

Radboud University



Authenticity in Ideation Contests

How significant is it?

David Timp (s4475526)

Master's thesis Business Administration, Marketing

Radboud University

Supervisor: Prof. B. Hillebrand

Second examiner: dr. S.M. Ritter

Preface

I hereby introduce you to my thesis: ‘Authenticity in ideation contests; How significant is it?’ This thesis is written during the COVID-19 crisis, which is a turbulent and unpredictable period for all of us. I want to thank my supervisor prof. B. Hillebrand for his time and his inspiring and helpful remarks.

Hopefully you will enjoy reading this thesis.

David Timp

Nijmegen, 10 November, 2020

Abstract

Ideation contests are a great tool for organizations to remain innovative and competitive. Literature suggests that authenticity plays an influential role when looking at business outcomes of ideation contests. The following hypotheses were formulated: Perceived authenticity has a negative influence on destructive behavior, perceived authenticity has a positive influence on firm image and authenticity has a positive influence on participation intention. Perceived authenticity appeared to affect destructive behavior. However, this influence was contradictory to what was expected. Firm image and participation intention were found to be unaffected by perceived authenticity. The overall conclusion is that authenticity in ideation contests is not as significant as predicted.

Chapter 1

1.1 Introduction

In today's rapidly changing and competitive environment, it is important for organizations to remain innovative (Ireland & Webb, 2007). In order to successfully develop new products, firms have to understand the needs and wants of the customer. This requires active involvement with customers (Lagrosen, 2005). One way for organizations to effectively involve the customer is by organizing ideation contests. In ideation contests, contestants are offered a possibility to come up with their own ideas and creations, in order to support the innovation process of the firm (Gatzweiler, Blazevic & Piller, 2017). These ideation contests are mostly conducted online. In an ideation contest, participants are able to share their ideas with other participants and have the ability to comment on each other (Gatzweiler et al., 2017). An advantage of involving customers in ideation contests is that they know what they need and want (Cooper & Edgett, 2008). To concretize the concept ideation contest, an example is provided. Nabisco, an American manufacturer of cookies and snacks, launched a campaign to give fans the opportunity to develop their own flavor ideas. The campaign was called: 'My Oreo creation' and the jury judgment was based on flavor originality, creativity and appeal. Nabisco's ideation contest became a great success.

Research indicates that authenticity plays a critical role with regard to the business outcomes of an ideation contest. By authenticity in a context of ideation contests is meant that the ideation contest is consistent in reflecting core values.

Ideation contests are an online phenomenon (Bettiga & Lamberti, 2019). Hosting an online ideation contest can be beneficial for firms when participants experience a sense of autonomy, competence, enjoyment and a sense of community (Füller, Hutter & Faullant, 2011). However, hosting an online ideation contest can also have negative consequences. Unauthentic ideation contests are more likely to lose credibility by customers, which can result in negative business outcomes (Chapman, 2005). These negative business outcomes include destructive behavior, a deteriorated firm image and a lower participation intention.

When an online ideation contest lacks authenticity, contestants can proceed to destructive behavior (Gatzweiler et al., 2017). Within the context of ideation contests,

destructive behavior is characterized by upset and angry contestants posting antagonistic content (Zhang et al., 2018).

When contestants perceive the ideation contest as dishonest, it is likely assessed as unauthentic (Djelassi & Decoopman, 2013). Next to destructive behavior, a low level of perceived authenticity can result in a deteriorated firm image, meaning a degraded overall appeal towards key stakeholders. Since ideation contests are an online phenomenon, there is a possibility of participants spreading online negative word of mouth, resulting in a collectively more negative firm image.

In this research it is expected that the perceived authenticity of an online ideation contest influences the participation intention of potential contestants positively. This means that the likelihood of participation for a single participant will rise when the ideation contest is assessed as authentic. This expectation is based on the loss of credibility of firms when being perceived unauthentic, thus making it likely that a low level of perceived authenticity will result in a lower level of participation intention. In addition, when there is a low level of trust from potential participants towards the design of the contest, odds of a lower participation intention increase (Rayna & Striukova, 2015).

1.2 Problem statement

1.2.1 Research question

Existing literature about online ideation contests has focused on several aspects of online ideation contests. The impact of creative experience within an online ideation contest on the quantity and quality of creative distributions has been examined (Füller et al. 2011). Gatzweiler et al. (2017) conducted a netnography study to investigate the phenomenon of deviant co-creation content in ideation contests. With deviant co-creation content, they mean contributions that range from content violating the task requirement to deviation from norms and deviation from reference content. Another school of thought has investigated the effects of the amount of participants on participants' effort (Boudreau, Lacetera & Lakhani, 2011). In addition, the intercommunication between host and participant has been analyzed (Tierwisch & Xu, 2008). However, to the best of my knowledge, little research has focused on authenticity

of ideation contests. Since authenticity appears to have a significant impact on several business outcomes, the following research question arises:

How does the perceived authenticity of an online ideation contest influence destructive behavior of contestants, firm image and participation intention?

1.2.2 Managerial relevance

This study is important for managers, because it tries to find an answer to the question how authenticity is important for participants, in the context of online ideation contests. This could give managers new insights in whether they should take action to make the design of the contest in line with core values of the brand.

1.2.3 Theoretical relevance

Based on recent literature, there is reason to assume that perceived authenticity of ideation contests influences several business outcomes. These business outcomes are destructive behavior of contestants, participation intention and firm image. By investigating the role of authenticity within ideation contests, this research adds insights to the existing body of knowledge regarding the significance of authenticity in a context of ideation contests. For theoretical relevance, results of this research will show whether authenticity is a driving force that helps ideation contests reach desired business outcomes.

Chapter 2

2.1 Theoretical background

In this chapter, central concepts of this study will be extensively discussed. First, the context of this research ‘online ideation contests’ will be described,. Thereafter an overview will be given of the central concept of this research, authenticity. Furthermore, destructive behavior, participation intention and firm image will be discussed. After that, hypotheses will be formed. The chapter will end with a conceptual model.

2.2 Online ideation contests

Recently, online ideation contests are considered a method to involve customers in order to remain innovative. In an online ideation contest, a firm opens a call for new ideas (Bettiga & Lamberti, 2019). The receiver of this call is the crowd, a population of individuals. The winner of the contest, that comes up with the best idea, is usually awarded with a prize. This prize can be monetary or non-monetary. Both companies and public institutions increasingly use online ideation contests as a complement to in-house research & development (Bettiga & Lamberti, 2019). Hosting an ideation contest can have several benefits for organizations.

Firstly, an online ideation contest can give the opportunity for a group of individuals to create a sense of community. Because ideation contests are online, it enables contestants to comment on each other’s contributions. When this is the case, positive associations are created in the minds of the contestants towards the host. When they experience a sense of community, autonomy, competence and when they enjoy their task, the quality of contributions and the amount of contributions will rise (Füller et al., 2011).

Another advantage of online ideation contests is that it enables organizations to tap into a big external source of ideas which score higher on novelty and benefits than ideas conceived internally (Bettiga & Lamberti, 2019). The aggregated impact of all externally conceived ideas combined, is bigger than single-expert ideas, because the collective intelligence corrects for human biases (Bonabeau, 2009). In addition, contestants do not need to have a specific skills set or capabilities that internally assigned experts do need. Their group intelligence compensates for this lack of specific skills and capabilities.

Furthermore, online ideation contests are likely to produce a large amount of ideas, especially when the task is greatly unspecific and aimed at a fairly broad audience. For example, the ideation organized by Lenovo, attracted a lot of attention. Their contest invited to create an intriguing advertising campaign on an emotional level, to promote the YOGA PC. From all ideas generated by a contest, brands need to carefully select the most relevant and valuable ones. The most relevant and valuable ideas sometimes are worth implementing (Schemmann et al. 2016). A few factors are important when considering chances that an idea will be implemented by a brand. The first factor is idea novelty (Poetz and Schreier 2012). Also, crowd popularity might be an indicator of implementation success of new ideas (Di Gangi & Wasko 2009): ideas rated with more positive votes by the community have higher odds of being implemented by the company. Finally, characteristics related to the ideator could be relevant when assessing success of newly generated ideas (Bayus, 2013). His research indicated that ideators who contributed with multiple ideas, are relatively more likely to come up with an idea that is being implemented, compared to ideators who offered one idea.

2.3 Authenticity

The concept of authenticity has been described and defined in recent literature. It has been used in several contexts, but not in a context of online ideation contests. Since the concept of authenticity is an abstract and ambiguous concept, first an overview will be given how the concept of authenticity has been used in different contexts within literature. Then, a definition of authenticity will be provided.

In their paper, Robinson & Clifford (2012) describe food authenticity. They proclaim that an important determinant of food authenticity is authenticity of the process. The authentic process is defined as: a process elevated by its methods simplicity and naturalness and being reflected in the small-scale or non-commercial characteristics of the producing organization (p. 578). In addition, they argue that perceived authenticity is related to personal factors. These personal factors comprise cultural awareness and knowledge of consumers (Groves, 2001). Furthermore Robinson & Clifford (2012) state that building authenticity is a process which takes time to establish.

