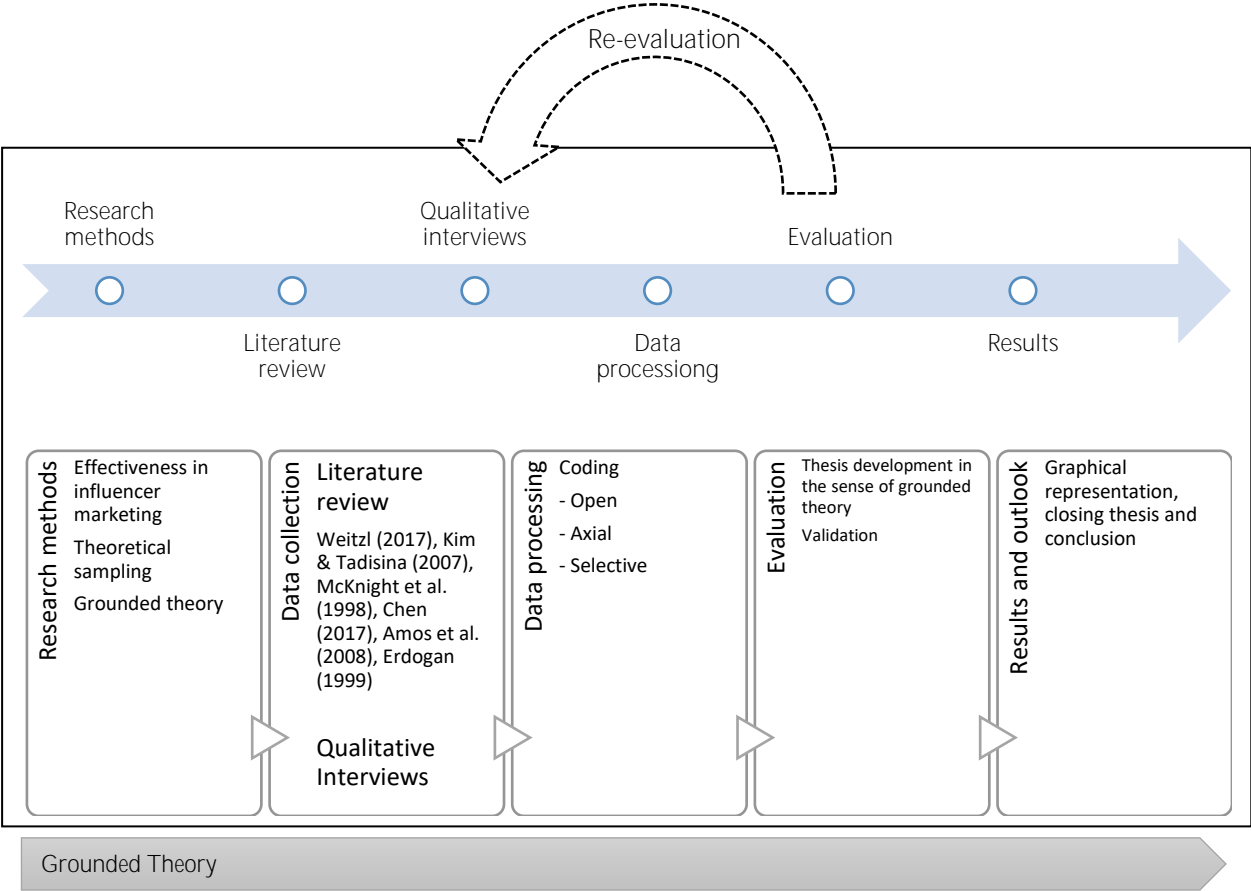


Figure 3: Research process (own depiction).

2.1.2. Grounded Theory

The grounded theory became prominent with Anselm Strauss, Barney Glaser and Juliet Corbin. The main approach of the grounded theory combines the phases of data collection and analysis in a continuous and reflective process. The evolving of theories and concepts takes place during the actual research, so that new theories and concepts can directly flow into future data collection (Corbin & Strauss, 1990, p. 6; Strauss & Corbin, 1994, p. 273). Grounded Theory leaves open the question of whether the data is generated or re-evaluated and what type of sources it comes from, but sets the stage for continuity in between inductive and deductive approaches (Corbin & Strauss, 1990, p. 5, 1990, p. 11).

2.1.2.1. Justification of the grounded theory for this study

The grounded theory has been a particularly considered research method for sociologists and psychologists (Strauss & Corbin, 1994, p. 276) but can be used for many social sciences. In the study at hand, a grounded theory approach was chosen due to research-based assumed correlation of the subject with psychological and sociological aspects. The idea was to take on a new dimension besides currently used quantitative evaluation of influencer marketing. The grounded theory is verified by being generalizable through abstraction, which is achieved through coding (Corbin & Strauss, 1990, p. 15).

2.1.3. Sampling

In line with the approach of the grounded theory, theoretical sampling was conducted for this study. Theoretical sampling aims at an agile process, where future sources of data are only chosen while evaluating existing data. Therefore, theoretical sampling can adjust to qualitative research needs and is more flexible. The generated data is then always assessed for differences, gaps, and (ir)regularities. (Corbin & Strauss, 1990, p. 8)

Because this thesis wants to assess **tools for influencer marketing analysis on the firm's** perspective and wants to improve effectiveness for marketers, the perspective of influencers themselves were not deemed relevant. Therefore, it was refrained to interview influencers themselves.

In this study, the first interview was held with a PR consultant specialized in social media. As a comparison, the second interview was held with a marketing and brand management employee at a principal company who works with influencers. After strongly hearing their involvement with agencies, an employee of an influencer agency was chosen for the next interview. As claims seemed to differ in between agency employees and employees of principal firms, another employee from a principal firm was interviewed who had recently conducted their first influencer marketing campaign. Because the actual data from influencer agency employees seemed more relevant, at this point only agency employees were further interviewed.

Because agencies often have been the subject in the interviews this paper defines 'agency' as agency firms who are in a contractual relationship to the principal or contracting entity, who are in this study referred to as 'principal firms'. Both players are a third party to actual influencers.

2.1.4. Coding

The following depiction shows the conducted coding process. While open coding is used to open the data, it afterwards is formed into categories and placed in axis categories (axial coding). The codes are then themselves brought into a relationship. In the last step, a core category is identified, and the other categories brought into relationship to this core category. (Corbin & Strauss, 1990; Strauss & Corbin, 1994; Strübing, 2014)

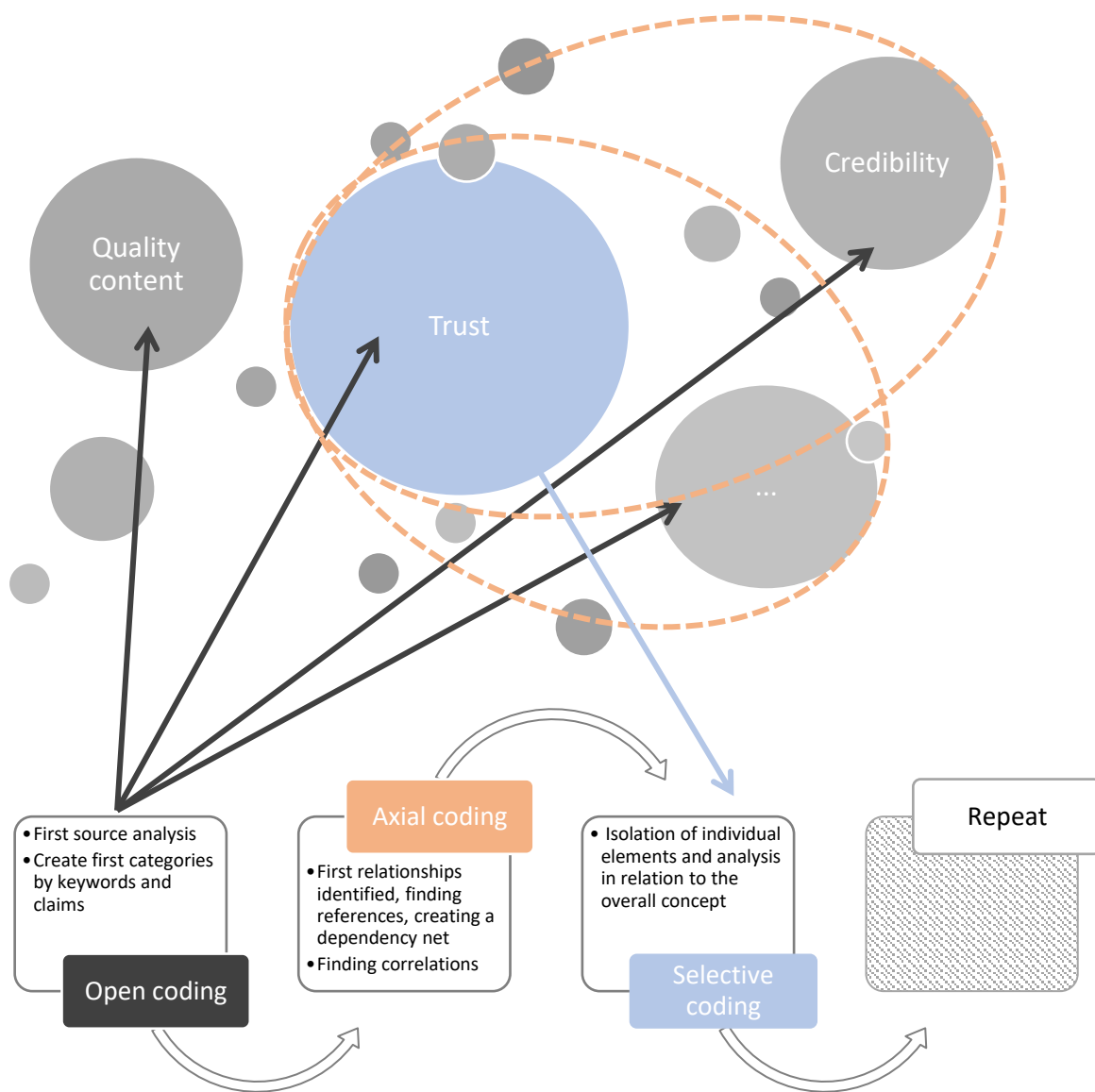


Figure 4: Coding process (own depiction). (Corbin & Strauss, 1990; Strauss & Corbin, 1994)

Open coding

Open coding “is the interpretive process by which data are broken down analytically” (Corbin & Strauss, 1990, p. 10). In open coding, the data is analyzed and structured. The objective is to compare differences and similarities and group statements into categories, which then can be assessed more genuinely in further steps. The interviews are assessed regarding the topics talked about, the main assertions made, subjects not spoken about as well as differences and similarities.

The first attempts of open coding are conducted just after the interview, so new ideas and claims can be integrated into the further data collection. Therefore, data collection can gradually reach conceptual density (Corbin & Strauss, 1990, p. 18). This approach implements the concept of grounded theory data collection, assessment and analysis as a process.

Axial coding

In axial coding, categories are developed and related to each other. During this step, first hypotheses are developed and tested against further data. Core categories to explain a phenomenon in axial coding can be divided into (1) 'context', being the relevant framework of a situation, (2) 'causal conditions', being the variables leading to the phenomenon, (3) 'strategy', describing actions and interactions of players in response to the phenomenon and (4) 'consequences' which the strategy leads to. These categories make up the coding paradigm (Corbin & Strauss, 1990, p. 13; Strübing, 2014, p. 25). In this thesis, axial coding was conducted by comparing generated data to the literature review and previous interviews.

Selective coding

In selective coding, the core phenomenon is placed, and other categories assembled around it. All categories around this core phenomenon must reach explanatory density on their own but also in combination. (Corbin & Strauss, 1990, p. 14; Strübing, 2014, p. 18)

2.2. Development of data collection

This sub-chapter summarizes the initial open coding process. The open coding process was mainly done chronologically which is why the interviews are also sorted by date. At this point the interviews were scanned for relevant concepts and terms described by the interviewee. When concepts were congruent with those of other interviews, it was noted. Where necessary, notes on why the next interview partner was selected were added. The interviews were partially compared to each other but not to the literature review during open coding. Only in axial coding the interviews were compared to the literature review. However, several phases of open, axial and selective coding were conducted.

The interviews were held in German and Swiss-German and therefore this chapter also functions as summary of the particular interviews for the English reader. The whole transcribed interviews can be found in the appendix (however, in the publication version the interviewees were anonymized). When the wording of a concept was important, the German original statement is given.

Interview 1

The first interviewee is a consultant and lecturer who has experience in public relations and communications. The interview was held in October 2018 in Zurich in the Swiss German language. The interviewee opened the conversation with a rather negative bias on influencer marketing and called the subject a hype. She claimed a certain naivety in the strategic decision process of many principal firms, who decide to work with influencers. Often, these firms would not have clear marketing or PR goals and engage in influencer marketing for the sake of it.

The interviewee explained that the benefits of influencer marketing are that influencers have a better channel to the target group and their statements can raise authenticity and credibility. To measure effectiveness, the outcome must always be held against the goals. Therefore, clear goals are needed. An influencer marketing activity is successful, when a call to action or change of thought is reached.

Decision criteria for the influencer selecting is whether the influencer talks about the relevant subject in a qualified way and whether he or she is in exchange with their community. The interviewee stresses credibility several times and connects it to frequency of posting. The quantitative numbers valued by her are those that create visibility, such as reach and engagement. For her qualitative analysis, she puts goals and benchmarks in relation to outcome and tries to assess correlations and causality. The interviewee herself brings up the term 'trust' during the interview and claims that qualitative analysis reflects more relevant data than quantitative.

