

Ecole DesHautesEtudesCommerciales

HECAlger

**End-of-cycle dissertation with a view to obtaining the master's
degree in commercial sciences**

Option : Marketing

Theme :

**The role of intrinsic rewards in
driving brand engagement**

Case study:Fruital Coca cola

Developed By:

M^{lle} HADID Hafsa Sarah

Supervised by

Mme DEMMOUCHE Nedjoudia

Professor at HEC Algiers

9th promotion

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Abstract

We are wired to constantly seek pleasure and avoid punishment , however pleasure isn't only one mere feeling it is a complex variable with different components processed by the brain's reward system.this system gets activated by reception of rewards which makes humans in general and consumers highly sensitive to them and influence their behaviors.

Not all rewards impact the consumer's behaviour to the same level. Brand engagement and loyalty have been associated with intrinsic rewards more than they had been with extrinsic rewards hence the necessity today to shift attention toward them and focus on seeking new ways to inherently gratify the consumers.

This study is primarily aimed at getting to grips with this concept of intrinsic rewards, then gather some of the ways companies are already using that help capitalize on them, and finally proceed to test their effectiveness in driving brand engagement.

Key words : Rewards, Intrinsic rewards, Brand engagement, loyalty, consumer's behavior

Resumé

Nous sommes programmés pour rechercher constamment le plaisir et éviter la punition, mais le plaisir n'est pas seulement un simple sentiment, c'est une variable complexe avec différents composants traités par le système de récompense du cerveau.

Ce système est activé par la réception de récompenses qui rend les humains en général et les consommateurs très sensibles à eux et influencent leurs comportements. Toutes les récompenses n'ont pas le même impact sur le comportement du consommateur. L'engagement et la fidélité à la marque ont été associés à des récompenses intrinsèques plus qu'ils ne l'étaient à des récompenses extrinsèques, d'où la nécessité aujourd'hui de porter l'attention sur eux et de se concentrer sur la recherche de nouvelles façons de satisfaire intrinsèquement les consommateurs.

Cette étude vise principalement à se familiariser avec ce concept de récompenses intrinsèques, puis à rassembler certaines des façons dont les entreprises utilisent déjà pour capitaliser sur les récompenses intrinsèques, et enfin procéder à tester leur efficacité à stimuler l'engagement envers la marque.

ملخص

نحن مبرمجون على البحث عن المتعة باستمرار وتجنب العقاب، لكن المتعة ليست مجرد شعور بسيط ، إنها متغير معقد يتم تفعيل هذا النظام من خلال تلقي المكافآت مما يجعل الإنسان بشكل . بمكونات مختلفة يعالجها نظام المكافأة في الدماغ عام والمستهلكين حساسين للغاية تجاههم ويؤثر على سلوكياتهم.

ليست كل المكافآت لها نفس التأثير على سلوك المستهلك. ارتبط ارتباط العلامة التجارية والولاء بالمكافآت الجوهرية أكثر مما كانت عليه مع المكافآت الخارجية، ومن هنا تأتي الحاجة اليوم إلى تحويل الانتباه إليهم والتركيز على البحث عن طرق جديدة

تهدف هذه الدراسة في المقام الأول إلى التعرف على مفهوم المكافآت الجوهرية، ثم الجمع . لإرضاء المستهلكين جوهري بين بعض الطرق التي تستخدمها الشركات بالفعل للاستفادة من المكافآت الجوهرية ، وأخيراً الشروع في اختبار فعاليتها في زيادة مشاركة العلامة التجارية

الكلمات الدالة: المكافآت، والمكافآت الجوهرية، مشاركة العلامة التجارية ، والولاء ، سلوك المستهلك

Dedicacation

I would like to dedicate this work first to my dear parents, who are the reason why i arrived here today, they were always there to remind me of the importance of education and were my motivation to thrive harder,to my mom my first teacher ever , her belief in me meant the world even when i doubted in my self ,my dad and my second hand who has never made me feel like i needed anything in my life , my two brothers who are everything to me and who make me feel proud to be the older sister to them .

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I would like to thank in a first place every teacher that has ever taught me something in my life, some have instilled in me the love for knowledge, some gave me inspiration and served as role models to me that I still look up to until this day to mention: Mr Boulifa and Madame Messaoudi to whom my thanks might never arrive, but I wish they know the impact they had on me and on their students.

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Last but not least I wanna thank you, I wanna thank you for believing in me.

Abbreviations list

VTA : Ventral tegmental area

KPIs : Key performance indicators

ROI : Return on investment

CRM : Customer relationship management

LROI Long term return on investment

SDT : Self determination theory

CTA : Call to action

CDN : Content delivery network.

AWS : Amazon Web Services

SBC: Skikda BottlingCompany

SBOA : Société des Boissons de l'Ouest Algérien

ECCBC : Equatorial Coca-Cola Bottling Company

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General Introduction

General introduction

General introduction:

When someone makes decisions about what to buy his brain summons and scans incredible amounts of memories, facts and emotions and squeezes them into a rapid response that we call a somatic marker. Now these markers happen in an incredible quickness unconsciously and without realizing the consumer finds himself adding that item to his purchase basket. Marketers have understood long ago that the consumer is an irrational creature and they started referring to neuroscience and psychology to find out how to seize his brain, live in his memories and trigger his emotions. Researchers have found that it was possible to do that if the brand or the product is making a strong impact on his brain's reward system. To activate this latter they started offering consumers all kinds of rewards, such as promotions, discounts, coupons, and more. At first, these rewards seemed to work perfectly because they succeeded in attracting customers and consumers, achieving short-term goals, raising awareness of a brand or product, increasing sales volumes, etc. However, when rewards were used as attempts to achieve long-term goals such as loyalty, and all goals that rely on creating deep attachment and links with consumers, they have failed enormously.

Despite the fact that loyalty programs have been shown to be ineffective and unable to generate real loyalty, a mounting body of studies have asserted that they can actually work when, in addition to providing extrinsic rewards, intrinsic rewards are introduced too.

In his book « hooked : how to build habits forming products » the author suggests three types of intrinsic rewards the first one is the « tribe reward » or « social reward » that are mainly the validation, acceptance and inclusion that people get from their connectedness with others. Second one is the « the reward of the self » known as the kind of actions that help the consumer gain a more personal form of gratification and a sense of of competency or accomplishment. Third « the reward of the hunt » it is the determination that makes us enjoy the chase of the reward more than the reward itself

To ensure the reproduction and evolution of human beings, our rewards systems were designed to compel us to derive pleasure from the actions that will further our survival hence everything that helps us live longer and pass on our genes is highly pleasurable and therefore sought .These three mentioned intrinsic and primary rewards are what helped early men once persist and endure when his instinct is all what he relied on ,and it is believed that we still carry this brain wiring deeply inherited and rooted within us which means that we also get from these rewards a strong pleasure and motivation that shapes our behaviors.

General introduction

This concept of intrinsic rewards especially « rewards of the self » is highly approached in attempts to motivate students and employees to perform better and attain efficiency, it is believed that when an employee is viewing the work as a medium to achieve self-efficacy and accomplishment rather than chasing salary, a powerful intrinsic motivation is born and leads to better performance. Nonetheless In marketing, the concept of intrinsic rewards just started receiving recognition through research on effectiveness of loyalty programs

While there is no explicit proof that loyalty is a direct result of implementing intrinsic rewards, brand engagement on the other hand has been highly correlated with them. We have noticed through previous research that when brands like Nike or Waze for example allowed their users to get small achievements through their apps it led to creation of more interest toward the brand, love for the brand and behaviors such as increased retention.

We suggest that the ability of these intrinsic rewards to generate deep emotional and cognitive connections between consumers and brands is what generates brand engagement and ultimately leads to loyalty as we know for a matter of fact that loyalty is one outcome of brand engagement. However in this piece of research we are going to focus exclusively on trying to confirm by our own study the role of intrinsic rewards in driving brand engagement

We propose that when marketers try to leverage actions or strategies that help the consumer acquire a sense of self worth through social validation and approval or through competency and accomplishment, it will lead to a strong brand engagement.

Accordingly Our initial problematic is the following: do intrinsically rewarding strategies drive brand engagement?

H1 : Intrinsic rewards indeed drive brand engagement

H2 : Intrinsic rewards fail to drive brand engagement

The work-plan :

We have structured this work in two main parts: a theoretical part and a practical part.

General introduction

The theoretical part will have two chapters; the first chapter will basically include generalities and key concepts and will attempt to answer the following questions :

-What are rewards, why are they so influential, how do they affect consumer behavior, and what is the difference between an intrinsic and an extrinsic reward,

In the second chapter and following the typology of Nir Eyal we will propose some strategies that companies use that are intrinsically rewarding and try to show how they proceed to implement them concretely.

In the practical part we will try to project our findings on our host company Fruitful coca cola and attempt to confirm or invalidate our hypotheses

The methodological approach :

To carry out this research work, we used a methodological triangulation. We opted for documentary research consolidated by a quantitative study. The bibliographic research consists of going through neuroscientific, psychological and marketing articles and trying to make connections between the extracted informations, the aim is to try to understand how rewards act on the psychological core of the consumer, then proceed to gather the strategies and methods that allow us to capitalize on this knowledge, use it in our favor and adapt it to a marketing context .Whereas for the quantitative study it will be in the form of a questionnaire that will try to answer the main problematic and confirm or refute the hypotheses.

| **Chapter1 : Generalities and key
concepts**

Section1 : The reward system and the reward components

Section 2 : Consumer behavior and what affects it

Section 3 : Rewards as effectors of consumer behavior

Chapter1 : Generalities and key concepts

Introduction

As human beings we spend the majority of our lives chasing pleasure, it is not only a matter of what we like but it is also a matter of what we need to further our survival .If we think about it, the reason we like food is because we need it to survive therefore our brains compels us to chase it.

this brightens up the importance of having this wide range of cortical areas in our brains responsible for pleasure known as « the pleasure circuitry » or « the reward system» which is to push us to survive and pass our genetic material to the next generation, however today we are no longer finding gratification in only those core pleasures (food , drink , sex ..) the world has evolved and turned into a consumer driven world causing our pleasures to change and diversify .

In this chapter we're going to proceed toward understanding « Reward »this complex neurological and psychologicalphenomenan as we dissect every fundamental subcomponent without deep diving and only by taking what might serve us in the following chapters and in our research .

We're also going to highlight how to project this knowledge onto the realm of marketing and the consumer's behaviour as a growing body of research had already confirmed that feelings of reward may influence consciously and unconsciously our decisions.So how powerful are rewards in driving these decisions? And do they all influence behavior to the same extent?

Chapter1 : Generalities and key concepts

Section1 The reward system and the reward components:

We'll first get an overview of the brain's reward system, the structures that are responsible for processing rewards. We thought it was important to understand it in order to arrive at a very clear definition of rewards and better understand their influence on us

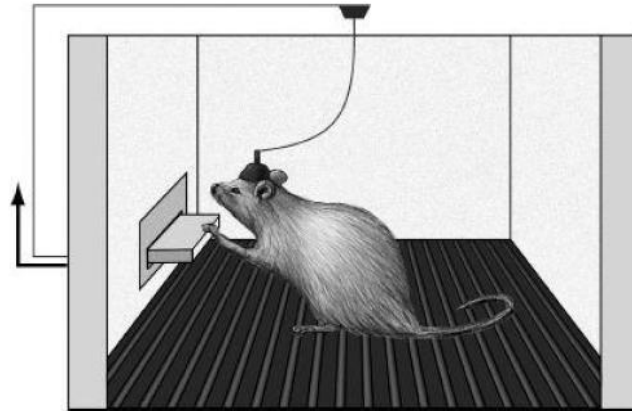
1.1 The rodents experience :

In the 1960's James Olds and Peter Milner two psychologists working at McGill University in Canada have discovered unintentionally the reward centers in the brain while they were conducting an experiment on rats, they implanted electrodes deep within certain brain regions and whenever a rat would move to a corner labeled "A" an electrical shock would run through the implanted electrode . The rat was hooked by the sensation and kept returning to the corner A. Olds and Milner thought first that they've discovered the brain region responsible for provoking curiosity , they replicated the experiment but this time they provided a lever that the rat can press itself to deliver direct stimulation through the implanted electrode , what they discovered was revolutionary , the rats would unstopably continue to press the lever as many as seven thousand times per hour to stimulate their brains giving up on food , water and even female rats would abandon their newborn pups to self stimulate . Only then Olds and Milner have understood they didn't discover the curiosity center but rather the pleasure center which happens to be more than one area , it included the ventral tegmental area, the nucleus accumbens, the medial forebrain bundle, and the septum, as well as portions of the thalamus and hypothalamus .¹

¹LINDEN David. J. «*The Compass Of Pleasure How Our Brains Make Fatty Foods, Exercise, Marijuana, Generosity, Vodka, Learning and Gambling Feels So Good* » Edition Reprint, 2012p20

Chapter1 : Generalities and key concepts

Figure 1: Self stimulation of the pleasure circuit in a rat



Source :LINDEN David. J. «*The Compass Of Pleasure How Our Brains Make Fatty Foods, Exercice, Marijuana, Generosity, Vodka, Learning and Gambling Feels So Good* »
Edition Reprint, 2012 p20

In order to generalize this discovery on humans an ethically questionable experiment was conducted by American psychiatrist Dr. Robert Galbraith Heath at Tulane University, and just like the rodents experiment a patient was wired with electrodes at different sites in deep regions of his brain and was given the chance to self stimulate through smashing a button , the results were pretty similar , the patient continued to press the button non-stop like a toddler and if given the chance he would continue to self stimulate to the exclusion of everything else ².

Although these stimulated brain regions caused a euphoric feeling, they aren't the only structures that make up «the reward system », as a definition a reward system is a constitution of every structure that gets activated by a reinforcing , rewarding stimulus and is situated along the major dopamine pathways in the brain.³ In the two previous experiments, there were regions that were not wired directly to the electrodes but still got activated because they are situated along these dopamine pathways. We count four major pathways: first, the mesolimbic dopamine pathway that connects the ventral tegmental area (vta) with the nucleus accumbens, second the mesocortical pathway, which connects the VTA to the cerebral cortex and the last two are the nigrostriatal and tuberoinfundibular pathway.⁴

²LINDEN David. J op.cit,p21

³<https://www.simplypsychology.org/brain-reward-system.html>

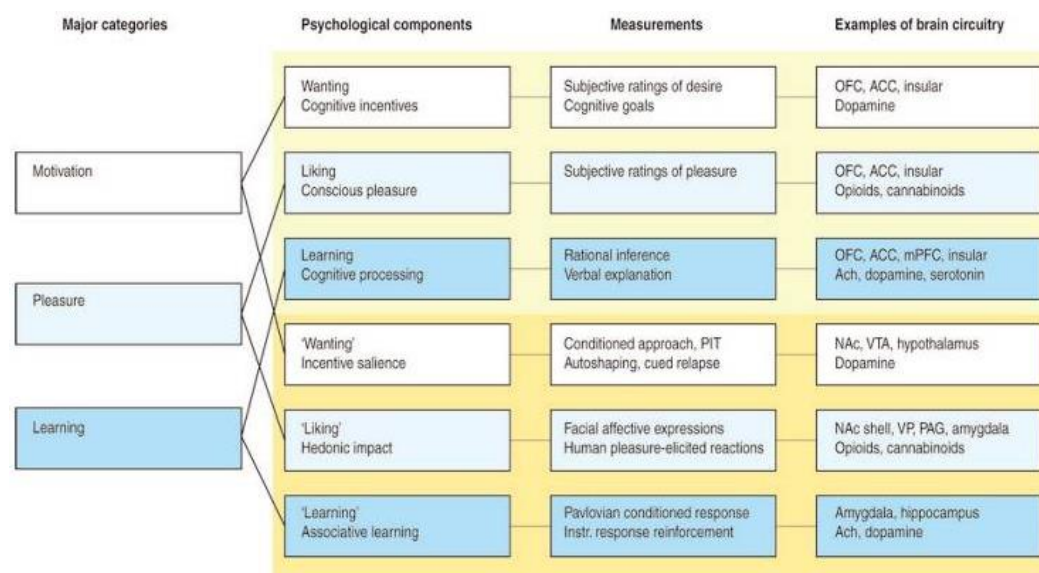
⁴<https://sanescohealth.com/blog/dopamine-pathways/>

Chapter1 : Generalities and key concepts

A growing body of research has later on suggested that the pleasure experienced by the patient and the reason he kept pushing the button wasn't from liking the sensation but instead from wanting it⁵ . Other findings have reinforced this hypothesis by demonstrating that reward doesn't come only in one coin but instead comes in the form of three dissociable psychological components 'liking,' 'wanting,' and 'learning' and each one has both conscious and non-conscious elements that map onto distinct neuroanatomical and neurochemical brain reward systems to a marked degree.⁶

1.2 Like, Want and Learn :

Figure 2: A scientific program for the study of pleasure



Pleasure is a complex psychological concept with at least three major subcomponents of motivation or wanting (white), pleasure liking or affect (light blue), and learning (blue). Each of these contains explicit (top rows, light yellow) and implicit (bottom rows, yellow) psychological components (second column) that are constantly interacting and demand careful scientific experimentation to come apart. Explicit processes are experienced consciously (e.g. happiness, expectation, desire) while implicit processes are experienced

⁵Morten L. Krangelbach , Kent C. Berridge« *The Functional Neuroanatomy of Pleasure and Happiness* »*Discov Med.*2010 ; 9(49)579-587.

⁶ Kent C Berridge, Terry E Robinson and J Wayne Aldridge « *Dissecting components of reward: 'liking', 'wanting', and learning* » *Current Opinion in Pharmacology*, Volume 9, Issue 1, February 2009, Pages 65-73

Chapter1 : Generalities and key concepts

unconsciously, at levels of unconsciousness (e.g. implicit salience of incentives, habits, and reactions of "appreciation"),⁷

Liking: Although « liking» and « wanting» seem to be indissociable, we can sometimes want something without liking it⁸, and the reason goes back to the fact that «like» and «want» have two different circuits in the brain, dopamine desire circuits and here and now liking circuits, Dr.Kent Berridge tried to disentangle these two circuits by looking to find out what are the brain structures responsible for liking , he found what we now call the hedonic hotspots, these hotspots according to his experiment seem to double or triple the pleasure once they get stimulated⁹. Evidence indicates that every reward from the fundamental ones (food) to the higher-order ones (monetary, altruistic, musical, aesthetic) seem to involve the same mechanisms and hedonic brain systems.¹⁰

Wanting : this second reward component is different than the cognitive want and desires that involve goals and expectations about future results, it is the type of «want» that we call incentive salience or incentive motivation that urges the brain to seek, chase and pursue a reward or the reward related-stimuli¹¹, this motivation is supervised by the mesolimbic pathway and dopamine molecule specifically « the go-get-it neurochemical» that pushes us to maximize future rewards, to want things with passion and be motivated to get them. Irrational wanting can occur when there is an excessive incentive salience for a little or no cognitive desire that can happen in the case of addicts who have the cognitive desire to stop drugs but still want them.¹²

Learning :Learning can happen in two forms: first, classical conditioning (pavlovian conditioning) is when a neutral stimulus (conditioned stimuli Cs) becomes a stimulus that

⁷Morten L. Kringsbach , Kent C. Berridge Op.Cit.

⁸ Susana Peceña « *Opioid reward 'liking' and 'wanting' in the nucleus accumbens* » Physiology & Behavior 94 (2008) 675–680

⁹Daniel Z. Lieberman, Michael E. Long« *The Molecule of More: How a Single Chemical in Your Brain Drives Love, Sex, and Creativity--and Will Determine the Fate of the Human Race* »Edition Hardcover 2018 p30

¹⁰Morten L. Kringsbach , Kent C. Berridge op.cit 9(49)579-587

¹¹ Kent C Berridge, Terry E Robinson and J Wayne Aldridge « *Dissecting components of reward: 'liking', 'wanting', and learning* » Current Opinion in Pharmacology, Volume 9, Issue 1, February 2009, P 65-73

¹²Morten L. Kringsbach , Kent C. BerridgeOp.cit.

Chapter1 : Generalities and key concepts

predicts the possibility of a reward by associating it to an innate incentive stimulus (unconditioned stimulus). Second, operant conditioning is about how the reward itself becomes a reinforcer that makes us more likely to repeat actions that will lead us to get them.¹³ Once reward-related cues are learned they become potent triggers of desire and gain motivational behaviors.¹⁴

So in a nutshell, the reward system is a collection of brain structures and neural pathways that are in charge of reward-related cognition, counting associative learning, incentive salience (i.e., motivation and "wanting") and hedonic "liking."

Now to define a reward more simply, we would say: it is any item, event, experience, etc. that can activate the reward system, produce a pleasant feeling and stimulate the memory to learn every detail of the behavior that caused that reward and then give the motivation to repeat the same behavior to have it another time.

Section2 Consumer behaviour and what affects it :

Before we tackle the relation between rewards and consumers we need first to define some key concepts about the consumer's behavior :

2.1 Definition of consumer behavior :

« It is the study of the processes involved when individuals or groups select , purchase ,use or dispose of products , services , ideas or experiences to satisfy needs and desires »¹⁵

«The dynamic inter action of affect and cognition, behavior and the environment by which human being conduct the exchange aspect of their lives.»¹⁶ -American Marketing Association -

¹³https://en.wikipedia.org/wiki/Reward_system

¹⁴Kent C. Berridge « From prediction error to incentive salience: mesolimbic computation of reward motivation » Eur J Neurosci. 2012 Apr; 35(7): 1124–1143.

¹⁵Michael R. Solomon « *Consumer Behavior* » Edition Pearson 2017 p28

¹⁶Debra L. Stephens « *Essentials of consumer behavior* » Edition Routledge 2017

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From the analysis of these definitions, we understand that consumer behavior is much more than just the study of the buying process, it extends to the study of what happens even before the purchase takes place (the selection of the product) and after the purchase happens (usage and disposition of the product), it also looks into the psychological core of the consumer as well as its exchanges and complex relationships with the environment and the social background .

2.2 What Affects Consumer Behavior?

It is all the elements that can influence the why, when, where, how often, and how much a consumer acquires, uses, or disposes of a product, and they are assembled in four broad domains, the psychological core, the process of making decisions, the consumer's culture, and consumer behavior outcomes.¹⁷

- **The psychological core:** It is the sources that the consumer base on to make decisions which are: his motivation, ability, and opportunity; exposure, attention, and perception; categorization and comprehension of information; and attitudes.¹⁸
- **The Process of Making Decisions:** characterized by its four major steps, the recognition of the problem, information search, decision making, and lastly the post-purchase evaluation.¹⁹
- **The consumer's culture:** Culture refers to the usual common habits, standards, and patterns of thinking that specify a group of people, and since consumers belong naturally to tribes, their decisions are highly influenced by their entourage.²⁰
- **Consumer behavior outcomes and issues :** Consumer behavior outcomes can influence other consumers' perspectives, by the ideas they diffuse in markets after buying. It can be done consciously by recommending or discouraging a product to others or unconsciously by the symbols and the signs they carry of the purchase that

¹⁷WAYNE (D). HOYER, Deborah (J). MACLNNIS « *consumer behavior* »fifth edition 2008 p10

¹⁸ Ibid., p10

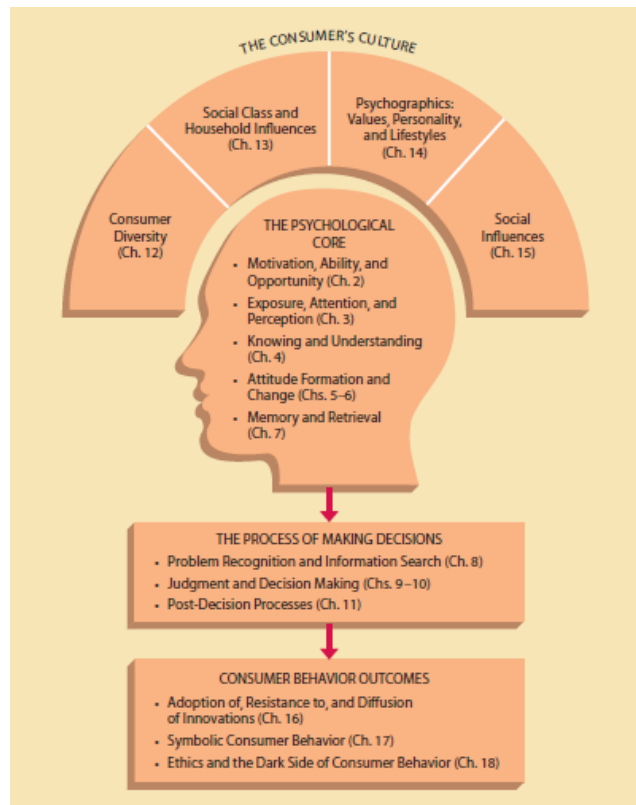
¹⁹ Ibid., p12

²⁰ Ibid., p13

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help express their identity and spread an image of who they are. Also, Some marketing practices may stand in the way of proper consumption if the consumer views them as problematic or wrong. For example, invasion of consumers' privacy, advertising to kids, raising the beauty standards, etc. These are all rebukes aimed at marketers.²¹

Figure 3 : the four basic domains that affect the consumer behaviour



Source :Debra L. Stephens « *Essentials of consumer behavior* » Edition Routledge 2017.p11

Section3 Rewards as effectors of consumer behavior :

Here we will relate what we have found previously to demonstrate why and how "rewards" affect consumer behavior and then proceed to introduce the concept of intrinsic and extrinsic rewards

²¹ WAYNE (D). HOYER, Deborah (J). MACLNNIS Op cit p15

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3.1 How rewards affect the consumer behavior :

The reason why rewards affect consumer behavior is because they affect the psychological core of the human being, they impact on the memory the motivation and attitude formation.

Shultz a neuroscientist that is known for his research on rewards had defined rewards as objects, events, or situations that make individuals come back for more and promote behavioral choices that maximize them. For him rewards aren't solely a source of gratification and enjoyment, their utility goes far beyond that as they contribute to a wider spectrum of functions such as generating approach and consummatory behavior and drive economic decision making. Also, increase the probability and intensity of behavioral actions that lead to them. Along the same line, Fareri et al have described rewards as a motivational force of everyday human behavior and unlike the past life where primary rewards were sought, presently long-term rewards hold a bigger value.²²

3.1.1 They help form positive attitudes :

In fact, when an action is perceived as rewarding the nucleus accumbens will tell you that you should remember what you did to get it²³, and here intervene the third component of rewards " learning" as associations will be created in your brain through classical conditioning or instrumental conditioning between the stimuli « rewards » and the result « the pleasure ». These associations are exactly what form attitudes²⁴. This claim is supported by the utilitarian function of attitudes that says « we develop attitudes toward products simply because they provide pleasure or pain²⁵ ».

Having a product or a service that is tied with positive characteristics and attitude can increase brand engagement, mount the sales up, generate word of mouth and improve both customer retention and loyalty.

3.1.2 They help form Habits :

²²Suzanne Hidi « *Revisiting the Role of Rewards in Motivation and Learning: Implications of Neuroscientific Research* » Educational Psychology Review 2016 / 3 Vol. 28 ; p3

23 « Your Pleasure System – Explained » Youtube, <https://www.youtube.com/watch?v=z7xuK2bw2hc>

²⁴ Michael R. Solomon : op.cit, p.277.

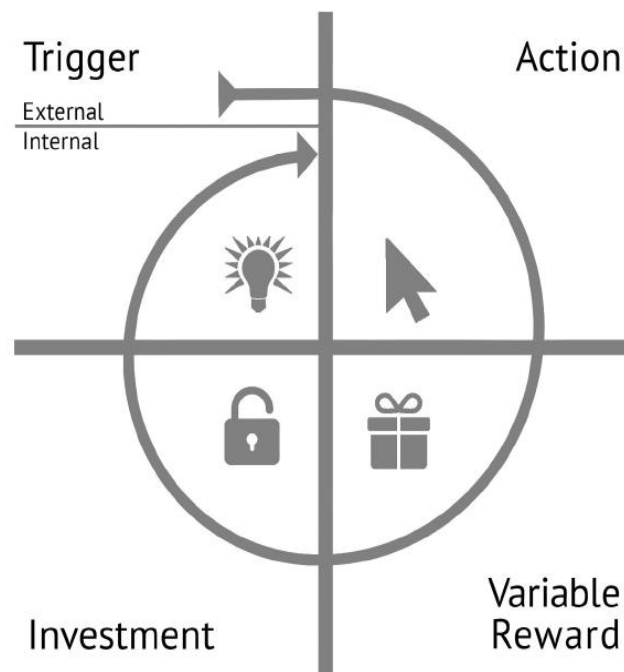
²⁵ Ibid., p274

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According to Nir Eyal, rewards can play a tremendous role in affecting customer behavior specifically by forming habits, convinced by that he spared them a whole phase in his four-phased process “ the hook model “ which is a model that helps businesses create products and services that will generate a voluntary, high-frequency engagement and bring users back repeatedly without spending too much money on external prompting, advertising and push marketing strategies .

The model starts with a trigger it can be an external trigger like a website link, a notification...etc, or an internal one for example feeling of boredom. As a response to the trigger, actions will be taken in an anticipation of a reward, the goal is to make these actions delightful and simple. After completing them, promised rewards will be received the last step is the investment also known as the small personal contribution of the consumer (time, effort, money, data..)that will make him perceive the product more worthy and valuable in the future.²⁶

Figure 4:The hook model



Source :Nir Eyal, Ryan Hoover « Hooked: How to Build Habit-Forming Products » Editions Portfolio 2014 p10

²⁶Nir Eyal, Ryan Hoover« *Hooked : How to build Habit-forming Products* »Editions Portfolio 2014 p10

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However the secret behind the succes of this model is the variability of the rewards. As we've seen in the previous section what makes us motivated to chase something is its ability to activate the dopamine circuitry and for a reward to activate this circuit it needs to be unexpected, surprising, and novel, in other words, they need to ensure the «reward prediction error».