Cording, Harrison, Hoskisson & Jonsen (2014) investigated how organizational authenticity affects employee productivity. They define authenticity as: “consistency between a firm’s espoused values and its realized practices” (p. 39). They argue that espoused values such as openness, fairness and accountability should consistently recur

in actual deeds. When this is the case, it will result in positive reciprocity between employee and the firm (Cording et al., 2014). If not, employee levels of trust will deteriorate, which can result in negative business outcomes.

Adam (2010) describes authenticity in a context of objects. “When an archivist assesses authenticity, s/he is concerned with whether the object is what it purports to be” (2010, p. 596). This means, is the object honest to its purpose, or is it ‘fake’.

Liedtka (2008) investigated how authenticity is defined in several disciplines. Disciplines in which the concept of authenticity has deep roots are philosophy, fine arts, sociology and developmental and social psychology. She concludes that each discipline emphasizes different aspects. The core of meanings of the concept of authenticity relates to “being true to oneself” (2008, p. 238).

In the leadership realm, authenticity is a much recurring concept in the last decades (Bishop, 2013). Being true to oneself is a key component of authenticity and is found in many definitions of authentic leadership. Within his research, Bishop (2013) refers with authenticity to: ‘owning one’s personal experiences, be they thoughts, emotions, needs, wants, preferences, or beliefs — processes captured by the injunction to know oneself — and further implies that one acts in accord with the true self, expressing oneself in ways that are consistent with inner thoughts and feelings’ (2013, p.2).

In a context of tourism management, authenticity can enhance understanding of tourists’ motivation and behavior as well as provide tactical and strategic implications for tourist destination management (Kolar & Zabkar, 2010). The authors define authenticity as ‘tourists perception and enjoyment of genuine experiences’ (Kolar & Zabkar, 2010).

Now, focus will be placed on brand authenticity. Since in most cases brands are organizers of ideation contests, brand authenticity is an important predictor of ideation contest authenticity (Hanine & Steils, 2019). Recently, several attempts have been made to develop a scale of brand authenticity (Fritz, Schoenmueller & Bruhn, 2017). Bruhn et al. (2012) describe brand authenticity as the perceived genuineness of a brand that is manifested in terms of its stability and consistency, uniqueness, reliability and naturalness. Also, a four-dimensional scale was produced by Morhart et al. (2015) to represent the concept of brand authenticity. The dimensions displayed are continuity, symbolism, credibility and integrity. Furthermore, a scale measuring brand authenticity

was formed by Napoli et al. (2014). Their scale consists of the dimensions quality commitment, heritage and sincerity. Fritz et al. (2017) use consistency, honesty and genuineness to describe the concept of brand authenticity. Within the context of brand authenticity, another element was found relevant. Displaying excessive commercial motives is seen as a factor that contributes to being perceived as inauthentic (Beverland, 2006). Following on from this, Moulard et al. (2015) state that a brand is authentic when brand managers are being perceived as internally motivated, whereas inauthentic brands are associated with external motivations (e.g., money). Self-determination theory supports this (Moulard et al., 2015). This theory argues that being true to oneself (i.e., authentic) consists of being motivated by intrinsic motivations and those motivated by extrinsic forces are not seen as true to themselves (i.e., inauthentic). Within this research however, displaying excessive commercial motives is not directly related to the concept of authenticity. As can be seen in table 1, in various contexts authenticity is described with terms as: 'being true', 'genuineness' 'naturalness' 'sincerity' 'credibility'. All these terms can be related to 'honesty' (Ashton, Lee & Son, 2000). Honesty is about telling and acting truthfully (Köbis, Verschuere, Bereby-Meyer, Rand & Shalvi, 2019). According to all these descriptions, when a brand organizes an ideation contest and is honest about its actions and intentions, it is authentic. Even if there is a commercial motive. Therefore the findings of Moulard et al. (2015) and Beverland (2006) are not taken into account in the remainder of this research.

Author(s)	Context	Definition authenticity
Robinson & Clifford (2012)	Food authenticity	Method simplicity and naturalness
Cording, Harrison, Hoskisson & Jonsen (2014)	Organizational authenticity	Consistency between a firm's values and its realized practices
Adam (2010)	Object authenticity	Is the object honest to its purpose, or is it 'fake'
Liedtka (2008)	Philosophy, fine arts, sociology, developmental and social psychology	Being true to oneself
Bishop (2013)	Authentic Leadership	Being true to oneself, expressing oneself in ways that are consistent with inner thoughts and feelings
Kolar & Zabkar (2010)	Tourism	Tourists perception and enjoyment of genuine experiences
Bruhn et al. (2012)	Brand authenticity	Perceived genuineness of a brand that is manifested in terms of its stability and consistency, uniqueness, reliability and naturalness
Morhart et al. (2015)	Brand authenticity	Continuity, symbolism, credibility and integrity
Napoli et al. (2014)	Brand authenticity	Quality commitment, heritage and sincerity
Fritz. et al. (2017)	Brand authenticity	Consistency, honesty and genuineness

Table 1: Overview authenticity

Authenticity can be manifested by core values. Core values are defined as: 'the organization's essential and enduring tenets- a small set of general guiding principles; not to be confused with specific cultural or operating practices' (Pruzan, 2001). Core values are closely related to brand essence. In order to get a more clear understanding of the concept authenticity and core values, below an overview is provided of the concept brand essence. Several authors have looked into the concept of brand essence. The objective of describing brand essence is to summarize the inner core values of a brand (Urde, 2003). Kelley (2001), views brand essence as part of identity. According to him, brand essence captures all core identity elements. Keller (1999), describes brand essence as a brand mantra. Three to five words that combined form the core of the brand, the brand positioning (Urde, 2003). For example, Nikes brand mantra is: authentic,

athletic, performance. Randazzo (1993) discusses the brand soul. He describes that the soul of a brand comprises core values that identify a brand, which makes brand soul comparable to brand essence.

In order to define authenticity in a context of ideation contests, mainly the definitions of brand authenticity and organizational authenticity are taken into account. This decision is made since definitions of authenticity vary widely by context and ideation contests are closely related to organizations and brands. As described earlier, honesty meaning speaking and acting truthfully, is an essential concept related to authenticity. The terms ‘consistency’, ‘continuity’ and ‘heritage’ (table 1) indicate that authenticity can only exist over a certain timeframe. Something cannot be considered authentic if it has not been analyzed over a certain period of time. Ultimately, core values serve as a base to measure authenticity. With this information in mind, the following definition of authenticity is selected:

“The perceived consistency of a brands behavior that reflects its core values in an ideation contest, according to which it is perceived as being true to itself, not undermining its brand essence” (Fritz et al., 2017, p. 327). In the remainder of this research, this definition will be used when using the concept of authenticity in an ideation contest context.

2.4 Destructive behavior

Hosting online ideation contests can have, next to advantages, disadvantages. A disadvantage for the host of an online ideation contest is that the organization gives up control. By giving power to an online anonymous crowd to come up with their own contributions, risk is involved. A risk exists that contestants post content that discredits the host. When contestants experience the contest as unproductive and unprofessional, it is likely that the amount of discrediting content will increase (Gatzweiler et al., 2017). This discrediting content includes pornography, content violating IP rights, or obscene, defaming or affronting statements (Gatzweiler et al., 2017). For example in a contest with a low perceived authenticity by contestants, the name for a new product that received most votes was: “Hitler did nothing wrong”(Gatzweiler et al. 2017).

Because ideation contests are online, there is a chance that this discrediting content gets widespread via social media. When discrediting content gets widespread via social media, there can be negative consequences for the hosting organization. For

example, the firm image can be deteriorated. Within the context of online ideation contests, the activity of posting discrediting content is described as destructive behavior.

Since customers want to understand and connect with organizations they interact with, it is highly important for organizations to be perceived as authentic. Inauthentic brands are perceived as less credible (Chapman, 2005). Gatzweiler et al. (2017) found that inauthentic ideation contests can result in the creation of satires and the posting of obscene and offending content. The online character of ideation contests offers a solid foundation for this destructive behavior. Online platforms bring together like-minded people (Durkin et al. 2006) and the often anonymous nature of the internet decrease concerns about possible punishments (Gatzweiler et al. 2017). Considering all this, the following hypothesis is formed:

H1: Perceived authenticity has a negative influence on destructive behavior

2.5 Firm image

The image is one of the most important assets of a firm (Milgrom, 2013). Research has shown that there is a positive relationship between firm image and organizational performance (Milgrom, 2013). Having a good image can have several advantages for an organization. Examples are increased profitability and attracting new members, investors and customers (Milgrom, 2013). Fombrun (1996) came up with a definition of image which is commonly used in image literature. He defines firm image as: “A perceptual representation of a company’s past actions and future prospects that describes the firm’s overall appeal to all its key constituents when compared with other leading rivals (Fombrun, 1996, p.72). This definition of firm image will be used during the remainder of this research, since it is a widely accepted definition of firm image.

