

# UNTANGLING THE SOCIAL WEB: INSIGHTS FOR USERS, BRANDS AND RETAILERS

**PART 2 OF 5: IDENTIFYING THE ALLURE OF SOCIAL NETWORKING:  
TRAITS, BEHAVIORS AND MOTIVATORS**

FEBRUARY 2012



# INTRODUCTION

Social networking is no longer defined by arbitrary status updates posted by Millennials. It has incredible scope and power that demand attention from users, brands and retailers. It is the most popular online activity worldwide and has altered the way we connect, share and build relationships with people and communities around the globe.

Social networking sites currently reach 82% of the world's online population, representing 1.2 billion users.<sup>1</sup> It has given power to the masses, creating overnight sensations via YouTube® and altering shopping behaviors with foursquare®, and has even changed the presidential campaign process through the use of Twitter® and Facebook®.

The digital landscape has experienced tremendous growth, innovation and technological advancements over the past several years. Five years ago, email was predominately sent from a computer, the iPhone® was a brand-new product, “Twitter’ was a sound, the ‘cloud’ was in the sky [and] ‘4G’ was the name of a parking space.”<sup>2</sup> The online world is moving rapidly, and brands and retailers need to understand the social networking landscape, its users, how it impacts their role and presence in the market and how they can affect the space.

To bring greater clarity to social networking and how it pertains to the larger retail and grocery industry, the Coca-Cola Retailing Research Council (CCRRC) of North America has partnered with The Integer Group® to provide a five-part series on the current state of social networking:

- PART 1:** *Assessing the Social Networking Landscape*
- PART 2:** *Identifying the Allure of Social Networking: Traits, Behaviors and Motivators*
- PART 3:** *Social Networking Personas: A Look at Consumer and Shopper Mind-Sets*
- PART 4:** *The Value of Social Networking for Brands and Retailers*
- PART 5:** *The Effectiveness of Professional Social Networking*

Throughout this series, we aim to provide the entire retail community with the foundational knowledge to decode the complexities of the social web and seed inspiration for how companies can set a path for change.

## ABOUT PART 2:

INSIGHT INTO WHY SOCIAL NETWORKING IS SO ALLURING FOR CONSUMERS, HIGHLIGHTING THE TRAITS, BEHAVIORS AND MOTIVATIONS WE HAVE AROUND USING SOCIAL NETWORKING.

## UP NEXT:

PART 3: *SOCIAL NETWORKING PERSONAS: A LOOK AT CONSUMER AND SHOPPER MIND-SETS*

1. Comscore®. (2011). It's a Social World: Top 10 Need-to-Knows About Social Networking and Where It's Headed
2. Thomas Friedman. (2011, DECEMBER 7). Thomas Friedman on “How America Fell Behind.” Retrieved from <http://www.npr.org/2011/09/06/140214150/thomas-friedman-on-how-america-fell-behind>

# IDENTIFYING THE ALLURE OF SOCIAL NETWORKING: TRAITS, BEHAVIORS AND MOTIVATORS

Being social is nothing new. Friends and social circles are essential parts of life, only slightly less important than food, clothing and shelter. It becomes necessary for retailers and brands to understand the sociological and psychological motivations behind social media use because social networks are rapidly becoming an essential part of purchasing decisions.

Humans are natural sharers and creators of community: the behavior has simply manifested and evolved in different forms. In hunter-gatherer times, we assembled around the campfire to create a social community; we were drawn together by our basic need to eat and keep warm. After the industrial revolution, the workplace became the environment where we spent the majority of our time. Yet, even at work, we would carve out our social communities. Time was spent around the water cooler, swapping stories with our colleagues. Now that those relationships and sense of community have moved online, they are more accessible and instantaneous than ever before.

It is hard to distinguish between when we are “online” and when we are “offline” anymore, because the two worlds are increasingly intertwined in our daily life.