As humans, we always make future predictions but when what happens exceeds our expectations it is an error in our estimate of the future, and that is exactly what thrills and hooks us. It's the possibility of something unfamiliar and better.²⁷

And perhaps the best example of this is slot machines which contribute the most to casino gambling revenue because the monetary reward is unexpected, an experiment has already found that when participants anticipated getting a reward the reaction of their brains was similar to what happens when you give them cocaine, nicotine, or amphetamines.²⁸

Even older findings overlap with this experiment , when psychologist B. F skinner back in the 1950s conducted an experiment where he placed pigeons inside boxes where they received food every time they pressed a lever, soon as the pigeon learned the cause and effect relationship, they pressed the lever randomly and in spaced periods, but when skinner added variability to the reward and didn't provide food only after a certain number of presses, the pigeon increased dramatically the frequency of its tapping.²⁹

-Integrating variable rewards in the design of products and services is indeed a powerful tool for companies however it is no secret that it falls into the category of manipulation because using dopamine-inducing rewards to create habit-forming products can result in side effects like addictive and compulsive consumption behavior similar to what happens with social media which are highly addictive because of their ability to hijack its users' brains and spike their dopamine levels, companies are getting high profits but the consumer is the one to pay as he is left with little control over his behavior.

3.1.3 Rewards and motivation

²⁷Daniel Z. Lieberman, Michael E. Long op.cit, p.20

²⁸Daniel H. Pink« *Drive: The Surprising Truth about What Motivates Us* » Editions Riverhead Books 2011 p.

²⁹Daniel Z. Lieberman, Michael E. Long : op.cit, p.

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There is a very famous theory in motivation called the « incentive theory » that proposes that human behavior is influenced and guided by outside incentives in other words people's actions are directed toward gaining external rewards³⁰. A lot of research have went on and proved that these kind of extrinsic motivations aren't that motivating after all because they only last as long as the rewards are there, and intrinsic motivations (when the behavior itself is its own reward) on the other hand are more lasting and deliver better results because they satisfy psychological needs such as the need to feel autonomous, competent and socially related to which leads to enjoyment and well being.³¹

Some streams have went more far into hypothesizing that extrinsic rewards not only cause temporary motivation but also undermine intrinsic ones. Reiss and his colleagues have flatly refused that theory under the pretext that “the undermining effect of extrinsic rewards on intrinsic motivation is both ideologically inspired and unsupported by scientifically sound evidence ».³²

Now, this raises the question, Does this mean that marketers should only go for intrinsic rewards and abandon extrinsic ones? The answer is No, because they both drive human behavior and should be taken into consideration, however there are some conditions to regard³³:

- External rewards shouldn't be offered when an activity is already internally rewarding to avoid the « overjustification effect ».

-As an example we can cite this conducted experiment that has aimed to show the effect of introducing monetary rewards to motivate the creation of user-generated content, precisely product reviews on sites, and figure out whether online communities like Trip advisor should keep using nonmonetary incentives like the feedback of reviews and platform recognition to motivate its users to leave their reviews or start imitating the platforms that offer monetary rewards for each review like (Refer.ly), The results were quite interesting and revealed that more-connected members contributed more often when they related only on their intrinsic motivation that came from generating social benefit, helping others and being effective but

³⁰<https://www.verywellmind.com/the-incentive-theory-of-motivation-2795382>

³¹Suzanne Hidi op.cit, p4

³²Ibid.

³³<https://www.verywellmind.com/differences-between-extrinsic-and-intrinsic-motivation-2795384>

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once they were offered monetary rewards to do that, they were demotivated and hence decreased their contributions.³⁴

- External rewards should be used in case of prompting someone to acquire new skill, learn something or do a task that is uninteresting and dull,
- External rewards are more effective when used as a source of feedback and reinforcement after a consumer has already performed well.

Nevertheless, marketers should focus mainly on leveraging intrinsic rewards. Jane McGonigal, in her book "Reality is broken", has stated that based on her research over the years, she has concluded that intrinsic rewards fall into these four categories :

-First, « satisfying work »: human beings crave getting lost in challenging activities where the result is directly linked to their efforts; they derive satisfaction from seeing their endeavours paying off.

-Second, « The experience or at least the hope of being successful »: people want to be successful and show off their success to their peers; when they are not there yet, they like to think they are progressing and getting better over time.

-Third, « social connection », interacting with others, building relations, and bonding broadly induces happiness among human beings.

-Fourth, « Meaning » is the feeling of being part of something bigger than oneself by contributing to making impactful changes and significant differences beyond one's individual life.

As for Nir Eyal, he suggests an even more extensive categorization of these internal rewards. For him « satisfying work », « The experience or at least the hope of being successful », and « Meaning » can all be assembled under the range of « rewards of the self ». In contrast, he included "social connection" under the reach of « tribal rewards » and introduced another range which is "the rewards of the hunt". We are going to discuss them in further detail in the second chapter.

³⁴Sun Yacheng, Dong Xiaojing, McIntyre Shelby « *Motivation of User-Generated Content: Social Connectedness Moderates the Effects of Monetary Rewards. Marketing Science* » Marketing Science February, 2017

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3.1.4 They help build loyalty :

According to the Harvard business review, rewards can and do build customers' loyalty and companies are aware that their loyal customers become more involved, profitable, and less costly to serve over time and that's probably the reason why these organizations invest millions of dollars today in implementing reward programs³⁵. Although there has been all this fuss lately about whether these schemes work or not, unfortunately these claims cannot be completely denied.

As we've seen before and due to the principle of operant conditioning, when a behavior leads to a reward, it is more likely that that behaviour will occur again. so according points or prizes in loyalty programs after purchase can indeed positively reinforce people to buy more , however these rewards are conditioning people to be more sensitive to them and once they cease , the purchase will also cease . This will create a relationship between the brand and the customer that is solely based on interests and which can in no way develop into true brand loyalty and dedication³⁶. This brings us back to the problem of extrinsic versus intrinsic rewards, a study has proved that the lack of intrinsic rewards in loyalty programs was associated with a decrease in brand loyalty, This issue can be addressed by training program managers to design loyalty programs that balance between both kinds of rewards intrinsic and extrinsic. Successful loyalty programs have already figured out a way to make the customer acquire a sense of mastery by adding systems of feedback to the program these systems indicate the progress toward a certain goal and initiates for the customers an ongoing personal quest to validate themselves ,therefore giving them solid reasons to comeback and emotionally tie them to the brand ³⁷.

Some might argue that loyalty programs drive behavioral loyalty as they create loops of repeated purchasing of a brand or a product, but if we look into the definition of loyalty it is defined as a deep commitment supposed to create same brand purchasing despite any

³⁵<https://hbr.org/1995/05/do-rewards-really-create-loyalty>

³⁶Kim, Kyongseok, Ahn, Sun Joo (Grace) « *The Role of Gamification in Enhancing Intrinsic Motivation to Use a Loyalty Program* »Journal of Interactive Marketing 40, November, 2017 41–51 P1.

³⁷Ibid p2

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situational influences that can cause switching behaviors. In this case If the intrinsic rewards cease, purchasing behaviors also cease which contradicts the definition. ³⁸

Loyalty is an outcome of brand engagement³⁹ , which is according to the marketing literature, is a “*motivational state developed through interactive experiences with a brand*”. It is also the cognitive and emotional states that consumers go through when interacting with the brand⁴⁰;

It is known that psychological motivations stimulate brand engagement, and psychologically engaged customers are more loyal⁴¹. Landing from this and due to to the fact that intrinsic rewards are pure forms of psychological motivations and are capable of initiating even stronger cognitive and emotional processes, we suggested that if companies adopt the mindset of making sure to include soical, self and hunt rewards through every interaction, program, campaign or strategy it will yield to brand engagement and therefore loyalty.

³⁸Kim, Kyongseok, Ahn, Sun Joo (Grace) Op, Cit

³⁹JITENDER(K), JOGENDRA(k) «*Consumer psychological motivations to customer brand engagement: a case of brand community* » Journal of consumer Marketing, February 2019p4

⁴⁰Jama D. SUMMERS, Amber G. YOUNG «*Gamification and Brand Engagement on Facebook: An Exploratory Case Study* » AMCIS (2016) p3

⁴¹JITENDER(K), JOGENDRA(k) Op.cit p2.

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Conclusion :

By the end of this chapter We have reached the following results :

- Reward or Pleasure doesn't come only in the form of hedonic like; it extends to two other components that are incentive salience (motivation) and learning.
- Rewards in the form of motivation and learning are most studied in neuroscience and behavioral psychology. Therefore their findings could be applied in marketing, unlike the hedonic liking that is still understudied.
- we have come to define a reward as follows: It is any item, event, experience, etc. that can activate the reward system, produce a pleasant feeling, and stimulate the memory to learn every detail of the behavior that caused it then give the motivation to repeat the same behavior to have it another time.
- We inferred that rewards are massive effectors of consumer behavior because they affect the consumer's psychological core, which ultimately leads to approach and consumption behavior, formation of positive attitudes, motivation and habit formation.
- Not all rewards influence behavior to the same degree. Extrinsic rewards can have a temporary effect when applied and require some conditions to be influential. In comparison, intrinsic ones related to internal needs and motivation are more effective.
- Despite the fact that all kinds of rewards can initiate approach behavior and can cause compulsive addictive behavior when variable, if companies want to build deeper connections with their consumers and earn their loyalty, a shift towards adoption of intrinsic rewards is what is necessary.
- Intrinsic rewards are the gratification people get from satisfying their psychological inherent needs. According to Nir's typology, they can be classified into three types: rewards of the self, the hunt, and the tribe.

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- For further research, focus should be shed on the understudied component " like", We believe that it can enrich the consumer's behavior literature by making more sense of what happens after the disposal and during the use of the product. Because while incentive salience and learning can initiate and motivate the pursuit of a product, it is the "hedonic pleasure" that decides the attitude that the consumer will adopt towards the product.



Chapter2 : leveraging theintrinsic rewards in amarketing context

Section1 : Availing of tribal and social rewards

Section 2 : Makingthe most of self rewards through gamification.

Section 3 : capitalizing on rewards of the hunt.

Chapter2 : leveraging the intrinsic rewards in a marketing context

Introduction

Now that we know that intrinsic rewards are more motivating than extrinsic ones, we have pointed out that if companies want to achieve deep connections with their consumers, get them to engage emotionally, cognitively and turn them into loyal brand advocates they will have to start rewarding them the right way.

In this chapter we assembled some of the rewarding strategies that companies already use and organized them according to Nir's typology.

This research will be divided as follows : Each section will be dedicated to a type of rewards, we proceed to explain first what do we mean by each one then propose what strategies deliver that specific reward, and explain if possible how they are being planned by companies while presenting some practical illustrations.

Chapter2 : leveraging the intrinsic rewards in a marketing context

Section1 Availing of tribal and social rewards :

1.1 What are social rewards

We are deeply driven by the motivation to stay connected with friends and family, to be part of groups that make us feel accepted, important, and included, to seek affiliation and form harmonious relationships that add sense and meaning to our lives and enhance our self-worth.⁴² All of these are considered highly pleasurable and rewarding to us as they activate both the hedonic circuitry and the reward system, It is the praise, attention, and approval that we get from others that triggers the ventral system a key part of the reward system and also stimulate the brain structures involved in pleasure processing.⁴³

We have argued before that everything our reward system compels us to do is necessary to further our survival, and social rewards are no exclusion. If we go back to the origins of human sociality, staying in groups is what kept our ancestors alive making them harder to get prey for predators and easing their process of finding food and self-defense against various kinds of threats. That explains why the motivation to sustain social connection is one of the most influential and powerful human drives.⁴⁴

Many of companies and businesses are built around this need for social reinforcement (Facebook Twitter, Pinterest, ...) offering platforms that allow people to express themselves, get their validation from others , relate and be related to . While the social rewards is what seduced over a billion people to try these platforms However it is their variability that urges them to comeback, with every notification of a post ,tweet or pin comes an anticipation of social validation , the uncertainty that makes the mind wonder about a limitless range of possibilities of praise and approval crafted in the form of likes and comments.⁴⁵

Another example of these companies is the user-generated content sites such as Quora, Stack Overflow, and yelp where people would bother to write long and time-consuming reviews for free just for the anticipation of tribal rewards, showing other people that they have something

⁴²Nir Eyal, Ryan Hoover Op cit p81

⁴³<https://www.nature.com/articles/srep24561> consulted on 03/04/2022à20h

⁴⁴Fiske, Susan T., Gilbert, Daniel T., Lindzey, Gardner « *Handbook of Social Psychology // Affiliation, Acceptance, and Belonging: The Pursuit of Interpersonal Connection* » Chapter24, 2010 p2.

⁴⁵Nir Eyal, Ryan Hoover Op cit p81

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to offer as social interactants and to receive upvotes that the number is variable and unknown.⁴⁶

While UGC sites and social media have their business model based on social rewards, all firms should serve as social connectors today by following these strategies :

1.2 Socially rewarding strategies used by companies :

1.2.1 Building brand communities :

By definition a community is a set of people who interconnect with each others in the same environment, it is more than a form of collective grouping , Groups exist everywhere in nature but what differs a community from a simple group is the interactions within it and the feeling of belonging they generate.⁴⁷

Communities are affluent in a social context; They are considered the essence of social thought, consisting of at least three components. The first is the consciousness of kind, regarded as the intrinsic connections that constituents develop toward each other. It forms their social identity and floods them with a feeling of difference and distinction from outsiders and non-belongers to the community. Furthermore, it earns them a shared cognitive and affective commitment and provides them with collective self-esteem. The second component is the group norms that build a social universe of shared rituals, values, and traditions. The third and last component is the sense of duty that members acquire and that makes them feel responsible for the community's well-being.⁴⁸

On the other hand ,*"A brand community is a group of customers who are invested in a brand beyond what is being sold. These customers want to become a part of the brand itself, belong to it, share interests and passion for it and create a culture of their own"*⁴⁹

A study of social sprout states that consumers desire and expect from their favorite brands to build a connection with them and meet them with likeminded people. The results of the study have been the following :⁵⁰

⁴⁶ Nir Eyal, Ryan Hoover Op cit p82

⁴⁷ Jono Bacon « *The Art of Community: Building the New Age of Participation* » 2nd edition, Editions O'Reilly Media, Inc, 2012 p28-29

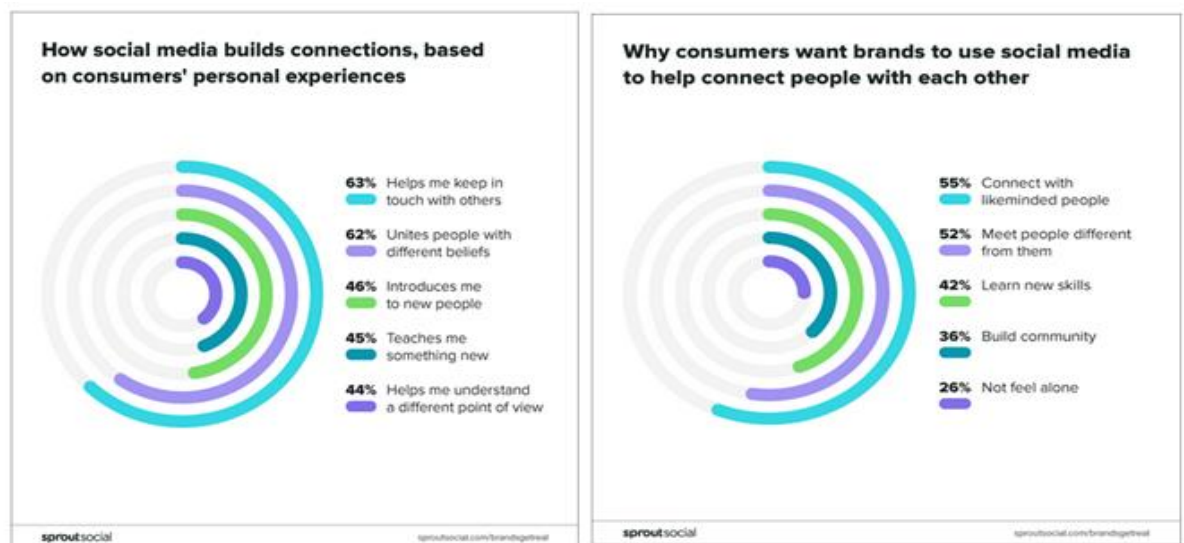
⁴⁸ Maria Sicilia Mariola Palazón, « *Brand communities on the internet* », Corporate Communications: An International Journal, Vol. 13 Iss 3 ,Année 2008 pp. 255 – 270 p3

⁴⁹ <https://blog.smile.io/what-is-a-brand-community/> consulted on 03/04/2022 à 22h

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- **People believe brands and social media can power connections.**91% of people believe that socials defeat the feeling of division and have the potential to connect them with others, and 78% of them want brands to use their socials for this cause.
- **Real people are the key to authentic relationships.** Consumers want to learn more about people who share their interest in the same brands as them. For instance 70% of consumers feel more connected when the CEO of a brand is active on the networks. Moreover they sense the same when employees disclose information about the brand online.
- **People want brands to connect them to other people.**62% of them trust that social can be used not only to connect them with people of the same backgrounds but also with persons with different mindsets and beliefs and more than a half expressed their desire to.

Figure 5 :How and why consumers desire from their brands to build connections for them



Source :<https://sproutsocial.com/insights/data/social-media-connection/> consulted on 03/04/2022

In this part, we are not going to talk about communities that are born naturally but rather cases where brands intervene and intentionally create virtual brand communities for their consumers.

⁵⁰<https://sproutsocial.com/insights/data/social-media-connection/> consulted on 03/04/2022 at 22:30h

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The thought that was prevalent long ago was that great brand communities only form around niche brands with strong images that demand major consumers' investment in time or money. Yet research has proved that communities can also be created around consumer brands that sell convenience products like drinks, toys, tools, etc. The secret to the success of these communities, no matter the size of the brand, depends primarily on its ability to be socially rewarding to the consumer. Because in this consumer-consumer-brand triad relationship, what defines the success the most isn't the connection consumer-brand no matter how powerful it is, but rather the consumer-consumer relationship and its strength. Hence, the role of marketers consists of first creating a hub to reunite consumers, then second and, more importantly, is, stimulating the interactions between them; these interactions have to deliver three values for the consumer⁵¹

-The first is social value by meeting the needs for personal expression, self-esteem, social approval and recognition, and this by offering a space for self-sharing and allowing the creation of links, through real-time "chat" and asynchronous discussions between like-minded people. the brand must be ubiquitous. These virtual communities should provide the same social rewards as social networks but this time they are received exclusively from the brand. Secondly, the functional or informational value, members should be able to receive information on topics likely to arouse their interests and thirdly, the entertainment value. How much fun do these communities provide, marketers should find ways of entertainment eg they can engage with games, creating avatars or fictional identities.⁵².etc.here below is an example of a successful brand community, we will explore how they deliver the three values across their platforms.

The coca-cola Movement :⁵³

The Coca-Cola Movement," is a Spanish virtual community specially designed for teenagers who tend to use the web more and abandon traditional media. This community has been elected « Best site in the world for young people » by the marketing department, managing to collect over 1.5 million members in June 2007, reducing costs of market research,

⁵¹Maria Sicilia Mariola Palazón, Op.cit, p4

⁵²Ibid p6

⁵³Ibid p8

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Promotions, and logistics and expanding sales dramatically within a precise segment which made it one of the most successful campaigns in the global marketplace.

Even though coca-cola consumers do not talk about their experiences with the product like "my Nutella" community, for example, they still go on it more often, considering the community a virtual space to find people with the same "set of beliefs" and values. For them, it was the social context that mattered the most not their relationship with the brand

-First steps on the platform a registration procedure must take place, to sign in, the consumer should leave personal pieces of information like his name, e-mail, product usage tendencies, purchasing habits, feelings, attitudes, personality, demographics, etc., This has allowed the company to obtain one of the richest databases in the market place. To initiate participation, the company uses loyalty programs. For each purchase of one of coca cola's products, the buyer will have a pin code that he can introduce in a personal online point accumulation account, the points can be exchanged later on for desired rewards. This strategy has the potential to stimulate sales of low –consumption products by allocating a higher number of points to them. Second, to stir up participation, functional, social, and entertainment values are insured on the platform by giving the authorization to build so many distinct forums of different interests, anyone can share and create. At the same time, personal cards are visible to other members displaying personal information, hobbies, and likes which helps increase familiarity among the users by finding mind-like users to contact, build connections and satisfy the need for affiliation. In addition to the social space, the community also provides a place for fun and entertainment through games and prizes that serve a strategic goal which is to reinforce the consumer's impression of the product, influence attitudes, and create a memorable experience.

1.2.2 Brand activation :

Another way in which companies can implement tribal rewards is Brand activation.

1.2.2.1 What are brand activations :

An unexpected campaign, event, or interaction that surprises the consumer and pulls him out of his monotonous routine. It compels him to engage directly with the brand—aiming to

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revive their relationship that became so faded through virtual platforms and form long-term memories that stick forever in their minds.⁵⁴

➤ They satisfy the desire to self-share :

Harvard neuroscientists Jason Mitchel and Diana Tamir conducted a study where they tied some persons to brain scanners and monitored what happened in their brains when they shared their opinions and attitudes about random subjects. They found that the same brain circuits that get activated when receiving monetary and food rewards also lit when people revealed pieces of information about themselves. That helps explain why people love sharing, blogging, and posting, what they think, do, and want all the time. Fact, more than 40% of what people babble about is their personal experiences and relationships.⁵⁵

-However, people make sure what they are sharing is making them appear more interesting, entertaining, intelligent, and hip. For this same reason, people crave to be part of brands' experiences, the unusualness of these events makes them worthy of notice and mention so, being present in one of them gives feelings of specialness and superiority and provides good material to share and tell others about, it will add to their status and make them look attractive.⁵⁶

➤ They satisfy the desire to be part of a crowd :

When we're in crowded places, we constantly scrutinize other people's faces, reactions, and feelings and unconsciously synchronize and mimic their same cognitive and emotional states. It is what we call the synchronization effect. Brand experiences are generally crowded entertaining events where the attendees synchronize laughter, and good humor and send positive signals to each other which makes the experience feels richer and more arousing. Other psychological benefits have been associated with being part of a crowd like increased self-esteem, an enhanced mood, and a decrease in loneliness. These rewards are what lure humans into a yearning to be part of bigger assemblies and anticipate more experiences from their favorite brands.⁵⁷

⁵⁴<https://www.youtube.com/watch?v=S3oeGML-hPA&t=236s> consulted on 06/04/2022 à 19h05

⁵⁵Jonah.Berger «*Contagious : why things catch on* » Edition: Reprint Edition (May 3, 2016) p23

⁵⁶Ibid, p24

⁵⁷<https://medium.com/@chris.merritt/why-crowds-are-good-for-you-4e5ff2290c16> consulted on 08/04/2022 at 20h

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1.2.2.2 Types of Brand activation ⁵⁸:

-Experiential marketing :is an integrated methodology and a long process of fulfilling the identified needs of the target audience through two-way real-time communication between them and the brand throughout a live experience that brings out the brand's personality and delivers value to consumers.

Retail activations : Are experiences created within a physical store, they have several advantages, to mention: driving more traffic, promoting store openings, generating brand recognition, engaging the shopper, and prompting him to take the act of purchase.

Product sampling activation:Consists of creating an experience around a product by offering samples of it in a captivating way allowing the consumer to test the quality of the product and perceive firsthand its value. Some sources confirm that these sampling campaigns are very effective; they can boost sales by as much as 2,000% because 81% of consumers who have been given samples and appreciated them would buy again. Mainly used in product launches, they save the consumers the hassle of going through the purchase decision process and the risk of purchasing a new product. By handing them free trials, the decision is much easier.

1.2.2.3 How do companies create interactive brand activation:

To create an engaging brand activation, marketers go through a cyclical process that is characterized by containing four major steps: Analyzing, Strategizing, executing, and evaluating.

1. Analysing the environment and background of the entreprise ⁵⁹:

This first step is often skipped by some companies because of their oblivion of its cruciality.

⁵⁸<https://econsultancy.com/brand-activation/> consulté le 08/04/2020 consulté le 08/04/2022 à 21h.

⁵⁹Shaz Smilansky « *Experiential Marketing: A Practical Guide to Interactive Brand Experiences* » Editions Kogan Page 2009 p76

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The aim of overviewing the environment and the background is to better plan for a brand activation that is relevant and that aligns with the vision, short and long term goals, positioning, personality, essence, promise, and values of the company and to make sure to convey the exact brand image, to set the right communication message and not confuse the consumer.

-Starting by digging into the history of the brand for any information that might be relevant, for example, did the brand change its target or positioning over the years, what types of marketing worked best for the company, what were the impactful used channels, and what were the ones that had little or no impact on the brand performance also looking into the past brand activations and their inferred insights to use when planning for this next one. Inspiration could be drawn as well from competitors and other organizations' experiential marketing campaigns...

-Next is getting to know the target audience, if we don't know who we're interacting with, it is impossible to customize our campaign accordingly. To do so, enterprises refer to market research. Conducting primary or secondary research depends on the budget, sometimes secondary research is less expensive and can be sufficient in providing pertinent, in-depth data on several target groups. This data includes their current and aspirational lifestyles, their role models, the people they look up to, etc. the table below shows examples of the kind of inquiries the research should answer. Analyzing this data helps design experiences that match the target's personalities and aspirations, making them feel more relevant, authentic, and meaningful, thus inducing the audience to connect emotionally with the brand and therefore be more likely to do what is asked of them.

-Another reason why the research on the target audience is essential is that this initial group will contribute to exponentially increasing the number of reaches later on through word of mouth and recommendations directing the campaign towards success and goals achievement

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Table 1: Profiling the target audience

Components of target audience profiling	Understanding this will help to :
How old are they ? What's their gender, their marital status, income, educational level and occupation	Think about the stakeholder persona from a higher level before going into more detail
Where do they go for grocery shopping ?	Know if they are interested in organic, local, international or premium brands and make inferences about disposable income and underlying values which inform purchase behaviour
What music do they like ?	Choose the tracks to play the day of the interaction
Where do they go on holidays ?	Realize the type of lifestyle they live eg active, relaxed, cultural as the basis for assessing how relevant your brand is to their lifestyle
What type of entertainment do they like ?	Identify experiences that might engage them eg cultural, relaxed, underground, relaxed, sophisticated, refined.
What TV programmes do they watch, websites they visit etc ?	Plan more effective brand communication on and across channels that are relevant to the targeted audience.
What is their life mantra eg YOLO (you only live once) fortune favors the brave, win some lose some etc.	Understand their philosophical approach to life and whether your brand's philosophy aligns with it.

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Who influences their choices eg parents, celebrities, business leaders, social media influencers etc.	Understand who to engage with as part of your brand experience-building effort
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Source : Darren Coleman« *Building Brand Experiences: A Practical Guide to Retaining Brand Relevance* »Editions:Kogan Page 2018 p29

Crossing between the informations from the analysis of the company's background and the analysis of the targeted audience profiling will give the following table:

Table 2: Connecting Brand Experience Environment and Essentials: questions to ask yourself

	Values	Essence	Promise	Positioning	Personality
Profiling the target audience	How confident are we that our values resonate with stakeholders in relevant way ?	How does our essence encourages us to build experiences that are relevant to our stakeholders ?	Which of the benefits we deliver are relevant to our stakeholders, and which are simply convenient for us to deliver ?	How relevant is our positioning to our stakeholders and how does it encourage them to engage with our brand experience ?	How do we use our personality to help our stakeholders identify with our brand in ways that are relevant to them

Source : Darren Coleman« *Building Brand Experiences: A Practical Guide to Retaining Brand Relevance* »Editions:Kogan Page 2018 p110.

2. Strategizing :

2.1. Setting goals and metrics :⁶⁰

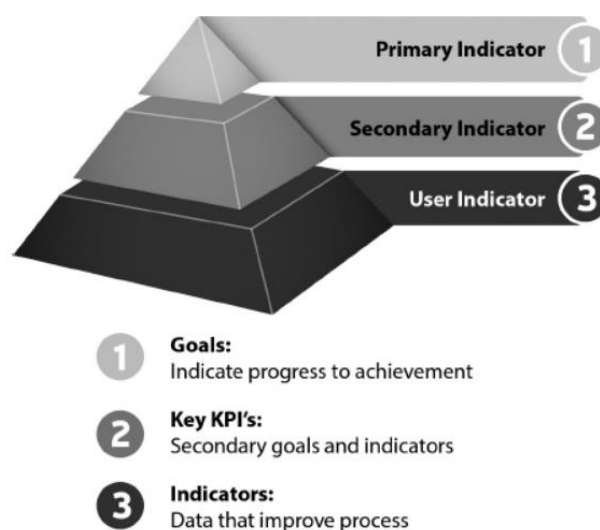
⁶⁰Shaz SmilanskyOp.cit.p80

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Brand activations have always exceeded when it comes to achieving goals, , whether it is increasing awareness ,generating high-quality leads ,winning brand advocants or boosting sales ,it never fails. However every company should identify clearly its expectations from the activation , what they want exactly from the consumer to do and how and how do they plan to reach it within the allocated budget .

To plan ahead it makes sense to organize them according to the measurement pyramid

Figure 6:The measurment pyramid



Source : Shaz Smilansky « *Experiential Marketing: A Practical Guide to Interactive Brand Experiences* » Editions Kogan Page 2009

- Primary indicators: they are the end goals and the desired achievements from the brand activation.
- Secondary indicators: or Key performance indicators (KPIs) are the metrics that help measure the progress toward the primary goals.
- User indicators: they are the data related to users' actions that contribute indirectly to goals attainment.

the challenge is to choose the appropriate indicators according to the situation and the final goals in order to measure them later to gather both qualitative and quantitative insights that

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will help not only verify the success of the campaign but also guide further business decisions and other marketing strategies.