Interview 2

After holding the interview with the first interviewee, an employee of a principal firm was selected to receive a first comparing perspective. The interviewee is a brand activation manager and was responsible for a product line marketing and its campaign of 2018 involving influencers. The interview was held in Zurich in October and in German.

The focus of the campaign was product sales. The interviewee 2 worked with an agency which took over a large share of the selection process of influencers. The final decision was however still made the agent. While the interviewee did not use tools such as Reachbird herself, the agency did. The interviewee expressed a trusting relationship to the agency. The agency analyzes the data and reports to the agent on a weekly basis. The interviewee explained that the analysis of her company focuses on benchmarks of prior influencer waves of the campaign. The goal of the campaign was credibility. At **the agent's company**, influencer marketing is always a part of a larger campaign involving other components. Therefore, the evaluation cannot be done in isolation.

The interviewee was the first to bring up the subject of influencer involvement in posts of competitors. She often spoke of more quantitative analysis, such as reach, interaction and follower number or growth.

Interview 3

After interviewing a PR consultant and a principal firm employee, an agency firm employee was interviewed. The third interviewee is the founder and managing director of a Zurich-based

influencer marketing company which is also the host of a social summit in Switzerland. The interview was held in Zurich in Swiss German in October 2018.

The interviewee 3 claimed several times, that principal companies involved in influencer marketing often do not follow strategic goals or concepts. One specification which is apparently often neglected, is the differentiation between storytelling and product placement (visual depiction of a product without storytelling). Depending on industry and subject, both can make sense. Here, communication issues arise, because any of the three **players often don't explicitly** communicate what they want.

Influencer data is difficult to collect, even for more straightforward numbers such as interactions and likes. Especially Instagram data which used to be accessible through tools such as 'deep social', is now blocked by the providers. Even the interviewee 3 and her company rely on Instagram screenshots of relevant numbers by influencers and do many calculations by hand. According to the interviewee 3, some tools offered for influencer analysis "are bad, some incomplete and some require registration" [Original: "*Gewisse sind einfach schlecht, gewisse sind unvollständig und bei den Dritten müssen die Leute dort registriert sein*", interviewee 3, direct communication, line 279-280]. The interviewee brings up numerous qualitative factors relevant for evaluating influencer marketing, especially for post quality such as visual look [Original: *Bildsprache*], credibility and authenticity of influencer language, and product fit. The interviewee 3 believes that influencer marketing is not only successful **because of influencers'** strong persuasion power but also because influencers are frequently used as access channels for news and trends.

Interview 4

The interviewee 4 is a marketing coordinator at a rental company and was responsible for the first influencer campaign of the company. The interview with the interviewee 4 was held in Zurich in October 2018 in Swiss German. She was selected as second principal firm employee to give the statements of interviewee 2 more relevance and substance.

The company launched their first influencer campaign in Switzerland in 2018. The interviewee 4 openly spoke about their learning process. Like **interviewee 2's company**, they strongly relied on an agency during the campaign. The agency was chosen due to lack of internal resources and knowledge. The interviewee 4 felt insecure about the measurability of qualitative factors, yet she claimed that she believes qualitative factors to be more relevant than quantitative for this case. The company normally is more KPI-oriented.

The interviewee 4 expressed her trust in the agency, even though she does not seem to fully agree with all advice given by them. The interviewee explained that the agency often is not close enough to the company, the product and the market to be able to integrate influencer campaigns into their marketing ecosystem. Still, her feelings are strongly based on "gut feeling" [Original: *Bauchgefühl*] (interviewee 4, personal communication, line 367). Even though her statement strengthens the assertion of prior interviewees (being that companies decide in non-strategic and naïve manners about influencer marketing activities), she does seem reflective.

The interviewee 4 strongly stressed influencer product fit and tone of voice. The agency company did not follow the usual process of the interviewee 3 and interviewee 2, being the inclusion of influencer marketing activities into larger campaigns involving other marketing channels. Also, they decided first to make an influencer campaign and then chose the product.

Interview 5

The interviewee 5 is a content maker at an agency. She also is a blogger herself and therefore has a deep understanding of influencer marketing from both the corporate and the influencer side. The interview with her was held in November 2018 in Zurich in Swiss German. The interviewee 5 was selected in the interview process due to her experience as both influencer or blogger and as employee in an agency. She was believed to bring a relevant and extending perspective.

Several times in her statements, the interviewee 5 claims that influencer marketing follows the goal of conveying a message to a certain target group. Further, she talks about the quality of images and visual look. While she heavily relies on qualitative factors for influencer selection, her evaluation after the post is more number-based. She states that principal marketers depend on

quantitative numbers for internal reporting. At the end of the interview, she brings up the parallels between the persona concept and influencers. Influencers act like personas and need a clearly defined, strong role and personality. Only when this persona displayed by him or her has integrity and honesty, he or she will be perceived as credible. This concept has also been introduced in combination with celebrity endorsers in chapter 1.2.1..

Coming from tourism and food, the interviewee ties success factors more to the product. Goals in food and tourism strongly differ from those in other sectors such as fashion or lifestyle. Yet she emphasizes that in all cases there needs to be an impact (in the sense of a change of thought or call to action). For her, the goals in food blogs often lie in inspiring and motivating the viewer to try to do it him or herself.

Interview 6

The interviewee 6 is a project manager and managing partner at an agency focused on millennial marketing. The interview was held in Zurich in January 2019.

Several statements made by the interviewee 6 are connected to those of prior agency interview partners. For instance, the interviewee also stated that influencer marketing is an extension of known marketing strategies, such as testimonials. Also, he criticizes the apparent approach of principals to classify influencer campaigns similar to other mediums, such as wall poster or TV advertisements. Many of his claims show similarities to those of the interviewee 3.

Beside the influencer selection, the interviewee 6 emphasizes the actual post composition. Depending on the industry and goals, product placements for instance can appear cheap or well placed. In fashion, users expect product placements rather than more involved stories. On the other hand, some goods require meaningful integration of the brand and story to not appear cheap. The interviewee believes that a quality posting is achieved when the brand or product does not become the main subject of interaction but is discreetly integrated.

3. Research findings

The first step was to chronologically and systematically analyze and assemble data into concepts. Only then the concepts could be broken down in the form of axial coding. As the scope of this paper is limited, the complete coding process is not demonstrated in this chapter. However, the exact lines of the claims made by the interviewees are stated and can be examined in the appendix.

The following preliminary model describes findings and concepts developed in the process of open and axial coding. This depiction is a first collection of categories and subcategories. It can be viewed as part of the axial coding.

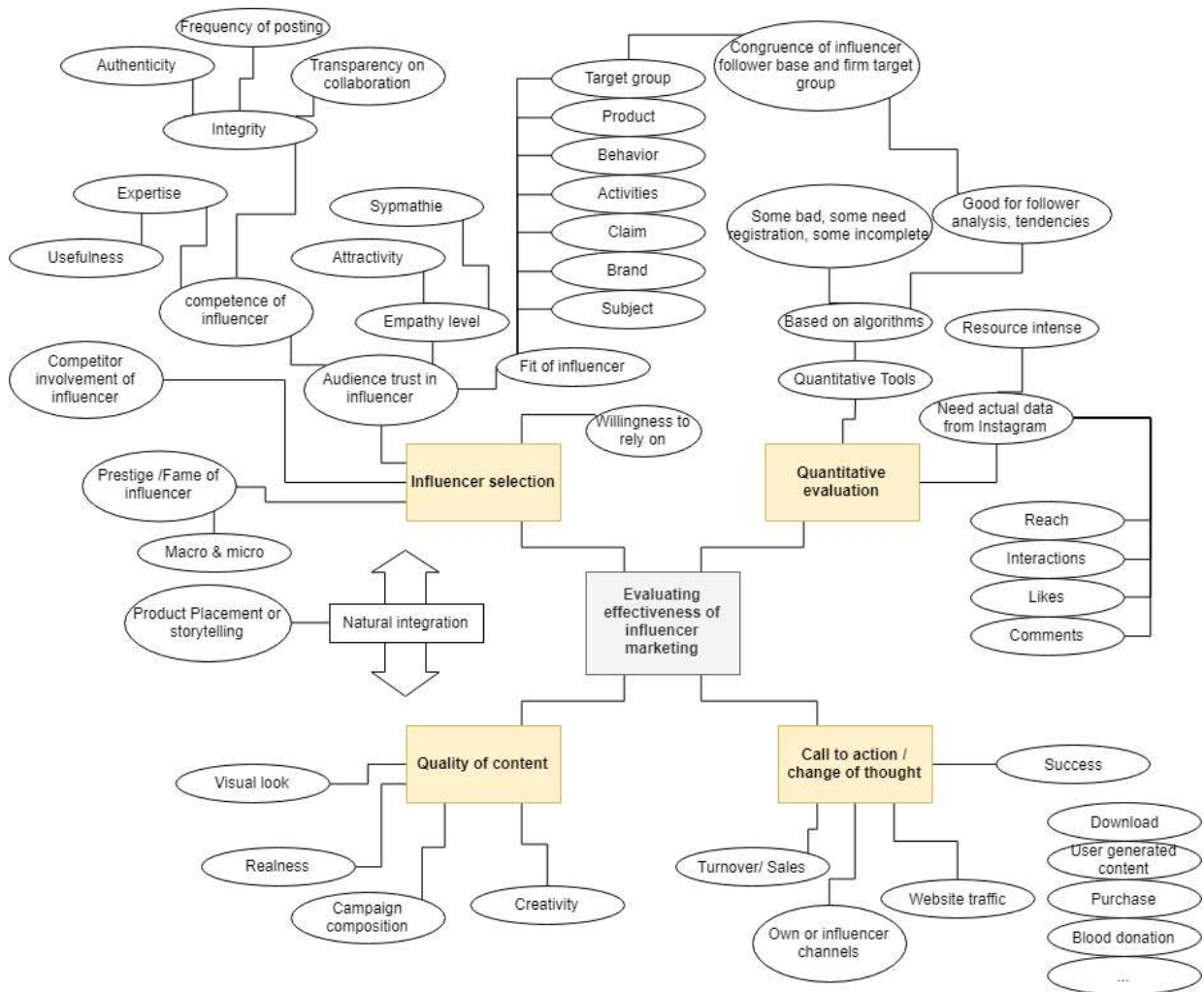


Figure 5: The preliminary model- concepts of the empirical study (own depiction).

Every oval in the preliminary model describes a concept identified in open or axial coding. These concepts stem from the interviews and literature review. As can be seen, mostly a catchphrase or -sentence was identified. This approach made it easier to conduct throughout coding, because

the same words could more easily be identified in other interviews. In this first step, the codes were sorted after subject and clustered in groups. The first group collected all concepts on (1) influencer selection from both literature review and the interviews. For instance, the ‘willingness to rely on’ is a concept introduced by (Weitzl, 2017) and the ‘competitor involvement of the influencer’ is a concept introduced by the interviewees. The other clusters of concepts are (2) quantitative evaluation, (3) call to action / change of thought and (4) quality of content. As this is only a preliminary model, not every category is discussed in depth this part. *Figure 8: The final model from coding (own depiction)* of chapter 3.2. has a more comprehensive comment.

3.1. Open and axial coding

In the following section, the findings of axial and open coding are presented. As this part strongly depends on the actual interviews and their codes and wordings, the appendix references to the lines per claim are given. These results were achieved by applying methods introduced in chapter 2..

3.1.1. Credibility and trustworthiness are key

Credibility [Original: *Glaubwürdigkeit*] is named eleven times during the interviews. For instance, building credibility through influencer marketing is named as goal of campaigns (interviewee 1, line 24; interviewee 2 line 170). Further, certain factors can reduce the credibility in influencer marketing campaigns, such as posting frequency (interviewee 1, line 60, line 112), lacking transparency on the collaboration (interviewee 1, line 112) and involvement in competitor communications dependent on industry and product (interviewee 3, line 302). These concepts of credibility seem in line with those of prior literature reviews, which mostly named **the concept ‘trustworthiness’**. **Trust and credibility are not completely congruent but sufficient** for the connection of the concept. The concept of trust in current literature is a compound of sub-concepts such as integrity, authenticity and attractivity which are also named by the interviewees (Mayer et al., 1995; McKnight et al., 1998; Weitzl, 2017). Expertise of the influencer together with his or her attractivity/sympathy on the audience and trustworthiness creates the credibility according to the interviewee 3 (line 320). For the interviewee 5 (line 433) the ability to convey a message in a good manner builds credibility.

Therefore, the composition of trust defined by the interviewees corresponds to the definitions found in literature from chapter 1.2.4.2.. Even though the latent construct of trust seems difficult to grasp, the interviews indicate that trustworthiness and credibility in influencer marketing follow the same principals as in eWOM and celebrity endorsers. The models discussed in chapter 1.2.4.2. differ partially per author but have a strong congruence. This study indicates that these concepts do have validity for influencer marketing as well.

The importance of trust or credibility is highlighted by both the studied authors and interviewees. Trust seems to be the most relevant factor for effective influencer marketing campaigns. Only when trust between audience and the influencer exists, the communication is regarded as successful.

The concept of trust appeared in a further context while coding the interviews. Interviewed employees from agencies accused their principals of a certain naivety and non-strategic process (interviewee 1, line 10, line 12; interviewee 3, line 248). Both The interviewee 3 and Interviewee 1 believe, that many firms conduct influencer marketing for the wrong reasons, being to follow a trend or for individual fulfillment. According to the agency interviewees, companies often fail to define clear goals and therefore do not achieve good results. On the other hand, talking to employees of these principal firms has shown, the principal does often not understand what the agent is doing and strongly relies on the agency's **practices** (interviewee 2, line 173; interviewee 4, line 398). It seems that the concept of trust is much more far reaching than previously expected. Trust must be established between customers and the influencer. However, mistrust also seems to exist between the agency and principal. For effective influencer marketing, this mistrust must be overcome. It must be said that while the data from this study suggests this conflict between principal and agent, the amount of considered data is insufficient to make a strong statement on this particular subject. As it does not lie in the scope of this paper, the finding is used as suggestive in further analysis but not as an effective claim.