Social networking is the top online activity, accounting for 23% of Internet time, and has fundamentally changed how we share and create community.<sup>3</sup> So why is social networking so addictive and what motivates and drives us to spend so much time communicating online? By examining current activities and diving in to the nuts and bolts of human psychology, we aim to explain this phenomenon and identify the traits, behaviors and motivations that explain why social networking is so alluring.

Humans are programmed to **social network**. The social web has just moved these activities online.



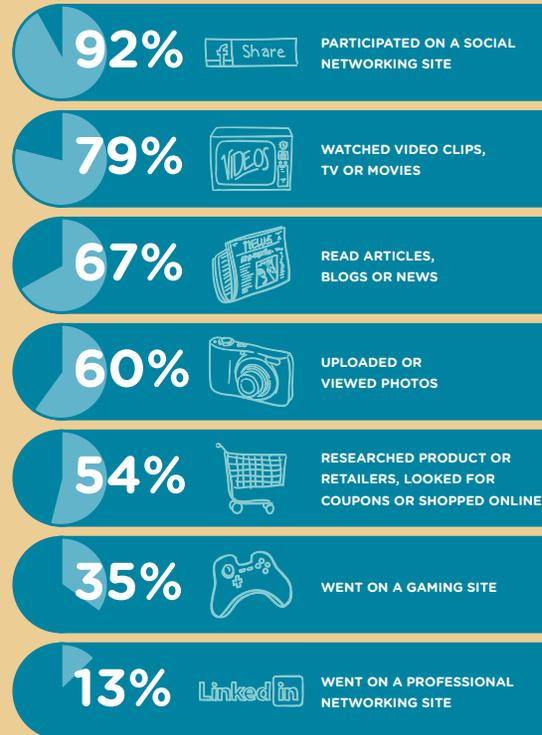
<sup>3</sup>. Nielsen. (2011). The State of Media: The Social Media Report

# SOCIAL BEHAVIOR

Social networking is part of human nature and is now digitally intertwined in our daily lives. Consumers are adding interactive layers to every aspect of their lives, from staying in touch with friends and family to finding the best shopping specials. Forty percent of “connected consumers” have “friended” retailers or brands on Facebook, while 25% report following a retailer or brand on Twitter. Users indicate that their primary motivator to do so is to access exclusive deals and offers (44%) followed by interesting or entertaining content (23%) provided by the retailers and brands.<sup>4</sup>

Consumers who regularly use social media are more likely to value sharing, friendship and belonging than those who do not.<sup>5</sup> They place a high value on relationships, and social media tools are a way to amplify and expand their networks. As a result, the majority of time spent online is concentrated on social networking sites such as Facebook.

## Online Activities During the Past Week<sup>6</sup>



*Though the majority of time spent online is on social networking sites, many are also shopping or researching potential purchases.*

44%

of social networkers connect with businesses to access exclusive deals.<sup>4</sup>

25%

report following a retailer or brand on Twitter.<sup>4</sup>

4. Razorfish\*. (2009). FEED: Wayward Thoughts on the Evolution of Digital Brand Experiences. Retrieved from <http://feed.razorfish.com/feed09/the-data/>

5. Iconoculture\*. (2011, JULY 14). *Social Media Users: Value Sharing*

6. Integer/iModerate. (2011, NOVEMBER 7). *Social Networking and Brand Engagement Research*

Facebook and other social networks have become a source we depend on. People need their social networking fix like they need their morning coffee, with 73% of respondents reporting that they check their social networking site by mid-morning. This obsession and reliance on social networking is not confined to youth, either. Though Millennials log on to social media sites most frequently—with 52% logging on daily—40% of Gen Xers and 37% of Boomers also log on daily. As a result, the social web has become a primary method of communicating online. Use of Facebook surpasses use of email 44% to 40%, followed by instant messaging (11%) and Twitter (2%).<sup>7</sup>

All social networking behavior grows from our desire to connect with others. Four behavioral constants in the social world are at the heart of how we connect.<sup>8</sup>