Examples of primary indicators (objectives) the companies aim to get with brand activation⁶¹ :

- Bringing the Brand personality to life.
- Positioning or repositioning the brand.
- Communicating complex brand messages.
- Gaining high long-term ROI
- Increasing customer loyalty.
- Gaining credibility with specific Target audiences
- Driving word-of-mouth.
- Creating brand advocacy.
- Increasing sales.
- Raising brand awareness.
- Driving website traffic or driving traffic in-store.

Examples of secondary and user indicators that companies use⁶² :

•• Attendee Demographics. Collecting informations about attendees can tell important clues about the promotion and registration methods that are effective and answers questions like what advertising channels are the attendees more reactive to, do they have the purchase power, are they decision-makers with an intention to buy or just newcomers that happened to be around ...

•• Satisfaction : How did they find the experience. Was it worthwhile? Did they perceive its value? Should the company organize more of these or banish them from their marketing portfolio?

•• Mindshare : Did the event help achieve brand awareness and knowledge ? Will the attendees word-of-mouth the product or the service ? Will they buy it another time ?

⁶¹Shaz SmilanskyOp.cit. p90

⁶² Ibid p91

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- Sales Leads : what are the types of sales leads that attended the event ?Who are likely to convert into customers ? What is their position in the sales funnel.

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- Acquisition Cost : This metric helps define how much time, efforts and cost does it take to obtain customers, to retain them and augment their purchases.

- Lifetime Value : Estimating the lifetime value of an attendee over time, then comparing it to the one of a consumer who didn't attend showcases the impact of the event on the net income and how the activation help develop relationships that induce more interesting lifetime value.

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- ROI. It is a financial metric that measures the potential return on investment, it is calculated by subtracting the costs from the business value and it reveals what marketers get in return for their disbursement.

- Press Impact : Experiential programs usually opt for unpaid media but its still practical to know how many media mentions did the campaign get ? How much would it have cost to reach the same audience if the company has used paid advertising? Would they have reached more in the same time and space? Did the coverage convey the right communication message?

- Social Media Buzz : How many mentions, like tweets and followers did we score after the event on all the social media platforms.

- Advocacy :How many event attendees have turned into advocants ?Are they keen to get the right brand's message across correctly? To how many people and how often ?

After selecting the experiential objectives and the metrics to use, they will be detailed in an experiential scorecard, which is a table of three columns the first one contains the quantitative estimations for both qualitative and quantitative metrics. The two other columns are for the actual results and comments, left blank, to be filled after the campaign. The estimates are anticipated results predicted according to past experiences and must be realistic

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Table 3:Experiential scorecard example of an car X experiential campaign

Measurement mechanism + corresponding objective	Estimate	Actual	Comment
Word of mouth reach (objective: drive word of mouth)	2.56 million		
Number of interactions (Objective drive word of mouth)	150000		
Increase in awareness in key communication message (objective : communicate complex brand messages)	30%		
Increase in perception of car X as a stylish as well as capable vehicle (objective : position the brand as x)	65%		
Number of visitors to Car X website that clicked from micro- site (obejective drive ttraffic to website)	40.000		

Source :Shaz Smilansky « *Experiential Marketing: A Practical Guide to Interactive Brand Experiences* » Editions Kogan Page 2009 P203

2.2. Deciding the concept and the tactics to use to achieve the goals ⁶³ :

After clearing the goals we want to achieve, the next step consists of envisioning how. The marketers brainstorm the concept and the tactics taking into account the studies that have been carried out on the targeted audience to ensure that the activation is going to appeal to

⁶³Shaz SmilanskyOp.cit. p102

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them. The ideas are going to be filtered later on according to whether they are feasible within the defined budget and resources, and whether they communicate the right message or not. Some of these marketing tactics can get very creative they include for example augmented or virtual reality activations, Mobile vans, product demos on interactive kiosks...

2.3. Outlining what's needed to bring the activation to life ⁶⁴ :

Once the concept and the ideas are established, they need to be summarized altogether in a creative brief that will be discussed in more detail in an organized meeting. After agreeing on the brief, the tasks of formulating the activation strategy and implementing an action plan will be assigned to defined teams. To do so they will use a set of design tools: key visuals, grids, product shots, logos, and sales messages, etc. The most descriptive and relevant tools must be the "consumer's journey maps" and "experience prototypes" as they help simulate and visualize the experience, how the customer will go through it, and underline all his touchpoints with the brand.

What's more important is to make sure to design an experience that aligns with the values, essence, positioning and personality of the brand.

3. Executing ⁶⁵ :

The time spent on execution will depend on how long does it take to realize all the planned tactics, we can divide the execution process into three major steps :

First the Pre-launch : The biggest decisions here revolve about the pre-promotion of the activation, it is essential to implement a promotional strategy deciding how to use the social networks and the public relations to make the announcement, how to make this announcement compelling and interesting enough to the audience so they show up to the experience site, what content should be created during the event that will help the attendees get the right brand message ...

⁶⁴ Ibid.

⁶⁵ Shaz Smilansky Op.cit. p105

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Second, during the event : The focus should be on making sure that the interaction time of the consumer and the brand is enough to create connections and impact behavior, also on gathering CRM information that can help form longer relationships later on, and finally on surveying the attendees to measure the metrics that have been set before.

Third, post launch : The efforts shouldn't end with the event, marketers have to provide through post-promotion, ways for new arrivals to continue to evaluate and consider the brand, encourage them to interact, and leave positive comments. Moreover, take advantage of all social networks, online media, and web presence to increase the after-event interaction with the core target.

4. Evaluating⁶⁶ :

4.1 The experiential scorecard post-campaign :

Evaluation is the most crucial stage of the campaign cycle, it reveals the success or the failure of the campaign. It starts with completing the experiential scorecard that was created in the planning process, by adding the actual results and « comments » columns. By the end, the table will expose qualitative and quantitative insights and help deduce whether the variation between the estimate and the result is positive or negative, in essence, the goals and their targets have been met or not.

Table 4:Experiential scorecard post-campaign

Measurement mechanism + corresponding objective	Estimate	Actual	Comment
Word of mouth reach (objective: drive word of mouth)	2.56 million	3.15 milion	Higher than planned due to a higher number of interactions than anticipated
Number of interactions (Objective drive word of mouth)	150,000	175,000	Higher than anticipated due to a higher footfall

⁶⁶Ibid p 107

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Increase in awareness in key communication message (objective : communicate complex brand messages)	30%	50%	Survey Results showed 50% increase in awareness of the key communication, when participant data were compared to non participant data collected during the campaign
Increase in perception of car X as a stylish as well as capable vehicle (objective : position the brand as x)	65%	40%	The increase in perception was not as big as anticipated due to car X's existing positioning as capable, along with a common view among both participants and non participants that the car was stylish
Number of visitors to Car X website that clicked from micro-site (objective drive traffic to website)	40.000	72,650	The number of hits to the micro-site was higher due to the number of participants and word-of-mouth reach being higher

Source :Shaz Smilansky « *Experiential Marketing: A Practical Guide to Interactive Brand Experiences* » Editions Kogan Page 2009 P204

Besides the scorecard, The evaluation packet includes other elements like ROI and LROI analysis, a visual evidence review, a change analysis and an SW+ I report (strengths, weaknesses and insights).

4.2. ROI and LROI :

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-As we have seen above, ROI is a financial, direct measure of the result of a campaign, it checks the efficiency of the investment in gaining a return, for example, if the goal of the investment was to boost sales, the company should implement on place trackable methods and incentives to be able to calculate the ROI. In this case of sales, these methods could be promotion coupons or online promotional codes.⁶⁷

-However, sometimes the goal of the investment isn't to boost sales but let's say to turn participants into loyal customers, here the return won't be instant but rather happen in the long-term, we use the term LROI (long term return on investment))⁶⁸

-Although LROI can't be calculated, it can be estimated, for instance, if we want to know the success of the campaign in driving word of mouth, we take into consideration the fact that word of mouth is a great generator of sales so a link can be created between numbers of interactions and generated sales. The formula can be the following :⁶⁹

- Step1: a consumer who interacts with the brand's live experience is likely to tell approximately 17 other persons, so as a first step to calculate the word-of-mouth reach we can multiply the number of interactions by 17 and then add the number of interactions
- Step 2: to estimate the number of sales, we multiply the word-of-mouth reach by 2.6 (a percentile of the average number of sales that is likely to be generated)
- Step3: to calculate the overall generated profit we multiply the estimated number of sales by the profit per sale and then subtract the cost of the brand experience
- Step4: last to get the LROI we divide the generated profit by the cost of the brand experience then multiply by 100

$$\text{LROI} = (X \div C) \times 100$$

(This is the profit divided by the cost, multiplied by 100)

S = number of sales based on 2.6 per cent of W (word-of-mouth reach)

P = profit per sale

⁶⁷Shaz Smilansky Op.cit, p205

⁶⁸Ibid p206

⁶⁹ Shaz Smilansky Op.cit p208

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X = the profit generated from the live brand experience, based on S

(number of sales) x P (profit per sale)

C = cost of the live brand experience

N = the number of consumer interactions with the live brand experience

W = the word-of-mouth reach, based on $17N + N$.

-Even though in marketing, the ultimate goal is to rocket sales and secure market shares, the safest and most effective way is the longest one, by focusing on long-term experiential marketing strategy we get to watch as the customer slowly moves through the advocacy pipeline from customers into loyal into advocates and finally into brand evangelists, the sales will definitely follow eventually because brand advocates now will pave the path by spreading positive word of mouth and recommendations to their peers,⁷⁰

For this, an amplification approach through marketing communication channels should be set just after the experiential campaign to attain the targeted audience and those reached by the word of mouth. This amplification can happen in the form of ads on tv, radio, and billboards all together working in alliance.⁷¹

4.3 The change analysis ⁷² :

It is a table that gathers all the actions that were not in the original plan but ended up happening in the delivered plan, it can be changes in costs, timing, and outputs. This examination helps gain insights into better planning in the future.

⁷⁰Shaz Smilansky p206

⁷¹Ibid p 210

⁷²Ibid p211

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Table 5: The change analysis

Live brand experience:		Date (from/to):		
Project manager:		Client:		
Change number	Description of change	Reason	Impact	Comments

Source :Shaz Smilansky « *Experiential Marketing: A Practical Guide to Interactive Brand Experiences* » Editions Kogan Page 2009 P211

4.5The visual evidence :

Visual evidence is captured in pictures and video footage of the moments of the live brand activation, presented in an attractive way describing the course of the experience, the prevailing atmosphere, and the reactions of the consumers from happiness and appreciation for the brand. These visuals could serve as content for adverts and for amplification channels to bolster relationships and remind participants of their much-enjoyed experience, making the memories alive and long-lasting in their minds.⁷³

4.6Strengths, weaknesses and insights :

As the last step, it is beneficial to quote in the form of dashes or a board all the strengths, weaknesses, and insights observed during the planning, implementation, and results to learn from them. Retained strong points will serve as benchmarks for future activations, and weak points will be avoided next time for better performance. Also, analyzing the collected data about the targets and their respective metrics, tell us information about which systems and mechanisms for measurement are more relevant.⁷⁴

⁷³Shaz Smilansky Op.cit p 211

⁷⁴Ibidp 212

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Section2 Making the most of self rewards through gamification :

In the first section, we 've seen how connecting , engaging or simply being around others is so rewarding , this leads us to think, does this mean that the only way to achieve contentment is to surround ourselves by people and be part of tribes ? does this mean that our well being is only related to others ? well the answer is no and it is what we will detail shortly.

2.1 What are rewards of the self :

All the neurochemicals and physiological sensations that people help secret or trigger in our bodies ,that can cause enjoyment,pleasure,satisfaction, contentment ... , can also be triggered by ourselves, for fact , they are even more intense and powerful when we,'re the ones responsible of causing them⁷⁵ .

These personal kinds of gratification is what we call rewards of the self and the reason they are so powerful is because they are nourished by « intrinsic motivation ».

As we've confirmed in the first chapter, intrinsic rewards are more motivating than extrinsic ones, because they help satisfy the internal desire for growth, as the self determination theory(SDT) of Edward Deci and Richard Ryan states. Which means anything that allows the innate growth and flourishing or self accomplishment of the human being is going to be highly motivating and therefore highly rewarding .⁷⁶

SDT suggests that in order to grow internally , three needs must be satisfied the first one is competence , it means to master a skill like learning how to play an new instrument or to accomplish something that is very hard for example solving puzzles , although these two activities don't seem fun but the satisfaction of mastery and the completion is what motivates us to seek them . Second need is autonomy, which is the feeling that someone has control over his own life, and has the freedom and dignity to practice the activities he want that align with his own values and no one can dictate his actions or worse oblige him to go against his

⁷⁵Jane McGonigal« *Reality is broken: why games make us better and how they can change the world* »Editions Penguin Press 2011 p52

⁷⁶Kevin Werbach, Dan Hunter « *For the Win: How Game Thinking Can Revolutionize Your Business* » Editions Wharton Digital Press 2012 p56

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own principles. Third, relatedness it includes social connection, the need to experience belonging and bond with other people.⁷⁷

Figure 7:Elements of self-determination theory.

Elements of Self-Determination Theory



Source :Kevin Werbach, Dan Hunter « *For the Win: How Game Thinking Can Revolutionize Your Business* » Editions Wharton Digital Press 2012 p56

To bolster what was just said and always within the framework of the science of happiness, Psychologist Mihaly Csikszentmihalyi has introduced back in 1975 in his revolutionary scientific study « Beyond boredom and Anxiety » a concept called flow "the satisfying, exhilarating feeling of creative accomplishment and heightened functioning.", Mihaly thought that one of the reasons of depression could be the lack of flow in one's daily life and the only way to get flow, is by being immersed in activities that meet the needs for competence, relatedness and autonomy . These activities help to reach the peak of happiness, fill the person with purpose and potentiality and activate him as a human being.⁷⁸

As for Csíkzentmihály, one of the most recommended activities to have “flow” is playing challenging, effort demanding games with defined goals and rules that allow improvement throughout the time and gets more challenging and more testing, chess and rock climbing would be great examples. He believes that games should be even deployed in real hard work because of their motivational powers; they add a sense of autonomy to jobs that have been delegated to us. If we think about it, games are the only hard work we choose to do, and

⁷⁷Ibid p57

⁷⁸Jane McGonigal, Op.Cit p42

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we're happy to do it, so once introduced to actual work, jobs won't be viewed as something forced anymore but rather a voluntary challenging work that tests the limits of our abilities and overwhelms us with positive emotions.⁷⁹

-Through games, it is possible to experience one of the intensest emotional rushes and the highest neurochemical arousals, called « Fiero », and it is what we feel after overcoming impediments. Neuroscientists agree that Fiero is a primal emotion experienced by cave dwellers from their early life. It motivated them to quit their caves, jump into battles, prevail over fear, and feel invincible. The more challenging the overcome situation, the more intense the Fiero.⁸⁰

So if work gains the ability to produce «Fiero» by being immersed with games, it becomes something preferable rather than sickening. Workers will be fueled by an intrinsic motivation that will unleash their creativity, potential and talent; as a result, an increase in economic productivity will follow.

-Convinced by the massive utility of games, every day, a new pioneer raises and claims the need to introduce games to change the way systems, industries, companies, and organizations operate. In their book Total Engagement, the authors state, "We believe the highest use of games will be to redesign work so that it is more like a game and to allow work to be conducted within games."⁸¹

-This use of game elements in non-game environments is called gamification and is very widespread, used in different sectors from health to finance to education. It aims to change people's behaviours and orient them toward making better decisions. The field of marketing and advertising is no exception, given its efficiency in achieving marketing objectives Such as building awareness, driving customer engagement, magnifying their relationship with the brand and driving up their loyalty.⁸²

2.2 Concepts and Techniques of Gamification :

⁷⁹Jane McGonigl Op.Cit42

⁸⁰Ibidp40

⁸¹Michael Hugos « *Enterprise Games: Using Game Mechanics to Build a BetterBusiness* » Edition O'Reilly Media p3

⁸²Ibid p4

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To help clear the blur once and for all about "gamification", we proceeded to assemble this set of definitions:

*“Gamification is the use of game design techniques, game thinking and game mechanics to enhance non-game contexts. Typically gamification applies to non-game applications and processes, in order to encourage people to adopt them, or to influence how they are used. Gamification works by making technology more engaging, by encouraging users to engage in desired behaviors, by showing a path to mastery and autonomy, by helping to solve problems and not being a distraction, and by taking advantage of humans’ psychological predisposition to engage in gaming.”*⁸³

*“Gamification is the concept of applying game-design thinking to non-game applications to make them more fun and engaging.”*⁸⁴

*“The integration of the mechanics that make games fun and absorbing into non-game platforms and experiences in order to improve engagement and participation.”*⁸⁵

*“Integrating game dynamics into your site, service, community, content or campaign, in order to drive participation.”*⁸⁶

Gamifying a context means incorporating the traits of games into them. Despite the differences and complexities of games, they all have the same four defining terms: a goal, rules, a feedback system, and voluntary participation.

A goal is what the game revolves about; it is the purpose that intrigues the players to pursue it and focuses their attention throughout the whole game. Rules are the restrictions and the challenges that define how the player advances toward the goal. Rules are made only to frame the game, not as attempts to control; if they are too restrictive, they risk suppressing players' sense of autonomy, and therefore the game wouldn't be rewarding anymore. After all, games are about meaningful voluntary choices that produce feedback. Systems of feedback come in

⁸³<https://en.wikipedia.org/wiki/Gamification>, consulted on 19/04/2022

⁸⁴www.gamification.org, consulté le 19/04/2022

⁸⁵<https://www.slideshare.net/ervler/gamification-how-effective-is-it>, consulted on 19/04/2022

⁸⁶https://www.biworldwide.com/gamification/bunchball-nitro/?utm_source=bunchball.com&utm_medium=referral&utm_campaign=domain_redirect, consulted on 19/04/2022

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the form of scores, points, or badges. They attempt to acknowledge the player of their progress either in relation to the goal or in comparison to their friends through Leaderboards that display their progress. These leaderboards are built around the theory of social comparison that states that people love to know where they stand relative to others and aspire to beat the persons just above them in the ranking. Regardless, They are more effective when they allow the comparison between friends instead of just strangers. Finally, voluntary participation means that players are aware of the other traits and freely agree to them.⁸⁷

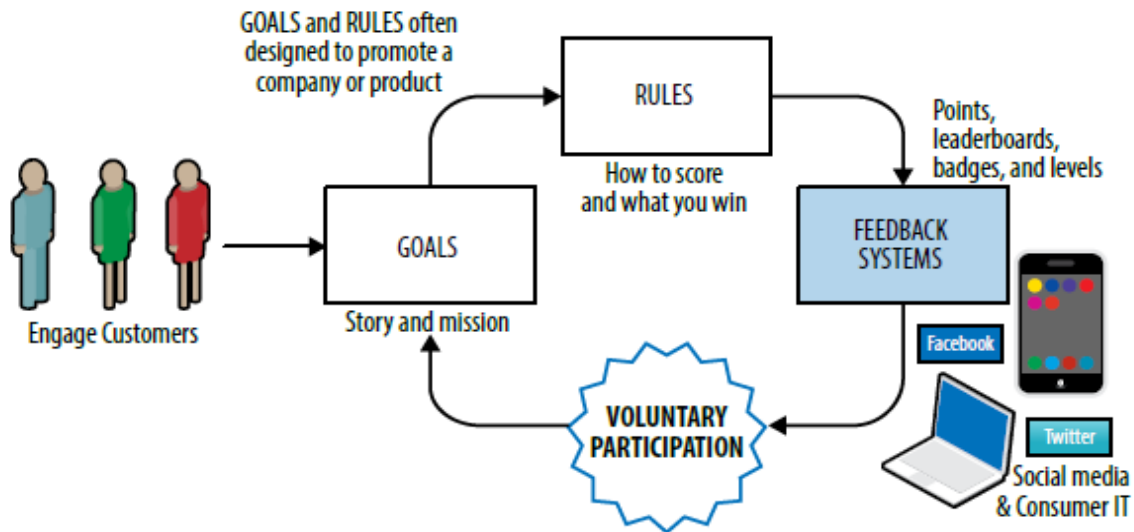
In marketing, to gamify a campaign is to add these four elements. When the campaign is designed in a way that incites the audience to reach a competitive goal within established rules, it will generate interactivity. Players will engage with it to achieve a sense of achievement and put effort into it; when people put effort into something, they value it more. A feedback system must take place by attributing badges, scores or points to map up the progress of the audience. Leaderboards as we've seen, are powerful tools to increase the reach of the campaign; people will share with their friends so that they can compete with them and compare their scores. As more people arrive, contestants will feel like a part of something bigger than themselves and have a sense of belongingness to a community; this will enhance their experience and help indirectly achieve the ultimate marketing goal of the campaign. Of course, all of this is made possible only when the player participates with his own will; as we've mentioned before, the whole core of gamification is to make players feel autonomous and in control.⁸⁸

⁸⁷Jane McGonigal, Op.Cit p29

⁸⁸Michael Hugos Op.Cit p50

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Figure 8:Applying the four defining traits of games in a promotional campaign



Source : Michael Hugos « *Enterprise Games: Using Game Mechanics to Build a BetterBusiness* » Edition O'Reilly Media p50

2.3 Example of a gamified marketing campaign :

Magnum Pleasure Hunt :

The brand Unilever did a very creative international campaign to promote its magnum ice cream products. The campaign was a game termed « Magnum Pleasure Hunt » held on magnum's site and had the same concept as the Mario bros game. Once inside, the control over a female avatar was attributed through the keyboard. Hence the possibility of commanding her in a point-collecting adventure that extends beyond the host site, taking place from one page to another of very known brand sites, such as Samsung, youtube, Urbanears etc. These product placements were a win-win situation. They added realism to the game for the brand and benefited partners to gain exposure and advertising. The game only lasted five minutes, and the challenge was to gather as many points as possible in the quickest time; the score could be shared later through Twitter or Facebook to compete with friends.

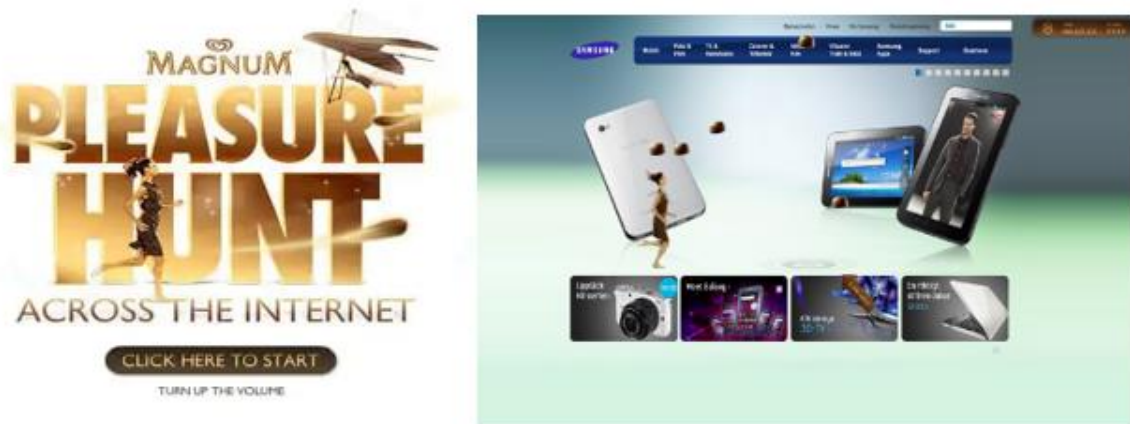
⁸⁹This smart way of integrating social networking sites intensified the campaign's reach. Moreover the very day of its launch, the game was the hot topic on Twitter, and its hashtag was one of the trendiest, which helped assemble more than 7 000,000 players who all have agreed on the fun side that the brand has managed to associate its image with. The

⁸⁹<https://huguesrey.wordpress.com/2011/04/14/magnum-lance-pleasure-hunt-reelle-course-vers-le-plaisir-paperblog/> Consulted on 21/04/2022

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success of the campaign prompted the company to release two more sequels in the following years.⁹⁰

Figure 9:Magnum's gamification campaign



Source :<https://kultt.fr/magnum-pleasure-hunt/> consulted on 20/04/2022 at 20h

2.4 How do companies design a gamified marketing campaign :

2.4.1. Taking a Closer Look at the current customer base⁹¹ :

Inspecting the current customer base will increase the chances of designing a successful gamified campaign; it helps produce more compelling and engaging experiences tailored to meet the audience's exact needs and, therefore, result in more important rates of conversions and call-to-action (CTA) engagements.

To do so, the company aims to gather personal information about its customers, including their age, occupation, gender, income, and interests.

In this kind of campaign, gender and age matter because they both affect the motivations for playing. Women, for example, are less interested in competitive components and prefer games that entail long term relationship forming, while men lean towards games that involve achievement-oriented members.

⁹⁰<http://gamesandnarrative.net/magnum-pleasure-hunt-advergaming-and-narrative/> Consulted on 21/04/2022

⁹¹Chishti, Zarrar« *Gamification Marketing* » Editions :Business & Economics - Industries2020 p26

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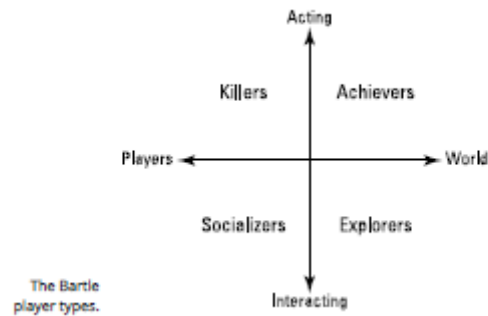
On the other hand, age can decide whether graphics and mechanics should be simplified and include an explanation to meet older audiences or modern and developed to meet the tech-savvy, young audience. It is interesting to know the dominant gender and age of the customer base to act accordingly.

Another critical factor to consider when getting to know the customer's base is determining the prevalent Bartle player type. The Bartle test of psychology designed by Richard Bartle suggests that people fall into one of four types when it comes to playing games, the achiever, the killer, the explorer, and the socializer.

- The achiever: this type is all about piling up points, trophies and status. Victory drives them and, more importantly, the prestige of showing their achievement and progress to their friends.
- The killer: killers are driven by competition. Having fun for them equals outdoing other gamers and ranking better than them; their pleasure lies in winning against others. They rarely care about the rules and seek victory at all costs
- The Explorer: Explorers are less interested in status, points and badges; they enjoy the gameplay more than the result and care about discovering new things that arouse their curiosity, for example exploring new pathways, finding hidden hints, receiving surprise elements etc.
- Socializers: 80% of players are socializers who care about social interactions and playing in groups; they derive value from forming relationships with teammates and believe that collaborating with others is more fun and brings better results.

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Figure 10: The Bartle Type.



Source : ZARRAR Chishti « *Gamification Marketing* » Editions : Business & Economics - Industries 2020 p27

Knowing the dominant Bartle type of the targeted audience will help design the kind of game models or game features that will undoubtedly appeal to them. For instance, if the majority of the targeted players are achievers, then including leaderboards is crucial. Still, if the socialisers are dominating, then the company might create spaces to allow social interactions .explorers are too demanding. Rewards-driven campaigns aren't what will grab their attention, so more efforts should be deployed in conceiving creative ways to feed their curiosity.

2.4.2. Choosing the right Game Model ⁹²:

Here below is an example of how demographics and personal informations decide the chosen game model :

Table 6: Examples of the Best Game Options Based on audience Research

Game Model	Age	Location/Language	Status	Stage of Life
Action	Under 45years old	Any location, multiple languages	Does not require much time	All
Stimulation	Over 30 years	Any location, Any	Requires large	Wide range, including

⁹²ZARRARChishti Op.cit p114

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Interactive storytelling Adventure Puzzles Skill based Multi-player Educational Role playing	old	language	amounts of free time	students, stay-at-home parents, and office-based workers
	Over 30 years old	Localized for one language	Requires large amounts of free time	Retirees or stay-at-home parents
	Over 20 years old	Localized for one language	Requires a certain amount of free time	Retirees or students
	Over 10 years old	Any location, any language	Does not require much time	All
	Over 20 years old	Localized for one language	Does not require much time	All
	Under 45 years old	Any location, any language	Requires a certain amount of free time	Students or office workers
	Over 20 years old	Localized for one language	Requires a certain amount of free time	All
	Under 45 years old	Any location any language	Requires a certain amount of free time	Students or office workers

Source : ZARRAR Chishti « *Gamification Marketing* » Editions : Business & Economics - Industries 2020 p114

Besides the demographics, other elements also influence the chosen model, including the marketing objective designated by the company :⁹³

⁹³ZARRAR Chishti, Op.Cit 117

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To increase website traffic : the best game model might be « Action » these models generally draw the attention of the market mass because everyone enjoys them. Embedding them assures the landing of a big crowd on the site, contributing to the campaign's virality by sharing and driving even more traffic.

To get more website engagement : it is advisable to opt for simulation genre, these kind of games offer a realistic experience because they are designed to recreate real life activities, they come in form of continuous series that can't be played fully in one day so the consumer will have to come back to the site many times. all that time spent inside the site, curiosity will be generated prompting the user to explore what offers might be there and engage more with the website.

