

The Study of Emerging Trends and Impact of Viral Marketing for Successful Business

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Abstract

The rapid diffusion of the Internet and the emergence of various social constructs facilitated by Internet technologies are changing the drivers that define how marketing techniques are developed and refined. This paper identifies critical factors for viral marketing, an Internet-based 'word-of-mouth' marketing Technique. Many viral marketing techniques are being used to target consumers, however it has been concluded that not all techniques are being utilized in an effective way on the Internet. The general attitude towards viral marketing, from the point of view of consumers, is that the information provided in viral marketing campaigns, is useful for making purchasing decisions. Consumers of today use the internet as a tool to communicate, do shopping and search for information. Hence, the internet has become a convenient way

for organizations to reach out to consumers in an easy and cheap way, especially through the tool viral marketing.

The first section is a literature review that presents a summary of findings of all key aspects of viral marketing ever since it emerged to the scene. The latter section contains the findings of a series of interviews conducted with viral marketing professionals from advertising agencies and companies. The findings show that any marketing communications message has the potential to *go viral* provided that the *social object* it contains is audience relevant and that the proper *viral mechanics* are in place. Three types of content are identified which increase the likelihood of a marketing communications message *going viral* and those include: entertainment, positive messages and interactive content. Furthermore, the findings show that the role of virality within integrated

marketing communications remains primarily associated with short-term marketing objectives such as sales, raising awareness etc. however not exclusively so, depending on the type of content of the campaign in question.

Keywords

Internet, viral marketing, integrated marketing communications.

Introduction

With consumers showing increasing resistance to traditional forms of advertising such as TV or newspaper ads, marketers have turned to alternate strategies, including viral marketing. Viral marketing exploits existing social networks by encouraging customers to share product information with their friends. While the underlying principle of word-of-mouth marketing is well-established and acknowledged (Richins, 1983; Wilson, 1991), the Internet fosters new marketing strategies (Achrol and Kotler, 1999; Arnott and Bridgewater, 2002), one of which is viral marketing.

Viral marketing is of importance for brand awareness and to make the consumers aware of the product. This brand awareness is, together with brand image and brand association, the most essential part of brand equity, which relates to the

advertising of a product or service (Keller, 1993; Leone *et al.*, 2006). Without awareness of a brand, it will be hard for the customer to recognize and relate to the product or service and react to possible adverts.

The growth in number of internet users has been dramatic ever since this platform came to existence. According to internetworldstats.com, European countries lead with highest internet penetration levels, with Scandinavian and Benelux countries topping the chart (Finland – 85, 3 % of population). A lot has been said and written about how this has affected our everyday lives, interpersonal relationships and how we go about conducting business in the digital era. However this research paper will focus on the marketing side of the story. In particular on how an old concept of word-of-mouth has evolved with the influence of the internet into something we call *viral marketing* today. A lot has been said and written about how this has affected our everyday lives, interpersonal relationships and how we go about conducting business in the digital era. However this research paper will focus on the marketing side of the story. In particular on how an old concept of word-of-mouth has evolved with the influence of the internet into something we call *viral marketing* today.

Viral marketing is one of the buzzwords that have been present in the realm of marketing for slightly more than a decade, yet there is not much written about it and that which is written is frequently incoherent – the definitions proposed to this date share the notion that viral marketing is a consumer-to-consumer process, and that it is related to word-of-mouth communication, however they differ in all other aspects (Vilpponen et al.2006).

Origins of Viral Marketing

Viral Marketing, Viral Advertising, or marketing buzz are buzzwords referring to marketing techniques that use pre-existing social networking services and other technologies to produce increases in brand awareness or to achieve other marketing objectives (such as product sales) through self-replicating viral processes, analogous to the spread of viruses or computer viruses (cf. Internet memes and meme tics). It can be delivered by word of mouth or enhanced by the network effects of the Internet and mobile networks. Viral marketing may take the form of video clips, interactive Flash games, advergames, eBooks, brand able software, images, text messages, email messages, or web pages. The most commonly utilized transmission vehicles for viral messages include: pass-along based, incentive based,

trendy based, and undercover based. However, the creative nature of viral marketing enables an "endless amount of potential forms and vehicles the messages can utilize for transmission", including mobile devices. The ultimate goal of marketers interested in creating successful viral marketing programs is to create viral messages that appeal to individuals with high social networking potential (SNP) and that have a high probability of being presented and spread by these individuals and their competitors in their communications with others in a short period of time. The term "VRL marketing" has also been used pejoratively to refer to stealth marketing campaigns—the unscrupulous use of astroturfing online combined with under market advertising in shopping centers to create the impression of spontaneous word of mouth enthusiasm.