Balmer & Greyser (2009), argue that levels of trust can be increased when a hosting brand is perceived as honest and therefore perceived as authentic. With honest they mean brands who preserve and propagate their core values. Trust is by numerous authors considered an important element that determines relationship success (Casielles, Álvarez & Martín, 2005). Trust is defined as: ‘The belief in the trustworthiness and integrity of the exchange partner’ (Morgan and Hunt, 1994, p.86). Applications of trust are often linked to exchange activities, as trust forms a base for human interaction or exchange (Gundlach & Murphy, 1993). Within ideation contests there is an exchange between participant and hosting brand. The participant exchanges his skills and ideas for recognition or possible financial gains. When levels of trust rise

among participants of the ideation contest, it is likely that they will develop a better relationship with hosting brand (Gundlach & Murphy, 1993). This improved relationship will create an improved firm appeal from the perspective of the participant. With this, the following hypothesis develops:

H2: Perceived authenticity has a positive influence on firm image

2.6 Participation intention

In their research, Rayna & Striukova (2015) investigated the motivational challenges of co-creation, including ideation contests. According to them, trust is a critical determinant of participation intention of contestants. Trust has a direct influence on a participants aspiration to give information (Jung, 2008), and encourages to participate in online activities (Salo & Karjaluoto, 2007). When participants trust the brand with which they interact, willingness to cooperate increases (Salo & Karjaluoto, 2007). A high level of trust can be achieved when participants perceive the ideation contest as honest (Balmer & Greyser, 2009). When a brand is consistently honest and that is reflected in the ideation contest, levels of trust will rise. Since honesty builds trust and authentic ideation contests are considered honest, this indicates that perceived authenticity could play a critical role in relation to participation intention.

H3: Perceived authenticity has a positive influence on participation intention

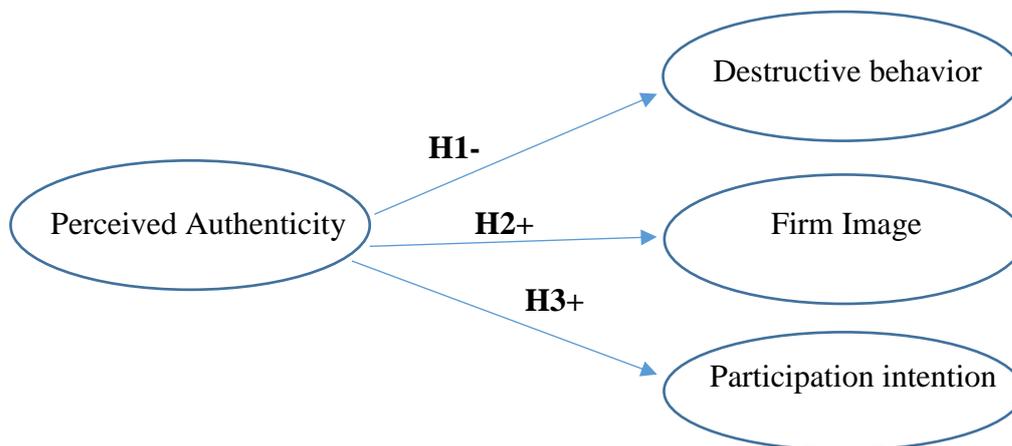


Table 2: Conceptual model ideation contest

Chapter 3

This chapter reports the method section. First, an introduction is provided. Then, the design is being discussed. This section delivers an overview of the formal design of this study. Besides, all central variables are being operationalized into items. The participants section is reported after that. Consequently, the apparatus section brings insights regarding all equipment used, for example surveys. Lastly, the procedure section informs about how this study was executed in practice.

3.1 Introduction

To investigate the hypotheses, an experimental design was created. In experimental designs, variables are manipulated (Field & Hole, 2002). In this experiment, two conditions were created. The first condition, an ideation contest with a high level of authenticity and another condition with a low level of authenticity. By doing this, the level of authenticity can be manipulated. Along these lines, the influence of authenticity within an ideation contest on destructive behavior, firm image and participation intention is examined.

3.2.1 Design

Respondents participated in one of two conditions, which made this experiment an independent-measures design (Field & Hole, 2002). An independent-measures design was selected instead of a repeated-measures design. In a repeated-measures design, respondents get to participate in both conditions. A disadvantage of a repeated-measures design is that there is a risk that the first condition influences respondent responses on second condition. An independent-measures design corrects for this risk.

In an introductory text the respondents were thanked in advance for partaking in the experiment and they were informed about the research (Appendix I). The respondent learned that the experiment is anonymous and data are used for research purposes only. The concept ideation contest was then briefly explained and informed participants about the duration of the experiment (approximately 3 minutes).

The respondent was then requested to imagine a situation in which they read in the consumer association guide. In general, consumers consider the consumer association guide as a reliable and trustworthy source. A statement was presented concerning a fictional chocolate bar brand, called Chunko. The brand is fictional,

because in that way minimal existing associations with the brand appeared in the minds of the respondents, which could otherwise influence results unintentionally.

The description given of Chunko in the consumer association guide, was different for each condition. The following text was shown in the first condition: *Chunko is an **innovative** brand. Constantly searching for new ideas and new ingredients across the globe is in the DNA of the firm.* Innovation was the core value that was represented by this text. The second condition showed this text: *‘‘Chunko is a **traditional** brand. It is in the DNA of the firm to completely rely on secret family recipes and old manufacturing methods’’. In this condition tradition was the core value.*

To create separate conditions, authentic and non-authentic, a conscious attempt was made to create conditions with contradictory core values. Tradition, which is about old habits and routines and in contrast innovation, which is about newness and development. In the case of an authentic ideation contest, it was important that core values would be reflected within the contest. In the case of a non-authentic ideation contest, core values were not reflected. Both descriptions of Chunko were concise and clearly worded. This was done in order to avoid ambiguities regarding the core values. For example, in both descriptions it was stated that the core value is ‘in the DNA of the firm’. Hereby was meant that both descriptions were about the firm’s essence.

The first description, which displayed innovation as the core value, portrayed the authentic ideation contest. The invitation focused on enthusing consumers to participate. By doing this, the goal was to develop a new chocolate bar flavor. Developing new flavors corresponded with the continuous search of Chunko to find new ideas and new flavors around the world. This made it an authentic ideation contest.

Tradition was the core value of the second description. This condition portrayed a non-authentic ideation contest. The documented core value tradition was inconsistent with the offering made in the ideation contest by Chunko. Tradition referred to the use of old habits, using secret family recipes. The usage of secret family recipes and old habits was contradictory to the idea of an open ideation contest, that invited consumers to come up with ideas for a new flavor. Therefore, this condition was considered non-authentic.

Respondents were shown the following invitation text for the ideation contest of Chunko:

Hello Chunko lover,

In order to offer you even more choice, it is time to develop the next new flavor of our chocolate bars! Use your creative mind and come up with a unique, new flavor for Chunko. Push your limits and perhaps your idea will be on the market soon. The winner of the contest will be rewarded. During a year, the winner gets each month a box with 20 of his or her self-conceived chocolate bars, to share with friends and family. Don't wait, participate now!

After reading the ideation contest invitation, the respondent was requested to fill in a questionnaire to measure perceptions towards the independent, control and dependent variables. After completion, the respondent needed to answer general questions which consisted of age, gender and highest level of education attended.

In order to get a more clear view of the influence of independent variable authenticity on the dependent variables destructive behavior, firm image and participation intention, a control variable was added. This control variable was named 'Importance of authenticity'. Control variable 'Importance of authenticity' was measured by four items.

3.2.2 Operationalization

In order to translate all constructs within this research into items, scales for all variables were created.