To build awareness : Interactive storytelling can be very effective. It consists of narrating the story of the brand through a game and allowing the consumer to be part of it by giving him choices that will stir the events and determine the course of the story this high interactivity with the brand allows an increase in brand recognition and familiarity help hit the highest rung of the notoriety ladder to become the top of mind of its players

To gain new social media followers : Puzzles might do the trick, because whenever people are unable to solve them, they turn to their friends for help. Another alternative is multi-player games, the impossibility of playing alone pushes users to solicit their friends to come

To increase sales: skill-based games have proven effective. Usually, these games come as logic abilities tests or strategic thinking tests, offering a wide range of plausible answers making everyone feel like contributing with the correct answer. So when a discount code is tied to the campaign, users will think that they earned it thanks to their skills. Therefore they deserve to be rewarded with spending it on themselves.

To launch a new product/service: When promoted with role-play games, launching a new product or service has held better results. These game models allow immersing the user in a virtual experience that revolves around the product/service. This engagement between the player and the product will permit the Development of a sensual mix, as the fictional character, who is also the player, gets to touch and engage with the product. It is an

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opportunity for the marketer to showcase the product's attributes and make sure they are noticed firsthand by the player.

Once the type of players, the marketing objective and the game model are decided the next step consists of choosing the feedback system to implement.

2.4.3. Establishing User Rewards and Achievements⁹⁴ :

One of the perks of gamification marketing is the ability to reward consumers' engagement in real-time. Unlike traditional marketing, it offers feedback and an appreciation of their efforts either in the form of points, badges or leaderboards, which allows them to know their progress and entices them to come back to the campaign each time to pursue the challenge and get more of them. Therefore integrating a feedback system in each campaign is essential and it can be done by choosing one of the following:

- **Points:** The audience receives points very well because they provide an overview of the player's mastery and skills. Taking advantage of their yearning to collect them, the brand offers an opportunity to gain extra points by assigning tasks that serve the final marketing goal. For instance, clicking on a call to action that asks to follow the brand's social media pages, subscribe to the newsletter, download the brand's app, share the campaign with friends, submit feedback etc.
- **Levels and progress bars:** They are illustrative visualization of how far the player has made it through the game and how much is left to reach the next badge, level or final goal. They help keep the player motivated by delivering a sense of progress; they also help make the game appear more organized and structured, making the user take it more seriously and assign value to it.
- **Badges:** are another "reward" element that accompanies the "points" element. Whenever the player attains a certain threshold in the collection of points, he will be able to visualize his achievement by earning a badge. They are more entertaining and representative for the users.
- **Leaderboards :** are tables that spread the player's points compared to others and rank them from the best performer to the worst. These leaderboards create competition

⁹⁴ZARRARCHishti Op.Cit 118

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between the players, making them keep coming back to the campaign and aspire to score better and be superior to others.

This feedback element made up of points, levels, progress bars, and leaderboards is the most used gamification tool by companies,⁹⁵ whether in the design of their applications in the case of Nike or Waze app or their loyalty programs in the case of Starbucks or simply on their websites to serve many desired marketing goals. To clarify more, we chose the example of waze :

Waze is one of google's subsidiaries, a free GPS navigation app used by more than 100 people worldwide. Waze is one of google's subsidiaries, a free GPS navigation app used by more than 100 people worldwide. Its success doesn't lay in its ability to attract people to download it but rather in the long-term relationship that it was able to weave with its users, unlike other applications where their users stop using them after an average of three months from the day of download.⁹⁶

Waze operates by offering the best options of the quickest and traffic-free maps in real-time. To do so, it uses not only the data generated from other' users' cars' speed from GPS signals but also the data generated manually by the user himself, who contribute by reporting informations about accidents and police jams that encounter him on his way while driving, which helps others avoiding the hardship and the trouble of choosing that route.⁹⁷

Although the app offers no monetary or tangible rewards, the users remain so motivated to contribute thanks to the gamification of the application through the implementation of a feedback system that motivates drivers to come back time after time.

The greatest achievement for apps is not just to attain user attention, but to sustain long-term mobile app engagement

The contribution process is designed to be a game-like experience. Every time a driver submits real-time route information, he receives likes and comments from other drivers, which get converted into points that allow participants to go from one level to another. Every

⁹⁵Michael Hugos Op.Cit p50

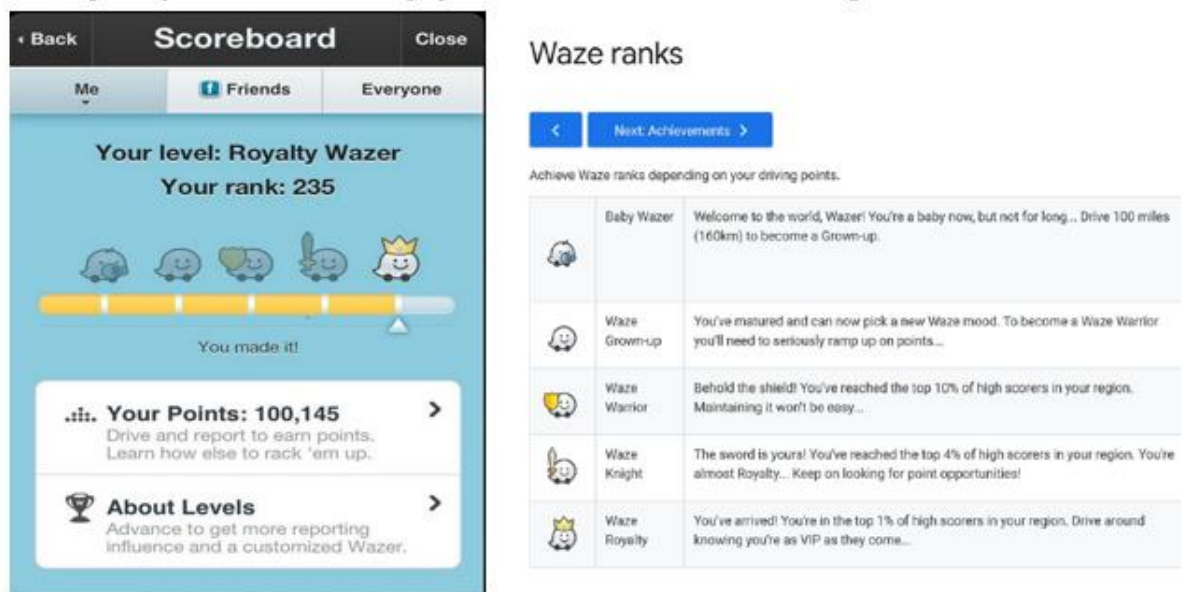
⁹⁶<https://www.autoexpress.co.uk/car-news/105399/what-is-waze-the-phone-navigation-app-explained> consulted on 24/04/2022

⁹⁷ Ibid.

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reached level gives access to status symbols and badges; the more extensive the efforts, the more significant are the badge. Leaderboards create a competition between drivers by comparing their points and fueling them to be more motivated and active. As shown in the pictures below:

Figure 11:Waze 's feedback elements



Source : Extracted respectively from waze's app and website

2.4.4. Production and testing :⁹⁸

This step is the longest one in the cycle; it consists of designing and developing **The game**. The company can choose between either outsourcing the task to design agencies or hiring its own designers and developers. Collaborating with agencies has its con and pro. The company can benefit from the expertise of the agency and the competence of its workers. However, from handing over the initial brief of the gamification marketing plan, the company partially loses control over the project. Communication will be done through intermediaries.

Sometimes, the team working on the project is not the same as the one who attends the meetings, which can lead to the loss of the campaign's primary objective.

⁹⁸ ZARRARChishti P

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Hiring in-house employees is an option to consider if the enterprise plans to add more games and sequels to its campaign in the long term. Nevertheless, finding top-tier talents may be difficult and might require offering competitive salaries and risking their turnover after investing in them.

To make a choice, the company must weigh the pros and cons of each option and choose what suits it the most.

Throughout the development phase, prototypes are made and **scrutinized every time to ensure** the game is consistent with all critical objectives set for the campaign, and there are no bugs that can emerge later once in contact with the player; the occurrence of such errors can lead to irritated reviewers and bad buzz. To avoid this, testing happens in a repetitive process; each time an anomaly is detected, it gets fixed, and a retest will take place.

When the game reaches the stage of full development a last test occurs by a third party that can be either selected testers or anyone who's willing to participate

2.4.5. Launching and Promoting the game :

➤ **Scheduling the Right Time to Launch**⁹⁹

A simple decision like the launch date of the game can decide the campaign's success. That's why it should be taken after thorough research, especially if the brand's audience is international, to avoid any coincidence with Holidays and events in targeted countries.

The most suitable days to launch a campaign or a product agreed upon by marketers are Tuesday and Wednesday because people pay more attention and are more receptive to midweek messages due to the lack of urgency of their to-do lists. Plus, they grant a potential to gain and maintain the campaign's momentum for the following days

➤ **Building pre-launch interest**¹⁰⁰

Pre-launch campaigns can help build interest and excitement among people and therefore increase the likelihood of engagement once the game is out. These campaigns should start at least one month before the launch and must contain two strategies :

⁹⁹ ZARRARChishti Op.Cit p 141

¹⁰⁰ Ibid p 146

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-collecting email addresses: This can be done through « coming soon pages.» These signup pages offer to register by leaving the email address to be notified on the release day. They are also used to collect analytics about the volume of interest the pre-campaign is generating so far.

-Creating content to build buzz: This can be done through social media by teasing the followers with posts or video demos that give fun and entertaining glimpses and snippets of the game. Or by preparing blog posts that tell the story and motives behind creating this game, what makes it different from others, and why people should try it. Sharing behind-the-game development scenes can make consumers feel more involved and solicit their interests.

➤ **perfecting the landing page**¹⁰¹

The landing page is the interface that the player lands on after clicking on a referral site. It should be a distraction-free page that contains a clear call to action to invite the users to play. They shouldn't focus on the company but instead on the game because if the user does not find what he came for right away, he will bounce immediately. Still, the landing page has to include the brand's logo and provide sites that link to the brand's social media profiles. If the game is complicated, the page must provide access to a tutorial on how to play

To avoid the crush of the landing page due to traffic spikes that make the site extremely slow, it is recommended to have a content delivery network. CDN is a network of servers that are geographically scattered all over the world, so any user requesting the landing page, he will be directed toward the closest server to him, which makes the delivery and download time so much faster. Examples of (CDN) are Google **Cloud CDN**-**Amazon Web Services (AWS)**-**Cloudflare...**

➤ **Launch day and aiming the spotlight on the game:**¹⁰²

Once the game is finally out, marketers first reach the current audience by sending customized emails with a prominent CTA to notify them about the release and invite them to play. To attain a broad and new audience, the company tries to get the media to talk about its campaign. This can be preceded by posting first a press release on its website, which is a

¹⁰¹ ZARRARChishti Op.Cit p 143

¹⁰² Ibid p150

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document that includes as a start a summary of the brand's story and then touches on the newsworthy topic that the media might be interested in covering, which is, in this case, the game campaign, providing all the pieces of information a reporter or editor would need.

A link to the press release can be handed manually to relevant journalists or it can be shared on "press release distribution services.

Another way to amplify the reach of the campaign is by collaborating with social media influencers and bloggers who have niches that are similar to the targeted audience and whom visions allign with the brand’s vision. Getting them to test the game and recommend it to their loyal followers can certainly drive engagement to it .

Embedding the game on other sites gives access to new audiences, which raises awareness and increases exposure. This will in no way give the remote to the host sites to control the game, they can't modify the design or the mechanics because it will still be hosted on the enterprise's servers, and when the campaign is over and the game is shut it will also retreat from other websites.

➤ gathering, analyzing and applying Data ¹⁰³

The raw data from the campaign can be collected automatically from the landing page, the game and social media or from the customers themselves, the table below showcases examples of this data :

Table 7:Examples of raw data gathered from the campaign

Web analytics	Social media analytics	Audience feedback
»» Audience related data -the number of visits to the landing page -The ratio of new visitors to returning visitors -visitor’s location data	»»» Reach : how many people recieved the posts from the campaign on their feed »»» Page insights : how did these posts perform in terms of engagement.	»»» satisfaction survey -what did the audience like about the game -what kept them coming back -Was the game choice

¹⁰³ ZARRARChishti Op.Cit p185

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<p>-the devices and browsers the users used to log in</p> <p>»» Audience behavior:</p> <p>-The average time spent on the campaign</p> <p>- The bounce rate (how many people left the campaign right after landing on it)</p> <p>»»Landing page:</p> <p>-what networks or websites sent traffic to the campaign</p> <p>-what keywords drove the most visits to the landing page</p>	<p>»» Audience growth rate:</p> <p>How fast the social media pages are gaining new followers</p> <p>»»Social Media ConversionRate : what is the percentage of the number of conversions that came from social media.</p> <p>»»Social share of voice : How many people are talking about the campaign on the social channels</p>	<p>right?</p> <p>-does the character of the players match the persona of the profiling studies?</p> <p>-what difficulties did they have ?</p> <p>-were they bothered by any technical issues ?</p> <p>-How did the game make them feel about the brand ?</p> <p>-Would they like to see more gamified campaigns from the brand ?</p>
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Source :Chishti, Zarrar« *Gamification Marketing* »Editions : Business & Economics - Industries 2020 p187

Analyzing the collected data help estimate the campaign's overall impact on the company and figure out whether the goals have been achieved or not and if the audience well received the communication message. It also helps answer what could be done differently that could enhance the campaign's performance. Requestioning previous decisions in this way help provide insight for future efficient movements that are keen to exploit the new data gathered about the consumers' behavior to make informed decisions and create more engaging and personalized experiences. Additionally, consumer’s behavior insights spotlight their needs and wants which inspire new product ideas and new sharebale content on the company’website and social media.

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2.5 How gamification drive brand engagement :

Research has shown that to establish brand engagement, one of the factors might be gamifying the interactions with consumers because “engagement” and “games “serve the same goal, which is influencing emotions, cognition, and behaviour.¹⁰⁴

We have talked priorly how games are « flow » inducers, the frame of mind where people can feel happy and cognitively efficient. First, they allow interactivity by permitting people to use their skills, making the experience more enjoyable than any passive experience. Second, they adduce optimal challenges that neither surpass nor underutilize the person’s skills. The combination of interactivity and optimal challenges shows how games engage both affection and cognition. Therefore when they are linked to an interaction between the consumer and the brand, they enable the creation of connections and foster « brand engagement ». ¹⁰⁵

Companies who gamified interactions with their consumers have indeed registered an impact on cognition, emotion and behaviour. For example, commercial websites that implemented the two key dimensions « interactivity » and «optimal challenges » have noticed that their consumers adopted a positive attitude, increased attention, generated more thoughts about the available products, and expressed positive behavioural intentions.¹⁰⁶

Another way enterprises use to promote brand engagement is social media gamification, not through the obvious game elements like leaderboards and badges but rather through sharing content on the brand's official pages that delivers the same psychological results. Based on a study, there are four gamification categories where we can classify the shared content and are: challenge, curiosity, fantasy and control. Challenging posts will encourage users to achieve a specific goal in a limited time or compete against others. Curiosity can be provoked by posts that transmit new ideas and help explore creative concepts. Fantasy is invoked by asking users to use their imagination to express their desires or events that could potentially occur or simply by telling their fantasies about different topics. The last category consists of giving the user certain freedom to give his opinion and make decisions concerning the

¹⁰⁴Ibid p4

¹⁰⁵Axel BERGER & Tobias SCHLAGER & David E. SPROTT & Andreas HEMMAN Op Cit .p4

¹⁰⁶Guda VAN NOORT, Hilde A.M. VOORVELD, Eva A. VAN REIJMERSDA « « *Interactivity in Brand Web Sites: Cognitive, Affective, and Behavioral Responses Explained by Consumers' Online Flow Experience* »Journal of interactive Marketing 26 (2012) 223-234 p228

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brand.¹⁰⁷ Here below is an example of how walmart uses these elements on its Facebook page to create content that drives brand engagement :

Table 8: Gamification elements used in social media

Gamification Elements	Example posts from Walmart's Facebook page
Challenge	"Tell us how many differences you see in the two pictures" "We know you like to be the first to comment. Now, we want to see who can be the LAST to comment. Ready, set, GO!"
Curiosity	"Forget "can-berries" for Thanksgiving. Try this easy, delicious recipe for Homemade Whole Berry Cranberry Sauce with fresh Ocean Spray cranberries..." "Why is it so hard to find presents for men? Get gift ideas for those hard-to-buy-for guys: http://walmarturl.com/VsZcxO "
Fantasy	"What would you do with a \$7,500 Walmart shopping spree? ..." "The best Christmas cookie is _____."
Control	"You decide the next toy Rollback. Vote now at My Local Walmart: http://walmarturl.com/U2xp6h " "Last year, more than 145 nonprofits received special holiday grants during our 12 Days of Giving, including Crittenton Center. Nominate a worthy nonprofit for a grant this year, too: http://walmarturl.com/12daysgiving1 "

Source : Jama D. SUMMERS, Amber G. YOUNG «*Gamification and Brand Engagement on Facebook: An Exploratory Case Study* » AMCIS (2016) p5

The same study went on and analyzed what elements are the most efficient in generating brand engagement in the case of Wal-Mart. The results were the following:¹⁰⁸

The most engaged with posts will be referred to as top posts, while the least engaged with posts will be referred to as bottom posts

-12.5% of top Walmart posts contained a challenge while only 3.03% of bottom posts had. This prompted the thought that when a challenge, users are more willing to engage but only if the challenges that demand them to execute a task outside of the post itself.

-Only 7.5% of top Walmart posts contained the curiosity element, whereas 15.15% of bottom posts did.

These results contradict the gamification theory that indicates the role of curiosity in increasing brand engagement. In an attempt to make sense of these results, researchers found that when curiosity posts contained URLs that sent the consumers to other sites, the brand

¹⁰⁷Jama D. SUMMERS, Amber G. YOUNG, Op.cit. p5

¹⁰⁸Jama D. SUMMERS, Amber G. YOUNG, Op.cit p7

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engagement was shallow. In contrast, the best curiosity publication with the higher engagement rate did not contain any link

50% of top posts held the fantasy element in them, while 18.18% of the bottom post did. Which makes this category the category that drives brand engagement the most. Supporting previous findings that praised the power of granting space to consumers where they can freely and creatively express themselves and its returns in developing a strong sense of community..

Not more than 2.5% of top posts and 3.03% of bottom posts allowed the « control » element which means that it had no influence on brand engagement.

These findings lead to the conclusion that despite the four elements of gamification are being used to promote brand engagement, they don't all perform the same way, some turned out to be very effective « Fantasy » and « challenge » and some make no difference « control » while others should be embedded carefully « curiosity »

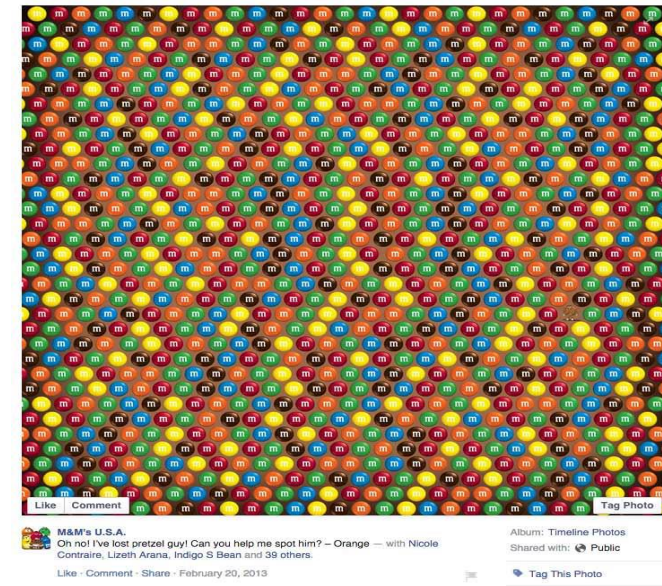
One of the companies that uses social media gamification is M&M's the confectionery brand and it all started with one successful challenge post “ the pretzel eye spy ”

M&M's brand launched in 2010 a gamified advertisement on its Facebook page to promote its new product, a pretzel-shaped version of the candies. The idea of the game was simple, to win, users had to spot the pretzel in a picture full of m&m's. Despite the low budget of this campaign, it has achieved tangible benefits that other advertising methods have failed to reach. First, it created a direct engagement of the target audience with the ad, which shows through the critical numbers of likes, comments and shares. The campaign elicited over 25.000 likes, 10.000 comments and 6.000 shares, amplifying its reach to a broad network of people. Second, the efforts put into the search for the pretzel through the other candies have contributed to creating a strong visual memory of the new product, leaving a lasting impression and building awareness and recognition. Third, the engagement created along the ad has increased the engager's willingness to consume the product; if the consumer comes across the product tomorrow in sales outlets, there is a strong possibility of purchase. This M&M eye-spy pretzel campaign is an ideal example of how the application of gamification

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doesn't have to be complicated or contain many elements to make an impact; on the contrary, the less overwhelming it is for the audience, the more engaging it gets.¹⁰⁹

Figure 12: The pretzel eye spy game



Source : M&M's USA facebook page

¹⁰⁹ <https://corp.gametize.com/2017/01/22/gamification-of-product-advertising-mms/> Consulted on 04/05/2022

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Section3 Rewards of the hunt :

3.1 What are rewards of the hunt

For years, researchers have tried to answer the question, "how did prehistoric people hunt their food? Although evolutionary biologists have confirmed that we have been eating meat for over two million years, handmade hunting tools were invented only five hundred thousand years ago. In an attempt to understand how early men still consumed the meat for the remaining amount of time, a hypothesis suggested that they resorted to "persistence hunting," which is chasing the prey by running after them until they collapse from exhaustion. Hunters would choose the hottest times of the day to start the chase that can last, according to some sources, up to 8 hours of racing. Several facts have favored this thinking. First, animals covered in fur cannot dispose of the heat, unlike the human skin that cools down by sweating. Second, quadrupeds can't gasp and run simultaneously, so having no time to stop and catch their breath pushes them to collapse and give up. However, the most important ingredient for the success of "the persistence hunting" had nothing to do with the animal and everything to do with the will of the chaser; it is the insatiable desire of the human to pursue; the anticipation and the possibility of the reward, the dopamine molecule, and the incentive salience.¹¹⁰

The pleasure hunters felt from the quenchless desire to chase was driven by the belief that "either you have it or you're dead." as we always mention, the reward system prompts us to survive by making everything that furthers our survival gratifying and satisfying. Although we no longer hunt for our food today, what we need to last is knowledge and informations.¹¹¹

Recent research has found that informations are their own rewards, and they operate in the brain in the same way as monetary rewards¹¹². Nevertheless, seeking information is only rewarding when tied to intrinsic motivation. We can take the example of our ancestors, Who took risks to track and observe animals' behavior to gather information about their fight and flight conditions and delve into the unknown to find new edible plants and water sources. They went through all the hassle because they were inherently motivated by the need to survive. The same goes for us; we risk our well-being by asking disturbing questions and

¹¹⁰Nir Eyal, Ryan Hoover op.cit, p84.

¹¹¹Ibid p86

¹¹²<https://www.sciencedaily.com/releases/2019/06/190619174530.htm> consulted on 10/05/2022

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conducting experiments to spark new ways of thinking to reduce uncertainty and better face the complex and unpredictable environment¹¹³.

The urge to take risks and embark on intellectual investigations is fueled by curiosity. Curiosity is the anticipation of the reward (the information); it is where the dopamine starts releasing and compels us to seek knowledge and understanding. Some define it as « *the desire to seek out and acquire new information.*» From a broader perspective, it is « *a form of cognitively induced deprivation that arises from the perception of a gap in knowledge or understanding* » these gaps arise when we face facts different from our preconceived notions and assumptions. The uncomfortable state resulting from the perceived inconsistency of what we think we know and what we truly know motivates the exploratory behavior and the seeking to reduce the difference.¹¹⁴

Curiosity is divided into two distinctions, first the « breadth curiosity » this one is a personal trait that translates into a desire to know about as many subjects as possible its acquisition differs from one person to another and some people are naturally more curious than others. On the contrary, the second distinction “depth curiosity” translates into a motivational state provoked by an informational gap in a specific interesting subject. The perception of this knowledge gap creates a cognitive deprivation and elicits an urge to learn by engaging with the subject.¹¹⁵

Because brands are already interesting subjects for consumers, it is believed that marketers should capitalize on "depth curiosity" by creating intentionally informational gaps to intrinsically reward their consumers in order to generate engagement and other benefits related to the resulted approach behavior.

Some companies have already adopted this mindset by creating a positive uncertainty about upcoming products using advertisement. A study assembled two groups of customers who

¹¹³ LESLIE Ian « *Curious: The Desire to Know and Why Your Future Depends On It* » Editions :Basic books 2014 p34.

¹¹⁴VERMEIR (I), PANDELAERE(M) «*The Curious Case of Curiosity : Unpleasant Advertising and Curiosity*»Association for Consumer Research2013 p3

¹¹⁵ FEDORENKO Elvan «*The Use of Secrets in Marketing and Value Creation* » Bentley University, 2019, p64

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were shown the same advertisement for the same product but were told two different scenarios. The first one was led to believe that the product in the ad was currently available, and the second group of participants was told that the product wasn't released yet. The results disclosed that the second group gave more positive reviews about the advertisement and the brand. This cultural phenomenon is referred to as "Nextopia," describing the principle that customers will always believe that the upcoming product will be better." This style of advertising, called teaser advertising, raises not only the interest but also derives word of mouth and turns consumers from passive processors of the brand's informations into active informations seekers.¹¹⁶

When marketers work on triggering their consumers' curiosity intentionally around a product, they are initiating both cognitive and affective processes. Prior research agrees that curiosity enhances the mood and causes positive emotions, at the same time it starts information-seeking and exploration. Another cognitive consequence is added when it comes to consumers, which is forming positive expectations about the product.¹¹⁷

Some might have argued that in this advertising context, the affective process initiated by curiosity doesn't only involve positive emotions and that the uncertainty of the situation provokes negative emotions, however, this approach was refuted by the belief that the desire to get the missing knowledge, in this case, is more rewarding and outweighs any other negative sentiment.¹¹⁸ Let's take a closer look at what these teaser ads are :

3.2 Teaser Campaigns :

A teaser campaign, is a form of a creative advertising campaign that aims to tease the audience about the launch of a product or the announcement of an upcoming event or any news the company wants to share with their consumers, Its particularity remains in its ability to intrigue curiosity by not disclosing the enough amount of informations that the receptor needs to build understanding .This suspensful way of teasing creates a feeling of deprivation

¹¹⁶HELGE(T) ; KETELAAR (P), VAN'T RIET (J) «How Do Teaser Advertisements Boost Word of Mouth about New Products? » Journal of Advertising Research volume 55 , March 2015, p 2

¹¹⁷DAUME (J), HUTTL-MAACK (V) « *Curiosity-inducing advertising:how positive emotions and expectations drive the effect of curiosity on consumer evaluations of products* », International Journal of Advertising (2019) p3

¹¹⁸Ibid.

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and coaxes the consumer to be eager to fill the informational gap therefore generate engagement and interest for the advertised thing. However for the success of these kind of campaigns they have to be an interrelated series of two advertisements , the first ad is where the consumer is made curious about the product and the second is where the mystery is resolved and the informational gap is closed. This second part is so crucial because consumers report more positive affect when they are expecting a near resolution of their curiosity.¹¹⁹

when a consumer comes across a teaser ad that arouses his curiosity, he starts making theories about the lacking informations, which leads to forming expectations and then hunting for possible answers, it was proved that he is even willing to make great efforts to try the advertised product, and recommend it.

In addition to inform about arrival of new products, teaser advertising can also serve the following objectives :¹²⁰

➤ **To reposition a brand :**

When a brand wishes to appear under a new image, referring to teasers makes it more likely for consumers to accept the change and embrace it, it helps build excitement around the decision and reduce judgment at its subject and the consumer will see it as part of the creativity. The new brand identity will not be ignored because the expectation built by the advertising part evoking curiosity will generate interest and anticipation for the revelation part which allows the brand not to lose its notoriety after the repositioning

➤ **Start a new way of creative advertising** that is based on storytelling sagas and continuous series where humor, sarcasm and satire can be easily suitable in a way that they engage the consumer more. It can serve goals such as spreading awareness, embody and bring the personality of the brand to life, clarify what does it stand for and its identity

➤ **To generate gossip, speculation and news stories**

¹¹⁹KULVEEN (T), MAAN (G.S)« *Teaser Campaigns: An Effective Advertising Execution for Varied Goods, Services and Ideas* » Journal of Mass Communication and Journalism Volume 2; Issue 11, p1.

¹²⁰Ibid p 4.

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The excitement built from Interacting with such campaigns from the mystery and the hints along with the reveal part ,creates different levels of communication formal or informal ,monologues, interpersonal communications,group communications as well as discussions in organizations which leads to generation of general buzz.

Figure 13:purposes of teaser campaign



Source :<https://www.slideshare.net/vishrutshukla/teaser-advertising-why-do-brands-use-them-when-will-they-be-successful?>

3.3 Marketing secrecy

The term secrecy refers to « the ability to keep a secret », meaning to intentionally withhold information from others. When this term is tied to marketing it refers to a technique used by companies that consist of creating secrets and then withholding them intentionally and temporarily from consumers. The created secrets revolve around the four elements of the marketing mix, it is refraining from sharing enough information about the product, place, promotion, and price. Thus they are very different from the strategic secrets that companies keep from their competitors to preserve innovation ¹²¹(see table below)

¹²¹FEDORENKO Ivan Op cit p15.