**COMMUNICATE:** *We want to stay in touch with others. Facebook and Twitter are the most mainstream platforms that give us the tools to do this. Facebook has surpassed Google® as the most visited website on the Internet. On Twitter, 200 million tweets are sent a day, which equates to 2,314 tweets per second.*<sup>9</sup>

**CREATE:** *We gain acceptance and fulfillment by originating or sharing content with our stamp of approval. This can take the form of articles, pictures, blog posts, etc. The mobile app Instagram allows users to choose from an assortment of artistic filters to put their personal style stamp on their photos, which are then instantly shareable via the site of their choice (Twitter, Facebook, Flickr®, etc.). To date, this original, streamlined social experience has become the fastest-adopted iPhone app.*<sup>10</sup>

Social networking has become as engrained a habit as having morning coffee.

200 MILLION

tweets are sent a day.<sup>9</sup>

7. Integer/iModerate. (2011, NOVEMBER 7). Social Networking and Brand Engagement Research

8. Warc®. (2011, SEPTEMBER). *The Social Life of Social Networks*

9. Twitter. (2011 30, JUNE). Twitter Blog. Retrieved from <http://blog.twitter.com/2011/06/200-million-tweets-per-day.html>

10. SocialFresh. (2011, DECEMBER 15). Instagram Becomes the Largest Mobile Social Network. Retrieved from <http://socialfresh.com/instagram-largest-mobile-social-network/>

**COLLABORATE:** *We seek help from others and work toward shared objectives. We come together to support a cause, conduct research, etc. DailyFeats.com is a site where users can accumulate points, rewards and, most important, advice and encouragement from friends for day-to-day accomplishments, from cutting out junk food to donating to a local charity. “Studies have shown that people who track their good habits are more likely to keep them up, and sharing that information with others gives us a boost of pride—even for simple tasks.”<sup>11</sup>*

**CONSULT:** *We give and receive information, such as advice and opinions. We do a lot of research before making a purchase decision. Even after getting a product recommendation from a friend or family member, 87% of consumers go online to do additional research before deciding what to buy. When making a purchase decision, negative posts/comments are just as powerful as positive posts/comments in influencing that decision (80% and 87%, respectively).<sup>12</sup>*

We can use several different social web platforms and technologies to communicate, create, collaborate, or consult, and the field is expanding every day. But also, “social media selection” is beginning to happen as consumers look to align their digital lives with their offline social behaviors. They are looking to sites that give them the capabilities to meet their in-the-moment needs, in addition to being a part of the more mainstream sites such as Facebook. For example, Path is an iPhone application that allows rapid sharing of photos, videos and comments with “friend” lists purposely capped at 50 to maintain only a “close” network.<sup>13</sup> More and more niche sites such as this are born every day from our desire to communicate, create, collaborate and consult.

87%

of consumers go online to do additional research before deciding what to buy.<sup>11</sup>

Negative posts/comments are just as powerful as positive posts/comments when it comes to affecting shopper decisions.<sup>12</sup>

11. Oprah.com\*. (2011, JULY 13). How to Make the Hours You Waste Online Actually Mean Something. Retrieved from <http://www.oprah.com/spirit/Social-Networking-for-Good>
12. Cone. (AUGUST 30). Cone Influence Trend Tracker. Retrieved from <http://www.emarketer.com/Article.aspx?R=1008614>
13. Iconoculture. (2010, DECEMBER 13). Path: An Inner-Circle Social Network

# SOCIAL MOTIVATORS

But what about the intrinsic motivations behind these social behaviors? Fundamental human psychology explains why we act the way we do socially. Humans are naturally motivated to make connections, create community, help others and help themselves.