3.1.2. The need for a widespread fit

Another category formed in the process of axial coding was the suitability frame or product fit. While all interviewees at some point spoke of a certain requirement of fit, the actual 'fitting topic' differed. The interviewees spoke of the influencer to company fit and the influencer to company brand fit (interviewee 2, line 186; interviewee 1, line 115; interviewee 3, line 258, line 265, interviewee 4, line 389; interviewee 6, line 539), the influencer to company subject fit (interviewee 1, line 50) and the influencer to company claim fit (interviewee 1, line 115). Interviewee 2 further

brought up an influencer to company positioning fit (line 181). Interviewee 4 was the first interviewee to bring up the influencer to product fit (line 339). The last suitability factor brought up by interviewee 6 was image fit (line 539).

Apparently, an important factor is the fit of the influencer with the above factors. This category can be connected to the category of influencer choice, as good choice will result in a suitable influencer product/brand/claim fit. What composes a good influencer fit? As the fit *to what* seems to be a construct, (claim, brand, product, subject etc.) this paper will only refer to the latter as **'influencer fit.'**

Comparing this factor to literature, it becomes clear why it is not discussed in many eWOM sources: in OCRs, which often are topic of eWOM, the communicator is not known by the audience and is anonymous. Therefore, no fit is needed or perceived. Looking at celebrity endorsers, a need for fit is named by many authors (Amos et al., 2008; Erdogan & Baker, 2000). Celebrities, just like influencers, are perceived as a public person or persona and this persona must fit for an effective communication.

The most obvious part of an influencer fit is the **congruence of the influencer's and brand's subject (e.g. sports, fashion, food), together with the congruence of the influencer's and brand's claim or positioning (e.g. veganism, urban, luxury)**. Only when these are both in line, the brand and influencer achieve a certain fit. While not only the claims have to be the same or similar, actual behaviors and activities have to be congruent. For example, followers also compare the **influencer's other or prior posts, his or her interactions with other influencers or brands and his or her public appearance**. Influencer interactions with competitors can be trust gaining or reducing depending on the industry. Interviewee 3 (line 302) describes, that in the beauty industry, credibility is better established by having a mixed variety of brands. For example, when an influencer makeup artist shows preference for another brand of mascara while liking the **principal's lipstick**, she appears trustworthy. In other brands and industries, promoting several brands could reduce credibility.

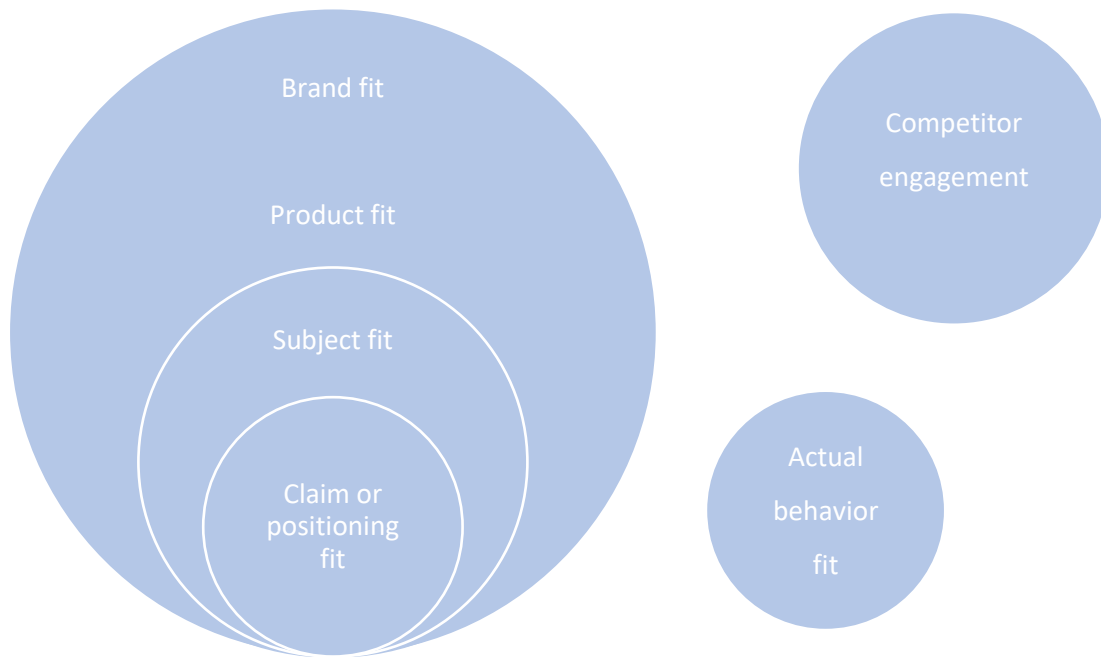


Figure 6: Influencer fits (own depiction).

One necessity for effective influencer marketing is the congruence of the influencer’s followers with the company’s target group (interviewee 3, line 254; interviewee 4, line 392; interviewee 6, line 537). It is important to differentiate between the influencer’s characteristics and their follower’s characteristics. An influencer active in Switzerland may not necessarily be followed by a Swiss target group. Identifying this congruence remains a challenge. Many SNS such as Instagram have closed access to such information. Therefore, analyst tools which are based on indirect algorithms may not be complete or representative (interviewee 1, line 67; interviewee 3, line 282; interviewee 6, line 546). Establishing a high-quality analysis of influencer’s followers and principal’s target group is expensive, resource intense but crucial for effective influencer marketing.

3.1.3. Content is king

While tie strength and network size were examined in the literature, the subject was not heavily discussed in any interview. Only interviewee 2 (line 203) and interviewee 1 (line 55) spoke of macro and micro influencers, which describes the influencer’s follower base size. The idea behind micro influencers is that they have a more engaged and loyal community than macro influencers.

The latter have a larger scale weak-tie community. According to reviewed literature in chapter 1.2.4.1., this differentiation should have impact on communication style and effectiveness.

Nevertheless, both interviewees did not focus strongly on the subject. Therefore, the findings of other authors such as Chen (2017) on tie strength and network size in eWOM can not necessarily be applied to the influencer model of this paper. One connection of her theory to the interviews can be made through the differentiation in storytelling and product placements, as storytelling can be assumed to be more emotional. It would be interesting to assess whether micro influencers also share more emotional content, e.g. storytelling than macro influencers. According to interviewee 3 (line 306), product placements tend to be common in fashion postings. Therefore, it would be interesting to assess whether fashion and product placement posts tend to be more self-enhancing, positive and tie building, as Chen (2017) would suggest.

Besides deciding on storytelling or product placements, other factors are named by the interviewees. One strong factor seems to be the visual look (interviewee 3, line 257; interviewee 4, line 359; interviewee 5 line 458, line 464 (Original: *Bildsprache*)). While on the one hand side, a ‘real’ or authentic visual and also actual language has to be spoken by the influencer, the language again has to fit the claim and language of the company and brand. Influencers can make more direct, common-language statements than firms which have to be more politically correct (interviewee 3, line 265). This also applies to visual look. However, this visual look must remain in line with the influencer fit to be authentic. Aligning company and influencer styles might be one of the most difficult steps to reach quality content.

Besides the language and visual look, content needs a certain creativity to be interesting. Interviewee 6 (line 521) claims that a brand will not necessarily be the subject of discussion in well done content. He asserts that a meaningful and interesting integration of the brand into the posting would mirror good content. Only when the discussion of followers concerns the actual content and the brand moves into the background of the discussion, the posting appears natural and qualitative.

3.1.4. Call to action gives meaning

Besides good influencer choice and content which aligns well with the brand and product, an effective influencer marketing needs a clearly defined and measurable call to action. This call to action can vary from clicking on a link, developing own content, contributing, downloading, visiting a certain location, participating in an event or even blood donations (interviewee 3, line 233; interviewee 1, line 38). Often, influencer marketing aims at selling a product. Interviewee 1 even states that the call to action can be a change of thought as well, which might be more relevant in PR.

The most important thing for a good call to action is to be clear. The previously mentioned criticism of influencer marketing agencies towards principal firms, as being naïve and non-strategic in their decision processes might be relevant. As described in chapter 3.1.1. regarding credibility, there seems to be mistrust or misunderstanding in between agencies and principal firms concerning goals and strategies for the influencer marketing activities. While the principal firms find the agencies to be not transparent, the agencies experience the principal firms as inconsiderate. This makes an agreed call to action on both sides necessary for a successful and effective collaboration. Further, this clear call to action must be shared with the influencers themselves.

3.1.5. Summary of the key findings

The subjects discussed in this paper being (1) trustworthiness and credibility, (2) fit and influencer selection and (3) quality content all foster an effective influencer marketing communication in the sense of a positive emotional response from the audience. Whether this positive perception actually triggers certain behaviors such as purchases, or actual word of mouth must be further assessed.

3.2. Selective coding and developing a model

In the process of selective coding, the categories and results are assembled around a core category and explained, both in connection and independently (Corbin & Strauss, 1990, p. 14; Strübing, 2014, p. 16). In the case at hand, the core category is effectiveness in influencer marketing, because it is the phenomenon this case wants to study and explore. In a first visualizing step, the categories (1) 'context', (2) 'causal conditions', (3) 'strategy' and (4) 'consequence' are collected around the core category, being the phenomenon itself (Corbin & Strauss, 1990, p. 7; Strübing, 2014, p. 25). This type of model has also been used in the axial coding process of chapters 3.1.1. – 3.1.4. in order to develop the subcategories themselves. In the following, the core category is shown with the four axes.

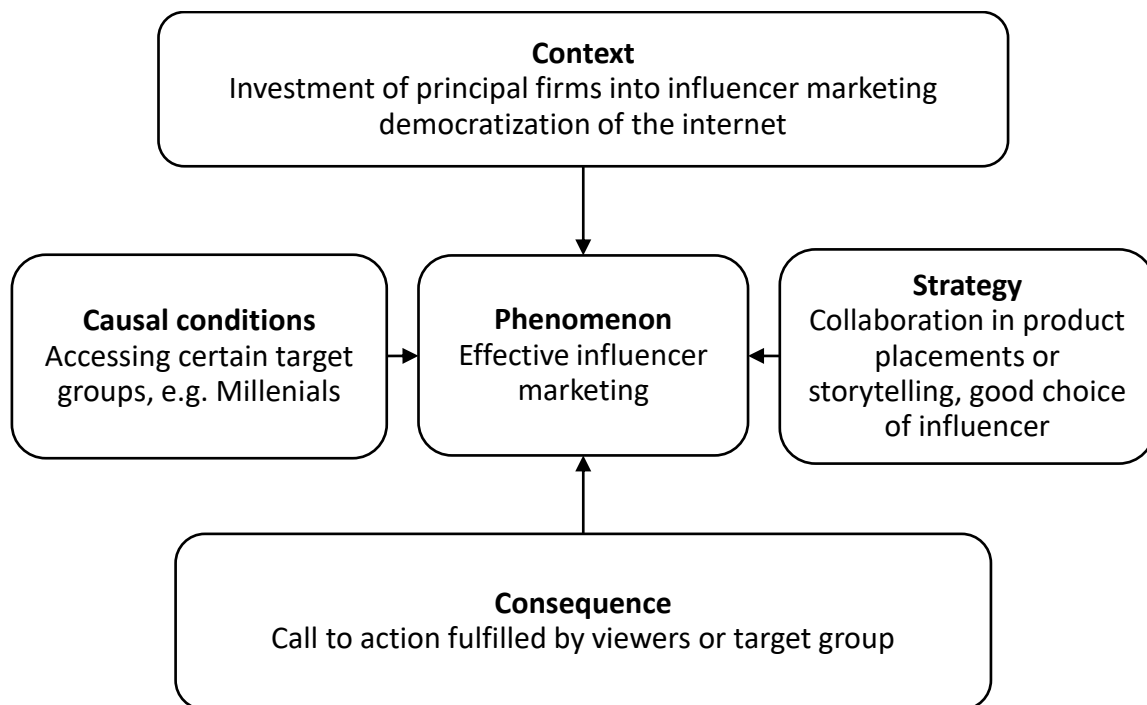


Figure 7: Coding around a core phenomenon (Strauss & Corbin, 1994, p. 7; Strübing, 2014, p. 25).

Codes collected in the open and axial coding process were evaluated and placed around the phenomenon. Figure 8 shows a summary of the outcome of this coding process. The four categories around the phenomenon remain the same, but the content has been developed as much as possible.

Causal conditions

The phenomenon of achieving effective influencer marketing stems from its causal conditions. These are the current status quo, by which most evaluation and assessment in influencer marketing is done in quantitative analysis. Several stakeholders in influencer marketing have claimed that this strategy is insufficient, because most quantitative data -especially from Instagram, where most influencers engage- is not directly accessible or only accessible through third-party algorithms based in constructs. These constructs often do not reflect reality, as they assume certain data as indicators such as follower quality and realness. Therefore, a strong need for qualitative analysis is present.