Word-of-mouth is an old concept in marketing and it refers to a form of interpersonal communication among consumers concerning their personal experiences with a firm or a product (Richins, 1984). It is a complex phenomenon and generally not something that can be controlled directly (Allsop *et al.*2007). Nevertheless it is of great importance to organizations as it is a thousand times as powerful as conventional marketing by the measure of sales

figures and purchase decision time (Silverman, 2001). Pruden and Vavra (2004) state that word-of-mouth is the highest ranked technique used by consumers to not only gather information but also to make purchase decisions. Word-of-mouth has greater influence on consumer behavior than print ads, personal selling, and radio advertising in certain circumstances (Engel et al. 1969) due to the perceived objectivity and credibility associated with the parties involved (Cruz and Fill, 2008).

Klopper and Montgomery equate word-of-mouth with viral marketing by saying that viral marketing is just another buzzword for an already defined concept, called word-of-mouth (WOM). There is some disagreement in the existing literature when it comes to the question whether word-of-mouth and viral marketing are the same or essentially different concepts. (Klopper, 2001) and, furthermore, claim that viral marketing has been described in the marketing literature for more than 30 years but termed word-of-mouth or the diffusion of innovation (Montgomery, 2000). Most other authors however, focus on the differences i.e. the progression from word-of-mouth to viral marketing. Granitz and Ward (1996), in their research on Usenet participants' comments, found that viral marketing

primarily differs from word-of-mouth in that WOM is spoken while viral marketing is written. In other words, the possible anonymity of viral marketing message forwarder allows for more truthful communication, devoid of any boundaries. However, this was no longer the case with the emergence of social media and individuals shedding their anonymity on the internet.

Another major difference between the concepts is the strength of the social ties (see Brown and Reingen, 1987; Granovetter, 1973; Krishnamurthy, 2001). Brown and Reingen (1987) describe these ties to be strong when the social group members are familiar and willing to share with one another. Conversely, weak ties are when these relationships are superficial and do not include openness and willingness to share. According to Granovetter (1973), weak ties play a crucial role in word-of-mouth message dissemination as they enable a message to travel *between* the social groups, thus amplifying the reach.

Based on the views presented above, it is safe to conclude that viral marketing is indeed an evolved form of word-of-mouth - its digital progression. The primary difference is the platform on which the message is contained which enables it to travel fast and reach far. Besides the amplified reach, the character of the content has evolved as well in the

sense that the message can now be in various forms including text, images, sounds, videos, games etc. The message no longer has to be a result of an experience between a consumer and a brand, intense enough to motivate the consumer to spread the message – a much more superficial experience, and not necessarily related to the brand, is enough to motivate the consumer to pass the message along (for more, see Eckler and Bolls, 2011; Brown et al.2010).

Virality Defined

The term *viral marketing* was coined by Steve Juvertson and Tim Draper in 1997 to describe the manner in which free e-mail service called *hotmail* was promoted. Namely, the signature line of every e-mail message sent through *hotmail*, the first online free e-mail agent, contained an invitation to create a free *hotmail.com* account. This method of promotion was understood to be *viral* in character as the message was being passed on by users themselves, thereby *contaminating* one another with this virus. The word *viral* obviously stems from the word *virus*, symbolizing the manner in which the message spreads, without the negative connotation of the word. Marketers soon saw the potential benefits of this form of marketing communication and today, 14 years later, there is a variety of viral marketing success stories,

books, academic articles, research projects and even agencies specializing in viral marketing.