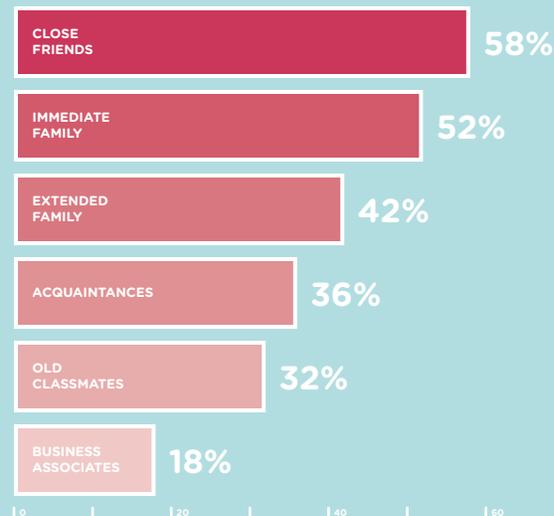
## Motivator #1: Connection

Why do people spend so much time participating in these social networking activities? It's all about the desire to connect. Connect with friends and family, connect to what's going on in the world and connect to the latest deals at local stores. Social networking is people. It's an avenue of expression that we're drawn to—as humans, we want to create and cultivate relationships. According to social scientists Christakis and Fowler, “Individual variation is a crucial element of every stable community, from the Aborigines of Australia to the avatars of Second Life®. And because we're social primates, such communities are essential. When we're cut off from our network, we slip into a spiral of loneliness and despair. Our networks are most often a source of tremendous happiness.

When it comes to social networks, the positives outweigh the negatives. That's why networks are everywhere. People, in other words, need people: We are the glue holding ourselves together.”<sup>14</sup>

### Feelings of Connectedness Through Social Media<sup>15</sup>

Social web connections are strongest with those with whom people are closest to in real life.



**LEVEL OF DIGITAL CONNECTION**  
(% OF RESPONDENTS THAT FEEL VERY CONNECTED OR CONNECTED TO EACH GROUP)

“When we're cut off from our network, we slip into a spiral of loneliness and despair.”<sup>14</sup>

14. Jonah Lehrer. (2010, SEPTEMBER 9). *The Buddy System: How Medical Data Revealed Secret to Health and Happiness*. Retrieved from [http://www.wired.com/medtech/health/magazine/17-10/ff\\_christakis?currentPage=all](http://www.wired.com/medtech/health/magazine/17-10/ff_christakis?currentPage=all)

15. eMarketer.com/Harris Interactive. (2011, MARCH). *US Social Network Usage: 2011 Demographic and Behavioral Trends*

As human beings, we have an innate motivation to connect. Social networking sites top the list when it comes to the emotional and psychological connection consumers feel while online.

As one stay-at-home mom noted, “Facebook is my ‘window to the world’...it’s pretty hard to connect with people in person with three kids and all of life’s activities, so Facebook helps us all stay in touch and see what’s going on in each other’s lives.”<sup>16</sup>

Millennials in particular are 33% more likely than the average social networker to say they feel out of touch when they can’t access their social networking site(s), and they’re 26% more likely to feel social networking is a vital part of their life.<sup>17</sup>

## Motivator #2: Community

We are motivated by our desire for community, and we gravitate and self-select into subgroups just as we did in high school. Like attracts like, and we’ve always naturally clustered into groups or communities. Previous scientific research conducted in the “real world” by Framingham<sup>18</sup> proved that happy people have happy friends and unhappy people have unhappy friends. We see this play out online as well by analyzing Facebook portraits. Through facial recognition techniques, we are able to determine that even online networks of people gather around “happy expressions” or more “sad/stoic expressions.” This phenomenon occurs in both the real world and social web.

To keep track of our relationships online and offline, we employ a framework and classify contacts as a strong tie or weak tie. Strong ties are the friends and family members we care most about—they are people we can count on to be there for us, our “circle of trust,” so to speak. Maintaining our strong ties is crucial for our well-being, as it offers us emotional support. The social web allows many to maintain those strong ties despite being in different cities or states.<sup>19</sup>

Like in high school,  
we naturally  
create personal  
communities on  
the social web.