Context

The context of the effective influencer marketing or influencer marketing in general can be described in four main points. (1) The growing expenses of firms for influencer marketing is the first point. While many firms do not necessarily understand the process and strategy of influencer marketing, firms invest more into this particular marketing channel yearly and budgets are being reallocated (ZAW, 2018). (2) At the same time, the analysis of effective influencer marketing remains resource intense and unclear. (3) Further, many stakeholders and players are involved in influencer marketing. Mostly, besides a firm in the role of the principal, there is the influencer him- or herself and an agency, who works as middleman between firm and influencer. All three players have differing interests and obligations. While the influencer is in contractual relationship to make an advertisement, he or she still will need to work on his or her own relationship with the community and therefore might not always act in interest of the principal. The agency might follow more short-term goals which are in the scope of the contractual agreement. The firm or principal itself will follow more long-term goals and focus on sustainable image development. Depending on the actual players' personalities in these roles, actual interests can differ even more. (4) The last main factor is the democratization of the internet, named by interviewee 3 (Line 291). Followers and users form interactive communities around influencers can engage on their own intent. Therefore, customers have direct access to information and can spread and share content in communities. While on the one hand, this enables customers to create own content and choose

who to follow, it might lead to cherry picking of information. Nevertheless, one direct impact is the development of a large amount of content. Influencers can develop independently and compete in gaining the followers or communities trust and interest. A sustainable and strategic decision on collaboration with influencers is therefore crucial for effectiveness.

Strategy

The most relevant part of this analysis is the subcategories assigned to strategy. The interviews and literature reviews together have shown that three main subcategories exist, (1) strong credibility and trustworthiness in the entire collaboration, (2) the need for a good choice of partnering influencers and (3) the need for quality content.

(1) Trustworthiness & credibility

While the process of selecting the influencer and the process of developing good content can be separated to some extent, trustworthiness must be applied to both and remain on a continuous level to be effective. Trustworthiness must be established all around the influencer marketing campaign. On the subject of trust, this study mostly agrees with previously referred research of authors such as Diamantopoulos et al. (2008), Kim and Tadisina (2007) Mayer et al. (1995) McKnight et al. (1998) and Weitzl (2017). These authors have developed concepts for establishing trust in WOM and eWOM. As the results are in line with those of this study, it can be assumed that influencer marketing trust and trustworthiness is developed in a similar manner to that of regular WOM and eWOM. More particularly, this study has revealed that the credibility of an influencer appears to be strongly rooted in his or her competence to make a statement. This competence includes an expertise and actual ability to contribute a meaningful and useful statement, his or her integrity as such (composed of authenticity, transparency on the collaboration and frequency of postings) and his or her empathy level, which includes sympathy and attractiveness. Here, literature analysis slightly differs. While eWOM in the form of OCRs is more reliant on likability or trusting attitudes towards the channel (eWOM) itself (Weitzl, 2017), whereas celebrity endorsers are more reliant on personal sympathy and attractiveness (Amos et al., 2008). This has been shown in the prior chapters. Influencer marketing seems to have a more mixed position in between these two concepts. Influencers can be regarded as personas which

receive sympathy from their community, similar to celebrities. In classical WOM or eWOM, this is not the case. Influencer marketing also is a certain channel in which viewers **do or don't** trust, similar to eWOM. Therefore, both concepts must be considered for evaluating effective influencer marketing.

(2) Influencer choice & fit

In line with the requirement for trustworthiness lies the actual choice of influencer for the influencer marketing campaign. The most important factor is a strong and affirmative influencer fit, as described in chapter 3.1.2.. Prior research has shown that the decision criteria for influencer marketing and celebrity endorsements are comparable (Erdogan & Baker, 2000, p. 32). Both require a comprehensive fit and an analysis of their competitor involvement. On the factor of selection, influencer marketing is similar to the selection of celebrity endorsers. Results from researchers studying eWOM do not address this point (Weitzl, 2017).

(3) Quality of content

The last relevant factor for an effective influencer marketing strategy is the quality of content. As described before, influencer marketing is mainly conducted in the form of storytelling around the product or simple product placements. Both have their justification as shown in chapter 3.1.3.. It is crucial to conduct a widespread analysis of strategy to choose which of both to work with. Because more classical WOM is not a paid but earned channel, the principal firm has no influence on the content in WOM communications. Only in celebrity endorsements or influencer marketing, where the communicator is paid and hired directly, can content be controlled. Interestingly, research suggests that the differentiation between storytelling and product placement is not especially prominent in celebrity endorsements, as only a few sources are found on the subject. Generally, celebrity endorsements seem to be more often by product placements. It appears that celebrity endorsements are more clearly perceived as commercials from the target group. Perhaps the stronger community and interaction in influencer marketing enable the need for storytelling, because the community can more actively relate and therefore stronger ties are developed. To make a clear statement on this hypothesis, it would require further studies which do not lie in the scope of this paper. In the interviews, many interviewees brought

up the differentiation between product placements and storytelling. For influencer marketing this differentiation seems to be very relevant. Here, the findings of this thesis and the conducted interviews were not identified in the literature reviews.

Consequence

The last axis category is the consequence of the strategy. Effective influencer marketing requires a defined and clear call to action or change of thought. These can differ widely, from motivating users to donate blood, contribute, create content, share content, give information or data, download something or purchase. Whatever this call to action is, it has to be defined and put in a measurable scope. Again, as said in chapter 3.1.4., this call to action might not automatically emerge. While the strategies discussed foster a positive experience for the audience, they might not lead to a change in behavior. A convinced audience might still not increase its purchasing behavior.

Summary

In the following, the outcome of the selective coding and hypothesis model of this paper is shown. The model summarizes the described concepts around the phenomenon of effective influencer marketing. The four axis categories as described are assembled around the core phenomenon. When comparing this model to the preliminary model (figure 5) it can be seen that the concepts have been narrowed down in a selective process. Only the relevant concepts were placed around the core phenomenon. The detailed description of the concepts can be found in the forgoing part of this chapter (3.2.).

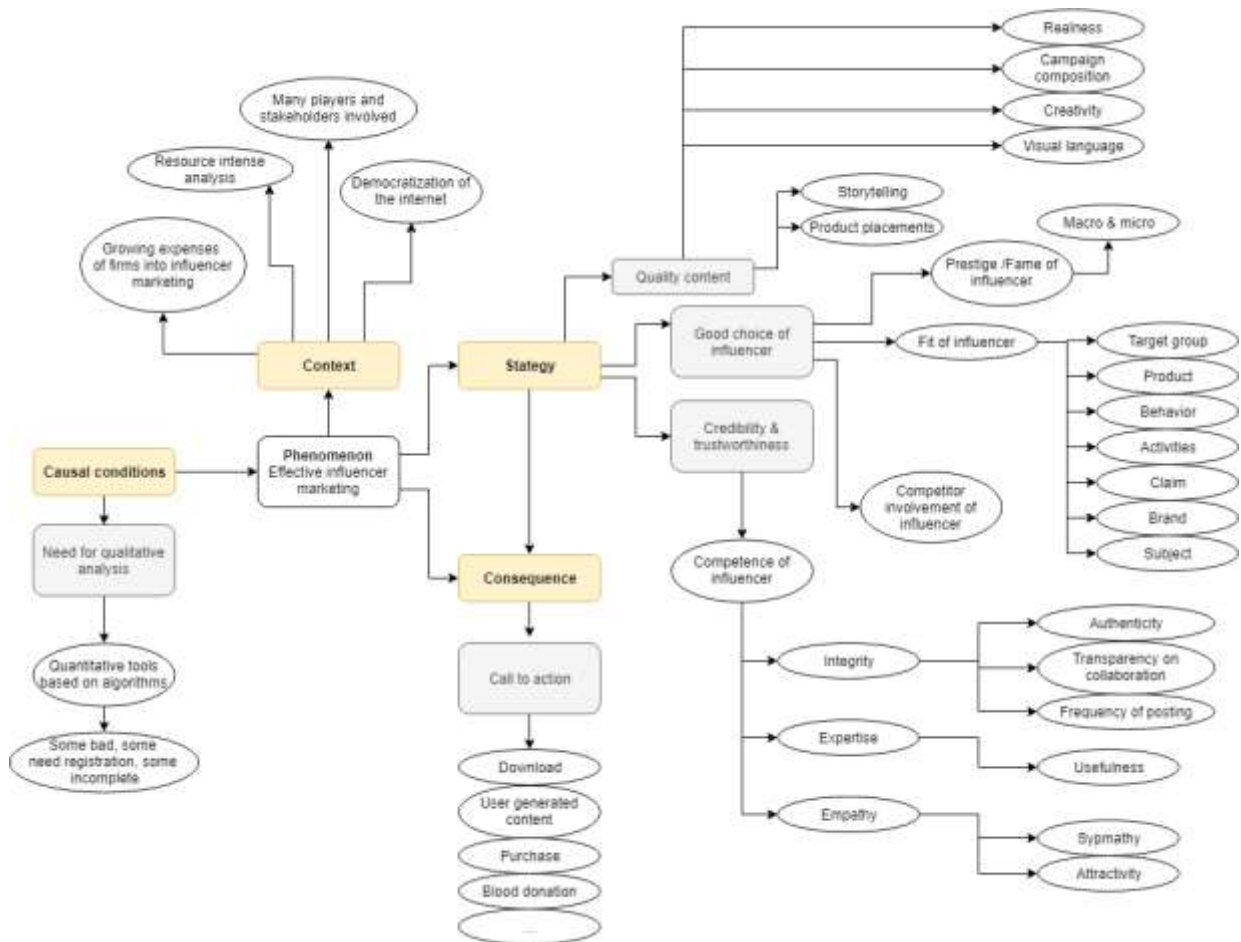


Figure 8: The final model from coding (own depiction).

4. Conclusion

The objective of the thesis was to develop tools to evaluate influencer marketing activities. This has been accomplished by a combination of current literature review and direct research in the form of surveys. Data therefore was initially collected from relevant sources of other authors. As the availability of sources on influencer marketing was limited due to the subject being rather new, other subjects were considered and evaluated. The sources were always critically reviewed and then brought into comparison with each other. Through this process a widespread understanding of existing concepts could be achieved. In the actual study of this thesis, interviews were conducted with six interview partners of agency firms and principal firms. The interviews were held in the form of guideline-based interviews, where the direction of data collection was predefined, but room was left for the interviewees to express their opinions qualitatively.

Using the grounded theory combined with its prerequisites such as theoretical sampling and coding of the interviews, a model of key success factors or drivers was identified. The categories found in the coding of the interviews were compared to the concepts determined in the literature review. Therefore, concepts and tools identified for related subjects such as celebrity endorsers and eWOM were assessed for their validity as tools or factors for evaluating influencer marketing activities.

All players interviewed (principal and agency firm employees) describe that current analysis practices are resource-intensive and unclear. Furthermore, they describe that the quantitative methods which are currently used are often inadequate. Therefore, a need for clearly defined tools and factors for effectiveness evaluation is present.

Bringing together the literature review and interviews conducted in the scope of this paper, some key findings can be described. The choice of influencers for the collaboration must to be done strategically, e.g. considering the influencers comprehensive fit and his or her involvement in competitor communications. The comparison of the literature review and conducted interviews revealed that the factors relevant for choosing an adequate influencer are comparable to those needed to choose a person for celebrity endorsements. This thesis indicates that celebrity

endorser selection and influencer selection have the same or similar requirements for effectiveness.

Furthermore, the content published by the influencer must be of good quality. Depending on the communication goal and industry, either a product placement or storytelling post should be considered. Both have their validity depending on the case. The big difference between **influencer marketing content and the celebrity endorser's content seems to lie in their direct engagement** with their community. Therefore, a meaningful integration of the content into the actual claim is essential. This must to be done in a creative and authentic way.

The last and perhaps most relevant factor for successful influencer marketing campaigns is building credibility and trustworthiness. The results from the comparison of the literature review and the conducted interviews reveal that eWOM, celebrity endorser and influencer trust from the potential customers are comparable concepts. All sources agreed that trust from the target group is a latent construct composed out of different factors. The most relevant factors named by the current literature and this study can be concluded as (1) integrity and authenticity, (2) expertise, usefulness and ability, and (3) empathy and sympathy. Only when these factors are fulfilled, the communication is perceived as trustworthy by the audience and therefore an effective influencer marketing communication can be achieved with that communication. Furthermore, trust plays a relevant role in the whole process of influencer marketing. It must be established between principals and agents, as well as followers and influencers. Raising credibility is named as a goal of many influencer marketing campaigns and at the same time, missing or bad performance on the above factors will reduce credibility.

Besides choosing an adequate influencer, creating quality content, and establishing credibility and trustworthiness with the target group, the goals of the campaign must be made explicit in a clear call to action. Without a call to action, the developed emotions with the target group cannot be used for achieving economic goals.

In addition, a few out of scope trends were identified which have not been further studied. First, it would be interesting to assess whether there is an actual difference in qualitative and

quantitative evaluation outcomes, e.g. applying the developed tools of this thesis to actual influencer marketing campaigns and comparing the outputs to quantitative evaluation. Second, the relevance of the concept of weak and strong ties introduced in chapter 1.2.2.1 and chapter 1.2.4.1. could further be evaluated for its validity in influencer marketing. The analysis of this paper has indicated that influencers might have a more close or personal relationship to their followers than celebrity endorsers.

Effective influencer marketing has many requirements. Conducting a qualitative analysis is resource-intensive. The relevant factors named in the prior chapters all need to be assessed for each influencer and influencer communication. Yet, whether a comprehensive qualitative analysis will always gain reasonable insights is questionable. This type of analysis does make sense to a certain extent and should be used as a tool for orientation in addition to quantitative analysis.

To conclude, some factors enhancing influencer marketing effectiveness could be identified in the scope of this paper. These factors were described in the form of qualitative tools which can be used to accompany current quantitative methods for assessment. The tools are believed to gain further insights into assessments, and therefore improve evaluation effectiveness. Nevertheless, influencer marketing evaluation remains resource intensive and highly subjective, which might be one of the reasons for the success and fascination of influencer marketing on both customers and principal companies.