Construct	Definition	Dimensions	Items/questions	Source
<i>IV</i> (Independent variable): Authenticity	•The perceived consistency of a brands behavior that reflects its core values in an ideation contest, according to which it is perceived as being true to itself, not undermining its brand essence		<ul style="list-style-type: none"> •In this ideation contest, Chunco reflects its core values in a consistent way •I perceive Chunko's ideation contest as honest •I perceive Chunko's ideation contest as genuine •This ideation contest matches with the essence of Chunko 	(Fritz et al., 2017)

CV (Control variable): Importance of Authenticity	<ul style="list-style-type: none"> •The perceived importance of authenticity of the ideation contest 		<ul style="list-style-type: none"> • It is important that in an ideation contest the core value of hosting brand is reflected in a consistent way •It is important that an ideation contest is honest •It is important that the ideation contest is genuine •It is important that the ideation contest matches with the essence of the hosting brand 	
DV (Dependent variable): Destructive Behavior	<ul style="list-style-type: none"> •The activity of posting discrediting content in an ideation contest 	<ul style="list-style-type: none"> •Posting of discrediting content 	<ul style="list-style-type: none"> •It wouldn't surprise me if a participant in this ideation contest would post discrediting content •It wouldn't surprise me if a participant in this ideation contest would post degrading content •It wouldn't surprise me if a participant in this ideation contest would post hostile content 	(Gatzweiler et al., 2017)
DV: Firm image	<ul style="list-style-type: none"> •Perceptual representation that describes overall appeal towards key stakeholders 	<ul style="list-style-type: none"> •Overall appeal 	<ul style="list-style-type: none"> •In general, I have positive associations with Chunko •My overall view of Chunko is positive •I have positive feelings towards Chunko 	(Fombrun, 1996)
DV: Participation intention	<ul style="list-style-type: none"> •Likelihood of participating in ideation contest 	<ul style="list-style-type: none"> •Participation likelihood 	<ul style="list-style-type: none"> •It is likely that I would participate in this contest •It is probable that I would participate in this contest •There is a good chance that I would participate in this contest 	Rayna & Striukova (2015)

Table 3: Operationalization constructs

In order to measure the influence of perceived authenticity on the dependent variables destructive behavior, firm image and participation intention, scales were formed. In this research, the dependent variables were measured via a questionnaire. Statements were formulated representing the concepts. In order to track down perceptions of respondents, seven-point Likert scales were used to measure perceptions of participants. Scales were based on earlier described sources. Likert scales are mostly treated as an interval scale (Brown, 2011). This study uses the Likert scale as interval. Choice options varied from very strongly disagree, strongly disagree, disagree, neutral, agree, strongly agree, to very strongly agree.

3.3 Participants

Within this research, it was expected that age, gender or level of education could affect results of this study. Therefore it is important that the sample represented a broad audience. In this way, external validity would increase. The researcher used his network as well as that of friends and family members to spread the experiment. Besides, the researcher approached respondents face to face in the shop 'Runnersworld Nijmegen'. The experiment was carried out in Dutch, since the mother tongue of respondents is Dutch. A sample was drawn out of the population.

In order to generalize results, sample size requirements should be met. This research used the rule of thumb of 50 respondents per condition. Since this research contained two conditions, a total of 100 respondents were needed. However, to improve practical impact and substantive perspective, 20 extra respondents were incorporated (Hair, 1998). Six respondents were deleted due to problematic missing values. Almost half of the sample, 44.7%, consisted of respondents aged between 18-24 years old (Appendix II). 24.6% was represented by respondents in the next age group, 25-35 years old. The vast majority of respondents thus belonged to the younger age groups. Of this sample 57.9 % was male and 42.1% female. In this case, there was no clear overrepresentation of one sex. 38.6% of respondents highest education attended was higher vocational education and 53.5% of respondents was scientifically educated. In total more than 90% of the sample consisted of higher-educated people.

3.4 Apparatus

The software that was used to gather data was Qualtrics. The experiment was carried out on iPads or cell phones.

3.5 Procedure

The respondent needed to partake in the experiment individually. Pre-testing was done to ensure that the manipulation would work and to ensure that all variables had sufficient internal consistency. Finally, three pre-tests were performed. After each pre-test, small adjustments were made to the experiment. These small adjustments were made in the description of Chunko and the ideation contest invitation. After the third pre-test, there was a significant difference between the two conditions on authenticity.

3.6 Construct reliability and validity

In order to measure internal consistency of the items on each variable, the Cronbach's alpha was calculated.

Table 4: Internal consistency

Construct	Original # items	Cronbach's alpha	# of items deleted	Percentage Variance Explained
Authenticity	4	.819	0	65%
Importance authenticity	4	.734	0	56%
Destructive behavior	3	.894	0	82%
Firm image	3	.922	0	87%
Participation intention	3	.983	0	97%

In no case did removal of an item lead to an improved Cronbach's alpha. Authenticity was measured with 4 items and had great internal consistency, $\alpha = .819$. Importance of authenticity was measured with 4 items and had acceptable internal consistency, $\alpha = .734$. Destructive behavior was measured with 3 items and had great internal consistency, $\alpha = .894$. Firm image was measured with 3 items and had excellent internal consistency, $\alpha = .922$. Participation intention was measured with 3 items and had excellent internal consistency, $\alpha = .983$.

Factor Analysis was executed to determine convergent validity and discriminant validity. The Pattern Matrix (Appendix III) showed that there is discriminant validity, since each item does not load on multiple factors. Correlation Matrices of all variables (Appendix III) showed that there is sufficient convergent validity, meaning that items that are supposed to be correlated, do correspond with one another in practice.

Chapter 4

In this chapter results were reported and interpreted.

4.1 Descriptive analysis

Table 5: Correlation matrix and descriptive statistics

	1	2	3	4	5
1. Authenticity		.522	.833	.000**	.000**
2. Importance authenticity			.309	.865	.381
3. Destructive behavior				.270	.050*
4. Firm image					.000**
5. Participation intention					
Mean	4.26	5.45	3.16	4.53	3.34
Standard deviation	1.02	.70	1.14	.78	1.48

N=114; * $p < .01$; ** $p < .05$

A Pearson correlation was conducted to examine relationships between authenticity, importance of authenticity, destructive behavior, firm image and participation intention. There was a positive correlation between authenticity and firm image, = .421, $p < .01$. The same applies to authenticity and participation intention = .448, $p < .01$; and firm image and participation intention = .444, $p < .01$. A negative correlation was found between destructive behavior and participation intention, = -.148, $p < .05$. The construct with the highest mean was importance of authenticity, = 5.45. Destructive behavior displayed the lowest mean, = 3.16.

4.2 Manipulation check

To check whether the authentic and non-authentic condition scored significantly different on authenticity, an Independent Samples T-test was performed. Group statistics showed that the mean on authenticity for the authentic condition was 4.75 and for the non-authentic condition 3.77 (Appendix IV). These mean differences were significantly different, $p = .000$. Thus the conclusion was drawn that the authentic condition was significantly more authentic in comparison to the non-authentic condition and therefore the manipulation worked.

4.3 Analysis

This study investigated whether authenticity influenced a number of dependent variables. These dependent variables were destructive behavior, firm image and participation intention. Since this research included a control variable, a MANCOVA was conducted.

4.3.1 Assumptions testing MANCOVA

Prior to the MANCOVA, assumptions were tested.

Normality

The dependent variables needed to be normally distributed for each group. It seemed that each dependent variable was distributed normally. No problematic outliers were found.

Level of variables

The independent variable authenticity was categorical and the dependent variables destructive behavior, firm image and participation intention were on a continuous level. The covariate importance of authenticity displayed continuous level.

Independent scores

Scores were independent, since respondents solely participated in one condition.

Equal scores

An independent T-test showed there was little difference between both means of each condition on the control variable importance of authenticity. The authentic condition had a mean of 5.47, for the non-authentic condition this was 5.43, $p = .738$. This meant equal scores between groups.

Equal regression coefficients

Regression coefficients of the relationship between the covariate and the dependent variables should be approximately the same for each condition. Appendix VI showed that there was a significant difference of the regression coefficients of both conditions between the covariate and the dependent

variable destructive behavior, $p = .038$. With this information in mind, it was concluded that for each condition the impact of the covariate on destructive behavior was different. For this reason, the covariate was not suitable to be included in the main analysis and was therefore removed.

4.3.2 Assumption testing MANOVA

After removal of the covariate, the main analysis became a MANOVA. After testing previous assumptions for the MANCOVA, an additional assumption for the MANOVA was tested.

Homogeneity of variances and covariances

Box's Test of Equality of Covariance Matrices showed that the observed covariance matrices of the dependent variables were equal across groups, $p = .252$ (Appendix VII). Levene's Test tested equality of error variances for each dependent variable, whether the variance on this variable differed across groups. For all dependent variables no significant results were found (Appendix VII) and therefore the assumption of homogeneity of variances was not violated.

4.3.3 MANOVA

Wilks' Lambda was investigated in table Multivariate Tests. $P = .102$, meaning that the conditions did not differ on the combination of the dependent variables (Appendix VII).

Table 6. Effect of authenticity on destructive behavior, firm image and participation intention

Source	Dependent Variable	df	F	Sig.	Partial Eta Squared
Condition	Destructive behavior	1	4.942	.028	.042
	Firm image	1	.356	.552	.003
	Participation intention	1	.483	.489	.004

N=114

Tests of Between-Subjects Effects (Table 6) showed that separate conditions of authenticity significantly differ on destructive behavior, $p = .028$. However, this effect was considered small, partial $\eta^2 = .042$. Descriptive statistics (Appendix VI) showed that the authentic condition displayed a higher mean, $M = 3.39$, compared to the non-authentic condition, $M = 2.92$, on destructive behavior. This means that the significant effect of authenticity on destructive

behavior is opposite to what was expected. Hypothesis 1 stated: perceived authenticity has a negative influence on destructive behavior. This hypothesis was rejected. The next hypothesis proposed that perceived authenticity has a positive influence on firm image. This hypothesis was rejected, since authenticity had no significant influence on firm image, $p = .522$. The final hypothesis was: perceived authenticity has a positive influence on participation intention. No influence of authenticity on participation was detected, $p = .489$ and thereby the final hypothesis was rejected.