16. Integer/iModerate. (2011, NOVEMBER 7). *Social Networking and Brand Engagement Research*

17. eMarketer®. (2011, MARCH). *US Social Network Usage: 2011 Demographic and Behavioral Trends*

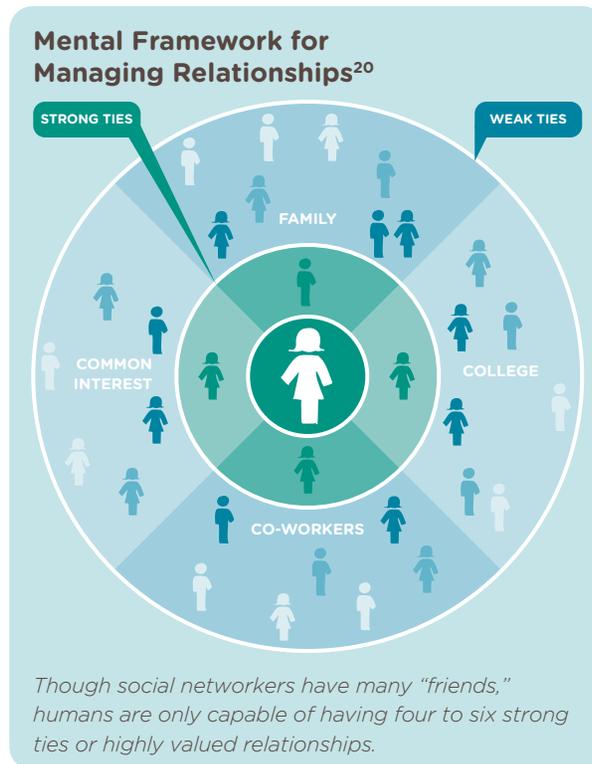
18. The Framingham Heart Study began in 1948. Over the years this project has revealed many of the risk factors associated with cardiovascular disease, which are largely the result of measureable and modifiable lifestyle factors. Retrieved from <http://www.framinghamheartstudy.org/>

19. Paul Adams. (2010, JULY 1). *The Real Life Social Network v2*. Retrieved from <http://www.slideshare.net/padday/the-real-life-social-network-v2>

Weak ties are people we know but do not care too much about. They are friends of friends, someone we met recently at a party or a possible networking connection on LinkedIn®. We communicate with them rarely or never, but know a detail or two about their lives.

The average American has four strong ties. The average number of friends on Facebook is 130; however, most people only regularly interact with four to six people on Facebook (their “strong ties”). The remaining 125 are considered to be weak ties.<sup>20</sup>

Our brain can keep up with only so many weak-tie relationships—150, as proven historically. Neolithic farming villages tended to split once they reached 150 members. Roman armies split into groups of 150 so that each soldier would know who everyone was. Today we could probably account for some small detail happening in the lives of each of our weak-tie relationships—when their birthday is, what bar they went to most recently, how many children they have—but it’s unlikely we would be able to recall details about more than 150 acquaintances. Our brains can remember only so much information and still function efficiently.<sup>20</sup>



Businesses need to make real connections on the social web to be top of mind or run the risk of being a weak tie.

<sup>20</sup> Paul Adams. (2010, JULY 1). *The Real Life Social Network v2*. Retrieved from <http://www.slideshare.net/padday/the-real-life-social-network-v2>

## Motivator #3: Helping Others

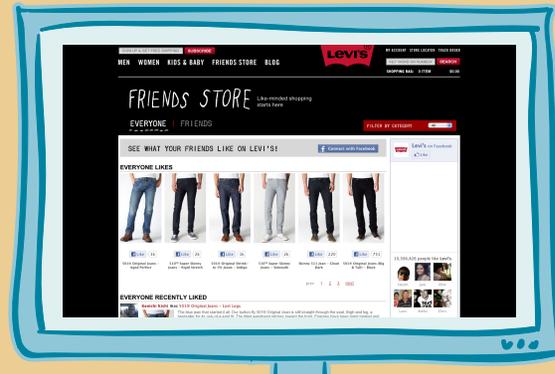
It's clear that, as social beings, we thrive when we work together in community. Creating a social network is about facilitating a community that already exists, not creating a new one. If the community didn't previously exist in the real world or have a predisposition to exist, it would fail to thrive in the social web.