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1 Appendix

2 **4.1.1.** Interview 1, October 2018

3 Self-employed management consultant for online PR and strategic communication in
4 Zurich, previously employed at a PR agency for several years. Lecturer at various institutions.

5 _

6 *Kannst du mir eine kurze Zusammenfassung deiner Gedanken und Gefühle gegenüber Influencer
7 Marketing geben?*

8 "Ich bin diesem Thema gegenüber recht skeptisch eingestellt. Ich habe das Gefühl, es wird total
9 gehyped. Man hat das Gefühl, wenn man sich so einen Influencer anlacht, sind alle Probleme
10 gelöst. Man muss nur so einen haben, dann hat man nachher grosse Reichweite und Prominenz
11 und Erfolg. So einfach ist es aber nicht. Bei Influencern ist oft nicht ganz klar, was oder wer sie
12 überhaupt sind. Sie suggerieren einen raschen Erfolg. Influencer Kampagnen sind häufig so
13 Hopp-Hopp-Aktionen. Das ist die Frage, die ich stelle; Sprechen wir von Influencer Marketing
14 oder Influencer Relations? Zum Einleiten: Ich frage mich, ob Influencer Relations nur mit PR
15 verbunden sein muss.

16 Die Haupt-Motivation Vieler ist: Man macht etwas mit Influencern, weil andere Methoden nicht
17 unbedingt funktionieren. Bei Influencern macht man das für Handelsware, Münze oder gegen
18 Produkte, die man zur Verfügung stellt, es fliessen materielle Mittel. Bei Influencer Relations
19 läuft das über den Beziehungsaufbau. Das ist dann auch etwas langfristiger angelegt.

20 Es ist natürlich so, wenn schöne Bilder mit einer Jack Wolfskin Jacke inszeniert werden, dann
21 geht es trotzdem darum, die Produkte zu verkaufen. Man muss es halt in einen anderen Kontext
22 setzen. Man findet den bei Leuten, bei denen man mutmasslich das Gefühl hat, sie haben den
23 richtigen Kanal zu den Leuten. Man setzt das Produkt in eine Umgebung und erhofft sich mehr
24 Glaubwürdigkeit."

25 *Denkst du, Influencer Marketing ist ein langfristiger Trend, der mehr Investitionen erfordert, oder*
26 *würdest du eher einen kurzfristigen Hype erwarten?*

27 "Langfristiger Trend oder eher ein Hype? So gesehen Hype- aber nein, nichts Neues, früher hat
28 man denen Opinion Leader gesagt. Man hat immer Leute gesucht, die ein gewisses Gewicht
29 haben und welche bei anderen raus stechen, aus welchem Grund auch immer. Um dann mit
30 ihnen etwas zu machen, bei dem man sagt, 'das bringt uns beide weiter'."

31 *Wann würdest du eine Influencer Marketing Kampagne als erfolgreich betrachten? Welche*
32 *Faktoren sind die Treiber?*

33 "Also zu KPIs kommst du nur wenn du Messgrößen miteinander vergleichst und in Relation
34 zum Ziel setzt. Das Ziel muss auf jeden Fall gegeben sein. Je nachdem, wie nah man dem Ziel
35 kommt, umso erfolgreicher ist man. Es kann sein, dass man sich ein Ziel setzt und man erreicht
36 dann halt ein anderes. Im Moment werden eher quantitative Sachen gemessen, Shares, Likes-
37 aber eigentlich ist sie wirklich dann erfolgreich, wenn du dein Ziel erreichst im Sinn von: Ich
38 wollte, dass jemand etwas macht. Oder etwas anderes denkt. Dass sich sein Verhalten ändert.
39 Beispielsweise bei Organspende: Es haben sich Leute für die Spende angemeldet. Aber irgendwie
40 muss noch Kausalität hergestellt werden können."

41 *Wie misst du Influencer Marketing und wie berätst du deine Kunden über die Messung von*
42 *Influencer Marketing?*

43 "Es gibt Quick Winns: Was sehe ich gerade aus dem Statistik-Tool? Man muss das vielleicht auch
44 etwas differenzieren. In einer Zusammenarbeit, zum Beispiel: Versuche ich meine eigenen
45 Kanäle zu alimentieren, oder lasse ich den Influencer fröhlich in seinen eigenen Kanälen, wo er
46 seine Community schon hat? Je nachdem kommt man schneller oder besser zu den Zahlen. Und
47 dann geht man erstmal die Zahlen ansehen."

48 *Wie entscheidest du dich für weitere Influencer-Marketing-Kampagnen?*

49 "Ich nehme übliche Zahlen, wie viele Follower etc. Manchmal muss man über bezahlte Dritte
50 gehen. Da gibt's recht viele. Da geht's um die Auswahl. Dann würde ich sicher schauen: Spricht

51 er über mein Thema? Spricht er qualifiziert über mein Thema? Ist er im Austausch mit der
52 Community, die sich mit ihm und dem Thema befasst? Ist er mit dem Thema eng verheiratet
53 und mag die Community ihn? Ist er wie Roger Federer und Jura? Oder wie Roger Federer und
54 Tennis? Was davon passt besser?

55 **Und dann, wenn man eine gewisse Flughöhe hat, gibt's ja das Thema von den Makro-Influencer**
56 **und Mikro-Influencer – ein überschaubares Netzwerk welche sich miteinander austauschen. Das**
57 **wären für mich Qualitätskriterien, welche man nicht aus dem Tool lesen kann.**

58 Was auch noch hilft, sind andere Influencer im Umfeld fragen. Wie nimmt man den von ihrer
59 Seite wahr?

60 Bei der Posting-Frequenz geht es um die Glaubwürdigkeit, zu viel oder wenig wirkt
61 ungläubwürdig. Bisherige Aktivitäten sollten nicht nur zum Unternehmen selbst passen – es
62 sollte eine gewisse Langfristigkeit haben – sie sollten glaubwürdig sein in sich. Zum Schluss sollte
63 es nicht nur Traffic auf dem eigenen Kanal, sondern auch auf der Website generieren."

64 *Welche Daten sammelst du?*

65 "Alles, was etwas sagt zu seiner Sichtbarkeit. Das ist auch eine der Chancen, wenn man sagt, man
66 arbeitet mit Menschen statt traditionelleren Medien. Denn die wichtigsten Netzwerke werden
67 über Algorithmen gesteuert. Ein Algorithmus gibt vor, was man sieht und was nicht. Dann achte
68 ich auf Reichweite, logischerweise. Hat er Inhalte, bei denen er nicht nur viele Fans hat, sondern
69 **Fans, welche finden 'cool, das teile ich weiter'? Kompetenz und Kreativität: Man denkt nicht nur**
70 **'oh hübsch', sondern 'oh, das muss ich teilen'. Es muss noch etwas mehr passieren.**

71 Interaktionen sind für mich- Wie weit gehen Personen mit ihrer Interaktion? Und ist die
72 Interaktion die Art, die man will? Melden sie sich nur, weil es was gratis gibt oder ist da echtes
73 Interesse?"

74 *Findest du es schwierig, Influencer-Marketing-Daten zu sammeln und zu bewerten?*

75 "Teils einfach teils schwierig. Was ist verfügbar? Wie siehts aus der Vogelperspektive aus?"

76 Schwierig ist alles über das Thema Dark Social. WhatsApp, Snapchat und Mail sind geschlossene
77 Gruppen. Das ist alles, was an der Oberfläche verschwindet. Es ist sehr schwer rauszufinden, was
78 man da für eine Dynamik hat. Man müsste sich unter das Volk mischen."

79 *Hast du irgendwelche überraschenden Erfahrungen mit Daten gemacht, zum Beispiel ein KPI, das*
80 *schiefgelaufen ist oder nicht widerspiegelte, was es sollte?*

81 "Nein, noch nie bei mir."

82 *Verwendest du Tools wie Reachbird, HypeAuditor etc.? Wenn ja, welche Kennzahlen betrachtest*
83 *du?*

84 "Diese nicht, aber ähnliche, empfehle ich auch. Es macht aber Sinn, sich auch die Followees
85 anzusehen. Wie aktiv sind sie?"

86 *Gibt es irgendwelche Daten, die du sammeln möchtest, aber nicht weißt, wie?*

87 "Motivationsachen, Verhalten, Psychologie, Triggerpunkte- im Mensch verborgene Sachen halt.
88 Was läuft in den Netzwerken, in den verborgenen Netzwerken? Früher konnte man besser
89 Follower-Networks anschauen, jetzt wird das verkauft. KPI Systeme sind eher da, um einen
90 Erfolg zu messen. Es geht um Folgen einer Handlung. Das macht man nicht in Echtzeit."

91 *Kennst du qualitative Messungen im Influencer Marketing oder Marketing im Allgemeinen?*

92 *Verwendest du irgendwelche? Wenn ja, Welche?*

93 "Die Benchmark-Analyse oder der online Audit. Zuerst macht man den online Audit, wenn man
94 es für ein einzelnes Unternehmen macht. Wenn man es im Vergleich setzt zu anderen, macht
95 man Benchmark. Dann schaut man mit vergleichbaren Werten: Wie sind die unterwegs? Seit
96 wann gibt es sie, wie häufig posten sie? Das qualitative ermittle ich dann indem ich verschiedene
97 Werte miteinander in ein Verhältnis bringe. Nicht im Sinn von KPIs, sondern Zusammenhänge
98 versuchen zu erläutern. Interaktion, wie oft wird geposted? Wie ist das Verhältnis? Man muss
99 auf Zusammenhänge achten. Das wäre das qualitative. Um qualitative Analysen zu machen, muss
100 man eine Ausgangslage erheben. Damit du die Messpunkte herausfinden kannst musst du
101 herausfinden, welche Faktoren Ausdruck sind von der Zufriedenheit. Die Zufriedenheit sieht

102 man im Wachstum des Warenkorbs, vielleicht bewirbt er sich sogar um einen Job im
103 Unternehmen. Das sind die Handlungen, die sich dann ergeben."

104 *Denkst du, dass die Ergebnisse von quantitativen und qualitativen KPIs voneinander abweichen*
105 *werden?*

106 "Vertrauen ist der Hauptfaktor. Es sind eher die qualitativen Faktoren, die mehr Aussagen
107 werden. Markenbindung wäre auch spannend. Loyalität wäre auch interessant. Es sind schon die
108 qualitativen Faktoren, die sowas sagen können."

109 *Siehst du eine Notwendigkeit, qualitative Auswertungen im Influencer Marketing zu sammeln?*

110 "Ja. Es ist nur nicht immer einfach."

111 *Kommen wir zurück zum Kundenvertrauen, was muss gegeben sein?*

112 "Einerseits muss die Frequenz glaubwürdig wirken. Auch muss die Transparenz über die
113 Zusammenarbeit gegeben sein. Das trägt zur Glaubwürdigkeit bei. Auch wichtig ist
114 Authentizität, auch wenn das Wort etwas überspannt wird. Die Person sollte zuhause sein in dem
115 Thema, der Marke, der Aussage. Der Influencer muss in der Linie des Unternehmens sprechen,
116 aber der Influencer muss die Aussage selbst gestalten. Ein Beispiel: Alle Beiträge des Influencers
117 sind auf schweizerdeutsch und dann ist einer auf hochdeutsch. Das wirkt schlecht. Ein weiterer
118 Begriff ist die Konsistenz und Kontinuität. Die Aussagen des Influencers und des Unternehmens
119 dürfen einander nicht widersprechen, und müssen konsistent und stimmig bleiben. Wichtig ist,
120 nicht zu viel Werbung in die Influencer-Kampagnen zu packen und auch mal eine kritische
121 Meinung auszusprechen."

122 *Was ist der Unterschied zwischen Influencer Marketing und Kundenrezessionen (Electronic Word-*
123 *of-Mouth) auf Amazon?*

124 "Bei Electronic Word-of-Mouth ist der Unterschied die Persönlichkeit oder Person."

125 *Was ist der Unterschied von Kundenvertrauen im Vergleich zu Vertrauen in Influencer*
126 *Kommunikationen?*

127 "Bei üblichem Kundenvertrauen besteht schon eine Beziehung, er hat schonmal gekauft. Das gibt
128 einen Bezug zum Käufer. Das Kundenvertrauen besteht aus dem Kundenverhältnis: Es ist ein
129 laufender Prozess."

130 - *At this part, the so far gathered concepts were presented** -

131 "Das Model macht für mich Sinn. Ich finde auch, dass der Nutzen-Teil [*Expertise*] extrem wichtig
132 ist. Daraus entsteht die Vermittlungsfähigkeit. Es nützt nichts, einen total kompetenten
133 Menschen zu haben, der nichts vermitteln kann. Wohlwollen verstehe ich nicht ganz."

134 *Das Wohlwollen steht für die altruistische Perspektive.*

135 "Wohlwollen als altruistisch finde ich weniger wichtig, komplett altruistisch gibt es in diesem
136 Zusammenhang nicht. Sie müssen die Balance finden, zwar nicht als kompletter Selbstdarsteller,
137 aber die Kompetenz aufbringen, nicht nur eigene Interessen zusammenzuleben. Aber Influencer-
138 sein wird einem nicht geschenkt. Das ist viel Arbeit. Da ist man nicht altruistisch.

139 Das mit den zwei Ebenen bei Likability und Sympathie finde ich interessant. Ist mir die Person
140 sympathisch, und gefällt mir was sie macht generell? Das geht in Richtung Bauch vs. rational,
141 kognitiv vs. empathisch, sachlich und Gefühle. Beide ebenen müssen vorhanden sein. Allgemein
142 passt das auf das ganze Model. Links [links wurde der Punkt Kompetenz abgebildet] ist das
143 rationale, gegen rechts [rechts wurde der Punkt Empathie Level abgebildet] der Bauch. Es
144 braucht immer beides."