A Pearson correlation showed (Table 5) that between destructive behavior and participation intention, $p = .05$ and between firm image and participation intention $p = .00$ significant correlations were found. In this case there were high correlations between the dependent variables and therefore multiple univariate ANOVAs were carried out to test the hypotheses again.

4.3.4 Multiple univariate ANOVAs

Three univariate ANOVAs were conducted to reinvestigate the hypotheses. The Tests of Between-Subjects Effects (Appendix IX) displayed a result of the influence of authenticity on destructive behavior. This result appeared to be significant, $p = .028$ but as mentioned earlier this effect turned out to be positive, instead of the expected negative influence. The influence of authenticity on firm image, $p = .552$ and on participation intention $p = .489$ remained insignificant.

4.3.5 Additional analyses

The general results are not in line with what was expected. However, it could be that subgroups provide an explanation for these results. As described earlier, the importance of authenticity for each respondent could be a factor that influences the relationship of authenticity on the dependent variables. Variable *Authenticity_isimportant* is created, to investigate the effect of the importance of authenticity on the dependent variables destructive behavior, firm image and participation intention. In order to form separate groups, a distinction is made between respondents who rate authenticity as very important and respondents who do not. When a respondent displayed an aggregate score of 5.50 or higher on importance of authenticity, they got a '0,00' value. The other respondents,

with a lower aggregate score of 5.50, received a '1,00' value. Subsequently, an independent T-test is executed. The results of the independent T-test show that the groups do not score significantly different on all dependent variables, $p = <.05$ (Appendix X) This means that the importance of authenticity is not a factor that helps to explain the general results more.

Chapter 5

5.1 Conclusion

Based on current findings in recent literature, the expectation rose that the perceived authenticity of an online ideation contest would influence several variables. The research question was:

How does the perceived authenticity of an online ideation contest influence destructive behavior of contestants, firm image and participation intention?

In order to answer this question, hypotheses were formed. Hypothesis 1 was: Perceived authenticity has a negative influence on destructive behavior. This hypothesis was rejected; authenticity appeared to have a positive (rather than negative) influence on destructive behavior, however, this effect was weak. Hypothesis 2 was: Perceived authenticity has a positive influence on firm image. This hypothesis was rejected; no influence of authenticity on firm image was detected. Hypothesis 3 was: Perceived authenticity has a positive influence on participation intention. No influence of authenticity on participation intention was found and therefore the last hypothesis was rejected.

5.2 Discussion

Outcomes of this research were not in line with earlier formed expectations. The results show that authenticity did not turn out to be a driving force on desired business outcomes of ideation contests. This is a remarkable result, since literature suggested that the perceived authenticity of ideation contests could be an influential factor to reach these desired business outcomes.

The nature of online ideation contests provides a solid foundation for destructive behavior (Durkin et al. 2006). With this foundation, Gatzweiler et al. (2017) discovered that inauthentic ideation contest offerings can result in the creation of obscene and offending content by contestants. Despite this, results showed that perceived authenticity positively affected destructive behavior, instead of the expected negative effect.

For firm image, literature implied the relevance of trust when investigating possible effects of authenticity. Authentic ideation offerings lead to increased trust (Balmer & Greyser, 2009), which in turn improves firm image (Casielles, Álvarez & Martín, 2005). However, the expectation that authenticity positively influences firm image was not confirmed.

Compared to firm image, a similar mechanism was identified for participation intention. Authenticity improves trust (Balmer & Greyser, 2009). Trust is linked to online participation (Salo & Karjaluoto, 2007) and aspirations to give information (Jung, 2008). In that way, trust affects participation intention. Outcomes of this research illustrate no positive effect of authenticity on participation intention.

5.2.1 Limitations

This study has several limitations. Shortcomings of this research provide more insights into the surprising results.

Due to limited response after several online calls to partake in the survey, and as a result time restriction to gather sufficient data, the researcher approached friends and family as well as customers of the store 'Runnersworld Nijmegen' to gather respondents. By doing this, proper randomization is not achieved. It is probable that the population is not objectively represented which leads to sampling bias. This could have influenced results. It could be that participants who visited the shop 'Runnersworld Nijmegen', mainly runners, have deviant personalities. For example it is possible that runners in general have more timid personalities compared to the average contestant. If this would be the case, this would declare why scores on destructive behavior are not representative for the population.

Literature suggests that trust plays a crucial role when investigating the effect of authenticity on firm image and participation intention. This identified theoretical mechanism indicates that trust could be a mediator, in which trust mediates the effects of perceived authenticity on firm image and participation intention. This changes the dynamic of the conceptual model. In this way, the relationship between authenticity and trust and the effects of

trust on firm image and participation intention could provide new insights regarding the significance of authenticity and trust. For example, it could be that authenticity indirectly influences firm image and participation intention, mediated by trust. In addition, the role of trust will be elucidated in this way. Summarized, although this research recognizes the relevance of trust, the incorporation of trust in the conceptual model would have offered more useful findings.

The brand and the product which were selected could have influenced results. For chocolate bars, the level of interest differs for each participant. Some participants might love chocolate bars and find the reward of winning the ideation contest appealing. Others perhaps do not consume chocolate bars at all and would therefore not participate in the contest. This decision would be made regardless of whether the ideation contest is perceived as authentic or not. A control variable such as 'product involvement' could have controlled for this unwanted impact.

5.2.2 Managerial implications

Since all hypotheses are rejected, results of this study show that consistency of core values translated to an ideation contest is not as important as was expected. This is the case because authenticity does not contribute to positive business outcomes such as a lower level of destructive behavior, an improved firm image or a higher participation rate. This study suggests that reflecting core values and being honest towards participants does not have to be considered too heavily by managers, when designing an ideation contest.

5.2.3 Practical implications

Based on findings of this study, designs and offerings of ideation contests do not necessarily have to be consistent and honest in order to achieve desired business outcomes. This statement is illustrated with a practical example. Primark's core values are diversity and inclusion. The first ideation contest hosted by Primark aims to generate ideas and designs for developing a new clothing line. This clothing line will be both for males and females and the ideation contest appeals to both sexes and different age groups. The following ideation contests hosted by Primark are exclusively focused on 12-

18 year old girls. Although these offerings are not in line and not consistent with Primarks' core values, it does not necessarily mean that these ideation contests will not be a success.

5.2.4 Future research

As discussed earlier, trust appears to play an important role when researching the influence of authenticity on destructive behavior, firm image and participation intention. Future research should investigate its role further. This could be done by measuring the individual effects of trust and authenticity on the dependent variables and the interrelationship between authenticity and trust should be traced. This would provide useful insights with regard to the significance of authenticity and trust in an ideation contest context and how authenticity and trust are related.

Future exploratory research could investigate which factors in ideation contests do contribute to achieve these desired business outcomes. In order to realize this, researchers could use online ideation platforms such as Gleam to connect with participants of ideation contests. By interviewing participants, researchers can unravel underlying factors which influence earlier described business outcomes.

This research has focused on whether authenticity influences business outcomes in a commercial context. The importance of authenticity and trust in the public sector could be examined by future research alleys. Existing research states that ideation in the public sector could improve participation in the policy process, improves decision quality and builds trust in institutions (Hilgers & Ihl, 2010). Since authenticity is closely related to trust, it would be interesting to research the influence of authenticity on trust in a non-commercial ideation context.

References

- Adam, S. (2010). Preserving authenticity in the digital age. *Library Hi Tech*, 28(4), 595-604.
- Ashton, M. C., Lee, K., & Son, C. (2000). Honesty as the sixth factor of personality: Correlations with Machiavellianism, primary psychopathy, and social adroitness. *European Journal of Personality*, 14(4), 359-368.
- Balmer, J. M., & Greyser, S. A. (2009). Corporate brand reputation and brand crisis management. *Management Decision*, 47(4), 590-602
- Bayus, B. L. (2013). Crowdsourcing new product ideas over time: An analysis of the Dell IdeaStorm community. *Management science*, 59(1), 226-244.
- Bettiga, D., & Lamberti, L. (2019). Crowd Size and Crowdsourcing Performances in Online Ideation Contests. *16th International Conference on Service Systems and Service Management (ICSSSM)* (pp. 1-6). IEEE.
- Beverland, M. (2006). The ‘real thing’: Branding authenticity in the luxury wine trade. *Journal of Business Research*, 59(2), 251-258.
- Bishop, W. H. (2013). Defining the authenticity in authentic leadership. *The Journal of Values-Based Leadership*, 6(1), 7.
- Bonabeau, E. (2009). Decisions 2.0: The power of collective intelligence. *MIT Sloan management review*, 50(2), 45.
- Boudreau, K. J., Lacetera, N., & Lakhani, K. R. (2011). Incentives and problem uncertainty in innovation contests: An empirical analysis. *Management science*, 57(5), 843-863.
- Brown, J. D. (2011). Likert items and scales of measurement. *Statistics*, 15(1), 10-14.
- Bruhn, M., Schoenmüller, V., Schäfer, D. and Heinrich, D. (2012), “Brand authenticity: towards a deeper understanding of its conceptualization and measurement”, *Advances of Consumer Research*, 40, 567-576.
- Casielles, R. V., Álvarez, L. S., & Martín, A. M. D. (2005). Trust as a key factor in successful relationships between consumers and retail service providers. *The Service Industries Journal*, 25(1), 83-101.