For example, Levi's® created a social media campaign that integrated the Facebook 'like' button with their online retail store on every product sold on their site, which enabled users to share with friends their own virtual "dressing room." The campaign was geared toward the young, urban, online shopper, and Levi's experienced great success in rallying this crowd together at their online store. There was a sense of camaraderie in the group—they were brought together by their love of fashion and their young, funky, urban, "hipster" lifestyle. Users felt like they were jeans-shopping with their best friends by using this tool because they were able to get real-time opinions from trusted friends before they made a purchase.

Likewise, the creators of Facebook do not create content; they give people the tools to create, share and

communicate themselves. Facebook is merely providing the space and the platform to allow people to do what they do naturally—connect and help each other. Similarly, Ning® is a social media tool for creating, customizing and individualizing your own social site. Etsy® is another online community that enables artists around the globe to inspire each other and share and sell their wares. And for professionals, LinkedIn creates an easy way to network and share industry-specific advice and information.

### Levi's Friends Store Created an Online Community<sup>21</sup>



*Levi's created a dynamic online community by integrating the Facebook "like" button with their online retail store.*

We are motivated to continue helping others because of reciprocity—what we give will come back to us. We perpetuate this cycle through continuous sharing and receiving via our social networks.

21. Optaros.com. (2010, AUGUST 17). Facebook Like. Retrieved from <http://www.optaros.com/blogs/facebook-like-i-like-it-like-that-amazon-levis-and-the-facebook-open-graph>

## Motivator #4: Helping Ourselves

On the flip side of natural altruistic behavior, much activity on the social web is self-driven. For many users, it is a platform for self-branding, self-fulfillment and a bit of narcissism. People post what they want, view what they want and share whenever they like because it is all about them. One community manager at a nonprofit organization equated the social web to a “popularity contest at a cocktail party.”<sup>22</sup> We tend to be selective about what we view based on our personal motivations. We can view and learn about anything, whenever and wherever, we want without anyone knowing about it. Or we can bounce around a bit, absorbing “snack-sized” bits of information. This can promote ADHD-like behaviors. As the Digital President of TBWA<sup>®</sup> said, “I’ll never be bored again...[social networking is] information snacking.”<sup>22</sup> Whatever activity a person chooses to pursue, social networking often provides an indulgent distraction from everyday life.

Narcissism goes to a new level with the Intel<sup>®</sup> Museum of Me, where consumers can visualize an entire map of their life. Intel connects to a user’s Facebook profile, and the program stylishly repurposes and organizes all the different video, picture, location and message information from the user’s Facebook page into different “rooms” of an online “museum” that are connected for a cohesive touring experience. Millennials in particular are drawn to these tools, which elevate and transform their digital identity into something timeless and important that is all about them.

**Social networkers** are somewhat narcissistic. Retailers and brands should consider generating user-focused content rather than posting about the company.



<sup>22</sup>. Integer. (2011, OCTOBER 17). Expert Interviews with Industry Participants

# BEHAVIORAL EVOLUTION

The increasing prevalence of social networking has some people worried that traditional community as we know it might be destroyed. However, we would argue that is not the case. Rather how we communicate, create, collaborate and consult has simply evolved and extended our social relationships. Behavior continues to evolve in the social web, and there are two basic philosophies for why change occurs.

First, according to BJ Fogg's Behavior Model, three elements must converge at the same time for a behavior to occur: motivation, ability and trigger. When a desired behavior isn't happening, it's because at least one of these elements is missing. In our study, we looked at the main reasons why consumers don't interact with brands through social networking. The top reasons cited were: "I've never thought about it" (46%) and "there was no benefit for me (30%).<sup>23</sup> In other words, a trigger and motivator were missing for consumers to take action. They most likely have the ability to connect, but the trigger and motivation were not there to complete the loop.

An example of a successful scenario would be: an email (trigger) would link a consumer to a social media site for a limited-time offer (motivation) that has a simple, straightforward method to sign up (ability).