145 *Willingness to rely on: Ist man bereit, sich von einem Influencer beeinflussen zu lassen? Es gibt*
146 *Menschen, welche da voreingenommen sind. Siehst du das auch so?*

147 "Unbedingt anschauen! Es ist aber nicht etwas Absolutes. Vielleicht ändert sich das. Es hat zu tun
148 mit Kontext, mit der Erfahrung. Das ist der Teil, den man am besten verändern kann. Unbedingt
149 den Kontext mit reinnehmen."

150 *Prestige, Influencer-Product-Fit?*

151 "Das gefällt mir beides auch sehr gut."

152

153 **4.1.2.** Interview 2, October 2018

154 Brand activation manager at a food and drinks company.

155 _

156 *Kannst du mir eine kurze Zusammenfassung deiner Gedanken und Gefühle gegenüber Influencer*
157 *Marketing geben?*

158 "Ich glaube, es ist ein komplexes Thema. Es ist etwas, an dem man nicht vorbeikommt als Firma.
159 Und wenn man eine Marke hat, die eher jünger positioniert ist, wie eben Millennials, und diese
160 ansprechen möchte, dann ist es das Tool Nr. 1, das gehyped wird- aber sich auch gut nutzen
161 lässt. Gerade wenn wir sagen, dass klassische Medien wie TV oder Print zu teuer sind, dann
162 kommen wir bei Influencern gut an. Man kann super viel machen, z.B. Flaschen designen, oder
163 Platzierungen. Was sicher schwierig ist: Wie kann man das messen? Und sie werden immer
164 teurer. Es ist super spannend und macht auch Spass, und entwickelt sich auch super schnell
165 weiter. Aber es ist immer noch ein bisschen eine Black-Box."

166 *Wann ist für euch eine Influencer-Marketing-Kampagne erfolgreich?*

167 "Das übergestellte Ziel ist Umsatz und Abverkauf. Das ist auch das, woran wir den Erfolg
168 messen. Seit ich hier arbeite, ist Influencer Marketing immer ein Teil einer Aktivierung. Und es
169 ist schwierig, diesen Teil isoliert anzusehen.

170 Bei einem anderen Case bei uns war das Ziel mal die Glaubwürdigkeit. Da ging es nicht um die
171 Reichweite. Bei *[Product name]* wollten wir vor allem Reichweite."

172 *Wie messt ihr die Postings? Schaut ihr nur die Zahlen an?*

173 "Wir arbeiten mit einer Agentur zusammen, die geben uns wöchentliche Reports. Wir haben
174 unsere Benchmarks dagegen, in unserem Fall ist das unsere Welle 1. Da prüfen wir alles: Reach,
175 Interaktion. Und dann haben wir am Ende von jeder Welle eine Analyse der Posts. Wir hatten
176 Cases, da wurde der Reach erreicht, aber die haben den Post nicht richtig in Szene gesetzt. Man

177 lernt das mit. Darum haben wir gelernt, dass wir das nächste Mal als Key Anforderung angeben
178 müssen, dass die *[Product name]* Flasche präserter sein muss. Also Instagram ist sicher das
179 stärkste, unsere Blogger posten aber auch auf YouTube."

180 *Wie wählt ihr neue Influencer aus?*

181 "Die Auswahl läuft auch über eine Agentur. Wir geben ihnen ein Briefing. Sie kennen dann
182 unsere Marke und Ziele und geben uns 20 Vorschläge, wir suchen dann fünf davon aus. Wir
183 wollten dann verschiedene Gebiete. Dann ist ein Teil Lifestyle, jemand von Food, jemand von
184 Fashion. Dann: Wie viele Follower, dann auch von wo kommen die Follower? Sind sie echt?
185 Wie schnell ist der Influencer gewachsen?

186 Passt er von der Positionierung zu uns? Das ist dann total persönlich. Auch: Was haben sie
187 gerade für andere Marken vertreten? Haben sie jetzt gerade für *[competitor]* Werbung
188 gemacht? Wie oft bringen sie Beiträge raus?"

189 *Gibt es Daten, welche ihr gerne hättet, aber nicht wisst, wie ihr sie erhaltet?*

190 "Tatsächlich fällt mir nichts ein. Spannend fände ich die persönliche Verlinkung zwischen den
191 Influencern. Das würde die Kommunikation stärker machen."

192 *Was benutzt ihr für Tools (Reachbird, etc.)? Wisst ihr, ob die Agentur Tools verwendet?*

193 "Ja, die Agentur benutzt solche Tools. Ich weiss aber nicht welche, da wir die Daten schon
194 ausgewertet erhalten."

195 *Habt ihr qualitative Ziele? Benutzt ihr zum Beispiel Umfragen beim Endkunden, um Faktoren
196 wie die Glaubwürdigkeit zu ermitteln?*

197 "Das wäre spannend. Das machen wir aber aus Budget-Gründen nicht. Was möglich wäre, wäre
198 die Resonanz im Internet, also wird etwas geteilt, ohne dass wir etwas gemacht haben."

199 - *At this part, the so far gathered concepts were presented** -

200 "Ich finde, das macht total Sinn. Es macht für mich auch vor allem Sinn, wenn man einen
201 grösseren Influencer nimmt. Weil dann gerade sowas wie Ruhm und Prestige und sowas

202 reinkommen würde. Bei *[Product name]* würde das ganz gut passen. Dann gibt es aber auch
203 Kampagnen, da geht es um die ganzen Mikro-Influencer. Dann hat man 50 von denen und hat
204 darum hohe Reichweite. Aber eigentlich sind die Einzelnen nicht so berühmt. Da weiss ich
205 nicht, ob man nicht sagen müsste, man hat ein anderes Level in dem Punkt.

206 Man müsste noch den Content reinnehmen. Wie sieht der perfekte Post aus. Nur weil er fähig
207 ist, ist der Post nicht zwingend gut. Da gibt es einen Unterschied."

208 *Wie würdest du die Sachen gewichten?*

209 "Ich denke sicherlich, die Glaubwürdigkeit ist eines der stärksten. Bei der Beeinflussbarkeit
210 kann der Influencer gar nicht gross dazu beitragen. Das kommt vom Endkunden. Entweder
211 lasse ich mich beeinflussen oder nicht. Ich finde den Influencer-Product-Fit auch extrem
212 wichtig.

213 Sympathie und Beeinflussbarkeit sind ja Basics. Die sind gegeben. Daran kann man nicht
214 wirklich rütteln."

215

216 **4.1.3.** Interview 3, October 2018

217 Managing director & founder of a Swiss influencer marketing agency. Many
218 years of experience in various marketing disciplines throughout Switzerland.

219

220 _

221 *Kannst du mir eine kurze Zusammenfassung deiner Gedanken und Gefühle gegenüber Influencer*
222 *Marketing geben?*

223 "Definitiv ein Trend-Thema insofern, dass es in aller Munde ist. Man hört es überall, man liest
224 es überall, leider eher in einem negativen Kontext. Das macht dem Ganzen aber keinen
225 Abbruch. Ich erkläre den Leuten immer, am Ende des Tages geht es darum, Geschichten zu
226 erzählen mit den Plattformen und Medien, die uns zur Verfügung stehen, und das war immer

227 so. Früher war es Print, Farbfernsehen- jetzt Social Media. Die Disziplin selbst wird bleiben, es
228 ist nur das Medium, welches sich ändert."

229 *Wann ist eine Influencer-Marketing-Kampagne erfolgreich?*

230 "Dann, wenn sie die Ziele erreicht hat, die der Kunde definiert hat. Hier fängt es meistens schon
231 an; der Kunde macht eine Influencer-Marketing-Kampagne, weil der Chef gesagt hat, wir
232 machen etwas mit Influencern. Aber meistens gibt es noch keine konkrete Zieldefinition, wenn
233 wir dort ankommen. Dann muss man mit dem Kunden schauen: Was wollt ihr denn? Soll ein
234 Produkt runtergeladen werden? Soll User-Generated-Content entstehen? Und wenn man das
235 dann erreicht, dann ist es erfolgreich."

236 *Was sind derzeit eure Methoden, um Influencer-Aktivitäten zu messen? Sind das wirklich nur*
237 *quantitative Zahlen oder auch anderes?*

238 "Wir benutzen in der Selektion eine Mischung aus qualitativen Faktoren und quantitativen
239 Werten. Da muss man schauen, wer passt überhaupt zum Brand? Da ist der aufwendige Teil
240 eigentlich die qualitative Analyse. Für das Reporting am Schluss ist es sehr, sehr, stark auf KPIs
241 ausgelegt. Man schaut: Was waren Reichweite, was waren Interaktionen, was gabs für
242 Neuregistationen? Da ist es dann schon viel mehr in den Zahlen drin."

243 *Ist das, weil der Bedarf nicht gesehen wird, oder ist es zu aufwendig und teuer? Oder andere*
244 *Gründe?*

245 "Im Moment sind Influencer Kampagnen meistens Begleit-Kampagnen. Also es sind noch nicht
246 freistehende Kampagnen. Das bedeutet, es wäre unverhältnismässig hoch, dort so ins Detail
247 reinzugehen. Es ist aber auch so, dass das mit den jetzigen Reportings auch extrem schwer ist,
248 das so zu machen. Der andere Grund ist, dass Unternehmen oft nicht genau wissen, warum sie
249 was machen. Da läuft meistens einfach so viel mit so wenig Personal. Wenn irgendetwas extrem
250 gut geht oder extrem schlecht, dann sitzt man hin und schaut es sich an. Ansonsten ist es einfach
251 nicht realistisch."

252 *Was sind denn konkret die qualitativen Sachen, welche ihr anschaut, um Influencer*
253 *auszuwählen?*

254 "Die klaren Faktoren sind Reichweite -also im Zielmarkt- und Deckung der Demographie von
255 Followern und der Zielgruppe des Kunden. Man muss mehr die demographischen Faktoren
256 der Audience anschauen, als die des Influencers. Bei den qualitativen Faktoren geht es zum
257 Beispiel um Sachen wie die Bildsprache. Sprechen wir von einer Luxusmarke, welche sehr, sehr
258 hochwertige Bilder hat, oder sprechen wir von einer ganz jungen Marke, die beispielsweise
259 etwas lustig sein darf. Dann geht es noch ganz stark um die Werte, die der Influencer vertritt.
260 Kann man manchmal ernster nehmen oder nicht, viele müssen sich da auch noch selbst finden.
261 Aber in der Regel haben sie dann ein Wertepaket. Das können politische Sachen sein oder
262 Sachen wie Migrationshintergrund. Die Shitstorms entstehen dort, wo man es der
263 Unternehmung nicht mehr glaubt. Man kann als Unternehmen mit Influencern schon mutiger
264 sein, als wenn man es auf den eigenen Kanälen publizieren würde, weil man wie ein Gesicht
265 dazwischen hat. Man darf da etwas mutiger sein. Du als Marke darfst etwas vielleicht nicht ganz
266 so klar sagen, aber der Influencer schon. Man hat wie einen Meter mehr Spielraum. Die Marke
267 muss immer etwas politisch korrekter sein. Der Influencer darf es dann ins Normaldeutsch
268 übersetzen. Er widerspricht dann nicht dem, was die Marke sagt, er bringt es aber etwas besser
269 auf den Punkt. Solche Sachen kann man machen, aber man muss sehr nah bei der
270 Unternehmung sein."

271 *Habt ihr Daten, welche ihr sammeln wollt, aber nicht wisst, wie?*

272 "Es gab bis vor kurzem Deep Social, welche die ganzen Audience Insights aufbereitet hat. Man
273 brauchte dafür keinen Zugang, man konnte bei Instagram jedes öffentliche Profil eingeben und
274 die Daten anschauen. Man konnte vorab die demographischen Merkmale der Audience
275 einsehen. Jetzt kann man bei neuen Influencern nur noch die quantitativen Werte abfragen und
276 wir müssen die ja dann dem Kunden schon vorschlagen. Dann müssen wir halt sagen 'hey, wir
277 müssen zuerst noch die aktuellen Insights anfragen'. Dann erst können wir schauen, ob die
278 quantitativen Kriterien übereinstimmen. Es gibt andere Tools, die Hochrechnungen haben:
279 Gewisse sind einfach schlecht, gewisse sind unvollständig und bei den Dritten müssen die Leute

280 dort registriert sein. Man muss wie das Konto verknüpfen. Und viele sind nicht verknüpft. Das
281 heisst, wir kratzen unsere Infos von vielen Ecken zusammen. Die Algorithmen der Tools sind
282 nicht vergleichbar. Darum holen wir immer die Primärdaten der Influencer. Wir brauchen
283 dafür aktuell Screenshots. Uns helfen zur Vor-Selektierung aber auch Drittanbietertools. Dort
284 sieht man schonmal eine Tendenz. Dann merkt man irgendwann, welche Tools präziser sind.
285 Wir holen aber immer die Originaldaten. "

286 *Gab es schon einmal einen Fall, wo die erwarteten Daten im Vergleich zu den eigentlichen,*
287 *erreichten sehr überrascht haben?*

288 "Ich glaube, das gibt es in jeder Kampagne. Man hat in jeder Kampagne einen
289 Überraschungskandidat, bei dem der Content so viel besser ankommt, als erwartet. Und von
290 einer Person ist man sich immer sehr sicher, die dann nur im Mittelfeld ist. Das ist aber Social
291 Media generell. Das ist so etwas wie die Demokratisierung des Internets. Es gibt gewisse
292 Faktoren, wenn man die alle berücksichtigt, ist es sicher im Mittelfeld, und wenn nicht, klappt's
293 nicht, aber man hat keine Garantie. Das ist wie, wenn Kunden sagen, ich hätte gerne ein virales
294 Video."