Various terms have been used to describe this form of communication including: viral marketing (Juvertson, 1997), buzz marketing (Thomas, 2004), word-of-mouth (Goldenberg ET al.2001), viral stealth marketing (Swanepoel et al.2009), referral marketing (De Bruyn and Lilien, 2004), viral advertising (Porter and Golan, 2006) etc. While most authors agree that all these synonyms refer to the same concept, they do not necessarily agree on the key element of it, namely *virality*, or the way in which the message spreads. Cruz and Fill (2008) claim that ‘viral marketing communication concerns the informal, peer-to-peer electronic exchange of information about an identifiable product or service’. Furthermore, they suggest that viral marketing is not another form of advertising, therefore the distribution of a message should not be controlled by financial means. This is in line with the definition proposed by Phelps et al.(2004) who alienate viral marketing from advertising and describe it as ‘the process of encouraging honest communication among consumer networks’. Another view coherent with these is that of De Bruyn and Lilien (2004) who assert that the ‘goal of electronic referral marketing is to use consumer-to-

consumer (or peer-to-peer) communications, as opposed to company-to-consumer communications, to disseminate information about a product or a service, hence leading to its rapid and cost-effective market adoption.'

Wilson (2000) proposes a compromising view by stating that viral marketing is 'any strategy that encourages individuals to pass on a marketing message to others, creating the potential for exponential growth in the message's exposure and influence'. Another compromising view is that of Watts and Peretti (2007) who introduce the *big-seed* marketing 'which combines viral marketing tools with old-fashioned mass media in a way that yields far more predictable results than 'purely' viral approaches like word-of-mouth marketing'. They suggest that marketers create and launch multiple viral initiatives simultaneously thereby increasing the chance that at least one of them *catches on* and spreads like a virus instead of relying on the content of just one campaign to generate the desired results.

Viral Marketing Positioning and Emerging Research Streams

Viral marketing spans a number of marketing domains. Kaikati and Kaikati (2004), for example, categorize

viral marketing as a stealth marketing technique. While stealth marketing is a recent proposition within marketing, viral marketing relates to the advertising (Phelps, et al., 2004, Porter & Golan, 2006) and brand (Dobele, et al., 2005, Moore, 2003) elements of traditional marketing. Of the emerging new marketing streams, viral marketing is firmly positioned in the e-marketing domain. The other major domain that viral marketing fits into is marketing communications. This approach puts emphasis on the spread of the message and its viral characteristics (Welker, 2002). While conventional communication in marketing directly addresses the consumer, viral marketing communication aims to create an environment where customers and consumers transmit messages without the involvement of the original source. Therefore, viral marketing can also impact on consumer behavior by influencing consumer perceptions, attitudes and views and has the potential to emerge as a key element of a company's promotional mix (Kirby and Marsden, 2006). The underlying principle of viral communication, however, remains the 'traditional' word-of-mouth paradigm that is now facilitated by the Internet. The existing literature on viral marketing indicates four emerging research streams making both theoretical

/conceptual and empirical contributions: viral marketing comparisons, consumer-to consumer (C2C) viral marketing, studies of communications media and viral marketing positioning. Comparisons investigate different viral marketing variables in light of other marketing techniques such as television advertising (Porter & Golan, 2006). C2C viral marketing examines specific issues within the consumer context, such as impact on customer value and loyalty (Gruen, et al., 2006). Communications media studies may examine specific transmission modes like e-mail (Phelps, et al., 2004) and include communication domain studies (Welker, 2002). The final stream is viral marketing positioning, where research is concerned with identifying the positioning characteristics of viral marketing and drawing conclusions about the viral marketing domain (Dobele, et al., 2005, Helm, 2000). This research fits into the positioning stream as it investigates critical success factors of viral marketing, by developing, mapping and testing a model of critical factors for viral campaigns. The review of the literature, presented in the following sections focuses on the benefits and risks associated with viral marketing and constructs the basis for a model that could be used for viral campaigns.

A Descriptive Viral Marketing Model

We believe that solutions to successful viral marketing campaigns must include some vital parts, which (1) engages the users, (2) rewards them and have a (3) social factor. We have talked about high and low integration before when it comes to customer engagement and we

Believe that these terms can be applied to both the social aspect and the rewarding aspect of the model as well. By using different integration levels we show what the campaign is able to offer the customers in terms of engagement, rewards and the social factors, and also to what

Extend the levels can be utilized in the campaign. These integration levels are divided into three: low, mid or high, based on a list of criteria that is explained within each factor where a high integration level is preferred. To achieve a high integration level a campaign must

Include most of the criteria mentioned in each of the factors. The integration level is considered as mid if these criteria are met but are not used frequently or well enough to earn a high integration level. Also, if only some of the criteria are met, the integration level is considered mid. If none or very few of the criteria are met. By building a campaign around

These terms we believe it has great prospects to achieve a viral spread.