Chapman, C. (2005). Authenticity.

Cooper, R. G., & Edgett, S. J. (2008). Ideation for product innovation: What are the best methods? *PDMA Visions Magazine*, 1(1), 12-17.

Cording, M., Harrison, J. S., Hoskisson, R. E., & Jonsen, K. (2014). Walking the talk: A multistakeholder exploration of organizational authenticity, employee productivity, and post-merger performance. *Academy of Management Perspectives*, 28(1), 38-56.

Di Gangi, P. M., & Wasko, M. (2009). Steal my idea! Organizational adoption of user innovations from a user innovation community: A case study of Dell IdeaStorm. *Decision support systems*, 48(1), 303-312.

Djelassi, S., & Decoopman, I. (2013). Customers' participation in product development through crowdsourcing: Issues and implications. *Industrial Marketing Management*, 42(5), 683-692.

Durkin, K., Forsyth, C. J., & Quinn, J. F. (2006). Pathological internet communities: A new direction for sexual deviance research in a post modern era. *Sociological Spectrum*, 26(6), 595-606.

Field, A., & Hole, G. (2002). *How to design and report experiments*. Sage.

Fombrun, C. J., (1996). Reputation: Realizing Value from the Corporate Image. Boston: Harvard Business School Press.

Fritz, K., Schoenmueller, V., & Bruhn, M. (2017). Authenticity in branding—exploring antecedents and consequences of brand authenticity. *European Journal of Marketing*, 51(2), 324-348

Füller, J., Hutter, K., & Faullant, R. (2011). Why co- creation experience matters? Creative experience and its impact on the quantity and quality of creative contributions. *R&D Management*, 41(3), 259-273.

Gatzweiler, A., Blazevic, V., & Piller, F. T. (2017). Dark Side or Bright Light: Destructive and Constructive Deviant Content in Consumer Ideation Contests. *Journal of Product Innovation Management*, 34(6), 772–789.

Groves, A. M. (2001). Authentic British food products: a review of consumer perceptions. *International Journal of Consumer Studies*, 25(3), 246-254.

- Gundlach, G. T., & Murphy, P. E. (1993). Ethical and legal foundations of relational marketing exchanges. *Journal of marketing*, 57(4), 35-46.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (1998). *Multivariate data analysis*, 5(3), 207-219. Upper Saddle River, NJ: Prentice hall.
- Hanine, S., & Steils, N. (2019). Ideation contests: Crowd management and valorization to avoid negative feelings of participants. *Creativity and Innovation Management*, 28(4), 425-435.
- Hilgers, D., & Ihl, C. (2010). Citizensourcing: Applying the concept of open innovation to the public sector. *International Journal of Public Participation*, 4(1).
- Ireland, R. D., & Webb, J. W. (2007). Strategic entrepreneurship: Creating competitive advantage through streams of innovation. *Business horizons*, 50(1), 49-59.
- Jung, Y. (2008, January). Influence of sense of presence on intention to participate in a virtual community. In *Proceedings of the 41st annual Hawaii international conference on system sciences (HICSS 2008)* (pp. 325-325). IEEE.
- Kelley, C.A. (2001), "Brand Leadership: Building Assets in the Information Society", *Journal of Consumer Marketing*, 18(1), 75-83.
- Köbis, N. C., Verschuere, B., Bereby-Meyer, Y., Rand, D., & Shalvi, S. (2019). Intuitive honesty versus dishonesty: Meta-analytic evidence. *Perspectives on Psychological Science*, 14(5), 778-796.
- Kolar, T., & Zabkar, V. (2010). A consumer-based model of authenticity: An oxymoron or the foundation of cultural heritage marketing?. *Tourism management*, 31(5), 652-664.
- Lagrosen, S. (2005). Customer involvement in new product development, A relationship marketing perspective. *European Journal of Innovation Management*, 8(4), 424-436
- Lane Keller, K. (1999). Brand mantras: rationale, criteria and examples. *Journal of Marketing Management*, 15(1-3), 43-51.
- Liedtka, J. (2008). Strategy making and the search for authenticity. *Journal of Business Ethics*, 80(2), 237-248.
- Milgrom, A. (2013). The key factors of firm image. *Journal of Business and Management Research*, 2, 28-38

- Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of marketing*, 58(3), 20-38.
- Morhart, F., Malär, L., Guèvremont, A., Girardin, F., & Grohmann, B. (2015). Brand authenticity: An integrative framework and measurement scale. *Journal of Consumer Psychology*, 25(2), 200-218
- Moulard, J. G., Garrity, C. P., & Rice, D. H. (2015). What makes a human brand authentic? Identifying the antecedents of celebrity authenticity. *Psychology & Marketing*, 32(2), 173-186.
- Napoli, J., Dickinson, S. J., Beverland, M. B., & Farrelly, F. (2014). Measuring consumer-based brand authenticity. *Journal of business research*, 67(6), 1090-1098.
- Poetz, M. K., & Schreier, M. (2012). The value of crowdsourcing: can users really compete with professionals in generating new product ideas?. *Journal of product innovation management*, 29(2), 245-256.
- Pruzan, P. (2001). The question of organizational consciousness: can organizations have values, virtues and visions?. *Journal of Business Ethics*, 29(3), 271-284.
- Randazzo, S. (1993). Mythmaking on Madison avenue. *Probus*, Chicago, IL.
- Rayna, T., Striukova, L., & Darlington, J. (2015). Co-creation and user innovation: The role of online 3D printing platforms. *Journal of Engineering and Technology Management*, 37, 90-102.
- Robinson, R. N., & Clifford, C. (2012). Authenticity and festival foodservice experiences. *Annals of Tourism Research*, 39(2), 571-600.
- Salo, J., & Karjaluoto, H. (2007). A conceptual model of trust in the online environment. *Online information review*.
- Schemmann, B., Herrmann, A. M., Chappin, M. M., & Heimeriks, G. J. (2016). Crowdsourcing ideas: Involving ordinary users in the ideation phase of new product development. *Research Policy*, 45(6), 1145-1154.
- Terwiesch, C., & Xu, Y. (2008). Innovation contests, open innovation, and multiagent problem solving. *Management science*, 54(9), 1529-1543.
- Urde, M. (2003). Core value- based corporate brand building. *European Journal of marketing*, 37(7), 1017-1040

Zhang, T., Lu, C., Torres, E., & Chen, P. J. (2018). Engaging customers in value co-creation or co-destruction online. *Journal of Services Marketing*, 32(1), 57-69

Appendix I

Dear respondent,

Thank you in advance for taking part in this experiment. My name is David Timp, student Marketing at Radboud University. This research is about an ideation contest. In short, ideation contests are a way for brands to invite (potential) customers to come up with new ideas or creations. Your reply is completely anonymous, and results will be solely used for this research. Participation in this experiment will take a maximum of 3 minutes.

If you have any questions and/or remarks, please contact me:

d.timp@student.ru.nl

Thank you in advance for your participation!

Condition 1:

Suppose you read about Chunko, a brand that produces chocolate bars, in the consumer association's guide. The foreign brand entered the Dutch market this year. Chunko is described in that guide as follows: "Chunko is an **innovative** brand. Constantly searching for new ideas and new ingredients across the globe is in the DNA of the firm".

Condition 2:

Suppose you read about Chunko, a brand that produces chocolate bars, in the consumer association's guide. The foreign brand entered the Dutch market this year. Chunko is described in that guide as follows: "Chunko is a **traditional** brand. It is in the DNA of the firm to completely rely on secret family recipes and old manufacturing methods".

Read now the following Ideation contest invitation of Chunko carefully.

Hello Chunko lover,

In order to offer you even more choice, it is time to develop the next new flavor for our chocolate bars! Use your creative mind and come up with a new, unique flavor for Chunko. Push your limits and perhaps your idea will be on the market soon. The winner of the contest will be rewarded. During a year, the winner receives each month a box with 20 of his or her self-conceived chocolate bars, to share with friends and family. Don't wait any longer, participate now!