295 - *At this part, the so far gathered concepts were presented* -*

296 "Das macht so mega Sinn. Es ist wichtig, dass Kunden auch so ein bisschen verstehen, wie das
297 funktioniert. Beeinflussbarkeit ist ein anderes Thema, wobei das auch spannend ist. Ich
298 behaupte bei Influencern ist die Kaufbereitschaft viel grösser, weil viele den Leuten folgen, weil
299 sie über Neuheiten in einem gewissen Bereich informiert werden wollen. Und es ist nicht nur
300 der PR-Blabla. Und ich behaupte, darum funktioniert das so gut.

301 Was noch wichtig ist – je nach Branche – zum Beispiel Gamer machen für alle Firmen
302 Werbung, und zum Beispiel Make-Up-Influencer würden ihre ganze Glaubwürdigkeit
303 verlieren, wenn sie nur für eine Marke Beiträge machen würden. Die Beauty-Leute stellen dir
304 immer neue Trends und Marken vor und sagen dann, 'von der Marke finde ich die Mascara am
305 besten. Aber den Lippenstift finde ich von dieser Marke besser.' Das macht sie erst glaubwürdig.
306 Das heisst, Exklusivität geht da nicht so, da geht es eher um Product-Placements. Also anstelle

307 von einem Werbefenster bei Pro Sieben buche ich es jetzt bei dem Influencer. Wenn man aber
308 zum Beispiel was für die Migros macht, darf der Influencer nicht für Coop Werbung machen.
309 Da gibt es keinen Kompromiss. Das hängt aber mehr mit dem Unternehmen zusammen als mit
310 dem Produkt. Es gibt auch solche in Make-Up. Das ist der Unternehmenscharakter. Es hängt
311 davon ab, wie vorsichtig sie sind.

312 Im Moment werden Influencer-Kampagnen angesehen, wie ein Medium. Ich buche zehn
313 Plakatwände, einen Werbespot und fünf Influencer. Darum kommen jetzt auch viele und
314 steigen in den Markt ein, weil sie finden: Ein skalierbares Business Modell! Alles automatisiert!
315 Das Problem ist, dass es immer noch Menschen sind. Das heisst, wenn der keinen Bock oder
316 einen besseren Deal von der Konkurrenz bekommen **hat, geht's nicht**.

317 Ein anderer Fehler ist, dass im Briefing nicht definiert wird, ob es um eine Produktplatzierung
318 geht oder um Storytelling. Soll die Person eine Geschichte um dein Produkt herumerzählen? Je
319 nach Produkt kann eine Produktplatzierung absolut Sinn machen.

320 In einem mir bekannten ähnlichen Fall wurden Expertise, Attraktivität und Vertrauen als
321 Hauptfaktoren genannt. Diese drei führen zu Glaubwürdigkeit. Das sieht deinem Modell sehr
322 ähnlich."

323

324 **4.1.4.** Interview 4, October 2018

325 A marketing Coordinator at a rental company that launched their first influencer campaign
326 in Switzerland in 2018.

327 _

328 *Kannst du mir eine kurze Zusammenfassung deiner Gedanken und Gefühle gegenüber Influencer*
329 *Marketing geben?*

330 "Also wir haben dieses Jahr das erste Mal etwas mit Influencern gemacht. Bewusst halt auch mit
331 einer Agentur. Für uns war es eigentlich mehr so ein Ausprobieren. Ich muss aber ehrlich sagen,
332 ich komme selbst von einer Agentur, wo ich Social Media Management gemacht habe und von

333 dort ist mir mega bewusst wie aufwendig das Influencer Marketing ist oder sein kann, oder vor
334 allem auch sein sollte. Also für mich ist das so etwas: Entweder man macht es voll und investiert
335 nicht unbedingt viel Geld, aber vor allem Zeit und Betreuung. Ich habe jetzt gemerkt, als wir
336 die Kampagne gemacht haben, dass wir die Ressourcen gar nicht haben. Und darum bin ich
337 dem gegenüber in unserem Fall halt ziemlich skeptisch geworden, nach dem Versuch. Ich kenne
338 aber auch Firmen, die voll auf Influencer Marketing setzen und wo es auch voll funktioniert.
339 Man muss aber der Brand dafür sein, man muss es leben, man braucht das richtige Produkt
340 dafür.

341 Es kommen jetzt, nach dem wir den Versuch gestartet haben, immer mehr Anfragen [von
342 Influencern] rein. Es gibt einen massiven Zuwachs von Influencern, die Interesse haben. Am
343 Anfang konnten wir es fast nicht handhaben."

344 *Wann seht ihr eure Kampagnen als erfolgreich? Vielleicht gleich bei eurer Kampagne von 2018?*

345 "Also grundsätzlich sind wir extrem KPI orientiert. Wir machen mega viel online mit Ads, mit
346 Google, SEA, alles solche Sachen. Darum ist natürlich Influencer etwas, was gegen den Strom
347 geht bei dem Ganzen. Klar, du hast Likes und so- aber die kann man bezahlen. Das sagt für
348 mich nicht viel aus.

349 Am Anfang, als die Agentur sagte: Wir starten das ganze Thema, da war meine erste Frage: Ok,
350 wie messen wir's? Von ihrer Seite war dann mehr Performance und Brand Awareness
351 generieren als Thema angegeben. Aber es sind halt nicht- also in unserem Fall- Umsatz. Aber
352 das ist schwer zu Messen."

353 *Ist denn diese fehlende Messbarkeit ein Grund, warum ihr bei dem Thema etwas unsicher seid?*

354 "Nicht unbedingt. Ich glaube, Image ist etwas, was wir generell zu wenig machen. Und für das
355 wäre es eigentlich mega cool. Aber der Aufwand war einfach riesig. Es hatte zum Teil auch
356 damit zu tun, dass die Influencer, die wir hatten, zum Teil mega anstrengend waren. Wir hatten
357 eine, die extrem cool war und haben uns dann auch überlegt, ob wir in Zukunft einfach mit ihr
358 arbeiten. Was uns sehr wichtig war, sie war vom 'Tone of Voice' her wirklich [Company name].
359 Abenteuer, Bildsprache gleich wie wir, Kommunikation. Sie ist unkompliziert, sie ist

360 sympathisch. Das war uns fast wichtiger, als dass sie hohe Zahlen hat. Dann ist es auch nicht
361 mehr wie Werbung, also reine Zahlen. Es passt dann einfach und beide profitieren."

362 *Da es bei euch eher KPI-driven ist, seid ihr eher quantitativ statt qualitativ in euren Analysen?*

363 "Jein, beides. Es ist schon immer schwierig. Wir sind da schon quantitativ. Im Influencer
364 Bereich bringt es aber wie nicht viel, darum sind wir da schon eher qualitativ."

365 *Macht ihr dann auch selbst qualitative Analysen? Oder vertraut ihr da ganz auf die Agentur?*

366 "Wir haben jetzt diese Kampagne noch nicht analysiert. Das machen wir noch mit der Agentur.
367 Im Moment ist es auch mega viel noch Bauchgefühl.

368 Wir vertrauen eigentlich ziemlich stark auf die Agentur. Wir haben jemanden in der Agentur,
369 der unser Business sehr gut kennt. Darum haben wir auch ein starkes Vertrauen in sie. Aber es
370 ist schon klar, dass wir immer nochmal drüber schauen, gerade bei der Auswahl der Influencer,
371 bei der Strategie, was machen wir genau, wie lang machen wir's."

372 *Koppelt ihr Influencer Marketing Aktivitäten an eine grössere Kampagne, oder läuft das bei euch
373 isoliert ab?*

374 "Es ist nicht konkret an eine Kampagne gekoppelt. Es ist mehr von der Aktualität her. Wir
375 haben dieses Jahr *[Product name]* als erste Prio gepushed, und darum ist *[Product name]* auch
376 in der Influencer-Kampagne. Bei uns war es so, wir wollten Influencer und haben überlegt, was
377 für ein Produkt nehmen wir. Wir wählen meistens zuerst den Platz und dann das Produkt."

378 *Gab es schon einmal einen Fall, wo die erwarteten Daten zu den erreichten sehr überrascht haben?*

379 "Dadurch dass es ein Pilotprojekt war nicht. Von dem her waren wir eh sehr offen."

380 *Schaut ihr selbst bei Tools wie Reachbird rein, oder macht ihr das nur über die Agentur?*

381 "Agentur. Ich habe zwar in einer Agentur gearbeitet, aber mir fehlt einfach das Knowhow, um
382 das meiste rauszuholen zu können."

383 *In qualitativen Analysen werden zum Beispiel auch die politischen Sachen oder die Beziehung zur
384 Konkurrenz betrachtet. Habt ihr da auch schon Erfahrung?*

385 "Ja, solche Fälle hatten wir auch. Dass Influencer mit diversen Konkurrenten Partnern, und
386 dann bei uns bestimmte Produkte nicht nehmen können, oder bestimmte Produkte nicht auf
387 dem Bild zeigen können [...]."

388 - *At this part, the so far gathered concepts were presented** -

389 "Also, auf jeden Fall was wir hinzufügen würden ist, ob das Produkt beziehungsweise die Marke
390 auf den Influencer passt. Für uns ist das definitiv das wichtigste. Beim Bewerten schauen wir,
391 dass es authentisch rüberkommt und dass es passt.

392 Was für mich auch noch relevant ist, ist die Zielgruppe. Wir hatten ja *[Product name]*, was eher
393 teuer ist. Wir hatten verschiedene Influencer. Die eine hatte Follower, die waren zwischen 15
394 und 20. Und 60% davon Amerikaner. Wir verdienen nur unseren Teil bei Schweizer
395 Buchungen."

396 *Wie konnte sowas denn passieren?*

397 "Für uns war es eigentlich schon am Anfang ein Fragezeichen, warum wir sie damals wählten.
398 Die Agentur hat dann gesagt, sie sei super. Sie argumentierten auch, dass der Erfolg bei ihr eher
399 bei Brand Awareness vor allem bei den jungen sein würde. Da ist halt die Frage, ob die Offenheit
400 dann schon da ist. Das ist für sie zu dem Zeitpunkt ja noch nicht relevant.

401 Fazit ist, dass wir in Zukunft das Produkt sicher besser wählen werden- oder anders zumindest.
402 Wir werden dann eher mit *[Product name]* rein gehen, was junge Leute eher anspricht. Also so
403 ein Loyalitätsprogramm."

404 *Wird diese Erfahrung euer Verhalten mit der Agentur und Influencern verändern?*

405 "In Zukunft werden wir sicher mehr mitreden. Und mehr mit der Strategie mitüberlegen!

406 Die Agenturen sind sehr hilfreich, aber sie sind halt nicht so nah am Produkt wie wir. Wir als
407 Brand ist eher auf längerfristige Partnerschaften aus, als auf zweimonatige Influencer-
408 Kampagnen. Mit der einen Influencerin könnten wir uns vorstellen, etwas Längerfristiges zu
409 machen."

410

411 **4.1.5.** Interview 5, November 2018

412 Content maker at a Zurich-based influencer marketing & content creation agency. 20 years
413 of online experience and has worked as a networker, speaker, project manager and blogger.

414

415 –

416 *Kannst du mir eine kurze Zusammenfassung deiner Gedanken und Gefühle gegenüber Influencer*
417 *Marketing geben?*

418 "Es ist ein Trend, aber es wird sich sicher festigen. Es wird sich allerdings herauskristallisieren,
419 welche Influencer wirklich sinnvoll für die Brands eingesetzt werden können und welche nicht.

420 Im Moment ist es etwas ein Hype, den jeder will und es ist auch so, dass fast alle Unternehmen
421 das lieber selbst machen wollen, weil es so cool ist. Das funktioniert aber auf lange Zeit nicht so.

422 Ich glaube, es wird sich so etablieren, wie es bei der Werbung oder PR schon immer war,
423 nämlich dass es Agenturen gibt, die sich auf das spezialisieren, die wissen wie mit diesen Leuten
424 umgehen, dass man die so einsetzen kann, dass sie authentisch wirken und trotzdem die
425 Botschaft in einer guten Art und Weise transportieren können, so dass es auch glaubwürdig ist.

426 Das ist so meine Meinung, es wird sicher viele von den so genannten Influencern haben – ich
427 habe etwas Mühe mit dem ganzen Begriff – es wird sicher solche geben die bleiben werden und
428 sich verbessern werden und sich inhaltlich stärken und Expertise aufbauen, damit sie auch
429 wirklich Influencer nennen können in ihrem Themenbereich, und dann wird es ganz viele
430 andere geben die auf den ganzen Hassle und Aufwand keine Lust mehr haben werden und
431 darum von der Bildfläche verschwinden werden.

432 Es ist auch nicht für jeden. Es ist nicht für jedes Produkt und auch nicht für jeden gemacht, um
433 seine Botschaft zu transportieren. Es ist halt in gewissen Bereichen ein guter Weg, um an
434 Zielgruppen zu kommen, die man sonst nicht erreichen kann, weil sich das ganze Medien-
435 Nutzungsverhalten extrem verändert hat. Und das ist so ein bisschen der Kernpunkt, warum

436 sich das so entwickelt hat. Das Medien-Nutzungsverhalten ist halt so, dass man sich über die
437 ganzen Social Media Plattformen hauptsächlich informiert und so die Plattformen sich
438 etablieren konnten."

439 *Wann siehst du eine Influencer Marketing Kampagne als erfolgreich?*

440 "Also Erfolg auch nicht nur auf die Zahlen, Reichweite gesehen?"