Motivation and ability can be traded off. If motivation is very high, ability can be low. This is a great model that can be directly applied to evolving behavior in regard to using today's technology.

According to BJ Fogg, three elements must occur to create behavior change: **motivation**, **ability** and a **trigger**.



<sup>23</sup> Integer/iModerate. (2011, NOVEMBER 7). *Social Networking and Brand Engagement Research*

Second, persuasion plays a big role in influencing how we think and feel. We have biases and habits that subconsciously affect how we make decisions on a moment-by-moment basis. According to Robert Cialdini, there are six fundamental mechanisms of persuasion.<sup>24,25</sup>

#### **LIKING**

*If you like me, you'll listen to me.*

*People like to buy from brands and retailers they know and like. Being personable, being polite and using humor can be employed online to increase the "liking" factor. Whether on LinkedIn or Facebook, talk to others the way you would interact with them at a cocktail party.*

#### **SOCIAL PROOF**

*Everyone else is; so should you.*

*Especially in areas of uncertainty or new experiences, before making a decision, people look to see what others do or believe regarding the topic. If users see that a book on Amazon.com® has over 400 reviews and an average of 4½ stars, they're more likely to buy it than a book without any reviews.*

#### **RECIPROCITY**

*If I give to you, you'll give back.*

*This deeply embedded social rule is what makes us feel obligated to repay someone who has provided us with a gift, favor or concession. Dropbox®, a web-based file storage and sharing system, will give a user 2 GB of storage space for free, but it asks users to return the favor by sharing the service with friends. Then they give another 250 MB of space to the users who shared with others.*

81%

of customers reach out to friends and family on social sites for advice before purchasing product.<sup>26</sup>

<sup>24</sup>. Neil Patel. (2011 16, NOVEMBER). *6 Ways to Be More Persuasive with Social Media*. Retrieved from <http://mashable.com/2011/11/16/social-media-persuasive/>

<sup>25</sup>. Cialdini, R. (2006) *Influence: The Psychology of Persuasion*. Harper Business

<sup>26</sup>. Digital Buzz. (2011, DECEMBER 13). Infographic: The Psychology of Social Commerce

### SCARCITY

*If it's scarce, you'll want it more.*

*More value is assigned to those items that are scarce, censored or hard to obtain. One way for retailers to apply this principle is by using deadlines for promotions. Limiting how long an offer is available forces people to act quickly and impulsively.*

### AUTHORITY

*I know better, so do as I say.*

*There is strong societal pressure to comply with authority. In the online world, authority comes from highlighting achievements in social media interactions. Maintaining communications with well-known brands, developing an app or displaying a published article lends credibility.*

### CONSISTENCY

*If you did then, you should also do now.*

*People tend to act in consistent ways because it's valued by society and simplifies adjusting to a new process. In other words, it helps with predictability. During the process of connecting with social networks, retailers should get in the habit of asking for small commitments. For example, they could ask people to share a special promotion code before they download it. Then once they download it, remind them. If people commit to something, they'll most likely do it because they do not like to be inconsistent.*

These principles are important to consider when it comes to behavioral evolution and the motivation for change. Social networking has evolved human behavior and greatly extended our depth and breadth of access to information. It has tapped in to fundamental human psychology and motivators and allows our daily activities such as reading information and watching video to be easy and shareable. The social web is its own world a dynamic and evolving space rooted in community and our need for connection.

62%

of online shoppers are brand loyal due to online satisfaction.<sup>26</sup>

<sup>26</sup>. Digital Buzz. (2011, DECEMBER 13). Infographic: The Psychology of Social Commerce



# PROJECT METHODOLOGY

For this project, we used a combination of primary and secondary research to build a fact base to analyze the landscape of social networking as it pertains to its current state, how it affects both the shopper and consumer mind-set and its relation to physical and digital retailers.

