

Dr Anna Bianchi

University of Warsaw (Poland)

ORCID: 0000-0002-3909-305

e-mail: abianchi@wz.uw.edu.pl

Bringing marketing communications back to its roots – innovation through word of mouth

Powrót komunikacji marketingowej do jej korzeni – innowacja poprzez komunikację nieformalną

Abstract

The expansive, rapid changes driven by digital technologies and consumer resistance to advertising result in the implementation of new strategies in marketing communications. Brand ambassador programs represent an important emerging trend in marketing practice, yet they remain underexplored in academic research. This study clarifies the differences between different WOM marketing practices and illustrates three case studies of brand ambassador programs in which ordinary individuals are encouraged to spread positive eWOM as examples of recombinant innovations. By showing their structure and effects, this research provides marketers with concrete guidelines on how to incorporate brand ambassador programs in innovative marketing communications.

Keywords

word of mouth marketing, buzz marketing, electronic word of mouth, social media marketing, influencer marketing, online PR

Streszczenie

Szeroko zakrojone i szybkie zmiany wywołane przez technologie cyfrowe oraz rosnąca niechęć konsumentów wobec reklamy prowadzą do wdrażania nowych strategii w komunikacji marketingowej. Programy ambasadorskie stanowią istotny, kształtujący się trend w praktyce marketingowej, wciąż niedostatecznie zbadany w literaturze akademickiej. Niniejszy artykuł wyjaśnia różnice pomiędzy różnymi formami marketingu szeptanego oraz przedstawia trzy studia przypadków programów ambasadorskich, w których zwykle osoby są zachęcane do rozpowszechniania pozytywnej komunikacji nieformalnej w środowisku cyfrowym, jako przykłady innowacji rekombinacyjnych. Prezentując strukturę i efekty programów ambasadorskich, artykuł dostarcza marketerom konkretnych wskazówek dotyczących ich wdrażania w ramach innowacyjnej komunikacji marketingowej.

Słowa kluczowe

marketing szeptany, marketing wirusowy, komunikacja nieformalna w środowisku cyfrowym, marketing w mediach społecznościowych, influencer marketing, online PR

JEL: M31, M37

Introduction

In a marketplace, since ancient times, personal recommendations have driven the success of products, services, and their sellers (Barreto, 2014). With the advent of mass media, advertising has become the key form of marketing communications, and the number of advertising messages has started to grow exponentially. Today, 69% of consumers avoid advertising (Schomer, 2021). Marketers are

trying to find new ways to overcome the resistance of consumers to marketing communications, their decline of trust, and negative attitudes towards advertising (Taylor & Carlson, 2021). The relentless bombardment of advertising messages from offline and online media makes consumers turn back to each other when looking for advice on purchase decisions (Kimmel & Kitchen, 2014; Plummer, 2007). Recommendations from family and friends and customer opinions posted online are the most

trusted sources of information (The Nielsen Company, 2015). Contrary to what it may seem, the digital era brings to the fore the importance of interpersonal relations and “the oldest, newest marketing medium” – word of mouth (WOM) (Dellarcas, 2003; Silverman, 2005). WOM is understood as “informal, interpersonal communication between two or more individuals about a brand, product, service or an organization” (Bianchi, 2021, p. 35) and it can be incentivized by implementing WOM marketing activities.

Research on WOM marketing and its effectiveness is relatively new and scattered across different disciplines (Haenlein & Libai, 2017; Mahajan & Gadekar, 2021; Robledo et al., 2023). Despite the ongoing attention of academics and practitioners devoted to electronic word of mouth (eWOM), very few researchers focused their studies on WOM marketing campaigns aimed at generating eWOM (Groeger & Buttle, 2014). Specifically, there is an emerging trend related to the use of brand ambassador programs in which brand followers and ordinary individuals are encouraged to spread positive eWOM (Bianchi, 2021). How these programs are structured and what is their impact on user behaviour? The aim of this study is to provide insights into the structure and outcomes of brand ambassador programs.

Given the novelty of this phenomenon, an exploratory approach is required. For this reason, the study applies the case study method, which is particularly suited to examining emerging marketing practices by providing an in-depth understanding of how brand ambassador programs are structured and what outcomes they generate (Grzegorzczak, 2015; Wójcik, 2013).

In the theoretical part, this paper clarifies the differences between WOM marketing and other similar practices (such as viral marketing, viral advertising, seeded marketing, and influencer marketing) and describes brand ambassador programs as recombinant innovation. In the empirical part, the study illustrates three case studies of brand ambassador programs harnessing the potential of eWOM on social media. By presenting how the programs were developed, their implementation, and results, this study provides marketers with guidelines for incorporating brand ambassador programs into marketing communications and assessing their effectiveness.

Brand ambassador program as a recombinant innovation

One of the major challenges for marketers today is to find a new way to capture people's attention

and position a brand in the consumers' minds (Kotler, 2012). Finding this innovative way and differentiating through innovation in marketing can be a way of achieving competitive advantage. Brand ambassador programs can be seen as a nontechnological marketing innovation – a new way of promoting products (OECD/Eurostat, 2005) or, according to the classification proposed in Oslo Manual 2018, business process innovation (OECD/Eurostat, 2018).