Engaging

It is important that a campaign has the ability to light a spark of emotion (Phelps et al. 2004). Engagement or engaging thus means that the user must become captivated by the campaign in some way in order to gain interest in it and further keep that interest high enough to decide to spend their time on it. This might be a common thing to point out and some people might be thinking; of course a user must be engaged and interested to take part of a product or campaign. Although this might be true it is all the same a very important factor to consider. The engaging factor also means that the campaign should be constructed in some way that gives the audience an opportunity to engage and affect the campaign rather than just pass through it. An ARG is built upon user engagement in this way but is by no means Restricted to ARG's.

Criteria for an engaging campaign:

- The ability to captivate the user into the campaign.
- Instances in which users can affect the campaign.

Rewarding

The rewarding factor is directed against the specific user. How can I as a user get something? Out of the campaign? Do I have an opportunity

to get rewarded? How vast is the access for the audience to get the most out of the campaign as possible? Does a user located in Europe get the same opportunity to get rewarded through a campaign as a user in the U.S? If more

People have access to the reward a campaign can offer, the rewarding factor is higher.

A reward can come in various forms depending on what kind of campaign the audience is following, for example new material and information for an ARG or special discounts on products. The quality and/or quantity of a reward weigh heavily on the reward factor, and how well it fits the campaign. A short video clip of a computer might not be satisfying as a reward for answering a survey for a computer company but a video clip might be the very best reward for completing an ARG. A reward should be something that the audience benefits from and sometimes may be expecting. The rewarding factor is volatile as what is a reward for one user may not be a reward for another user. A reward is not necessarily something the company stands for; sharing information of a campaign can be a reward in itself in terms of giving credit to the finder of the information and further spreading it, making use of the WOM-factor. Further the first one to find something and the first to share

that information to the other customers enjoys a reward in the form of compliments and acknowledgements from the whole community.

Criteria for a rewarding campaign:

- Access for as many as possible to be rewarded for their actions.
- The quality and/or quantity of the reward, how well the reward fits the campaign.
- The more users that benefits from one specific reward, the better.
- Sharing content to friends should benefit the user.

Social

The social factor is dependent on how well the campaign use social media as a tool for their audience to connect to each other. There are many ways of users to spread information about campaigns through their own means even outside of the campaign. Examples of this are the usage of social media that is not included in the campaign or by chat and mail conversations.

This is not considered as making use of the social factor as the producers of the campaign is not involved in the customer process of spreading the information. If the campaign is actively leading the users to other social media sites the campaign is using social media as a tool in their campaign and therefore a social factor is involved.

It is still important that a campaign that desires to become viral have a social factor to them, possibly through existing social media rousing an own website. The social factor does not only refer to how the users connect to each other but also how the company connects to its users. The WOM factor is a very important term to keep in mind when creating campaigns but it is important to distinguish between the possibility of social connections that a campaign can offer the audience and the WOM phenomena that may arise during and after it has finished. While a campaign may only offer low social integration in terms of connecting users, WOM can still occur on the user's own accord outside of the campaign.

Criteria for a social campaign:

- Connects the users through existing social media or self-developed web services or applications.
- Communication between the audience and the campaign/company.

The Influence of Viral Marketing

It has been witnessed a myriad of success stories where individuals achieved the kind of exposure and success that they have never dreamed of, after only uploading a single video on youtube.com. The best example would probably be teenage pop star Justin Bieber who in less than three years went from being just another

teenager to recording a CD, publishing a book, a film, guest starring in a dozen of TV shows (including *CSI* and *SNL*), being nominated for and winning many awards (MTV awards, Grammys etc.).