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Table 9: Strategic vs marketing use of secrecy

	Strategic Secrets	Marketing Secrets
Goals	Capture value from innovations	Create customer value, stimulate demand
Information concealed	Process (Technology)	Market offering (4P's)
Kept from	Competitors	Customers
Benefits	<ul style="list-style-type: none"> • Protect knowledge assets • Prevent competitive imitation • Leverage first-mover advantage • Capture value from innovation 	<ul style="list-style-type: none"> • Reinforce customer-brand connection • Shape consumer identities • Positive framing of uncertainty
Disclosure	The secret is kept as long as possible until it lost its value	The secret is revealed during the marketing campaign

Source : FEDORENKO Ivan « *The Use of Secrets in Marketing and Value Creation* » 2019p58.

Generally, secrets are repellent and seen from a negative angle because of their association with conspiracies, illegal and immoral behaviors. However, when they are positively framed and ignite one's curiosity they can be attractive and delightful. After all, secrets are just another informational gaps that initiate chase behaviors.

Brands-related informations are valuable for consumers and are naturally sought ,so when brands limit their availability and declare this unavailability in the form of a signaled secret, consumers just want to know more which results in high demand ,purchase intention, and word of mouth. ¹²²

However resorting to secrecy marketing is delicate, as it changes the consumer's perception of the value of the thing that is hidden from him. The outvalue that the secret creates, builds

¹²²FEDORENKO, Ivan Op.cit p60.

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anticipation and very high expectations that the brand oughts to meet, In addition, secrecy is more likely to be efficient only in the case of strong brands with positive brand equity ¹²³.

Brand equity is a necessary condition for marketing secrecy, Only the consumers who already admire the brand can perceive the value of its secrets and gain that motivational state of curiosity that is intrinsically rewarding enough to urge them to take action

Another condition that decides the success of such strategies, is the eventual reveal of the secret for the reason that consumers only derive value from incomplete secrecy.

3.4 Examples of marketing secrets :

➤ Withholding informations about distribution :¹²⁴

Some companies do not inform their customers neither about their distribution channels nor about the availability of their products or how many stocks they have, they tend to keep it a secret and signal about it with one sentence supplies are limited".Refraining from disclosing too much information about a product's availability earns the product a sense of scarcity and increases its desirability by consumers which results in an increased demand and purchase intentions among the consumers to the point that competition arises between them, competing for who can gain the exclusivity of getting first a scarce product that will contribute to feelings of uniqueness .For instance Nike embraces this kind of strategies .

➤ Withholding informations about promotion :¹²⁵

Called veiled or hidden promotion, the secret here is the advertisement itself, the consumers won't be aware that they are being advertised to, or that they are subject to a brand's message, which will make it more likely for them to accept it with less skepticism. Generally, the sent messages are not commercial they don't aim to promote sales but rather intend to associate the brand with a positive image and demonstrate that it is used and appreciated by a large audience to earn it reliability and trustworthiness. The most common example of this covert advertising is working with film-making industries to get the brand placed on movies;

¹²³FEDORENKO, Ivan Op.cit p60

¹²⁴ Ibid

¹²⁵ <https://graduateway.com/covert-advertising/> consulted on 15/05/2022

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however, this kind of promotion is not a secret anymore. Another more discreet example is what Harley-Davidson did to spread brand awareness by giving discounts on its motorcycles to everyone who gets a tattoo of the brand's logo on their bodies.

Conclusion :


We have seen in this chapter what are the three existing intrinsic rewards and tapped into the psychology behind every type, the main idea was to show that when a reward is tied to an inherent need that served once in keeping us alive , the result is a stronger incentive salience and motivation , and an initiation of a cognitive and emotional process that will allow to achieve various objectives.

As a result of our research, we have found that brands can socially reward their consumers by creating online communities for them and performing brand activations, they can also offer self rewards through gamification, and finally provide hunt rewards by creating intentional information gaps.

However, we believe that while these strategies are all inherently rewarding, they do not influence the consumer to the same degree. For example, the need for mastery, competence and connection is more powerful than the need to fill in a lack of information about a brand. Therefore, convergence towards strategies that help consumers gain a sense of themselves is more necessary and more impactful.

-The best thing a company can do is offer more than one reward in a strategy, for example building virtual brand communities may have social value, but if games are added for entertainment value and the informational value sufficiently arouses curiosity, the brand engagement created will be stronger.

We acknowledge that these brand strategies aren't all what exists, they are only what we came across throughout our research.



Chapter3 : the role of intrinsic rewards in driving brand engagement

Section1 : Presentation of the host organization

Section 2 : Survey methodology and approach

Section 3 : The role of intrinsic rewards in driving brand engagement

Chapter3 : the role of intrinsic rewards in driving brand engagement

Introduction:

In this third chapter we will try to establish a link between the theoretical aspects covered during the first two chapters and the practical aspect that we were able to carry out thanks to our internship within the company Fruital coca cola.

We will first present the host organization and focus on the rewarding strategies that it runs we will see how do they plan for them, what kind of goals do they try to achieve through them and is brand engagement one of these goals?

In a second step, we will show which steps and methodology we followed in order to set up our study then we will present the analysis of the results in order to be able to invalidate or confirm our hypotheses.

Chapter3 : the role of intrinsic rewards in driving brand engagement

Section1 Presentation of Coca-Cola Company:

1.1 Presentation of Coca-Cola Company:

Since its creation 129 years ago, Coca Cola has produced, marketed and distributed refreshing non-alcoholic drinks, adapted to everyone's desires. The most famous brand in the world and the most inventive, istoday present in more than 200 countries under 400 different brands.It employs nearly 139,600 people and spends more than 2.7 billion dollars on communications each year.

In 2013 Coca-Cola is recognized as the third agri-food company in the world with more than 42% of the market share of non-alcoholic beverages and thus achieving a turnover exceeding 29 billion dollars the previous year

1.1.1 Missions and values of Coca-Cola:

The famous brand has set itself the main missions of becoming a responsible company, by making a public commitment to contribute concretely to preventing obesity by reducing the level of sugar and calories inhis drinks.But also to offer a wide variety of products by offering them complete, simple and useful information to make the right choice. When it comes to Coca-Cola's values, all staff follow six core values, along with the behaviors that support them and shape their daily work.It all starts with values;they are the DNA of the company and essential to future success.

- Authenticity: act with integrity and do what is right without taking the easy way out;
- Excellence: striving to surprise and surpass oneself, with passion and speed;
- Winning with customers: customers are at the heart of every action and decision;
- Learning: always listening, while having a natural curiosity for learning;
- Interest in people: believing in the capacity of each employee, and investing in them and empowering them;
- Collaboration: be convinced of the power of collaboration, which is applied on every occasion.

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1.1.2 Coca-Cola brands:

There are three main families of Coca-Cola and many varieties. The company began to decline its product since 1980; we can present in the classic order of appearance these drinks:

Coca-Cola (Classic): which comes in Coca-Cola without caffeine, Coca-Cola Cherry, Coca-Cola Black Cherry Vanilla, Coca-Cola Vanilla, Coca-Cola Citra, Coca-Cola Lemon Raspberry Coke, Coca-Cola with Orange, Coca-Cola Life;

Coca-Cola (Light): which comes in Coke Light without caffeine, Coca-Cola Light Lemon, Coca-Cola Light Lime, Coca-Cola light vanilla, Coca-Cola Black Cherry Vanilla, Coca-Cola Light Sango, Diet Coke Plus, Diet Coke Splenda, Diet Coke Citrus Zest;

Coca-Cola (Zero): which is assigned several lines, Coca-Cola Zero Cherry, Coca-Cola Zero without caffeine;

Coca-Cola Plus, Coca-Cola Plus GreenTea;

Coca-Cola Life;

In recent years, this firm has produced not only the Coca-Cola brand but also a multitude of brands acquired and marketed throughout the world with different functions:

- Sports drinks: Aquarius (lemon, orange, grapefruit, blue ice, red blast or green splash) and Powerade;
- Fruit juice: Minute Maid (orange, pink grapefruit with tomato pulp, pineapple, apple, cherry apple, tropical, multivitamin, 7 fruits of the world);
- Refreshing drinks: Fanta (Lemon, orange, citrus still tropicana, still orange, red fruits), Nordic (tonic mist, citrus mist), capri-son (tropical orange Acearol, orange, multivitamin), sprite (Zero, light, Iced);
- Iced Teas: Nestea;
- Energy drinks: Burn, Nalu, Burn energy shot.

However, we point out that the composition of each brand varies according to applicable regulations and countries.

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The Coca-Cola Company owes its name to two Ingredients used for its original composition: the coca leaf and the kola nut. Every day, 1.5 billion beverages are sold worldwide by The Coca Cola Company.

1.1.3 Diagnosis of Coca-Cola:

After having presented in detail the main evolutions of the company, we now turn to its global analysis. In order not to get lost, we prefer to summarize the main axes in a table grouping on one side the strengths and weaknesses and on the other the opportunities and threats, however it is important to emphasize that this analysis is not static and that some changes can be made at this level.

Table 10: The SWOT matrix of Coca-Cola

Strengths	Weaknesses
Largest market share in the world in the non-alcoholic beverage sector. Huge marketing and advertising campaigns. Largest beverage distribution chain. Loyal customers. Price negotiation power with suppliers. Strong corporate social responsibility.	Focus on the production of carbonated beverages. Undiversified product portfolio. High debts due to acquisitions. Negative publicity (dangerous ingredients, waste). Failure to introduce new brands and owning brands that do not bring in enough revenue.
Opportunities	Threats
Growth in bottled water consumption. Growing demand for healthy food and drink. Growth in soft drink consumption in emerging markets. Expansion through acquisitions.	Changing consumer habits. Dollar too strong. Regulations to include compromising information on labels. Decrease in gross and net profits. Competition from the PepsiCo brand. Saturated carbonated drinks market.

Source : www.coca-colacompany.com consulted the 17/05/2022

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1.1.4 Main competitor:

It is important to specify that Coca-Cola is the world leader in the drinks market and therefore becomes Pepsi's only real competitor at the world level.

Pepsi has always had a challenging position against Coca-Cola. Moreover, the 2 cola giants are waging an unparalleled industrial war that has lasted for more than a century. However, it is difficult to understand the reason, since the 2 companies are very different.

As for Coca-Cola, it markets more than 160 different drinks. Pepsi, for its part, plays the card of diversity, half of its turnover comes from its activity of snack biscuits under the Frito-Lay brand. The firm is the world leader in this sector which is very profitable to it.

Indeed, Pepsi has largely diversified into the food industry, unlike Coca-Cola, which remains attached to its specialization in beverages. As a result, its turnover (\$29 billion) is much lower than that of Pepsi (\$39 billion, half of which excluding drinks). Nevertheless, it remains

number one in colas, with half of the market, and it is now also in the top three worldwide in bottled water (Dasani), fruit juices (MinuteMaid), energy drinks (Poweraid) and even iced teas and coffees (Nestea).

1.2 Presentation of Coca-Cola company in Algeria

The large multinational firm has been present in Algeria since 1949 and has continued to develop. The objective was to face competition by creating a huge distribution network between the parent Coca-Cola company and the main bottlers of the country, thanks to a franchise agreement. We will therefore present the developments of Coca-Cola Algeria and its main bottlers but before that, we will focus on the definition of the franchise contract and its advantages for both parties.

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Presentation of the franchise contract¹²⁶: it is a contract of collaboration between two independent companies, that of the franchisor and the franchisee. The franchisor makes available to its franchisee, in return for the payment of an entry fee and royalties, a brand and signs of rallying of the customers, transmits to him a substantial and specific know-how, exploited according to techniques, in particular commercial, uniform, previously tested, regularly developed, controlled and transmitted to the franchisee in the form of continuous assistance.

In addition, Coca-Cola Algeria is subject to very strict specifications from the multinational firm, which is obliged to apply, as well as to undergo semi-annual control by the latter, because in otherwise, the deductible is withdrawn.

1.2.1 Coca-Cola's objectives:

one of Coca-Cola's first objectives in establishing itself in Algeria was to cover the whole country on a permanent basis by distributing its drinks from large cities to the smallest, while maintaining transparency at all levels, with clear and simple nutritional information. These objectives are based on a child protection policy which consists of not communicating directly with children under 12 years of age. Through these specific objectives, there is a general and more global objective, that of offering pleasure to Algerian consumers by adapting to each of their desires.

To achieve these different objectives, it is interesting to see how Coca-Cola adopts its strategy by breaking it down into several axes:

- Social commitment: Coca-Cola is a responsible and corporate citizen. It thus ensures that recruitment is done in a fair and humane manner. It has therefore set up a diversity charter in order to avoid discrimination in hiring and to allow professional advancement for all its Algerian employees;
- Life at work: Coca-Cola takes great interest in the well-being of its employees, and for this purpose provides premises offering a range of services;

¹²⁶KAHN, (M): "franchising and partnership, developing or creating a brand network in independent organized commerce", DUNOD editions, 5th edition, France, 2014, p.3.

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- An active lifestyle: Coca-Cola encourages physical activity, and to this end takes initiatives such as the "le sport ça me dit" program set up in 2012 and which allows young people to participate in various sporting activities.

- The environment: Coca-Cola is committed to reducing greenhouse gas emissions, thereby reducing emissions by 15% by 2020. Coca-Cola is also committed to recycling and plans to 100% of packaging to be recycled by 2020. We have also noted that Coca-Cola is also committed to reducing water consumption, by reducing its consumption by 14% over the past 6 years.

The main bottlers of Coca-Cola Company in Algeria: Coca-Cola Company develops, markets and distributes its products through three bottlers. Each of them has a specific area and is intended for a geographically delimited market (Centre, East, West).

In addition, we have the Fruital company responsible for the Center region and which covers 13 Wilayas. We also have the SBC¹²⁷ company covering the East region with 12 wilayas, and finally we have the SBOA¹²⁸ firm for the West region responsible for 11 wilayas.

- Skikda Bottling Company (SBC): is the Coca-Cola bottler for the Eastern Region and belongs to the French group Castel¹²⁹. SBC is responsible for: Sétif, Batna, Constantine, Bejaïa, Skikda, Biskra, El Oued, Jijel, Annaba, Ouargla, Guelma, Souk Ahras.

- The (Société des Boissons de l'Ouest Algérien) (SBOA): is the Coca-Cola bottler for the western region, and also belongs to the Castel group. SBOA covers the following wilayas: Oran, Chlef, Tlemcen, Tiaret, Mascara, Mostaganem, Relizane, Sidi Bouabdellah, Saida, Tissemsilt, Tindouf.

- Co-packer: belonging to the Castel group and having its activity established (in the locality of Tessala el merja, 20 KM south-west of Algiers) in the central region, the co-packer is responsible for conditioning the produced in can format only. The products coming out of its

¹²⁷Skikda Bottling Company

¹²⁸Western Algerian Beverage Company

¹²⁹The Castel group is a French industrial group present in the beverage sector.

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production lines must be distributed by one of the companies of the Castel group in the franchise areas assigned to it (East or West).

Fruital: is the most important of the three bottlers of Coca-Cola Algeria. The Equatorial Coca-Cola Bottling Company (ECCBC)¹³⁰ becomes the majority shareholder of Fruital.

ECCBC presents through Fruital covers: Algiers center, Tizi-Ouzou, Médéa, Djelfa, Blida, Ain Defla, Boumerdes, Bouira, Bordj Bou Arreridj, Tipasa, Laghouat, Ghardaia, Tamanrasset.

1.3 Presentation of Fruital Coca-Cola Algeria

For more than 15 years Fruital Coca-Cola has been producing, marketing and distributing Coca-Cola drinks in Algeria. On March 15, 2006, the Spanish group ECCBC (Equatorial Coca-Cola Bottling Company) became a shareholder of Fruital Coca-Cola. The objective is to develop the activity of the factory.

Located 35 km from the capital, in the Rouïba industrial zone, this factory covers an area of 55,000 m² and employs nearly 1,200 employees. Having become the leader of the soft drink market in Algeria, Fruital has one of the largest distribution networks, with a very diversified product range, locally manufactured, meeting international norms and standards.

Interesting promotions throughout the year are put in place to attract ever more customers and consumers through the various distribution channels: Food (General food, convenience stores, supermarkets), out of home (Cafés, Hotels, restaurants, Fastfood), public and private institutions.

This company manufactures its products through seven production lines: the 100 CL glass line, the 30 CL glass line, 4 PET lines, and finally a can line.

History of Fruital Coca-Cola:

¹³⁰ECCBC is a holding company created in 1997 following a merger between Cobega SA (Spanish company specializing in bottling) and Coca Cola Company. It is the bottler of Coca-Cola in 12 countries (West Africa and Maghreb).

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A Coca Cola bottler for more than 15 years, Fruital is one of the largest producers and distributors of The Coca Cola Company products in Algeria.

Leader in market share, Fruital produces and markets more than 70 products under the Coca Cola, Fanta, Sprite, Schweppes and Pulpy brands through its distribution network, which is one of the most efficient in the area, to the delight of consumers.

Benefiting from a double international support: that of Equatorial Coca Cola BottlingCompany "partner" present in the business of bottling in more than 13 countries, and that of The Coca Cola Company, Fruital records excellent performances and growth rates fantastic on the Algerian market

Fruital SPA was created on September 9, 1993. It then had a factory (Fruital I) in Khemis el Khechna specializing in the production of cans and 1.5L PET bottles. With this growing success, a second factory started its activity in June 1997, (Fruital II) is today the factory that everyone knows, given its location at the entrance to one of the largest industrial areas in Alger.

On March 15, 2006, the Spanish group ECCBC (Equatorial Coca-Cola BottlingCompany) became a shareholder of Fruital Coca-Cola. The main objective is to develop the activity of the factory. With an area of 55,000 m² and nearly 1,400 employees.

- Today it is one of the most important factories in the region. - Fruital Coca-Cola, a leader serving the Algerian consumer.

- Leader of the soft drink market in Algeria. - One of the largest distribution networks in the soft drink segment.

- A very diversified product range, meeting consumer expectations. - Products made locally with international quality standards. - A sales force attentive to its customers (pre-sales, sales, supervisors ...)

- Interesting promotions throughout the year for customers and consumers.

General organization

- The general direction.

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- The Purchasing and Supply Department
- The Supply Chain Department.
- The Industrial Department
- Control and Planning Department
- The Quality, Health, Safety and Environment Department.
- The Human Resources Department.
- The Finance and Accounting Department
- The Sales Department
- The Marketing Department: It works to build a coherent strategy for the brand and the company by executing the Marketing plan through the various campaigns and brand activations in collaboration with the Marketing team of the Coca-Cola company in Algeria, but also by placing and maintenance of refrigerators and the proper execution of the POS at the level of the Points of sale

Intrinsically rewarding strategies managed by Fruital:

- Fruital coca cola opts for a combination between brand activations and gamification.
- The decision to activate the consumer occurs when the company wishes to launch a new product, format or taste and is taken in agreement with the parent company. To do this, Fruital opts for sampling or experiential marketing campaigns. Both are characterized as being unexpected and surprising for the consumer because the company does not inform him in advance of their arrival
- For sampling campaigns, the company chooses the places where there is the greatest concentration of people and then distributes free samples of products that they want the consumers to test and discover, all while ensuring the design of a unique and unforgettable experience for them. An example of it is the Fanta challenge Mguelba campaign

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Figure 14:Fanta challenge mguelba campaign



Source :Extracted from a document provided by the company

- This activation came to highlight the new 25 cl PET format and its different tastes, to recruit new consumers and to retain current ones as well as to create proximity between the brand and the consumer. It took place in the regions of central Algiers, Namely (Algiers, Boumerdes, Blida and tipaza) and lasted 54 days in all where the company managed to sample 250,000 bottles of fanta.
- To build excitement around this new product, Fanta introduced a game similar to amusement park games that came in the form of a rotating gyroscope which, when ridden by the consumer, makes them rotate for several turns something that perfectly illustrates the concept of the "mguelba" campaign.

We believe that the intrinsic rewards included in this sampling campaign are :

-the reward system of the consumers gets triggered from first an error in their prediction and forecast of the future, the expectations they had for their upcoming plans for the day didn't include meeting with the brand, the surprise and unexpectedness of the event caught them off guard and caused thrill and dopaminergic excitement. The unfamiliarity of such events sparks curiosity and elicit exploratory and approach behaviors

-Second, the crowd that surrounds the brand gives stimuli and cues about potential social rewards, such as laughter, positive emotional expressions, and possible social interactions that satiate the need for affiliation, and most importantly the recognition and praise received from the brand. As the consumer examines the behaviors and gestures positively experienced

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by the crowd, he gets triggered by an intrinsic need to be part of it, along with the fear of missing out, he ends up with an incentive salience to interact with the brand.

-the game of the gyroscope also triggers the anticipation of an intrinsic reward, as we have seen previously, games are inducers of "Flow", that is to say that they allow to live an optimal and satisfactory mental state of full focus and engagement and all activities conducive to "flow" are motivating and advanced toward.

-The anticipation of all these rewards together is what prompted the approach behavior of the consumer and what we believe would create interest and emotions toward the brand .

-This ability to generate interactions is what led to the success of the campaign as it helped exceed the second estimated key metric which is “number of interactions” as shown in the experiential scorecard below

Table 11: post-campaign experiential scorecard

Measurement mechanism + corresponding objective	Estimate	Actual	Comment
Number of interactions (Objective : recruit new consumers and retain previous ones)	51600	64800	A better contact rate has been recorded

Source : Developed by us through a document provided by the company

-The brand manager affirmed that most of the time when an activation is done, the second key metrics exceed estimates, which is confirmed by this second experiential marketing activation example.

-We cite the example of the Coca-cola RGB activation, the main objective of which was to boost sales of the new 25 cl bottle of Coca-cola RGB. Unlike sampling activations, this one does not give away the bottle for free but rather incentivizes consumers to buy it by setting up a game that requires the purchase of the bottle to participate, at places like "Cafeterias, FastFood, Restaurants, etc. Which makes it a double activation, customer and consumer. The company chooses the customers with whom to collaborate according to those who have the greatest sales potential.

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Figure 15:Coca cola RGB activation



Source :Extracted from a document provided by the company

This game has all four defining elements:

- Voluntary participation : participation in the game is not compulsory, everyone can act according to his free will.
- The rules : In order to participate the consumer will have to buy at least one bottle of RGB coca cola to introduce it inside the bottle crate, beneath it there is a chamber support that lights up according to a program.
- The goal : is to introduce it on the chamber that will light and land on a name of a gift and not on the "retry later" chamber, if the player introduces more than one bottle he gets to play a « morpion » like game with the AI and try to beat it in order to win.
- The feedback system : concrete gift such as bottle opener, magnet, t-shirt, flash disc, key ring.
- We believe that the game generates both extrinsic and intrinsic motivation, because it offers tangible gifts but also offers an opportunity to attain a sense of achievement through a challenge in an environment fueled with social comparison that gets created naturally in the crowded points of sale (cafeterias, fast food...)

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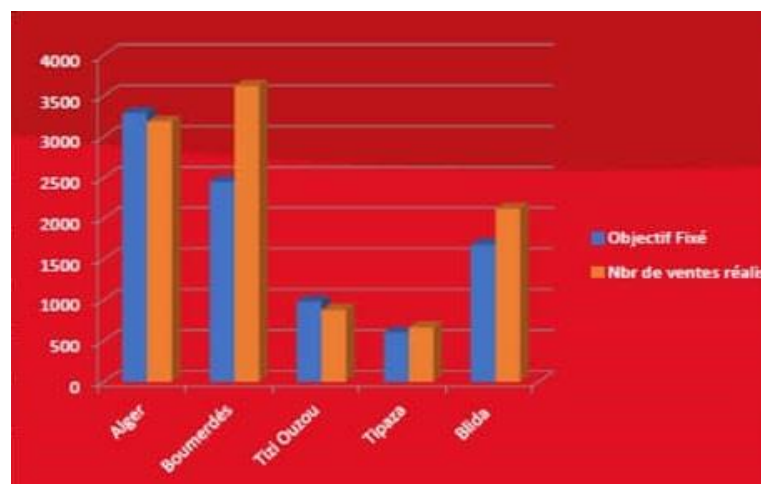
-Capitalizing on the attractiveness of these games and making participation conditional on the purchase of the RGB coca-cola bottle made it possible to exceed the estimated sales target. The evidence is presented below in the form of achievement rates

Table 16: Actual vs Estimated Coca-Cola RGB Campaign Sales

Ville	Objectif Fixé	Nbr de ventes réalisées
Alger	3290	3185
Boumerdés	2450	3624
Tizi Ouzou	980	879
Tipaza	600	666
Blida	1680	2119
	9000	10473

Source : Extracted from a document provided by the company

Figure 17: The achievement rates of the coca cola RGB campaign



Source : Extracted from a document provided by the company

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To plan these campaigns, the company uses activation agencies. A brief is first prepared and contains the desired objective, the context, the number of contacts to reach, the places to target, etc., then it is shared with the purchase department which makes a call for tenders to at least 3 creative agencies, a specific time is granted to them in order to concoct the idea and send back their offers, the company chooses the most creative offer and the idea more surprising and suitable. Once the offer is chosen, a retro planning will be drawn up and includes all the steps to follow before the launch, the time it needs to produce the material, recruit the animators and brief them. On the day of the launch, the facilitators will ensure that everything goes according to plan and will report their comments on the progress and the reactions of the participants.

- However, fruital coca cola does not perform at its level in either the pre-campaign or post-campaign satisfaction studies, so we were unable to measure the extent to which participants engaged cognitively or emotional with the brand after attending. Therefore we decided to conduct our own study and test the gamification digital strategy of Coca cola algerie on its own social platforms.

Rewarding strategies used by coca cola algerie :

On its Facebook and instagram pages, coca cola algerie shares gamified content similar to the examples of M&M's and Walmart's that we've tackled on the second chapter. (view pictures below)

Figure 18: Gamified content designed and shared by coca cola algerie through their platforms



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Source : Coca cola algerie's official

Section2 Survey methodology and approach:

In this part we will present the methodology that we followed to carry out our quantitative study which was in the form of a questionnaire intended for followers of coca cola 'social plateforms.

2.1 The quantitative study :

➤ Definition of a questionnaire :

The questionnaire is an instrument for measuring, recording and storing information collected directly from respondents, and which takes the form of a set of questions, closed or open, depending on whether or not the possible answers are offered to the respondents.

➤ Objective of the questionnaire:

To answer our problematic and to confirm or refute the effectiveness of embedding intrinsic rewards in achieving brand engagement, we decided to put into test the digital gamification strategy of coca-cola algerie. Similar to the study that we discussed in the second chapter which treated the contribution of sharing gamified content on Walmart's official Facebook page in promoting brand engagement.

Through the questions that we are going to ask, we hope to highlight two groups from our sample, a group that interacts with brand content just for extrinsic rewards, and a group that interacts with content because they are intrinsically motivated to do so, then observe which group developed the best emotional and cognitive responses toward the brand . What will help get this split is the fact that coca cola algerie designs two types of gamified content on its platform, contests that offer the winning of sustainable giveaways and content that offers nothing but simple challenging games. In addition to the social network games we also thought of including questions concerning the physical games managed by Fruital coca cola.

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➤ Population :

*"The base population is the population on which the study is carried out and from which the sample is taken"*¹³¹Our population is made up of all users of social networks, mainly including followers of coca cola Algeria's social networks.

➤ The chosen sampling method :

-Sampling is defined as the step that consists of selecting the individuals to be interviewed from a primary population. The results to be concluded from this sample will be extrapolated to the population that is of interest to be studied.¹³²

- We opted for the "convenience sample" of the non-probabilistic method, this choice suits us the most for the advantages of being limited to the most accessible and most available people, thus it allowed us to save time and to carry out our investigation as soon as possible.

- We did not define the size of our sample beforehand but we had a return of 121 responses.

➤ Conduct of the investigation:

Presentation of the questionnaire:

Although the questionnaire was disponible in english only, the formulation of questions with a common language has facilitated understanding by a large portion of persons. We proceeded to organize our form according to the following structure:

First a presentation : which is a brief paragraph that consists of getting the respondent familiar with the framework, context and object of our study, then precise that their responses will remain anonymous and will only be used for academic purposes

Second, the set of applied questions :

¹³¹<https://www.definitions-marketing.com/definition/population-de-base/>consulted on 21/05/2022 à 15h55

¹³²www.definitions-marketing.com/definition/echantillonnage-etude/

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Considering that the idea of the study is inspired by an early research, principally SUMMERS et al (2016) already discussed (see chap2, sect2) and the questions related to brand engagement have been already posed, in another research BERGER et al (2017)

we adapted them to be in line with our context. The overlap of these two previous studies and our present investigation gave rise to:

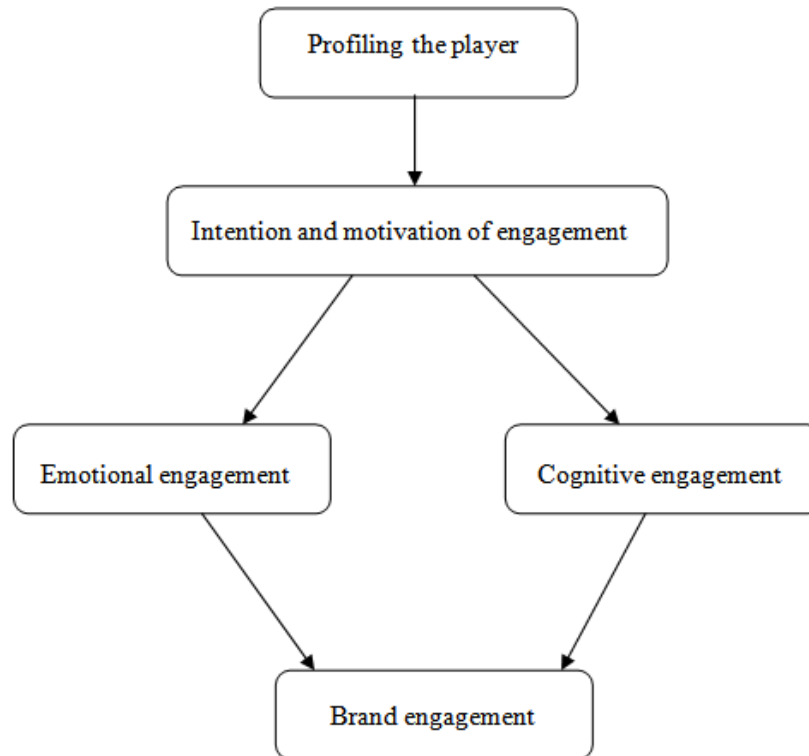
Table 12:Structure of the questionnaire

Question Blocks	Questions
A- Sample characterization	[Q1, Q6]
-Socio-demographic characteristics	[Q1, Q3]
-Profiling the player's persona	[Q4, Q6]
B- Familiarity and motivation for interaction	[Q7, Q21]
C- Brand engagement	[Q22, Q26]
-Affective engagement	[Q22, Q24]
-Cognitive engagement	[Q25, Q26]

Source:Developed by ourselves.