Now, please fill in the following statements

Authenticity

In this ideation contest Chunko reflects its core value in a consistent way

Very strongly disagree Strongly disagree Disagree Neutral Agree Strongly Agree Very Strongly Agree

I perceive Chunko's ideation contest as honest

Very strongly disagree Strongly disagree Disagree Neutral Agree Strongly Agree Very Strongly Agree

I perceive Chunko's ideation contest as genuine

Very strongly disagree Strongly disagree Disagree Neutral Agree Strongly Agree Very Strongly Agree

This ideation contest matches with the essence of Chunko

Very strongly disagree Strongly disagree Disagree Neutral Agree Strongly Agree Very Strongly Agree

Importance of Authenticity

It is important that in an ideation contest the core value of hosting brand is reflected in a consistent way

Very strongly disagree Strongly disagree Disagree Neutral Agree Strongly Agree Very Strongly Agree

It is important that an ideation contest is honest

Very strongly disagree Strongly disagree Disagree Neutral Agree Strongly Agree Very Strongly Agree

It is important that an ideation contest is genuine

Very strongly disagree Strongly disagree Disagree Neutral Agree Strongly Agree Very Strongly Agree

It is important that the ideation contest matches with the essence of the hosting brand

Very strongly disagree Strongly disagree Disagree Neutral Agree Strongly Agree Very Strongly Agree

Destructive behavior

It wouldn't surprise me if a participant in this ideation contest would post discrediting content

Very strongly disagree Strongly disagree Disagree Neutral Agree Strongly Agree Very Strongly Agree

It wouldn't surprise me if a participant in this ideation contest would post degrading content

Very strongly disagree Strongly disagree Disagree Neutral Agree Strongly Agree Very Strongly Agree

It wouldn't surprise me if a participant in this ideation contest would post hostile content

Very strongly disagree Strongly disagree Disagree Neutral Agree Strongly Agree Very Strongly Agree

Firm image

In general, I have positive associations with Chunko

Very strongly disagree Strongly disagree Disagree Neutral Agree Strongly Agree Very Strongly Agree

My overall view of Chunko is positive

Very strongly disagree Strongly disagree Disagree Neutral Agree Strongly Agree Very Strongly Agree

I have positive feelings towards Chunko

Very strongly disagree Strongly disagree Disagree Neutral Agree Strongly Agree Very Strongly Agree

Participation intention

It is likely that I would participate in this contest

Very strongly disagree Strongly disagree Disagree Neutral Agree Strongly Agree Very Strongly Agree

It is probable that I would participate in this contest

Very strongly disagree Strongly disagree Disagree Neutral Agree Strongly Agree Very Strongly Agree

There is a good chance that I would participate in this contest

Very strongly disagree Strongly disagree Disagree Neutral Agree Strongly Agree Very Strongly Agree

What is your age?

- 18-24 years
- 25-35 years
- 36-44 years
- 46-55 years
- 56-65 years
- Older than 65 years

What is your gender?

- Male
- Female

What is your highest education attended?

- High school
- Secondary vocational education
- Higher vocational education
- Scientific education

Appendix II

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24 years	51	44,7	44,7	44,7
	25-35 years	28	24,6	24,6	69,3
	36-45 years	16	14,0	14,0	83,3
	46-55 years	10	8,8	8,8	92,1
	56-65 years	8	7,0	7,0	99,1
	Older than 65 years	1	,9	,9	100,0
	Total	114	100,0	100,0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	66	57,9	57,9	57,9
	Female	48	42,1	42,1	100,0
	Total	114	100,0	100,0	

Education_Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school	2	1,8	1,8	1,8
	Secondary vocational education	7	6,1	6,1	7,9
	Higher vocational education	44	38,6	38,6	46,5
	Scientific education	61	53,5	53,5	100,0
	Total	114	100,0	100,0	

Appendix III

Pattern Matrix^a

	Component				
	1	2	3	4	5
In deze ideation contest weerspiegelt Chunko haar kernwaarden op een consistente manier	,911	,067	-,042	-,046	,008
Ik beschouw Chunko's ideation contest als eerlijk	,447	-,028	,233	,360	,063
Ik beschouw Chunko's ideation contest als oprecht	,587	-,160	,123	,270	,157
Deze ideation contest komt overeen met de essentie van Chunko	,940	,023	-,104	-,056	-,020
Het is belangrijk dat in een ideation contest desbetreffend merk haar kernwaarde op een consistente manier weerspiegelt	-,158	,004	,761	,036	-,058
Het is belangrijk dat een ideation contest eerlijk is	,091	-,024	,677	,010	,120
Het is belangrijk dat een ideation contest oprecht is	,102	,054	,775	-,120	,081
Het is belangrijk dat een ideation contest overeen komt met de essentie van desbetreffend merk	-,086	-,030	,739	-,004	-,141
Het zou me niet verbazen als een deelnemer van deze ideation contest vernederende content zou plaatsen	-,039	,930	,063	,066	,095
Het zou me niet verbazen als een deelnemer van deze ideation contest kleinerende content zou plaatsen	,091	,901	-,082	-,069	-,041
Your question here - Het zou me niet verbazen als een deelnemer van deze ideation contest vijandige content zou plaatsen	-,010	,891	,025	,033	-,077

Your question here - Over het algemeen, heb ik positieve associaties met Chunko	-,119	,008	-,030	,931	,065
Your question here - Mijn algemene beeld van Chunko is positief	,122	-,019	-,038	,924	-,103
Your question here - Ik heb positieve gevoelens richting Chunko	-,022	,046	-,047	,891	,109
Your question here - Het is waarschijnlijk dat ik zou deelnemen aan deze ideation contest	,003	,009	,001	,034	,972
Your question here - Het is aannemelijk dat ik zou deelnemen aan deze ideation contest	-,008	-,023	-,012	-,022	,989
Your question here - Er is een goede kans dat ik zou deelnemen aan deze ideation contest	-,014	-,007	-,012	,011	,976

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 8 iterations.

Correlation Matrix^a

	In deze ideation contest weerspiegelt Chunko haar kernwaarde op een consistente manier	Ik beschouw Chunko's ideation contest als eerlijk	Ik beschouw Chunko's ideation contest als oprecht	Deze ideation contest komt overeen met de essentie van Chunko	
Correlation	In deze ideation contest weerspiegelt Chunko haar kernwaarde op een consistente manier	1,000	,356	,496	,816
	Ik beschouw Chunko's ideation contest als eerlijk	,356	1,000	,656	,352
	Ik beschouw Chunko's ideation contest als oprecht	,496	,656	1,000	,519
	Deze ideation contest komt overeen met de essentie van Chunko	,816	,352	,519	1,000

Sig. (1-tailed)	In deze ideation contest weerspiegelt Chunko haar kernwaarde op een consistente manier		,000	,000	,000
	Ik beschouw Chunko's ideation contest als eerlijk	,000		,000	,000
	Ik beschouw Chunko's ideation contest als oprecht	,000	,000		,000
	Deze ideation contest komt overeen met de essentie van Chunko	,000	,000	,000	

a. Determinant = ,136

Correlation Matrix^a

	Het is belangrijk dat in een ideation contest desbetreffend merk haar kernwaarde op een consistente manier weerspiegelt	Het is belangrijk dat een ideation contest eerlijk is	Het is belangrijk dat een ideation contest oprecht is	Het is belangrijk dat een ideation contest overeen komt met de essentie van desbetreffend merk
Correlation	Het is belangrijk dat in een ideation contest desbetreffend merk haar kernwaarde op een consistente manier weerspiegelt	1,000	,302	,415
	Het is belangrijk dat een ideation contest eerlijk is	,302	1,000	,516
	Het is belangrijk dat een ideation contest oprecht is	,415	,516	1,000
	Het is belangrijk dat een ideation contest overeen komt met de essentie van desbetreffend merk	,553	,279	,404
Sig. (1-tailed)	Het is belangrijk dat in een ideation contest desbetreffend merk haar kernwaarde op een consistente manier weerspiegelt		,001	,000
	Het is belangrijk dat een ideation contest eerlijk is	,001		,000
	Het is belangrijk dat een ideation contest oprecht is	,000	,000	