On the corporate front, one of the greatest successes is the *Will It Blend?* the viral marketing campaign. It was an investment of one hundred dollars and some creative thinking that resulted in 700% sales increase and immeasurable raise in brand awareness since the viral campaign began 5 years ago. The videos that make up the campaign are simple, one to two minute productions, within which a character named Dickson blends various objects (iPhone, Chuck Norris action figures, marbles etc.) in a blender, which is this company's primary market offering. According to Briggs (2009) who analyzed this particular campaign, *Will it blend?* Was such a great success because it was authentic and involved elements of popular culture. Another, more recent, example is that of the Old Spice (*The Man Your Man Could Smell Like*) campaign consisting of a TV advertisement that was followed by a series of youtube.com videos made with the same tone as the TV advert and in the form of responses to youtube.com viewers' questions and comments. The campaign received a consid-

erable amount of attention in the form of hits, references in popular culture and advertising awards. It is important to note that both of these campaigns' successes are partially to be credited to mass media involvement. Blendtec's campaign received a great deal of attention in the early stages in the form of airtime in various TV talk-shows as well as numerous mentions on many popular blogs. The Old Spice campaign started as a TV advertisement originally and was followed up by the internet campaign extension. This is not to say that these campaigns would not have yielded a great deal of attention on their own – nevertheless, the power of mass media cannot be neglected. The *virality* of a campaign means that being exposed to it results in the viewer wanting to share this experience with someone else by exposing them to it as well. Marketers should primarily create content that is viral enough in nature to ensure replication of the *virus*. In order to achieve maximum results though, marketers should also target various media *voices* and try to get them on board. Arguably, the media will present those stories that have already generated enough interest in the digital realm and are thus *safe bets* – in a sense it is only a matter of quantity i.e. number of hits, shares, comments and so forth, rather than a question of a particular type of

content. The bloggers/bloggers (Perez Hilton, Shane Dawson, and Arjan Writes etc.), games (Angry Birds) and viral pieces (corporate: Will It Blend? Sporting Portugal etc. and individual: Rebecca Black, Diet Coke and Menthos etc.) Have been *picked* up by the media only after having achieved significant popularity on the internet. Hence, the corporate media, instead of being threatened by the democratization of media i.e. user generated content; it capitalizes on it and draws ready-made pieces from it. The threshold exposure which the campaign needs to pass before it becomes interesting enough for media to pick up on it will probably be drifting away further and further as an increasing number of companies and individuals have their take on viral marketing. Nevertheless, if we want to achieve the kind of viral success as the companies presented above have, it will have to be a combination of the campaign's quality and some media exposure.

Viral Marketing is a set of techniques that make use of online media such as social networks, among others, to achieve increased sales of products /services, or brand positioning thanks to the spread of the message or viral exponentially among stakeholders. The techniques involved to achieve viral marketing are diverse, however, have nothing to do with computer viruses, but they are called viral

techniques relating to how prospects spread information of such products or services or brands. It's more like what is known as traditional word of mouth but using electronic media. Doing it the right way you can reach a lot of people quickly. Considering that video and content are the main trends in marketing for 2014, it is important to get them right.

Viral marketing is handled through online campaigns. Usually makes use of Blogs, web Landing Pages, Facebook Fan Page, Twitter accounts, YouTube Videos, etc. The goal is to generate media coverage through high-impact issues or interest. The idea is that people will pass on and share interesting and entertaining content. Often this is done under the sponsorship of a brand or company that requires positioning a product or service to your target audience.

By using the Internet is possible to manage viral campaigns that are much cheaper and effective campaigns managed through other traditional means. Examples of viral marketing are the famous for being shareable. A message is issued, typically through email or with publications in social networks, and it is intended that those who read it say it to others who in turn will tell others and so on. Another technique is to create an incentive for the message that is passed from one person to another. This is known as Viral

Encouragement. In this case there is some kind of reward that is provided when the person invites or advises another to go to visit and generate viral content. Viral marketing is another technique used under covered. In this case, it is not stated directly in the message what the brand or product is, but content is issued that impact those who are trying to imitate the propagation of the message. The viral message is presented as a page, activity, attractive or unusual news. The idea is that anyone who sees it believes it has made an interesting discovery, spontaneous and informal and therefore wants to propagate the information. The generation of a rumor makes many people interested in knowing about it. If this rumors creates controversy will then have a greater viral effect. The ways in which it is possible to spread a message of Viral Marketing has multiple paths. From the traditional word of mouth said earlier on, to issuing bulk email newsletters, the use of instant messaging, micro-blogging, twitter short messages, etc. To achieve success in viral marketing you should be creative and seek some controversy. Video is becoming especially important this year. Analyze the market and find out what the buzz is all about, that will help achieve the goal. The idea is to meet your needs and desires approaching it from your own perspective as a potential user of your products and services. You must

emphasize the elements that differentiate you from your competitors.