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Figure 19: Structure of the questionnaire



Source : Developed by us

The type of used questions:

- 5 single answer questions
- 9 dichotomous questions
- 6 multiple choice questions
- 5 closed questions with a Likert scale
- 1 question with an Osgood scale

➤ Administration Mode:

Our study was carried out using the "Google form" tool and was put online on 05/07/2022 on multiple social networks, namely Facebook, Instagram, and LinkedIn in order to collect as many responses as possible specifying the need to be a subscriber to at least one social network platform of the Coca-Cola Algeria brand, in order to be able to answer our

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questionnaire. The status shared with the questionnaire link is as follows: If you are subscribed to one of the coca-cola Algeria pages, please answer the following questionnaire. The form has also been shared with our subscriber friends as well as their friends. This choice of administration allowed us to collect 121 responses in 15 days

➤ Data analysis and processing:

After having collected a sufficient number of responses, we will, through this part, present the results obtained in the form of tables, graphs and analyze them using Spss we will analyze the questionnaire using the two types of analysis: analysis by flat sorting and by cross sorting

This will be done by referring to :

- Flat sorting: the simple description of the results through the calculation of the distribution of the numbers and the percentages of the response methods for each question.
- Cross sorting: or “bivariate analysis”, this is an operation that offers the researcher the possibility of analyzing the relationships between two or more variables.

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Section3 Analyse and presentation of results :

3.1 Analyse and interpretation of results of the questionnaire :

➤ Profiling the player :

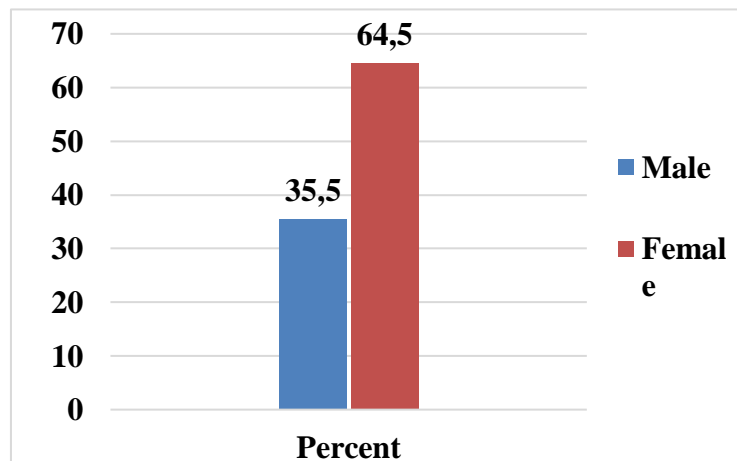
Q1 : Are you ? :

Table 13: The distribution of the sample according to gender

	Frequency	Percent
Male	43	35.5
Female	76	64.5
Total	121	100

Source : Developed by us using spss

Figure 20: Distribution of the sample according to gender



Source : Developed by us using spss

Comment : It is clear from the above table and figure that the largest percentage was in favor of (female) with a percentage of 64.5%, followed by (male) with a percentage of 35.5%.

Q2 : What age group do you belong to ?

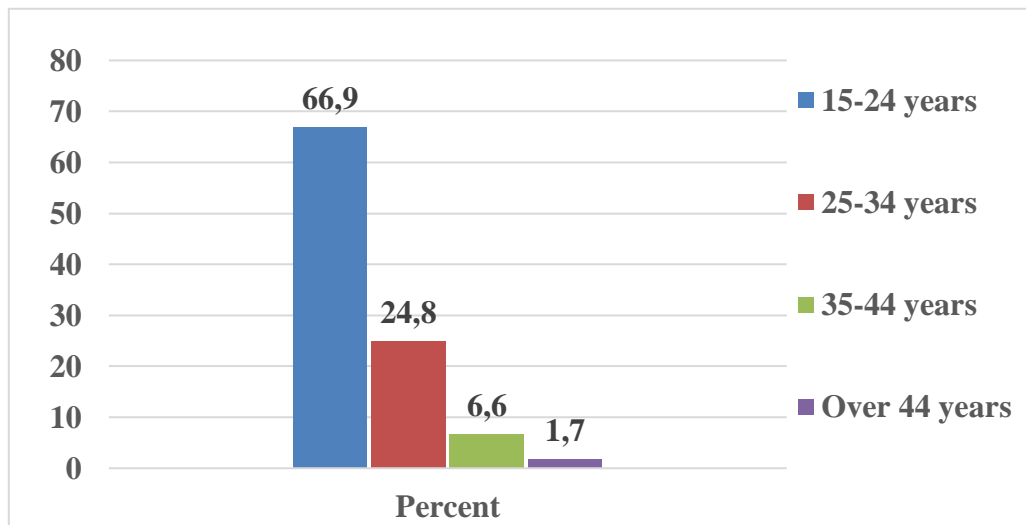
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Table 14:The distribution of the sample according to age groups :

	Frequency	Percent
15-24 years	81	66.9
25-34 years	30	24.8
35-44 years	8	6.6
Over 44 years	2	1.7
Total	121	100

Source : Developed by us using spss

Figure 21:the distribution of the sample according to age groups



Source : Developed by us using Spss

Comment : We note that the most dominant age group among the respondents of coca cola algerie network subscribers is the group (15-24 years) with a rate of 66.9% followed by the group (25-34 years) with arate of 24.8%, followed by the option (44-35) at a rate of 6.6% and the lowest percentage was in favor of the option (Over 44)with a rate of 1.7%.

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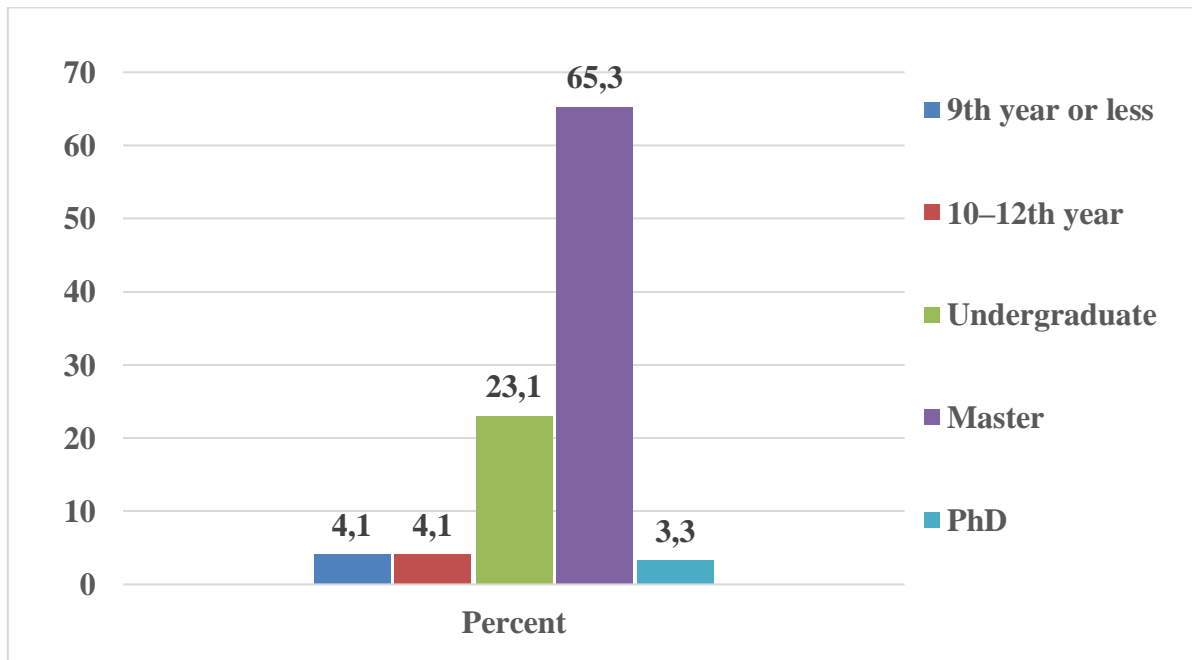
Q3 : What is your education degree ?

Table 15:The distribution of the sample according to education degree :

	Frequency	Percent
9th year or less	5	4.1
10–12th year	5	4.1
Undergraduate	28	23.1
Master	79	65.3
PhD	4	3.3
Total	121	100

Source : Developed by us using spss

Figure 22:The distribution of the sample according to education degree



Source : Developed by us using Spss

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Comment : As we can see the largest percentage was in favor of the (Master) option with a percentage of 65.3%, followed by the (Undergraduate) option with a percentage of 23.1%, while the option (10-12th year) got 4.1% and the weakest percentage was in favor of the option (PhD) with a rate of 3.3%.

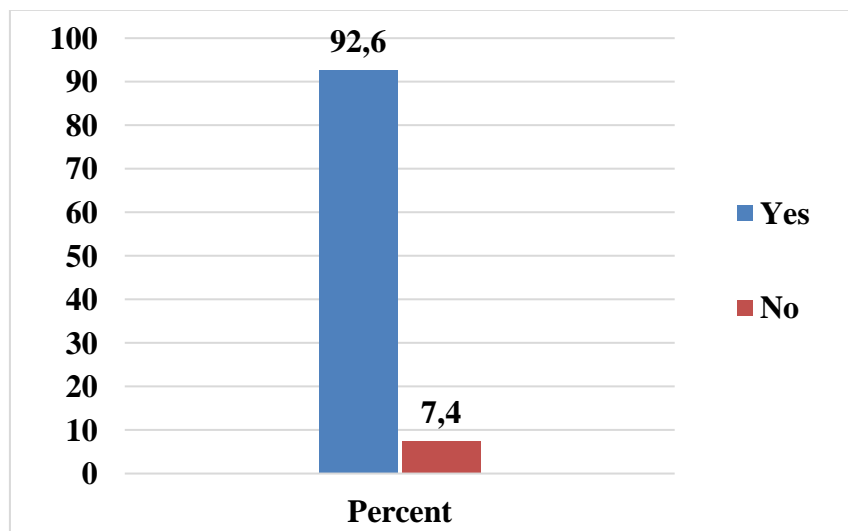
Q4 : Do you like games ?

Table 16:Distribution of the sample according to the appreciation of games

	Frequency	Percent
Yes	112	92.6
No	9	7.4
Total	121	100

Source : Developed by us using Spss

Figure 23: Distribution of the sample according to the appreciation of games



Source : Developed by us using Spss

Comment:We notice that 92.6% of respondents of followers like games while only 7.4% don't.

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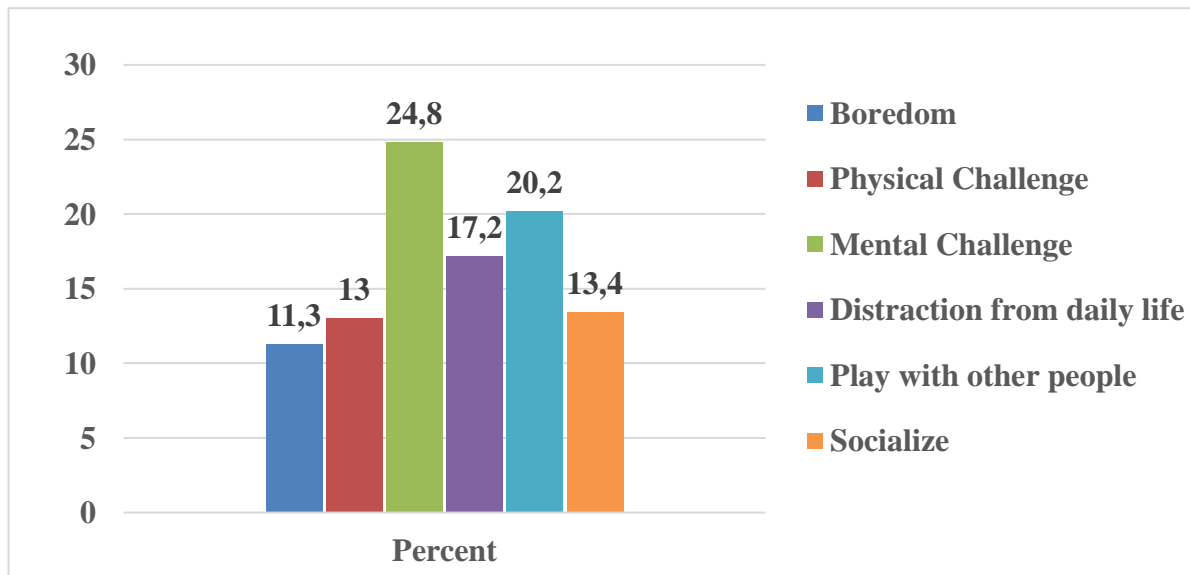
Q5: If yes, what motivates you the most to play?

Table 17: Distribution of the sample according to motivations to play

	Frequency	Percent
Boredom	27	11.3
Physical Challenge	31	13
Mental Challenge	59	24.8
Distraction from daily life	41	17.2
Play with other people	48	20.2
Socialize	32	13.4
Total	238	100

Source : Developed by us using Spss

Figure 24: Distribution of the sample according to motivations to play



Source : Developed by us using Spss

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Comment:

From the results, we notice that the largest percentage of respondents, precisely %24.8 are motivated to play games with mental challenges, while 20.2% are eager to play with others, 17,2% play only to distract themselves from daily life, 13.4% participate in games to converse and interact with others ,physical games prompt 13% of respondents and boredom prompts 11.3% of respondents.

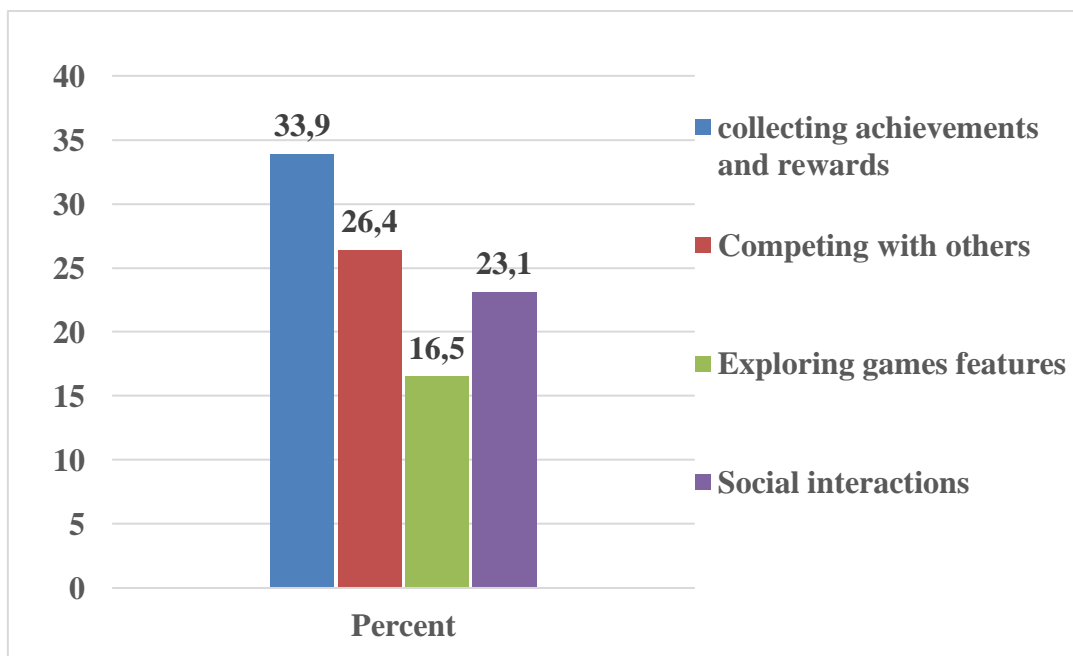
Q6:What do you look for in games?

Table 18:Distribution of the sample according to their requirements in games

	Frequency	Percent
Collecting achievements and rewards	41	33.9
Competing with others	32	26.4
Exploringgamesfeatures	20	16.5
Social interactions	28	23.1
Total	121	100

Source : Developed by us using Spss

Figure 25:distribution of the sample according to their requirements in games



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Source:Developped by us using Spss

Comment :

From the results above we can conclude that the dominant bartle player type among the questioned sample is the "achiever" seen that the largest percentage 33.9% responded that they look for "collecting achievements and rewards" in games. The second prevailing type after the achiever is "the killer" with a percentage of 26.4%, after comes "the socializers" with a percentage of 23.1% and last the explorers who make up 16.5% of the sample

➤ **Intention and motivation of engagement.**

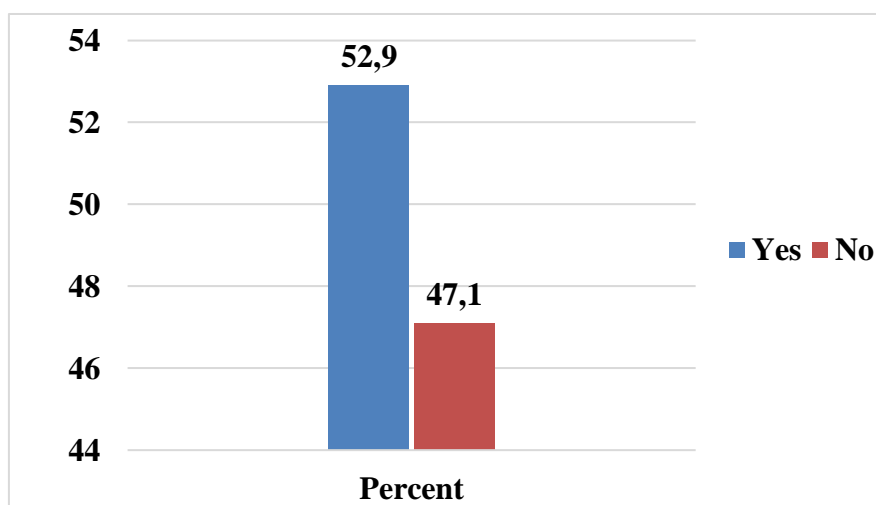
Q7 : Are you familiar with one of these posts ?

Table 19:Distribution of the sample according to familiarity with the posts

	Frequency	Percent
Yes	64	52.9
No	57	47.1
Total	121	100

Source:Developped by us using Spss

Figure 26:Distribution of the sample according to familiarity with the posts



Source:Developped by us using Spss

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Comment :52.9% of respondents voted yes meaning they know the posts in the photos, while 47.1% of respondents voted no.

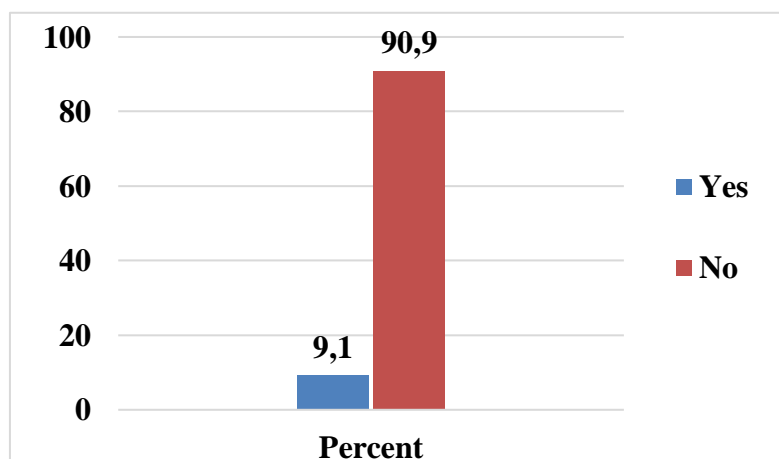
Q8 : Have you ever participated in one of these contests?

Table 20:Distribution according to participation in the contests

	Frequency	Percent
Yes	11	9.1
No	110	90.9
Total	121	100

Source : developed by us using Spss

Figure 27:Distribution according to participation in the contests



Source:Developped by us using Spss

Comment : from the results above we can see clearly that 90.1 % of the respondents never participated in the contests shown in pictures and only 9.1% did.

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Table 21: Crossing between familiarity and participation in the contests

Crosstabulation Q7*Q8					
Have you ever participated in one of these contests?					Total
Are you familiar with one of these posts?			Yes	No	
	Yes	Count		11	53
%			9.1	43.8	52.9
No	Count		0	57	57
	%		0.0	47.1	47.1
Total	Count		11	110	121
	%		9.1	90.9	100

Source : Developed by us using Spss

Comment : Only 9.1% of the respondents who were familiar with the contests participated in them, while 43.8% knew about them but didn't participate.

Q9 : If yes, which of the two did you participate in?

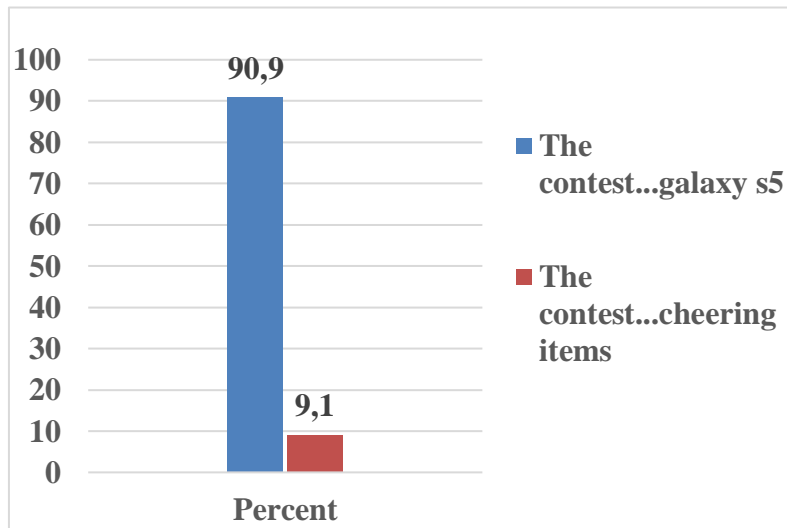
Table 22: Distribution according to the kind of the contest in which they participated

	Frequency	Percent
The contest that offers a galaxy s5	10	90.9
The contest that offers the cheering items	1	9.1
Total	11	100

Source : Developed by us using Spss

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Figure 28: Distribution according to the kind of the contest in which they participated



Source : Developed by us using Spss

Comment : 10 participants out of 11 have chosen to participate in the contest that offers the phone as a reward where only one person chose to participate in the contest that offers the cheering items.

Q10 : Usually, what motivates you to participate in this kind of contests?

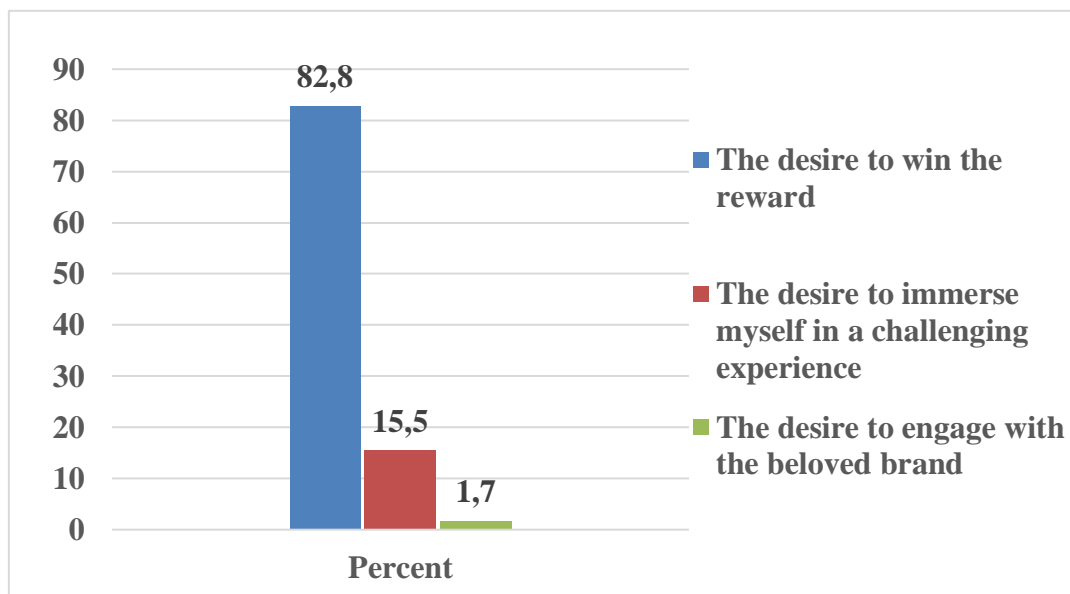
Table 23: Distribution according to the usual motivation to participate in the contests offering rewards

	Frequency	Percent
the desire to win the reward	48	82.8
the desire to immerse myself in a challenging experience	9	15.5
the desire to engage with the beloved brand	1	1.7
Total	58	100

Source : Developed by us using Spss

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Figure 29: Distribution according to the usual motivation to participate in the contests



Source : Developed by us using Spss

Comment :It is clear from the above table that the largest percentage was in favor of the option (the desire to win the reward) with a percentage of 82.8%, followed by the option (the desire to immerse myself in a challenging experience) with a rate of 15.5% and finally the choice (the desire to engage with the beloved brand)) comes last with a percentage of 1.7%.

Q11- If no, why not?

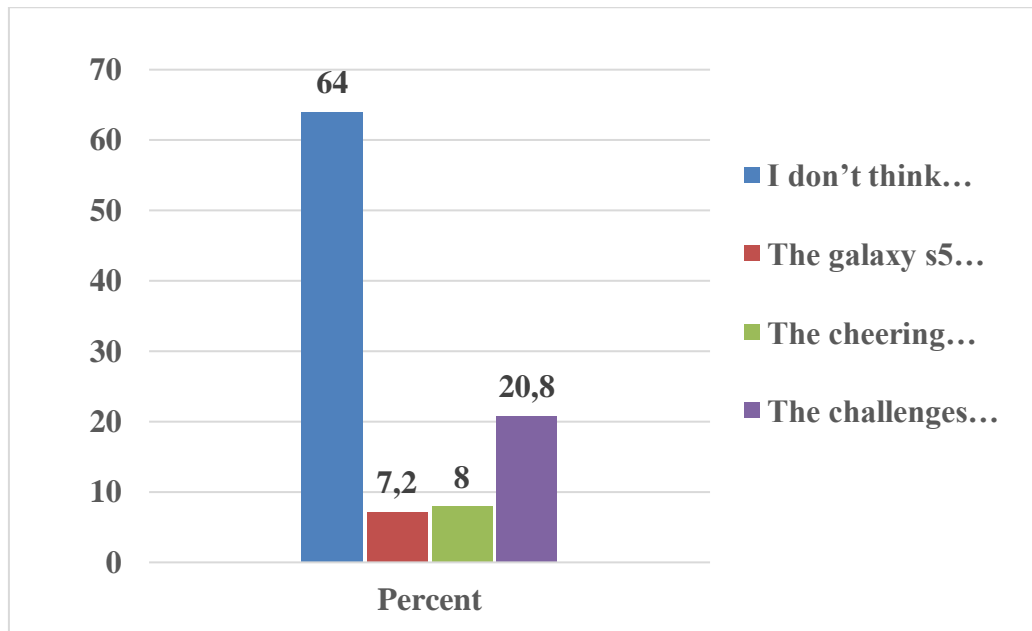
Table 24: Distribution according to inhibitors to participation in contests that offer rewards

	Frequency	Percent
I don't think i will ever win anything	80	64
The galaxy s5 reward isn't very appealing to me	9	7.2
The cheering items reward isn't very appealing to me	10	8
The challenges are not motivating	26	20.8
Total	125	100

Source : developed by us using Spss

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Figure 30:: Distribution according to inhibitors to participation in contests that offer rewards



Source : developed by us using Spss

Comment : From the results, we can notice that 64% of the respondents don't participate in these kinds of contests because they don't think that they will win anything, 20.8 % don't participate because they don't find the challenges motivating, 8% don't find the cheering items appealing to them, whereas 7% don't find the reward of the phone enticing enough.

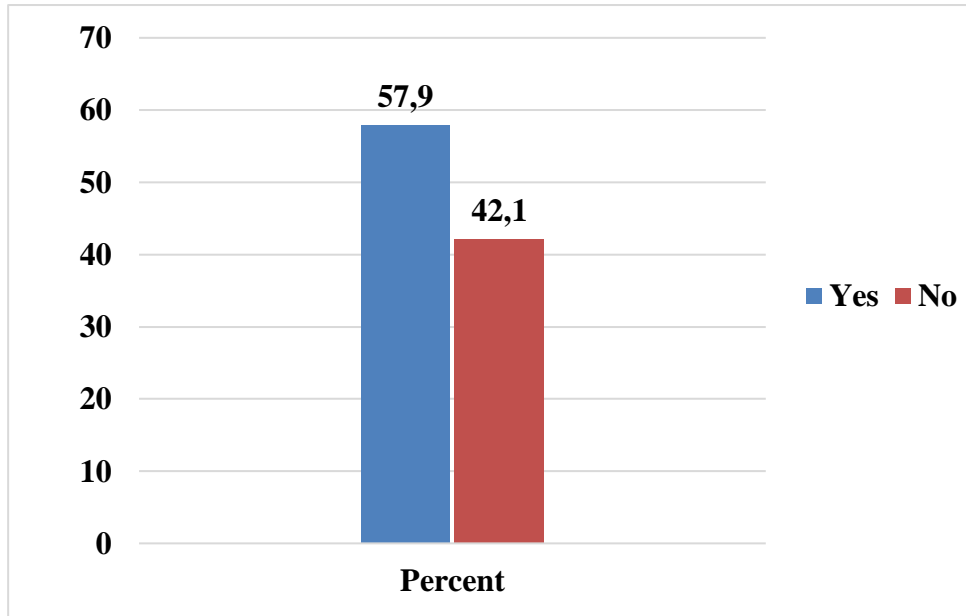
Q12 : Are you familiar with one of the posts below ?