Het is belangrijk dat een ideation contest overeen komt met de essentie van desbetreffend merk	,000	,001	,000	
--	------	------	------	--

a. Determinant = ,393

Correlation Matrix^a

		Het zou me niet verbazen als een deelnemer van deze ideation contest vernederende content zou plaatsen	Het zou me niet verbazen als een deelnemer van deze ideation contest kleinerende content zou plaatsen	Het zou me niet verbazen als een deelnemer van deze ideation contest vijandige content zou plaatsen
Correlation	Het zou me niet verbazen als een deelnemer van deze ideation contest vernederende content zou plaatsen	1,000	,764	,688
	Het zou me niet verbazen als een deelnemer van deze ideation contest kleinerende content zou plaatsen	,764	1,000	,765
	Het zou me niet verbazen als een deelnemer van deze ideation contest vijandige content zou plaatsen	,688	,765	1,000
Sig. (1-tailed)	Het zou me niet verbazen als een deelnemer van deze ideation contest vernederende content zou plaatsen		,000	,000
	Het zou me niet verbazen als een deelnemer van deze ideation contest kleinerende content zou plaatsen	,000		,000
	Het zou me niet verbazen als een deelnemer van deze ideation contest vijandige content zou plaatsen	,000	,000	

a. Determinant = ,162

Correlation Matrix^a

		Over het algemeen, heb ik positieve associaties met Chunko	Mijn algemene beeld van Chunko is positief	Ik heb positieve gevoelens richting Chunko
Correlation	Over het algemeen, heb ik positieve associaties met Chunko	1,000	,796	,803
	Mijn algemene beeld van Chunko is positief	,796	1,000	,798
	Ik heb positieve gevoelens richting Chunko	,803	,798	1,000
Sig. (1-tailed)	Over het algemeen, heb ik positieve associaties met Chunko		,000	,000
	Mijn algemene beeld van Chunko is positief	,000		,000
	Ik heb positieve gevoelens richting Chunko	,000	,000	

a. Determinant = ,105

Correlation Matrix^a

		Het is waarschijnlijk dat ik zou deelnemen aan deze ideation contest	Het is aannemelijk dat ik zou deelnemen aan deze ideation contest	Er is een goede kans dat ik zou deelnemen aan deze ideation contest
Correlation	Het is waarschijnlijk dat ik zou deelnemen aan deze ideation contest	1,000	,962	,949
	Het is aannemelijk dat ik zou deelnemen aan deze ideation contest	,962	1,000	,943
	Er is een goede kans dat ik zou deelnemen aan deze ideation contest	,949	,943	1,000
Sig. (1-tailed)	Het is waarschijnlijk dat ik zou deelnemen aan deze ideation contest		,000	,000

Het is aannemelijk dat ik zou deelnemen aan deze ideation contest	,000		,000
Er is een goede kans dat ik zou deelnemen aan deze ideation contest	,000	,000	

a. Determinant = ,006

Appendix IV

Group Statistics

	Condition	N	Mean	Std. Deviation	Std. Error Mean
Authenticity	Authentic	57	4,7456	,93242	,12350
	Non-Authentic	57	3,7675	,85547	,11331

Independent Samples test

		Levene's Test for Equality of Variances				t Test for Equality of Means	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference
Authenticity	Equal variances assumed	,183	,670	5,836	112	,000	,97807
	Equal variances not assumed			5,836	111,179	,000	,97807

Appendix V

Group Statistics

	Condition	N	Mean	Std. Deviation	Std. Error Mean
Importance_Authenticity	Authentic	57	5,4737	,58379	,07733
	Non-Authentic	57	5,4298	,79725	,10560

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Importance_Authenticity	Equal variances assumed	4,088	,046	,335	112	,738
	Equal variances not assumed			,335	102,644	,738

Appendix VI

Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	Destructive_Behavior	6,932 ^a	2	3,466	2,735	,069	,047
	Firm_Image	,176 ^b	2	,088	,141	,868	,003
	Participation_Intention	2,307 ^c	2	1,153	,523	,594	,009
Intercept	Destructive_Behavior	29,071	1	29,071	22,939	,000	,171
	Firm_Image	35,534	1	35,534	57,068	,000	,340
	Participation_Intention	10,253	1	10,253	4,647	,033	,040
Importance_Authenticity	Destructive_Behavior	1,325	1	1,325	1,045	,309	,009
	Firm_Image	,019	1	,019	,030	,862	,000
	Participation_Intention	1,708	1	1,708	,774	,381	,007
Condition * Importance_Authenticity	Destructive_Behavior	5,570	1	5,570	4,396	,038	,038
	Firm_Image	,158	1	,158	,254	,616	,002
	Participation_Intention	,612	1	,612	,277	,599	,002
Error	Destructive_Behavior	140,671	111	1,267			
	Firm_Image	69,116	111	,623			
	Participation_Intention	244,907	111	2,206			
Total	Destructive_Behavior	1284,444	114				
	Firm_Image	2407,889	114				
	Participation_Intention	1520,556	114				
Corrected Total	Destructive_Behavior	147,602	113				
	Firm_Image	69,291	113				
	Participation_Intention	247,213	113				

a. R Squared = ,047 (Adjusted R Squared = ,030)

b. R Squared = ,003 (Adjusted R Squared = -,015)

c. R Squared = ,009 (Adjusted R Squared = -,009)

Appendix VII

Descriptive Statistics

	Condition	Mean	Std. Deviation	N
Destructive_Behavior	Authentic	3,3918	1,12709	57
	Non-Authentic	2,9240	1,11984	57
	Total	3,1579	1,14290	114
Firm_Image	Authentic	4,5731	,69509	57
	Non-Authentic	4,4854	,86619	57
	Total	4,5292	,78307	114
Participation_Intention	Authentic	3,4386	1,33654	57
	Non-Authentic	3,2456	1,61531	57
	Total	3,3421	1,47910	114

Box's Test of Equality of Covariance Matrices^a

Box's M	8,051
F	1,303
df1	6
df2	90884,830
Sig.	,252

Tests the null hypothesis that the observed covariance matrices of the dependent variables are equal across groups.

a. Design: Intercept + Condition

Levene's Test of Equality of Error Variances^a

	F	df1	df2	Sig.
Destructive_Behavior	,618	1	112	,433
Firm_Image	2,869	1	112	,093
Participation_Intention	2,169	1	112	,144

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + Condition

Multivariate Tests^a

Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Squared	Eta
Intercept	Pillai's Trace	,979	1706,042 ^b	3,000	110,000	,000	,979	
	Wilks' Lambda	,021	1706,042 ^b	3,000	110,000	,000	,979	
	Hotelling's Trace	46,528	1706,042 ^b	3,000	110,000	,000	,979	
	Roy's Largest Root	46,528	1706,042 ^b	3,000	110,000	,000	,979	
Condition	Pillai's Trace	,055	2,118 ^b	3,000	110,000	,102	,055	
	Wilks' Lambda	,945	2,118 ^b	3,000	110,000	,102	,055	
	Hotelling's Trace	,058	2,118 ^b	3,000	110,000	,102	,055	
	Roy's Largest Root	,058	2,118 ^b	3,000	110,000	,102	,055	

a. Design: Intercept + Condition

b. Exact statistic

Appendix VIII

Correlations

		Destructive_Beha vior	Firm_Image	Participation_Inte ntion
Destructive_Behavior	Pearson Correlation	1	-,104	-,184*
	Sig. (2-tailed)		,270	,050
	N	114	114	114
Firm_Image	Pearson Correlation	-,104	1	,444**
	Sig. (2-tailed)	,270		,000
	N	114	114	114
Participation_Intention	Pearson Correlation	-,184*	,444**	1
	Sig. (2-tailed)	,050	,000	
	N	114	114	114

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Appendix IX

Tests of Between-Subjects Effects

Dependent Variable: Firm_Image

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	,219 ^a	1	,219	,356	,552
Intercept	2338,597	1	2338,597	3792,021	,000
Condition	,219	1	,219	,356	,552
Error	69,072	112	,617		
Total	2407,889	114			
Corrected Total	69,291	113			

a. R Squared = ,003 (Adjusted R Squared = -,006)

Tests of Between-Subjects Effects

Dependent Variable: Destructive_Behavior

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	6,238 ^a	1	6,238	4,942	,028
Intercept	1136,842	1	1136,842	900,695	,000
Condition	6,238	1	6,238	4,942	,028
Error	141,365	112	1,262		
Total	1284,444	114			
Corrected Total	147,602	113			

a. R Squared = ,042 (Adjusted R Squared = ,034)

Tests of Between-Subjects Effects

Dependent Variable: Participation_Intention

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	1,061 ^a	1	1,061	,483	,489
Intercept	1273,342	1	1273,342	579,375	,000
Condition	1,061	1	1,061	,483	,489
Error	246,152	112	2,198		
Total	1520,556	114			
Corrected Total	247,213	113			

a. R Squared = ,004 (Adjusted R Squared = -,005)

Appendix X

Group Statistics

	Authenticity_isimportant	N	Mean	Std. Deviation	Std. Error Mean
Destructive_Behavior	Yes	61	3,0656	1,17508	,15045
	No	51	3,2418	1,06056	,14851
Firm_Image	Yes	61	4,4645	,82614	,10578
	No	51	4,5817	,69871	,09784
Participation_Intention	Yes	61	3,4754	1,61756	,20711
	No	51	3,2157	1,31457	,18408

Independent Samples Test

Levene's Test for Equality of Variances

	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference
Destructive_Behavior	,141	,708	Equal variances assumed	110	,411	-,17626
			Equal variances not assumed	109,331	,406	-,17626
Firm_Image	2,074	,153	Equal variances assumed	110	,425	-,11722
			Equal variances not assumed	109,981	,418	-,11722
Participation_Intention	6,013	,016	Equal variances assumed	110	,359	,25972
			Equal variances not assumed	109,923	,351	,25972