Evaluating Success of Viral Marketing Campaigns

Several researchers and industry specialists have tried to define parameters for measuring and evaluating success of viral marketing campaigns, however their findings are somewhat incoherent. According to Helm (2000), the primary purpose/objective of viral marketing is maximizing reach. Contrary opinion would be that of Jim Nail (BoD, WoM Marketing Agency), who states: 'To succeed in WOM marketing, you need to find that segment of real ardent fans and create special programs and tools that will empower them to share that enthusiasm. I think viral is an extension of the loyalty discipline' (Ferguson, 2008). According to Juvertson (2000, p.2), who was the first to define viral marketing, 'ideal viral message will convert and retain a large number of recipients as new users...penetration, loyalty and frequency are appropriate evaluative criteria Cruz and Fill (2008) who conducted a research on viral marketing evaluation state that the approaches used to measure and evaluate the relative success of viral marketing communications are many and varied. Furthermore, they claim

that these approaches range from changes in attitude and behavior, including the number of new users or levels of loyalty, to measures of reach, frequency, penetration, speed of transmission and the content of conversations, to mention a few (Cruz and Fill, 2008). Essentially, they assert that there is no single criterion that could be used as a measure of success of a VM campaign – instead they propose distinct goal setting at the beginning of the planning process which then serves as a success evaluation tool for the campaign. They propose a framework which starts with defining a VM campaign’s goal as being either cognitive (reach, awareness, knowledge), behavioral (hits, downloads, dissemination rate) or financial (ROI, brand equity developments as a result of the campaign). Subsequent steps involve defining the target audience, deciding whether the message is overt/covert commercial or non-commercial and finally choosing the media to launch it from (e-mail mobile phone, seeding website, blog) and the message format.

A Viral Marketing Typology

There are various cases that has been discussed and presented in the previous literatures of viral marketing that illustrates different viral marketing. At first instance, there is viral communication, which is

interaction between message sender and receiver about a worthwhile issue. In this case, products, services and organizations are not a feature of the message; knowledge about these is intangible and intrinsic. In the second case, the transmission contains the actual product, service or organization marketed, but the aim of the message is not to market these. Therefore, it is unintentional viral marketing. In the third case, the message contains the product, service and/or organization being actively promoted. This type of viral marketing is commercial, as the aim is to promote a product, service or organization.

Table 1

Type	Social interaction	Unintentional	Commercial
Motive	Communication	Communication	Create Interest
Visibility	Intangible	Identifiable	Intention driven
Intention	Not viral	Not viral	Open Viral
Basis	Social	Social	Commercial

The viral marketing typology presented in Table differentiates between social interaction, unintentional and commercial viral marketing. The key factors that determine this differentiation are the underlying motive for the action, the visibility of the product, service and

organization, the intention of the originating source and the communication basis. The motive in both social interaction and unintentional is communication. In the commercial group it is to create interest in something such as a specific product, brand, service, or organization. Visibility is different in all three categories: in social interaction it is intangible, with the message not containing any obvious marketing messages. In the unintentional type, products and services are included in the content. In the commercial group, visibility is driven by the intention, which can be openly viral or concealed viral. Openly viral is where it is clear who the organization is or what product or service is being marketed. In concealed viral the intention is unclear. In this sub-type, ethical issues are likely to arise. Users may, for example, be tricked into believing a message originates from an un-biased, un-related source when this is not the case. The intention of social interaction is purely not viral marketing. In unintentional it can be not viral, concealed viral or a combination of both. As is the case in the commercial group, concealed viral raises concerns regarding ethical issues. The communication basis in social interaction is purely social. In unintentional it is social and/or commercial and in commercial it is commercially driven.

Conclusion

This paper has synthesized the emerging body of literature on viral marketing. The validity of the synthesis is underlined by a viral marketing typology which differentiates between social communication with viral elements, unintentional viral marketing and commercial viral marketing. Researchers may find it interesting to develop their own typologies and future research can then compare these typologies. As with any emerging field of study, empirical evidence will bring in -depth understanding fostering knowledge creation about viral marketing. Scholars may be interested in empirically investigating diffusion patterns. At this point in time, legal issues applicable to viral marketing campaigns are unknown and further exploratory research is needed. The emerging literature treats viral marketing as a purely individual centered phenomenon, yet it would be interesting to study the role of organizations and organizational networks in the diffusion process

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