Table 25: Distribution according to familiarity with the posts in the picture

	Frequency	Percent
Yes	70	57.9
No	51	42.1
Total	121	100

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Figure 31: Distribution according to familiarity with the posts in the picture



Source : Developed by us using Spss

Comment : 57.9% of the respondents are familiar with the posts shown in the picture while 42.1% are not.

Q13 :Do you usually engage with this kind of content ?

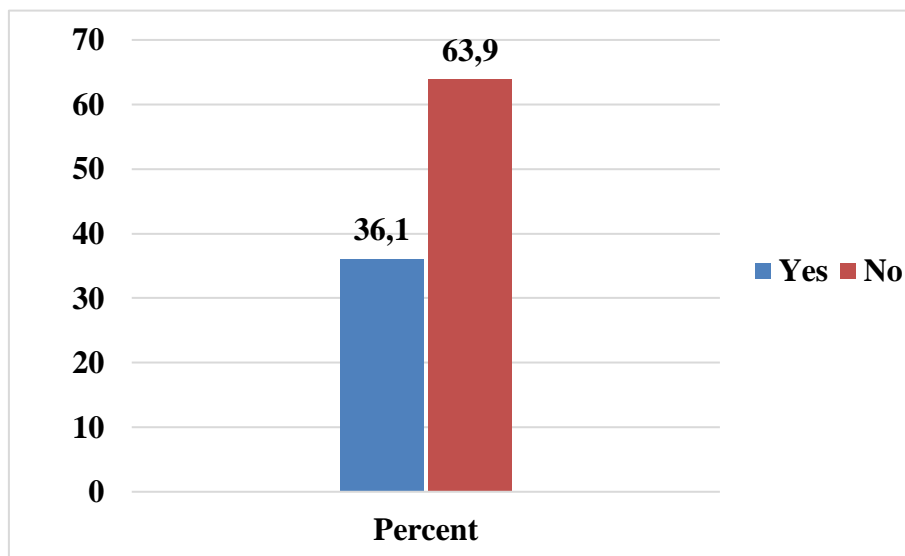
Table 26: Distribution according to engagement with the content shown in the pictures

	Frequency	Percent
Yes	43	36.1
No	75	63.9
Total	119	100

Source :Developed by us using Spss

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Figure 32: Distribution according to engagement with the content shown in the



Comment : 63% of respondents of coca cola algeria subscribers do not engage with the messages displayed in the images while 36.1% do.

Table 27: Crossing between familiarity and engagement with the content shown in the pictures

Crosstabulation					
Do you usually engage with this kind of content?				Total	
		Yes	No		
Are you familiar with one of the posts below?	Yes	Count	37	33	70
		%	31.1	27.7	58.8
	No	Count	0	49	49
		%	0	41.2	41.2
	Total	Count	37	82	119
		%	31.1	68.9	100

Source: developed by us using Spss

Comment : 31.1% of the respondents who were familiar with the posts in the pictures engaged with the content while 27.7% were familiar with them but didn't engage.

Q14 : If yes how ?

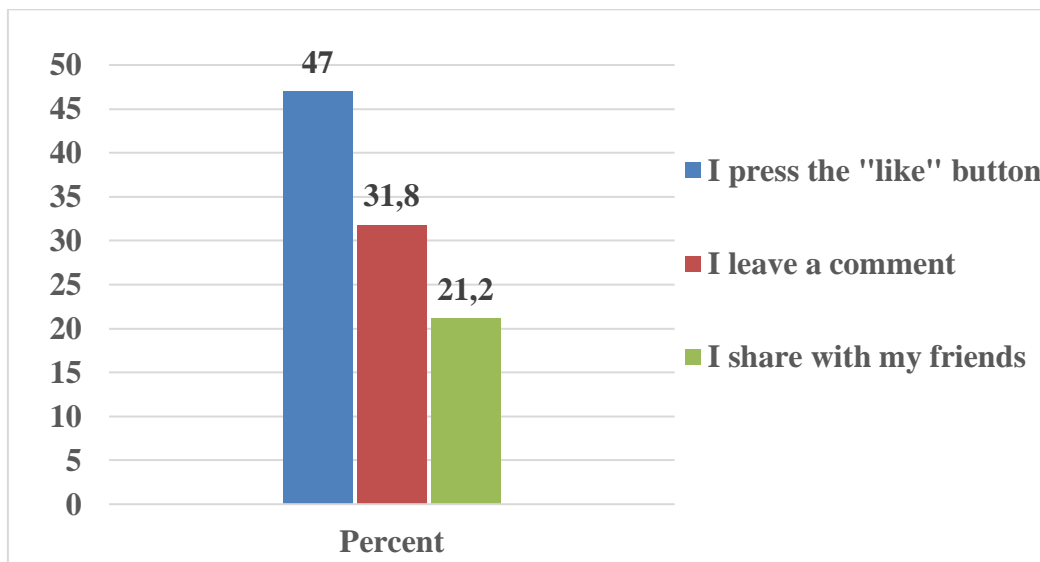
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Table 28:Distribution according to type of engagement with the posts shown in the pictures

	Frequency	Percent
I press the "like" button	31	47
I leave a comment	21	31.8
I share with my friends	14	21.2
Total	66	100

Source : Developed by us using Spss

Figure 33:Distribution according to type of engagement with the posts shown in the pictures



Source : Developed by us using Spss

Comment : The choice of engagement by "liking" the content has scored the largest percentage which is 47% followed by the the choice "i leave a comment" that scored a percentage of 31.8% and finally the choice " i share with my friends" that had a percentage of 21.2%

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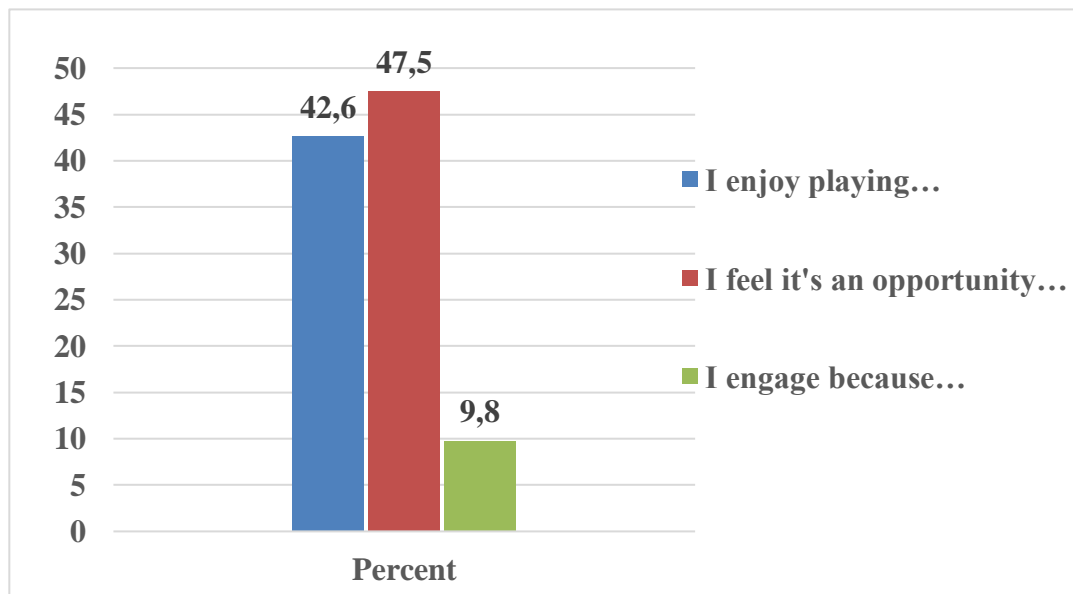
Q15 : What motivates you to engage?

Table 29: Distribution according to motivation to engage with the posts shown in the pictures

	Frequency	Percent
I enjoy playing the games in the posts	26	42.6
I feel it's an opportunity to test my mental abilities	29	47.5
I engage because i love the brand	6	9.8
Total	61	100

Source : developped by us using Spss

Figure 34: Distribution according to motivation to engage with the posts shown in the pictures



Source : developped by us using Spss

Comment :

From the above, we can see that the respondents engage with the games because of two reasons first "to test their mental abilities" this reason scored the highest rate of 47.5%, and second "the love of the games offered by the brand" which got a rate of 42.6% and lastly only 9.8% stated that they engage because of their love for the brand.

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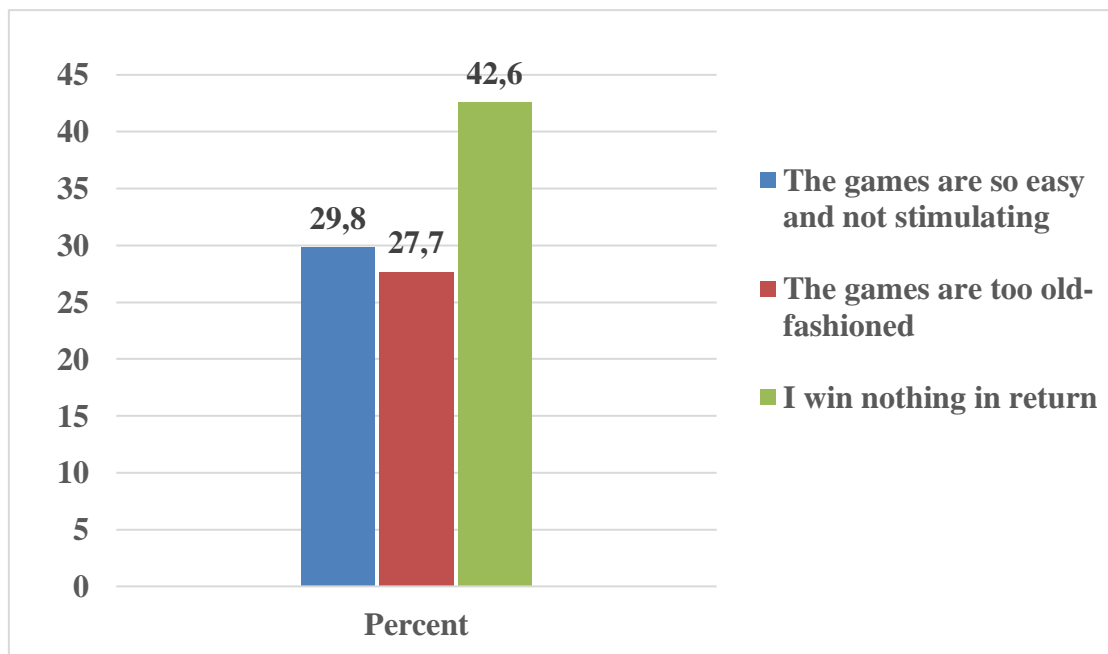
Q16 : If no why not ?

Table 30: Distribution according to inhibitors to engagement with the posts shown in the pictures

	Frequency	Percent
The games are so easy and not stimulating	28	29.8
The games are too old-fashioned	26	27.7
I win nothing in return	40	42.6
Total	94	100

Source : Developed by us using Spss

Figure 35: Distribution according to inhibitors to engagement with the posts shown in the pictures



Source: Developed by us using Spss

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Comment :

42.6% of the respondents reported that they don't engage with the games on the posts because they won't win anything, 29.8% think that the games are so easy and not stimulating and 27.7% think that they are too oldfashioned.

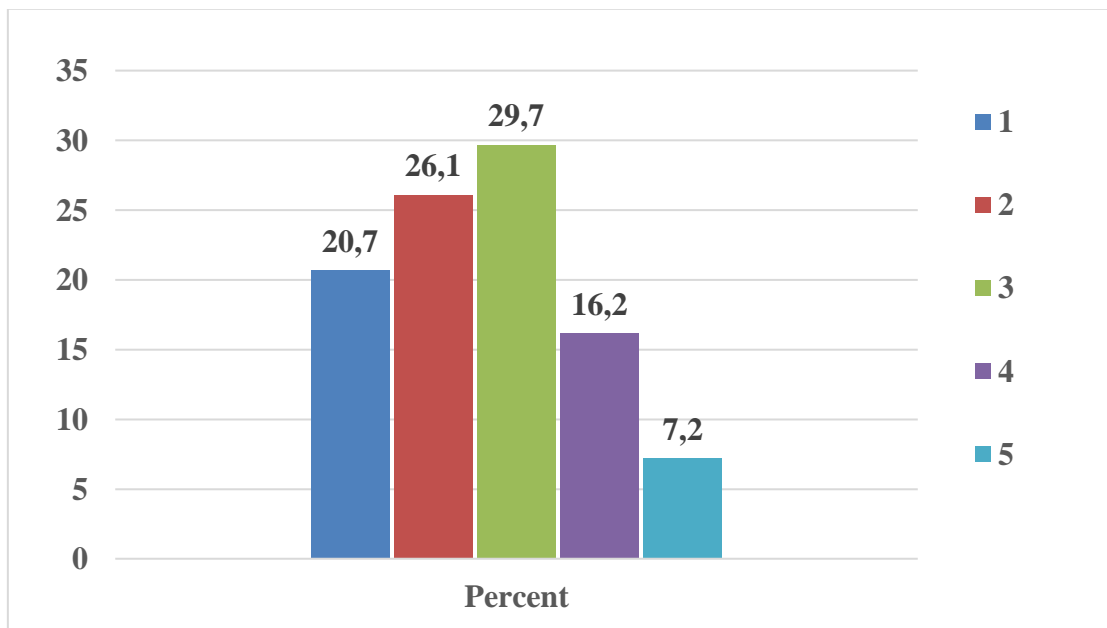
Q17 : How often would you like to see this content from the brand?

Table 31:Distribution according to preference of frequency of appearance of posts

	Frequency	Percent
1	23	20.7
2	29	26.1
3	33	29.7
4	18	16.2
5	8	7.2
Total	111	100

Source: Developed by us using Spss

Figure 36:Distribution according to preference of frequency of appearance of posts



Source: Developed by us using Spss

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Comment : From a scale of 1 to 5,29.7% respondents have chosen 3 to express the frequency in which they want to see these posts from the brand, 26.1% have chosen 2, 20.7 % have chosen 1 , 16.2% have chosen 4and 7.2% have chosen 5 .

Table 32:Crossing between engagement with the content and preference of frequency of appearance of posts

Crosstabulation								
How often would you like to see this content from the brand?							Total	
		1	2	3	4	5		
Do you usually engage with this kind of content?	Yes	Count	2	4	14	17	5	42
		%	1.8	3.7	12.8	15.6	4.6	38.5
	No	Count	21	25	18	1	2	67
		%	19.3	22.9	16.5	0.9	1.8	61.5
	Total	Count	23	29	32	18	7	109
		%	21.1	26.6	29.4	16.5	6.4	109

Source : Developed by us using Spss

Comment : We can notice from the table above that those who engage usually with this content are interested in seeing it more from the brand ,15.6% of them have attributed a note of 4 and 12.8% have attributed a note of 3.

Q18-What kind of games would you like to see on coca cola's social pages

Table 33:Distribution according to preference of games for future publications

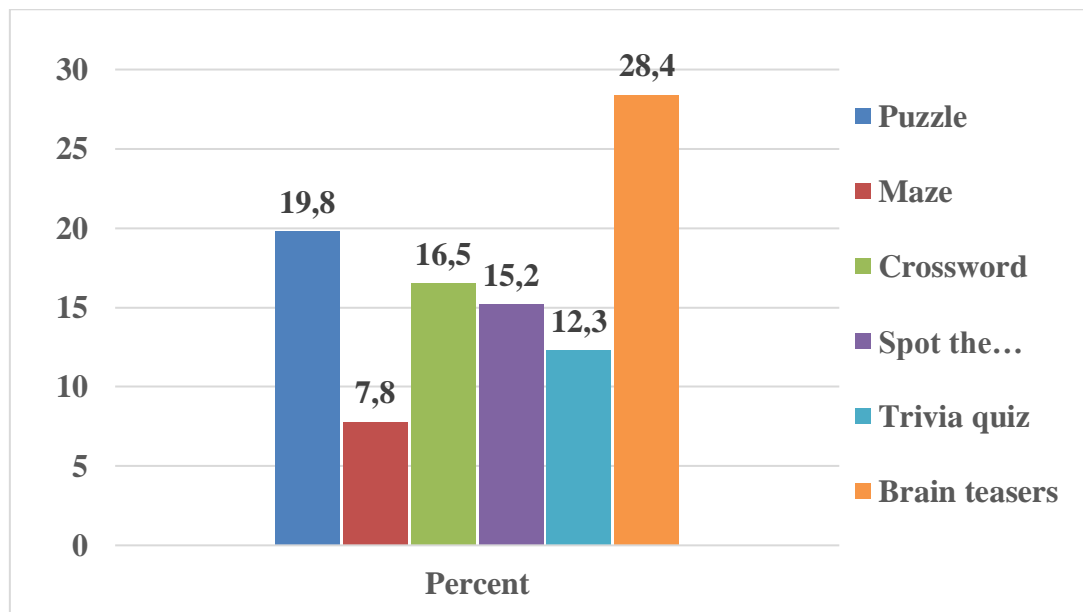
	Frequency	Percent
Puzzle	48	19.8
Maze	19	7.8
Crossword	40	16.5
spot the differences between two pictures	37	15.2
trivia quiz	30	12.3
Brain teasers	69	28.4

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Total	243	100
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Source : Developed by us using Spss

Figure 37:Distribution according to preference of games for future publications



Source : Developed by us using Spss

Comment : We can notice that the choice " brain teasers" had got the most votes as 28.4% of respondents would like to see them from the brand followed by the choice " puzzles" that secured a percentage of 19.8%, "crossword" comes third with a rate of 16.5%, "spot the difference" had got 15.2% and the least wanted games are respectively " trivia quizzes" with a percentage of 12.3% and then "maze" that got 7.8%

Q19 : Have you ever participated in one of the physical games organized by "coca cola" like in the examples shown below?

Table 34:Distribution according to participation in the physical games shown in the pictures

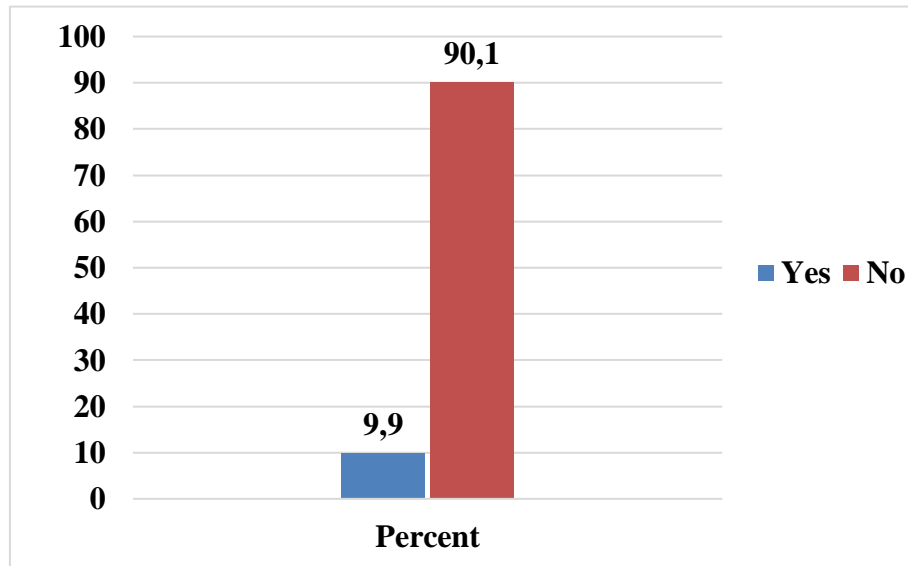
	Frequency	Percent
Yes	12	9.9
No	109	90.1

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Total	121	100
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Source : Developed by us using Spss

Figure 38: Distribution according to participation in the physical games shown



Source : Developed by us using Spss

Comment : We notice that 90.1% of the respondents never participated in the games shown in the pictures while only 9.9% did

Q20 : If no, would you like to ?

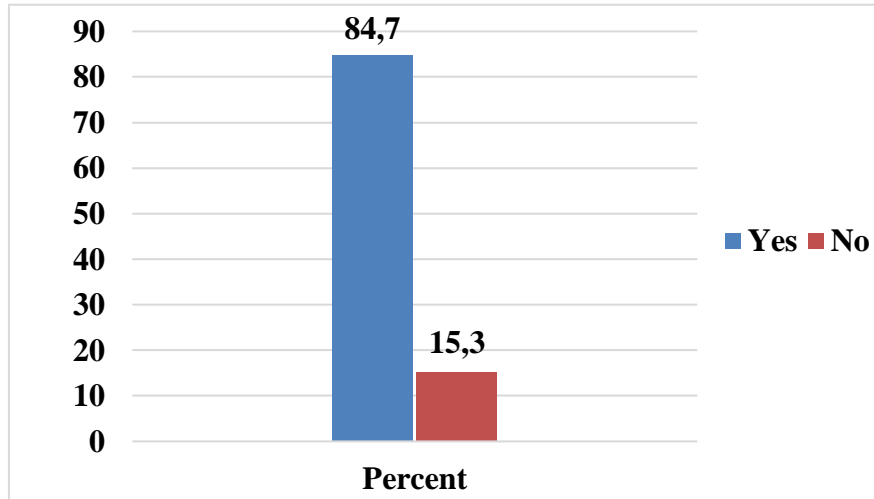
Table 35: Distribution according to the desire to try the games in the pictures

	Frequency	Percent
Yes	94	84.7
No	17	15.3
Total	111	100

Source : Developed by us using Spss

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Figure 39: Distribution according to the desire to try the games in the



Source : Developed by us using Spss

Comment : We note that 84.7% of respondents would like to try the physical games organized by the brand and 15.3% don't.

Q21: Do you prefer this kind of physical games over the previously mentioned ones?

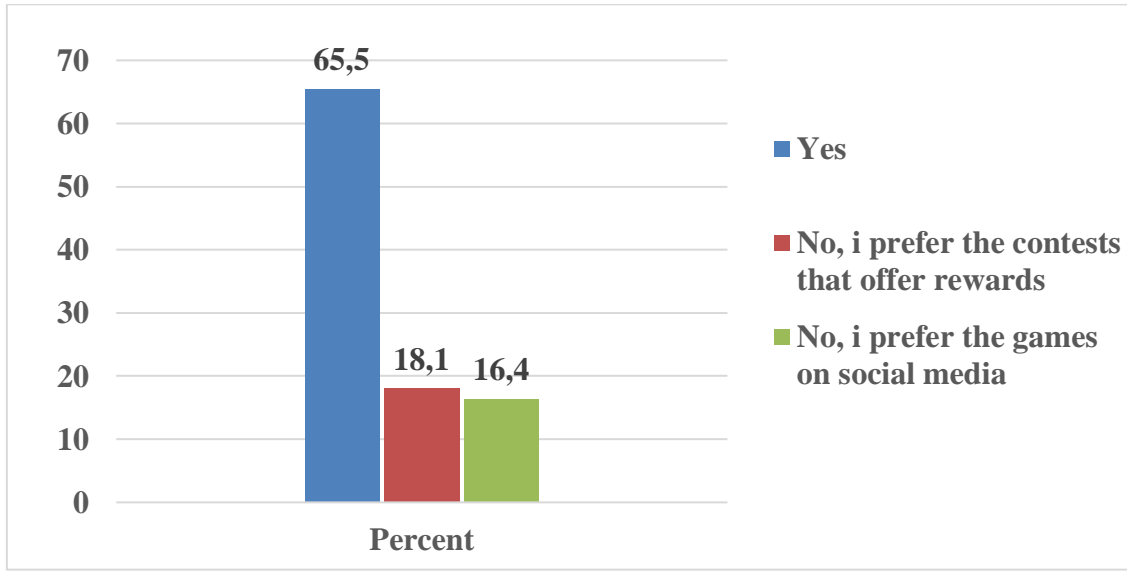
Table 36: Distribution according to the preference of physical games compared to contests and games on the networks

	Frequency	Percent
Yes	76	65.5
No, i prefer the contests that offer rewards	21	18.1
No, i prefer the games on social media	19	16.4
Total	116	100

Source : Developed by us using Spss

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Figure 40:: Distribution according to the preference of physical games compared to contests and games on the networks



Source : Developed by us using Spss

Comment : We observe that 65.5% of the respondents prefer physical games over the contests and the games shared on social media while 18.1 % prefer the contests and 16.4% prefer the social media games.

➤ Brand engagement :

Q22 : Based on the interaction you have had with the brand through any kind of games, answer the following questions:

-I feel very positive when am dealing with Coca cola through the game

Table 37: Distribution according to positive feelings approved when dealing with coca cola throughout the mentioned games.

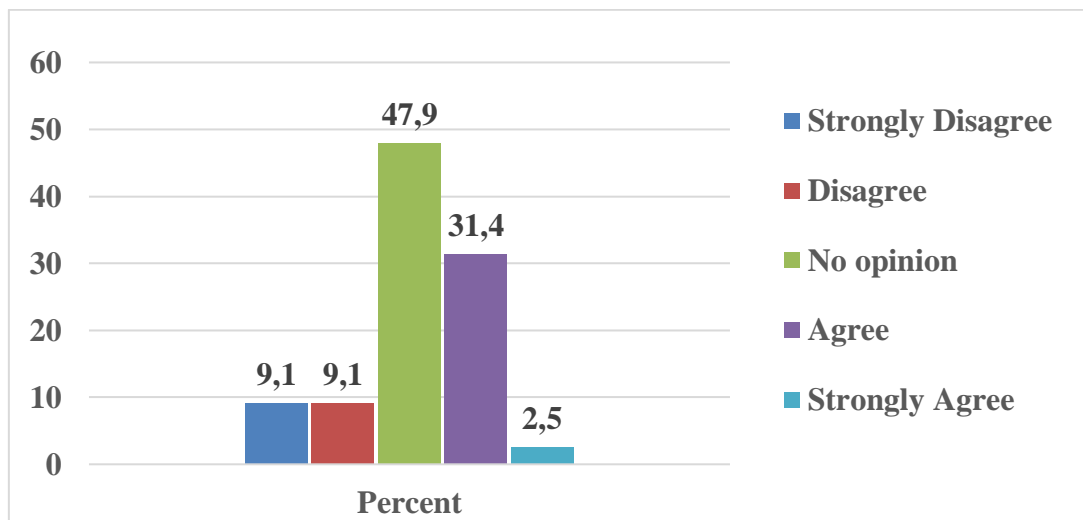
	Frequency	Percent
StronglyDisagree	11	9.1
Disagree	11	9.1

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No opinion	58	47.9
Agree	38	31.4
Strongly Agree	3	2.5
Total	121	100

Source: Developed by us usingg Spss.

Figure 41: Distribution according to positive feelings approved when dealing with coca cola throughout the mentioned games



Source : Developed by us usingg Spss

Comment :

The choice "no opinion" has got the highest percentage of 47.9% followed by a percentage of 31.4% in favor of the choice "agree" from respondents who think that games make them feel positive about coca-cola, the choices "disagree" and "highly disagree" have got a similar percentage of 9.1% and last the choice "strongly agree" got the weakest rate of 2.5%

-I feel very happy when am dealing with Coca cola through the game.

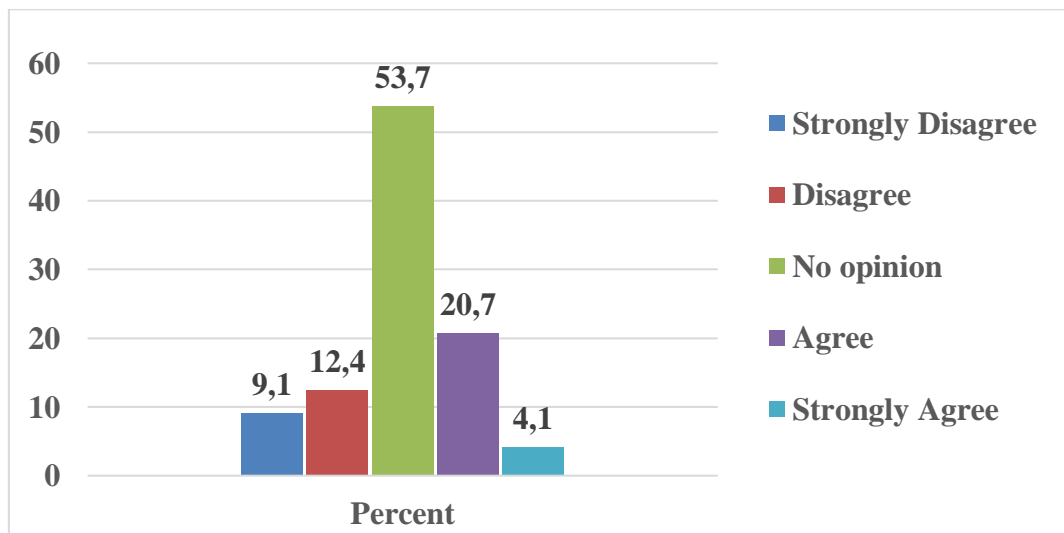
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Table 38:Distribution of the sample according to approved happiness feelings when dealing with coca cola through the games

	Frequency	Percent
StronglyDisagree	11	9.1
Disagree	15	12.4
No opinion	65	53.7
Agree	25	20.7
StronglyAgree	5	4.1
Total	121	100

Source : developed by us using spss

Figure 42:Distribution of the sample according to approved happiness feelings when dealing with coca cola through the games



Source : Developed by us using Spss

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Comment :53.7% of respondents have chosen the choice " no opinion" whereas 20.7% have agreed that dealing with coca-cola through the game made them feel happy, 12.4% have chosen the option "disagree", 9.1% strongly disagree, and 4.1% strongly agree.