441 *Ja und Nein. Die Reichweite darf auch der Erfolg sein.*

442 "Das kommt extrem auf das Produkt an. Wir arbeiten jetzt zum Beispiel nicht unbedingt im
443 Lifestyle-Segment, sondern im Food- und Tourismus-Bereich. Ich kann das gleich aus einem
444 Beispiel erzählen: Wenn ich da ein nicht so gut besuchtes Tourismusgebiet habe, dass einen
445 Deal macht, bei dem der Influencer 3 Tage da ist und tolle Beiträge macht und dann vielleicht
446 noch einen Blog-Post macht und der eine grosse Reichweite hat kann es sein, dass Leute
447 inspiriert werden, dann auch dort hin zu gehen.

448 Das hat dann auch extrem viel nicht nur mit der Reichweite zu tun, sondern auch mit dem
449 Content. Das heisst, wenn es schönen Content hat mit Orten, **wo man denkt 'wow, da will ich
450 auch mal hin', dann hat man eigentlich das Ziel erreicht** und war in dem Sinn auch erfolgreich.

451 Dasselbe gilt im ganzen Food-Bereich, da macht die Qualität der Bilder extrem viel aus. Aber
452 auch, dass man andere Leute inspiriert und sie dann denken das könnten, dass sie das auch mal
453 ausprobieren. Dann hat man das Ziel erreicht, wenn man die Botschaft in der richtigen
454 Zielgruppe platzieren konnte."

455 *Was Messt ihr bei euren Influencer Aktivitäten zurzeit? Benutzt ihr nur quantitative Zahlen oder
456 habt ihr auch eine Art qualitatives Schema?*

457 "Nein, das eigentlich nicht. Weil wir diese Komponenten schon bei der Auswahl der Influencer
458 einfliessen lassen. Das heisst, wir schauen auf die Bildsprache und Bildqualität. Das machen wir
459 schon vorgängig. Und im Nachgang machen wir halt das, was man rauslesen kann, weil die
460 meisten Marketingverantwortlichen halt diese abliefern müssen."

461 *Wenn ihr diese qualitative Bewertung vorweg macht, worauf achtet ihr dann insbesondere?*

462 "Authentizität natürlich. Dann geht's drum, wie aktiv ist jemand auch sonst auf Instagram.
463 Wird der Account immer bespielt? Bei der Qualität geht's dann auch um die Echtheit. Sind die
464 Follower echt, oder hats da irgendwelche Bots. Dann geht's auch um die Bildsprache,
465 Bildinhalte. Man braucht auch Sympathie in der Zusammenarbeit, nur dann entsteht guter
466 Content."

467 *Wie steht ihr zu Reachbird, HypeAuditor und solchen Tools?*

468 "Wir sind noch etwas zu klein, um uns das leisten zu können. Wir sind in Gesprächen mit vielen
469 wie Reachbird, aber es ist etwas mühsame Arbeit und wir machen auch noch viel von Hand."

470 *Wie fest siehst du einen Bedarf an qualitativen Auswertungen für solche Influencer Marketing*
471 *Aktivitäten?*

472 "So wie wir vorgehen, macht das nicht so Sinn. Bei grossen Firmen, welche plattformbasiert
473 ihre Influencer sammeln und das ganze analytisch angehen, macht das wahrscheinlich schon
474 Sinn."

475 - *At this part, the so far gathered concepts were presented** -

476 "Influencer-Product-Fit. Das ist wichtig. Aus welcher Perspektive sind die Punkte jeweils?
477 Einige sind vom Empfänger und einige vom Absender [Follower oder Influencer]?"

478 Influencer sind eigentlich wie Personas. Sie haben wie eine Rolle. Und diese Rolle, die spielen
479 sie eigentlich, die Rolle ist wie eine Serienfigur. Je klarer die Rolle definiert ist, mit ihren
480 Auswüchsen in den verschiedenen Bereichen, also Kompetenz oder Ehrlichkeit, umso mehr
481 soziale Akzeptanz hat er nachher bei seiner Zielgruppe. Ihr Privatleben darf schon abweichen.
482 Da spielen alle diese Punkte dann rein, ob das Vertrauen da ist. Man geht wie eine Beziehung
483 ein mit einer Person, wenn man ihr folgt. Das macht man nur, wenn man weiss, was da kommt
484 oder man sich mit der Person identifizieren kann. Und das schafft am Schluss dann auch
485 Vertrauen. Man kann sich auch über Themen verbinden, zum Beispiel Sportarten, oder
486 'Rössler' [Pferdefans], oder Kunst."

487

488 **4.1.6.** Interview 6, January 2019

489 Project manager and managing partner at a Zurich agency that focuses on marketing for
490 digital natives and millennials.

491 _

492 *Kannst du mir eine kurze Zusammenfassung deiner Gedanken und Gefühle gegenüber Influencer*
493 *Marketing geben?*

494 "Also grundsätzlich sind wir sicher positiv eingestellt gegenüber Influencer Marketing. Es ist
495 für uns ein neuer Kanal – und gerade, weil unsere Zielgruppe sehr jung ist – ein mega wichtiger
496 Kanal, um die Jungen zu erreichen. Es wird definitiv mega gehyped, teilweise auch etwas über-
497 hyped. Das heisst, die Kosten steigen Jahr für Jahr. Gerade in der Schweiz hat es eine begrenzte
498 Anzahl an Influencern, mittlerweile möchte jede Firma noch etwas Influencer Marketing
499 machen. Es gibt viel zu viel Nachfrage für wenig Angebot. Wir machen das seit zwei drei Jahren
500 und es ist [in der Zwischenzeit] von vielen Kampagnen ein wichtiger Bestandteil, weil man ganz
501 andere Botschaften über einen ganz anderen Träger übermitteln kann, als wie man das als
502 Absender von der Firma kann. Wenn man es gut macht, kann es gut rauskommen. Aber es gibt
503 viele Influencer mit fake Follower und schlecht gemachte Influencer Kampagnen, einfache
504 Produktplatzierungen und so weiter, und darum ist nicht generell alles gut im Influencer
505 Marketing. Wenn man es richtig macht, bieten sie aber spannende neue Möglichkeiten.

506 Früher war es ein Testimonial mit einem George Clooney auf einem Plakat und jetzt ist es halt
507 ein junger Influencer welcher auf seinem Kanal etwas macht, aber letztendlich braucht man
508 jemanden, zu dem sie vertrauen haben oder hochsehen. Es ist nichts neues."

509 *Wann siehst du eine Influencer Marketing Kampagne als erfolgreich?*

510 "Grundsätzlich, zum Beispiel bei einem Shitstorm, dann sind erstmal alle quantitativen Zahlen
511 nichts wert. Aber das sieht man relativ schnell: ist der Grund-Tenor von den Aktionen, Posts,
512 Kommentaren positiv oder negativ? Wenn wir dann von den positiven ausgehen, schauen wir
513 hauptsächlich auf die Interaktionsrate, weil kleinere Influencer vielleicht weniger Impressionen

514 haben wie ein grosser, aber der Post ist trotzdem viel besser angekommen, weil die Leute mehr
515 Interaktionen darauf hatten. Wir schauen vor allem auch Kommentare an. Neuerdings kann
516 man bei Instagram – wir arbeiten hauptsächlich mit Instagram – auch ein Bild speichern oder
517 schicken. Speichern ist nochmals etwas Besseres, da es einen aktiveren Schritt beinhaltet. Das
518 ist auch qualitativer.

519 Und dann muss man halt den Tenor ansehen. Wenn der Post gut gemacht ist, ist der Tenor gar
520 nicht auf den Brand bezogen. Ein guter Content, der genau so ankommt, bei dem findet man
521 gar nichts, weder positiv noch negativ, zum Brand. Denn es geht dann eigentlich um den Inhalt.
522 Der Brand muss integriert sein, auf eine sinnvolle Art und Weise, aber es geht nicht um den
523 Brand. Wir versuchen den Brand immer natürlich zu integrieren. Einfache, schlechte
524 Produktplatzierungen kommen einfach nicht gut an."

525 *Oft sind Kommentare auf Social Media Plattformen wie Facebook oder Instagram nur*
526 *Markierungen von anderen Nutzern. Seht ihr das als gleichwertig, wie andere Kommentare?*

527 "Es wäre viel zu aufwendig, das zu filtern. Aber wenn Nutzer sich gegenseitig verlinken, wollen
528 sie sich den Post ja zeigen. Das ist ja ebenfalls positiv. Das ist fast noch positiver wie jemand,
529 der einfach kommentiert."

530 *Wenn eure Kunden einen Influencer für ihr Produkt suchen, wie sucht ihr einen passenden aus?*
531 *Worauf achtet ihr beim Influencer-Product-Fit?*

532 "Das wichtigste, ist der Brand-Fit. Aber was ist das? Wie gut passt ein Influencer zum Brand
533 selbst? Macht es überhaupt Sinn, dass der Influencer das Produkt oder den Service der Firma
534 nutzt? Wenn jetzt ein junger Influencer ein Fanta trinkt, ist es recht realistisch. Wenn er aber
535 für Porsche Werbung macht und er gar nicht das Geld hat zum so einen fahren, macht es keinen
536 Sinn. Es muss realistisch sein, dass er das Produkt nutzt.

537 Unsere Kunden definieren die Zielgruppe. Wir schauen, dass die Zielgruppe des Influencers
538 sich möglichst mit dieser deckt. Mindestens vom Alter und der Geografie. Man braucht einen
539 Zielgruppen-Match zwischen Influencer und Produkt und einen Image-Match zwischen Marke
540 und Influencer. Gute Influencer suchen sich selbst Partnerschaften so aus, dass sie gar nicht erst

541 mit einem Brand zusammenarbeiten, welcher nicht zu ihnen passt. Das merkt man immer mehr
542 bei den seriösen Influencern, dass sie sehr bedacht darauf sind, wie ihre Zielgruppe das Produkt
543 oder die Firma wahrnehmen könnte."

544 *Wie steht ihr zu Reachbird, HypeAuditor und solchen Tools?*

545 "Ich brauche HypeAuditor und Likeometer zum ersten Influencer-Test. Ich suche darüber die
546 Influencer und filtere nach Kategorien. Die Tools haben alle einen anderen Algorithmus.
547 HypeAuditor bewertet die Region des Followers anhand des Ortes, an welchem diese ihre Bilder
548 hochladen. Das passt aber nicht mehr, wenn Personen Bilder im Urlaub hochladen. Die
549 sichersten Zahlen sind die von Instagram selbst. Die Tools kommen nicht mehr gut an die
550 Daten und darum müssen sie andere Zahlen nutzen. Wir fragen immer auch Influencer nach
551 einem Screenshot von ihrer Followerschaft und vergleichen das – teilweise passt es sehr genau,
552 teilweise gibt es riesen Diskrepanzen zu den Ergebnissen der Tools. Man sieht es jeweils
553 eigentlich recht gut an der Interaktionsrate."

554 *Gibt es Daten, welche ihr zusätzlich zu euren heutigen Analysen sammeln wollt?*

555 "Es wäre es sicher spannend, nach einem Post die Personen zu analysieren, welche mit einem
556 Post interagiert haben. So könnte man die Zielgruppe der Personen, welche interagiert haben,
557 mit der ursprünglichen Zielgruppe vergleichen. Ansonsten haben wir schon die relevanten
558 Daten."

559 - *At this part, the so far gathered concepts were presented*-*

560 "Grundsätzlich macht es Sinn. Das sind ja zum Teil Sachen, welche man nicht beeinflussen
561 kann. Beim Produkt-Fit hat man einfach ja oder nein. Entweder passt er oder nicht. Dann hat
562 man eine gute Auswahl gemacht. Die Kompetenz geht etwas in den Fit. Also hat er die
563 Kompetenz. Das mit dem Wohlwollen ist schwierig einzuschätzen. Ein Influencer, der ganz oft
564 Partnerschaften macht mit Produkten, die vielleicht sogar aus dem gleichen Bereich sind, da
565 würde sich das Wohlwollen wahrscheinlich reduzieren.

566 Was hier noch fehlt, ist die Art der Kommunikation. Wie eine Kampagne umgesetzt wird. Wie
567 sieht der Post oder die Zusammenarbeit aus? Jemand, der viel Vertrauen hat, bei dem es voll
568 passt, aber bei dem es schlecht gemacht ist und gestellt wirkt, bei dem kann es trotzdem schlecht
569 rüberkommen. Dein Plan bis jetzt geht nur bis hin zur Kampagne, aber nicht bis zur Analyse
570 der Kampagne selbst."

571 *Wann ist denn ein Post gut?*

572 "Das kommt darauf an. Bei einem Lifestyle-Influencer erwarten die Follower, dass er einfach
573 jeden Tag ein Outfit postet und gut ist. Das ist eigentlich billige Produktplatzierung, aber es
574 funktioniert. Es ist ja das, was die Zielgruppe von ihm erwartet. Aber wenn man einfach ein
575 Getränk platziert, wirkt es sehr gestellt. Man muss dann eine andere Verbindung finden, wie
576 man es über ein anderes Thema verbinden kann- zum Beispiel Zusammensein und Essen. Das
577 kommt sehr auf das Produkt an. Sicher wichtig ist die Authentizität. Einerseits bei der Person
578 selbst, aber auch in der Kommunikation.

579 Viele Firmen buchen einen Influencer wie ein Medium und Kategorisieren es auch so. Das
580 führt zu Problemen, da die Kosten mit jenem eines Print-Mediums verglichen werden.

581 Ausserdem sind Influencer immer noch Personen, welche andere Effekte mit sich bringen."

*Visualization of gathered concepts shown during the interviews

This model was developed just before the first interview and shown in between the first and second phase of the interview. The model was supposed to introduce the interviewee to gathered data. It was to some extent adjusted with new findings.