We conducted a thorough review of secondary resources to build a knowledge base and guide our primary research. Secondary resources included subscription-based resources such as Iconoculture, Experian<sup>®</sup> Simmons, Warc and eMarketer, as well as publicly available information from industry associations, publications, studies, blogs and platform providers.

To fully understand this rapidly evolving space and its relation to consumers and shoppers, we leveraged a variety of primary research, including expert interviews, a quantitative consumer study and a qualitative shopper study.

## Expert Interviews

In addition to leveraging social media, digital and media experts within the Integer network, we conducted interviews with seven industry participants

to gather real-time insights regarding the project objectives. Participants included consultants, internal brand community managers and external digital strategists/agencies.

## Quantitative Consumer and Shopper Research

Integer, in conjunction with iModerate research technologies<sup>®</sup>, conducted a quantitative survey with 308 frequent social networkers and intercepted 40 respondents to participate in one-on-one live conversations via the iModerate proprietary instant-messenger platform to gain deeper insight regarding habits and practices online.

## Qualitative Shopper Research

Integer, in conjunction with Qualvu<sup>®</sup>, completed a qualitative survey with 24 frequent social networkers. Participants answered several questions regarding their social networking usage and habits and provided video footage of their “shopping journeys” to illustrate their social media behaviors and motivations throughout (Pre-Tail<sup>®</sup>, Retail, Post-Tail<sup>®</sup>).

## About the Shopper Journey

We used the Integer Shopper Continuum® to frame the shopper journey and help us understand and articulate the role of communication and marketing actions during three distinct phases of shopping behavior: Pre-Tail®, Retail and Post-Tail®.

- **THE PRE-TAIL® PHASE** includes all the things people do when preparing to shop and select a retailer, including how they respond to all things brands or retailers do to influence behavior.
- **THE RETAIL PHASE** is all activities that take place in a real or virtual retail environment. This includes the behavior of the shopper and the actions of the retailer and brand on the shelves (real or virtual).
- **THE POST-TAIL® PHASE** encompasses what happens after purchase. It includes things retailers and brands can do to reinforce and celebrate the purchase and encourage shoppers to repeat their behavior again and again.

## About the Coca-Cola Retailing Research Council of North America

The Coca-Cola Retailing Research Council of North America ([www.cccrrc.org](http://www.cccrrc.org)) conducts studies on issues that help retailers respond to the changing marketplace. The unique value of these studies rests with the fact that retailers define the objective and the scope of each project and “own” the process through the release of the study and dissemination to the broader retail community.

## Members of the Coca-Cola Retailing Research Council of North America:

- David Ball, Ball's Food Stores Inc.
- Jonathan Berger, The Consumer Goods Forum
- Chris Coborn, Coborn's Inc.
- Mike Donnelly, The Kroger Co.
- Randy Edeker, Hy-Vee, Inc.
- Cathy Green Burns, Food Lion LLC
- Jerry Golub, Price Chopper Supermarkets
- Mark Irby, Publix Super Markets
- Jay Lawrence, MAL Enterprises, Inc.
- John Lucot, Giant Eagle, Inc.
- Tim Mason, Tesco U.S.
- Jason Potter, Sobeys
- Leslie Sarasin, Food Marketing Institute
- Carlos Smith, Bodega Latina Corporation
- Greg Sullivan, Walmart Stores, Inc.
- J.K. Symancyk, Meijer Inc.
- Todd Vasos, Dollar General Corporation
- Lauri Youngquist, Knowlan's Super Markets, Inc.

## About The Integer Group - @IntegerGroup

The Integer Group ([www.integer.com](http://www.integer.com)) is one of the world's largest retail, promotional and shopper marketing agencies and a key member of the TBWA\ Marketing Services portfolio. The Integer Group resides At the Intersection of Branding and Selling® and creates strategic marketing solutions for clients in categories that include beverage, packaged goods, telecommunications, fast food, home and shelter and power sports. Join Integer in a conversation on shopping culture and brand strategy at [www.shopperculture.com](http://www.shopperculture.com) or on Twitter @shopperculture.

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