-I feel good when I am dealing with Coca cola through the game

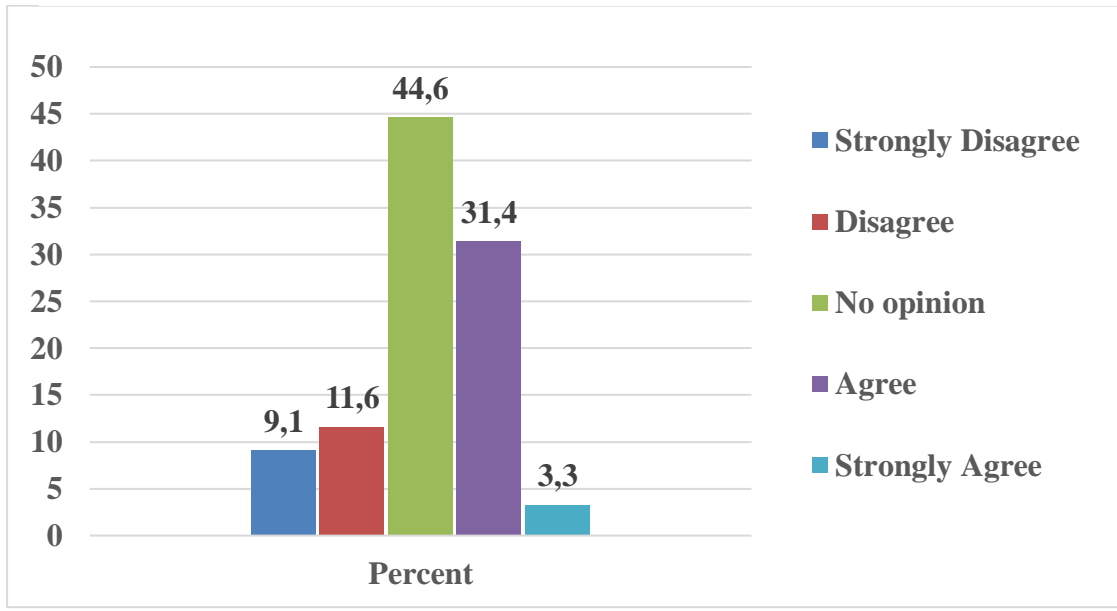
Table 39:Distribution according to approved good feelings when dealing with coca cola through the games

	Frequency	Percent
StronglyDisagree	11	9.1
Disagree	14	11.6
No opinion	54	44.6
Agree	38	31.4
StronglyAgree	4	3.3
Total	121	100

Source : developped by us using Spss

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Figure 43: Distribution according to approved good feelings when dealing with coca cola through the games.



Source : Developed by us using Spss

Comment : The highest percentage of exactly 44.6% is attributed to the "no opinion" response, followed by a rate of 31.4% of responses that agree that dealing with coca-cola through games makes you feel good, 11.6% disagree, 9.1% strongly disagree and 3.3% strongly agree

-I think about Coca cola a lot when I am dealing with it through the game.

Table 40 : Distribution of the sample according to generated thoughts about the brand through the game

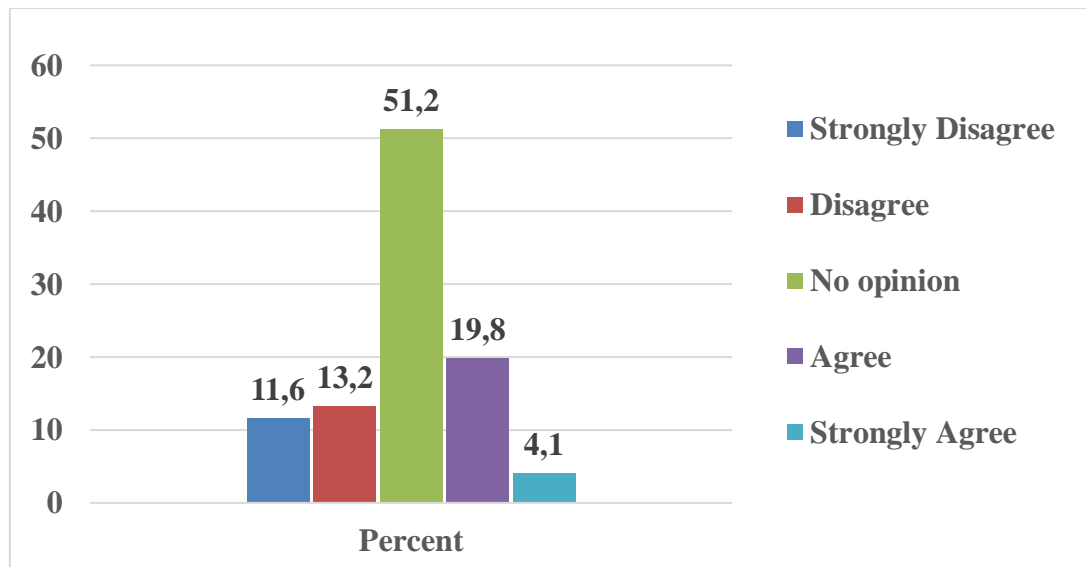
	Frequency	Percent
StronglyDisagree	14	11.6
Disagree	16	13.2
No opinion	62	51.2

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Agree	24	19.8
Strongly Agree	5	4.1
Total	121	100

Source : Developed by us using Spss

Figure 44 : Distribution of the sample according to generated thoughts about the brand through the game



Source : Developed by us using Spss

Comment :

51.2% of respondents have no opinion about whether they think a lot about coca cola while dealing with it through the games, while 19.8% have stated that they do ,13.2% disagree, 11.6% strongly disagree and 4.1% strongly agree.

Dealing with Coca Cola through the game stimulated my interest to learn more about it

Table 41 : Distribution of the sample according to interest to learn about the brand through the game

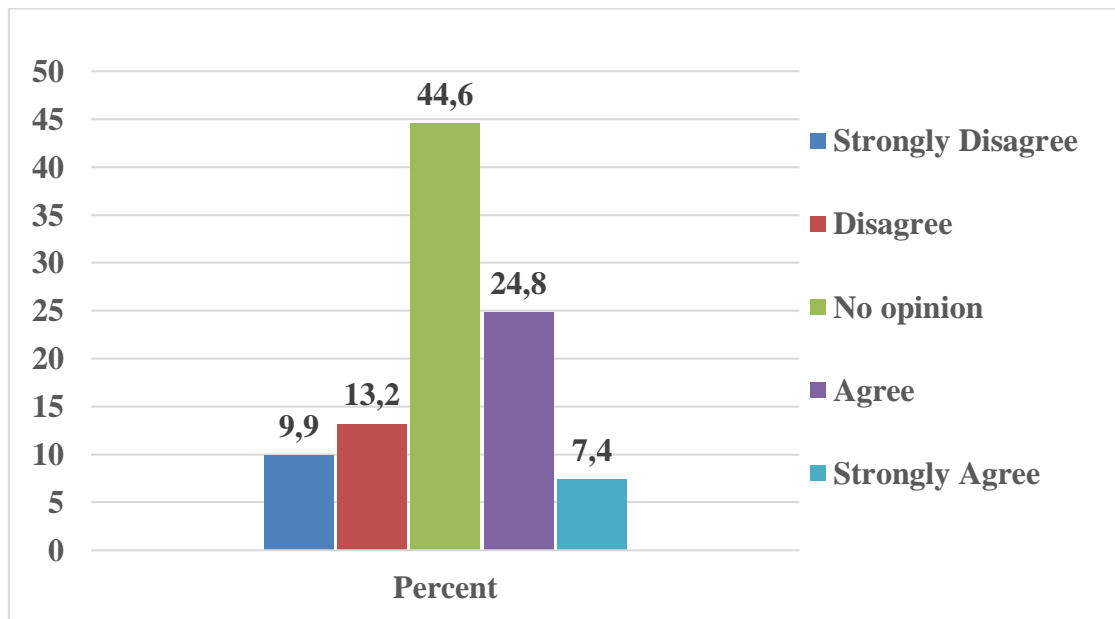
	Frequency	Percent
Strongly Disagree	12	9.9

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Disagree	16	13.2
No opinion	54	44.6
Agree	30	24.8
Strongly Agree	9	7.4
Total	121	100

Source : Developed by us using Spss

Figure 45 : Distribution of the sample according to interest to learn about the brand through the game



Source : Developed by us using Spss

Comment : 44.6% of respondents had no opinion about whether dealing with coca cola through the game stimulated their interest to learn more about the brand , while 24.8 % agree that it did, 13.2% disagree, 9.9% strongly disagree and 7.4% strongly agree.

Table 42: Crossing between participation in the contest and emotional engagement

Crosstabulation						
		emotional engagement				Total
Have you		StronglyDisagree	Disagree	No	Agree	StronglyAgree

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ever participated in one of these contests?			opinion					
	Yes	Count	1	2	14	16	0	
		%	0.8	1.7	11.6	13.2	0	9.1
	No	Count	32	38	163	85	12	110
		%	26.4	31.4	134.7	70.2	9.9	90.9
	Total	Count	33	40	177	101	12	121
		%	27.3	33.1	146.3	83.5	9.9	100

Source :Developped by us using Spss

Comment : The answers of the participants in the contest on the questions related to emotional engagement have included 16 votes for "agree" and 14 votes for "no opinion", 2 votes for disagree and 1 for "strongly disagree"

Table 43: Crossing between participation in the contest and cognitive engagement

Crosstabulation							
Have you ever participated in one of these contests?	cognitive engagement						Total
			StronglyDisagree	Disagree	No opinion	Agree	
Yes	Count	2	1	9	10	0	11
	%	1.7	0.8	7.4	8.3	0.0	9.1
No	Count	24	31	107	44	14	110
	%	19.8	25.6	88.4	36.4	11.6	90.9
Total	Count	26	32	116	54	14	121
	%	21.5	26.4	95.9	44.6	11.6	100

Source : Developed by us using Spss

Comment : The answers of the participants in the contest on the questions related to cognitive engagement have included 10 votes for "agree" and 9 votes for "no opinion", 1 votes for disagree and 2 for "strongly disagree"

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Table 44: Crossing between engagement with the games shared on social media and emotional engagement

Crosstabulation								
		emotional engagement					Total	
		StronglyDisagree	Disagree	No	Agree	StronglyAgree		
Do you usually engage with this kind of content?		opinion						
Yes	Count	6	9	43	61	10	43	
	%	5	7.6	36.1	51.3	8.4	36.1	
No	Count	27	31	131	37	2	76	
	%	22.7	26.1	110.1	31.1	1.7	36.9	
Total	Count	33	40	174	98	12	119	
	%	27.7	33.6	146.2	82.4	10.1	100	

Source :Developped by us using Spss

Comment :The answers of the followers who usually engage with the games shared on social media to the questions related to emotional engagement have included 10 votes for "strongly agree" 61 votes for "agree",43 votes for"no opinion" 9 for "disagree" and 6 for "strongly disagree"

Table 45: Crossing between engagement with the games shared on social media and cognitive engagement

Crosstabulation								
		cognitive engagement					Total	
		StronglyDisagree	Disagree	No	Agree	StronglyAgree		
Do you usually engage with this kind of content?		opinion						
Yes	Count	5	9	34	26	12	43	
	%	4.2	7.6	28.6	21.8	10.1	36.1	
No	Count	21	23	80	26	2	76	
	%	17.6	19.3	67.2	21.8	1.7	63.9	
Total	Count	26	32	114	52	14	119	
	%	21.8	26.9	95.8	43.7	11.8	100	

Source: Developed by us using Spss

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Comment : The answers of the followers who usually engage with the games shared on social media to the questions related to cognitive engagement have included 12 votes for "strongly agree" 26 votes for "agree",34 votes for "no opinion" 9 for "disagree" and 5 for "strongly disagree"

Table 46: Crossing between participation in the physical games and emotional engagement

Crosstabulation								
		emotional engagement					Total	
		StronglyDisagree	Disagree	No opinion	Agree	StronglyAgree		
Have you ever participated in one of the physical games organized by "coca cola" like in the examples shown below?	Yes	Count	3	0	16	13	4	12
		%	2.5	0	13.2	10.7	3.3	9.9
	No	Count	30	40	161	88	8	109
		%	24.8	33.1	1331.1	72.7	6.6	90.1
	Total	Count	33	40	177	101	12	121
		%	27.3	33.1	146.3	83.5	9.9	100

Source : Developed by us using Spss

Comment : The answers of the followers who already played the physical games organized by coca cola to the questions related to emotional engagement have included 4 votes for "strongly agree" 13 votes for "agree",16 votes for "no opinion"0 for "disagree" and 3 for "strongly disagree"

Table 47: Crossing between participation in the physical games and cognitive engagement

Crosstabulation								
		cognitive engagement					Total	
		StronglyDisagree	Disagree	No opinion	Agree	StronglyAgree		
Have you ever participated in one of	Yes	Count	2	1	14	5	2	12

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the physical games organized by "coca cola" like in the examples shown below?		%	1.7	0.8	11.6	4.1	1.7	9.9
	No	Count	24	31	102	49	12	109
		%	19.8	25.6	84.3	40.5	9.9	90.1
	Total	Count	26	32	116	54	14	121
		%	21.5	26.4	95.9	44.6	11.6	100

Source : Developed by us using Spss

Comment : The answers of the followers who already played the physical games organized by coca cola to the questions related to cognitive engagement have included 2 votes for "strongly agree" 5 votes for "agree", 14 votes for "no opinion", 1 for "disagree" and 2 for "strongly disagree"

3.2 Discussion of results and recommendation :

1) We note that the lack of intention and motivation to engage with the posts goes back first to the fact that many respondents do not know the shared content despite being followers of the social networks of coca-cola algeria. We try to explain this by suggesting that this low reach of posts is due to the lack of habitual interaction of these followers with the content of the brand. Facebook and Instagram's algorithms only push content to the News Feed that viewers are most likely to enjoy and interact with.

-Recommendation : The company should work on the reach of its posts we propose the use of more relevant hashtags, the ask of creative questions under posts to initiate interaction, taking advantage of instagram and facebook story features by the use of polls, quiz stickers, emoji sliders and questions this will help the brand's account pop more often on the news feed, we also noticed an inactivity of the community manager in comments, if followers notice that the brand responds to comments this will motivate them to leave some too .

2) When it comes to the contests that offer extrinsic rewards, we noticed that even those who were familiar with them weren't all motivated to participate because they believed that there was a weak chance of winning.

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This leaves us to speculate that when an external reward is offered contestants wouldn't care about any other aspect (ex : their love for games or challenges...) the only concern becomes the reward and when it is not within reach the motivation dissipates. This helps us confirm that extrinsic rewards indeed undermine intrinsic motivation.

We also noticed that the extrinsic motivation to participate in these contests depends mainly on how enticing the reward is. From the 11 participants, 10 went for the contest that offers the phone while only one chose the contest that offers the cheering items.

3) When the games don't offer any tangible rewards like the content shared on social media, more than half of the followers who were familiar with the posts, interacted with the posts and claimed they did for intrinsically rewarding reasons such as « enjoying the shared games or for the mental challenges ». However for others we explain their non engagement as follows :

The followers who didn't engage because the games are too easy and not stimulating :

- From our past research we found that when someone is encountering a challenge, the possibility for them to experience « flow » is determined by whether that challenge is optimal or not meaning that it doesn't neither underutilize nor surpasses the person's skills otherwise it doesn't become rewarding.

-65.3% of our sample have a master degree and 23.1% are undergraduate, so it might explain why some of them find the games not challenging, easy and not stimulating. However we do realise our sample isn't the perfect representation of the population of Coca-Cola's Algerian followers, and a largest portion of the population might be constituted of uneducated or younger people to whom the games are challenging enough.

-Nevertheless, we suggest that the company should look after this category of intellectuals and design more fitting games for them. Especially that 24.8% of respondents which is the highest rate, have stated that what motivates them the most to participate in games is « mental challenge »

Brain teasers are the perfect kind of games and this choice is the most voted for to be seen from the brand.

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The followers who voted that the games are easy and not stimulating :

-To motivate the followers who think that the games are too old fashioned, we suggest that the company should bring on its platforms novel and different kind of games, our results propose « crossword » and « spot the difference » these two had received decent scores and the company never brought them before. The company should also experiment and test new gamification elements, other than just « challenge » As we've seen before most of the top posts of walmarts on facebook had the element « Fantasy » in them. For Coca cola it should test which game element will appeal to its audience by designing posts that will have « Fantasy » « Control » or « Curiosity » then monitor their reaction to decide which one should be embedded in its strategy.

The followers who voted that they win nothing in return :

42.6 % claimed that their inhibitor from engaging with the content on the socials is they won't win anything, we explain this by the high rate of « achievers » among the respondents this player type is generally motivated by prizes and trophies, but they can also be motivated by game like elements that shows their achievements, progress and results also by prestige and social approval.

the page can for instance reshare on comments the names of the first followers who got answers right ,or put leaderboards with the names of followers with the best answers or even a simple social reward by liking or praising the comments of followers that try, any action that makes interactors win some sort of prestige and approval will help initiate advances from the « achievers ».

-To satisfy all the past three types of non engagers, we believe that games like the one created on the RGB coca cola activation should be brought more for these reasons : the game was innovative and new which satisfies the need of the category that looks for new games, second the possibility to raise challenge to be optimal for anyone depends on the number of purchased bottles which can be appealing to the second category that looks for stimulating and non easy games and third the offering of tangible gifts might seduce achievers especially that these gifts like we've stated before are only part of a feedback system and undermine no intrinsic motivation .

Although 65.5% of the respondents said they prefer physical games over contests and social media games, only few participated and the reason goes to the fact that these physical games

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are part of brand activations and the company does not inform its followers about their occurrence neither before nor after.

-Our recommendation is that Fruitful coca cola and Coca cola Algerie should both work in collaboration and make sure to inform followers of the arrival of such games,

-Cognitive and emotional engagement scores endorsed by gamers across all game types ranged mostly between 'agree' and 'no opinion' and rarely between 'disagree' and 'strongly disagree'

-Due to low intention and motivation to participate in contests, only 12 respondents participated and their brand engagement results are not eloquent enough to make a judgment. We recommend that the company should eliminate or lessen the frequency of these contests, they offer no intrinsic rewards and no optimal challenges, and when the gifts aren't enticing enough or hard to attain it leads to a lack of participation.

- We noticed a strong emotional engagement and a moderate cognitive engagement from the followers who interact with the games shared on social media, we suggest that if the company works on enhancing its gamification strategy and applying it the right way by following the recommendations we've stated above it will yield to better results.

- Concerning physical games, we have noticed that most of the votes were leaning to the side of « Agree » and « strongly agree » more than to the side of « disagree » and « strongly disagree » yet the highest votes were majoritarly attributed to the « no opinion » which makes it hard to release judgement on the brand engagement driven by these games.

Conclusion:

We have tried to put under test the gamifiacion strategy of coca cola algerie, we've encountered so many limits, a lot of respondants despite being followers of the social media pages weren't familiar with the content shown in the questions something that reduced the representativity of our sample and the ability to answer questions related to our main problematic . However relying on our lean results we did find that the strongest brand engagement came from the gamified content that offers no extrinsic rewards, the emotional engagement was more important than the cognitive but it allows us to confirm our first

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hypothesis and to acknowledge that intrinsic rewards have a hand in driving brand engagement.



General Conclusion

General conclusion

General conclusion :

Our main motive for conducting this study is to shed light on the concept of intrinsic rewards, as this concept is very much discussed in education to boost intrinsic motivation in students and in organizations to boost employee performance, strangely, only lately do they begin to receive the marketing interest they deserve thanks to gamification.

We have sought through this work to change the traditional misconception which is based on the idea that showering consumers with promotional strategies can engender deep loyalty and engagement and we have proven why this is not the case. As alternatives, we have tried to offer other inherently rewarding strategies that can generate brand engagement and eventually lead to loyalty.

The idea we wanted to defend is that if a brand allows its consumers to achieve some kind of personal gratification, self-efficacy, approval and social validation, through its products, services, strategies or interactions, the result is an initiation of cognitive, emotional and behavioral engagement with the brand, this brand engagement is what will turn the consumers into advocates and evangelists .

Our intention was not to encourage the total abandonment of the use of extrinsic rewards , as we demonstrated in the first chapter, both types of rewards initiate approach behaviors and can complement each other but so that extrinsic rewards do not harm consumers' inherent motivation, they should only be used as part of a feedback system as means of praising the consumer for the hard work they have chosen to do , such as challenges in the case of games or as a search for information to fill in the gaps created by companies, Contrary to what the coca cola company does with the competitions it organizes, these contests do not require any skill, and no optimal challenge , they revolve only around the gift so no intrinsic motivation arises from consumers and when they have a strong belief that the gift is out of reach, the result is no participation from them.

In contrast, Fruital coca cola, makes a smart move by introducing more than one reward to their interactions with consumers, pairing between games and brand activations allows it to achieve a multitude of goals. This is the mindset that companies must adopt, opt for strategies that combine several rewards at the same time.

General conclusion

Although the company does not carry out post-campaign studies to verify the achievement of long-term objectives, their secondary key indicators still exceed estimates every time.

We do realise the breadth of our study, testing intrinsic rewards through these strategies might be misleading because perhaps these strategies trigger other factors rather than rewards that cause brand engagement to remedy this we recommend that further research should focus on proving more apparent and forward links.

We think that this might be possible through neuroscience we suggest a study where we use FMRI to monitor brains. First we would gather customers who know the brand but approve no attachment toward it , we would organise an intrinsically rewarding interaction between them, right after ,the same group will be hooked to the monitor again and presented with images of the brand to see what brain regions will be activated and see whether the regions responsible for emotions and cognitions are one of them too .

➤ The limits that we encountered through this research :

-A difficulty in finding coca cola followers, who agree to answer our form.

-The lack of professionalism of some respondents.

-A huge lack of informations because of the originality of the theme,

-Difficulties in accessing certain works,

-Not having a visa card to pay for tools for creating questionnaires in several languages or to buy books on amazon

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Annexes

Annexes :

Annexe 1 : Valeurs groupe ECCBC

VALEURS GROUPE ECCBC



PASSION

Nous partageons les espoirs et les aspirations de nos communautés africaines et croyons en ce que nous faisons. Nous prenons plaisir à travailler et sommes animés par une réelle passion pour les rafraîchissements, mais aussi pour nos clients et nos collaborateurs.



EXCELLENCE

Même si l'excellence du niveau de production, de qualité et d'exécution est constamment garantie, nous sommes capables de nous adapter aux défis de nos marchés avec rapidité et souplesse.



RESPONSABILITÉ

Nous sommes responsables et transparents dans tout ce que nous faisons. En tant que membres responsables de nos communautés, nous pensons globalement et agissons localement.



UNE ÉQUIPE GAGNANTE

Grâce à la confiance, à la collaboration et au dévouement, nous sommes plus que la simple somme de nos parties. Non seulement nous travaillons dur, mais nous travaillons intelligemment.



DIVERSITÉ

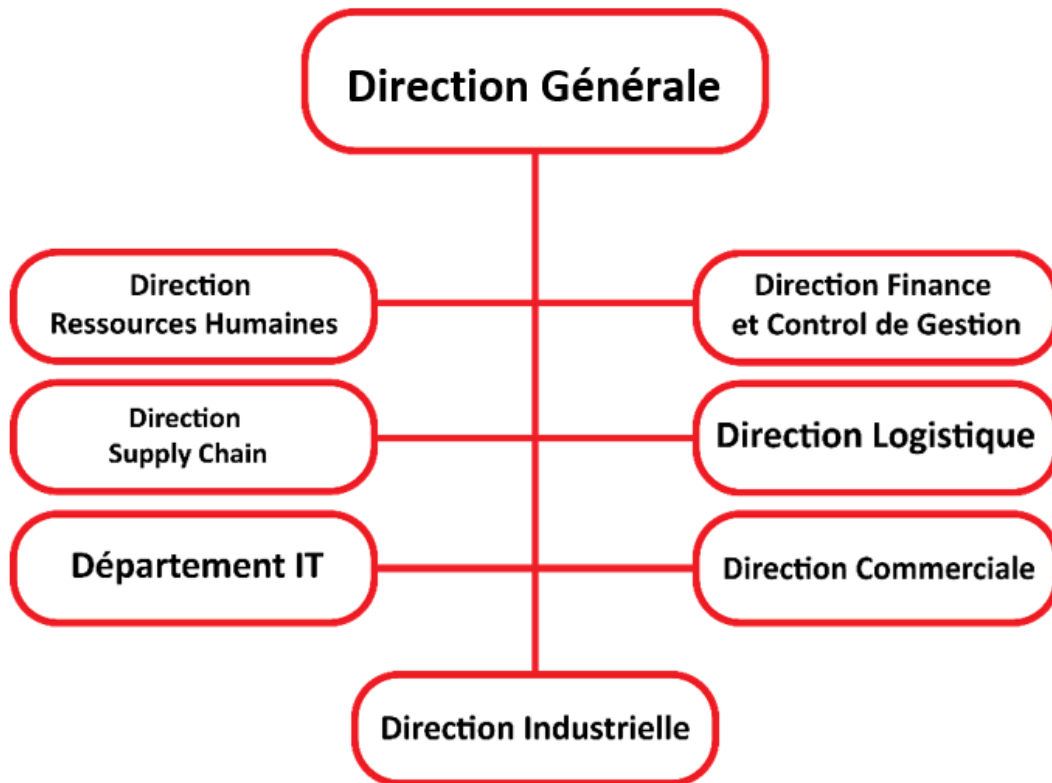
En tant que groupe leader en Afrique qui puise ses racines dans une entreprise familiale, nous comprenons les dures réalités des pays dans lesquels nous opérons et respectons leur diversité ainsi que leur patrimoine.



DÉVELOPPEMENT DURABLE

Nous travaillons en harmonie avec nos communautés afin de préserver l'environnement naturel pour les générations à venir.

Annexe 2 : Organigramme de Fruital Coca Cola



Annexes

Annexe 3 : Evolution de l'identité visuelle de Fruitall Coca-Cola



Annexe 4 : questionnaire

To obtain a master's degree in economics, Marketing option at the EHEC business school, we are carrying out a study on the impact of introducing rewards into companies' branding strategies. This form aims to answer whether gamification, one of the rewarding techniques companies use, can boost brand engagement.

We kindly ask you to answer us, it will only take a few minutes of your time, and we promise to preserve the anonymity of your answers which will be used only for academic purposes.

Thank you so much for your attention and participation.

1-You are ?

- Male
- Female

2-what age group do you belong to ?

- 15-24 years
- 25-34 years
- 35-44 years
- Over 44 years

3-What is your education degree ?

- 9th year or less
- 10-12th year
- Undergraduate
- Master

Annexes

- PhD

4-Do you like games ?

- Yes
- No

5-If yes, what motivates you the most to play ?

- Boredom
- Physical challenge
- Mental challenge
- Distraction from daily life
- Play with other people
- Socialize

6- What do you look for in games ?

- Collecting achievements and rewards
- Competing with others
- Exploring games features
- Social interactions

7-Are you familiar with one of these posts ?



- Yes
- No

8-Have you ever participated in one of these contests ?

Annexes

- Yes
- No

9-If yes, which of the two did you participate in

- The contest that offers a galaxy s5
- The contest that offers the cheering items

10-Usually, what motivates you to participate in this kind of contests

- The desire to win the reward
- The desire to immerse myself in a challenging experience
- The desire to engage with the beloved brand

11-If no, why not ?

- I don't think i will ever win anything
- The galaxy S5 reward isn't very appealing to me
- The cheering items reward isn't very appealing to me
- The challenges are not motivating

12-Are you familiar with one of the posts below ?



- Yes
- No

13-Do you usually engage with this kind of content

- Yes
- No

Annexes

14- If yes how ?

- I press the « like » button
- I leave a comment
- I share with my friends

15-What motivates you to engage ?

- I enjoy playing the games in the posts
- I feel it's an opportunity
- I engage because i love the brand

16-If no why not ?

- The games are so easy and not stimulating
- The games are too old-fashioned
- I win nothing in return

17-How often would you like to see this content from the brand

1 2 3 4 5

Never several times a week

18-What kind of games would you like to see on coca cola's social pages

- Puzzle
- Maze
- Crossword
- Spot the differences between two pictures
- Trivia quiz
- Brain teasers

19- Have you ever participated in one of the physical games organized by coca cola like in the examples shown below :



Annexes

- Yes
- Non

20-If no would you like to ?

- Yes
- No

21-Do you prefer this kind of physical games over the previously mentioned ones

- Yes
- No, i prefer the contests that offer rewards
- No, i prefer the games on social media

-Based on the interaction you have had with the brand through any kind of games, answer the following questions :

	Strongly disagree	disagree	No opinion	agree	Strongly agree
22)I feel very positive when am dealing with coca cola through the brand					
23)I feeveryhappywhen dealing with coca cola through the game					
24) I feel good when I am dealing with coca cola through the game					
25) I think about coca cola a lot when I am dealing with it through the game					
26)Dealing with coca cola through the game stimulated my interest to learn more about it					

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