According to the recombinant growth theory (Weitzman, 1998), new ideas are a function of newly reconfigured old ideas. Innovation in marketing communications means going back to the roots – encouraging consumers to spread information about a brand, product, or company. This activity referred to as WOM marketing, introduced as an element of the marketing communications mix (Kotler & Keller, 2012) is the first old idea at the foundation of brand ambassador programs. WOM marketing “is about giving people a reason to talk about a brand, product, service, or an organization, and making it easier for conversations to take place” (Bianchi, 2021, p. 46). WOM marketing is also referred to as buzz marketing. There are two main types of activities within WOM marketing – production of “talkable” content in online brand communities (e.g., brand pages on social media) and WOM marketing programs – marketing initiatives aimed at triggering “WOM process by targeting a certain number of individuals and incentivizing them to spread WOM” (Haenlein & Libai, 2017, p. 70). Haenlein and Libai (2017) distinguish three types of WOM marketing programs:

- seeding programs (product seeding and viral marketing);
- referral programs (referral reward, business reference, and affiliate marketing);
- recommendation programs (broadband on review sites and narrowband in social networks of specific individuals).

Viral marketing (sometimes referred to as “WOM advertising”) is a type of seeding program in which people receive a commercial message and are encouraged to forward it to other consumers online (Bampo et al., 2008; Dobeles et al., 2005; Niedzielska, 2016). A subset of viral marketing is viral advertising (Eckler & Bolls, 2011) – an online activity in which the commercial message is an advertisement (Petrescu & Korgaonkar, 2011). In brand ambassador programs, the elements of all three types of WOM programs are recombined. Brand ambassadors are specific individuals selected by a company to spread positive WOM in their social networks. Due to its enormous reach and higher effectiveness than traditional forms of marketing communications (You et al., 2015), eWOM on social media is the most expected outcome. Like in seeding

programs, brand ambassadors receive discounts, samples, and free products to talk about. Like in referral programs they often receive rewards for referrals, but contrary to the referral programs, the rewards are not monetary.

Petrescu, O'Leary, Goldring, & Ben Mrad (2018) argue that the growing trend of influencer marketing (Influencer Marketing Hub, 2025; Rakuten Marketing, 2019) – “a marketing strategy that uses the influence of key individuals or opinion leaders to drive consumers' brand awareness and/or their purchasing decisions” (Lou & Yuan, 2019, p. 59) can be also considered a new WOM marketing technique. The declining credibility of mega-influencers, influencer fraud, and low engagement rates of their communities lead to the increasingly evident shift to micro- and nano-influencers that foster deeper, authentic engagement (Aspire, 2025; Euro-monitor International, 2020; Influencer Marketing Hub, 2025). Nano-influencers accounted for 75.9% of Instagram's and 87.7% of TikTok's influencer base in 2024 (Influencer Marketing Hub, 2025). For this reason and focus on eWOM on social media, brand ambassador programs may be seen as part of influencer marketing. However, the assumptions of brand ambassador programs are different. While a social media influencer is “one who has a status of expertise in a specific area, who has cultivated a sizable number of captive followers” (Lou & Yuan, 2019, p. 59), a brand ambassador does not need to have at least 1.000 followers (HypeAuditor, 2025) to promote a brand. Moreover, influencer marketing is usually a paid activity, while brand ambassador programs do not include monetary compensation.

The second idea being recombined in brand ambassador programs derives from social media marketing and is related to user-generated content (UGC). Recommendations of brand ambassadors are not limited to simple product ratings or reviews (like in recommendation programs), they produce a wide range of content including photos, animations, and videos, and deploy them on social media. Brand ambassador programs are mostly carried out on social media. In the context of social media, brand ambassador programs can be considered a radical innovation in marketing communications. Although promotion through personal recommendations was known in the past, using consumers as marketing communication media is now intentional, planned, and managed activity on an unprecedented scale offered by the online environment. This innovation is characterized by high uncertainty related to the significant lack of control over user-generated marketing communications. It also offers unprecedented performance features and has the potential to radically transform marketing communications. Social media transform a company's broadcast media monologues in dialogues and in-

dividuals from mere consumers of content into content creators (Schivinski & Dabrowski, 2016; Smith & Gallicano, 2015).

Social media have blurred the boundaries between marketing and public relations (Gesualdi, 2019). In fact, the growing phenomenon of social media influencers can be also framed within the field of public relations (Davies & Hobbs, 2020). Not surprisingly, the third source of ideas for brand ambassador programs is online PR. Like online PR, brand ambassador programs rely on third-party communications, earned media, relationships with opinion leaders, their engagement, and (although on a limited scale) shape brand reputation.

Method

Given the exploratory character of this study, the case study method has been adopted. The phenomenon under investigation – brand ambassador programs as an emerging practice in marketing communications – requires a deeper understanding of how and why such initiatives are structured and what outcomes they generate. As Wójcik (2013) points out, case studies are particularly recommended when the research seeks to address exploratory questions such as “how” a given phenomenon occurs.

In the field of management sciences, which are closely linked to business practice, case studies play an important role in examining real economic and organizational phenomena. They allow researchers to capture the complexity of actual practices and, through detailed analysis of a phenomenon and its context, to identify key processes and influencing factors (Grzegorzczak, 2015). This methodological approach therefore not only contributes to a better understanding of brand ambassador programs in practice, but also supports the further development of theory in the field of marketing communications.

The case studies presented in this paper describe and report the results of the brand ambassador programs implemented by Tommee Tippee, Diesel and Pantene. These programs were selected to ensure diversity across several dimensions: product category (baby products, fashion, beauty), time frame (2017, 2019, and 2022), geographic scope (Italy, UK, Netherlands, Germany, Austria, France, Norway, Spain, Switzerland, Belgium, Greece, Portugal, China, Japan, Canada and Poland), and the target audience (mums, men, and woman).

Data were collected from the agencies that designed and implemented the programs complemented by content analysis on social media (brand and ambassador profiles on Facebook and Instagram).

Results

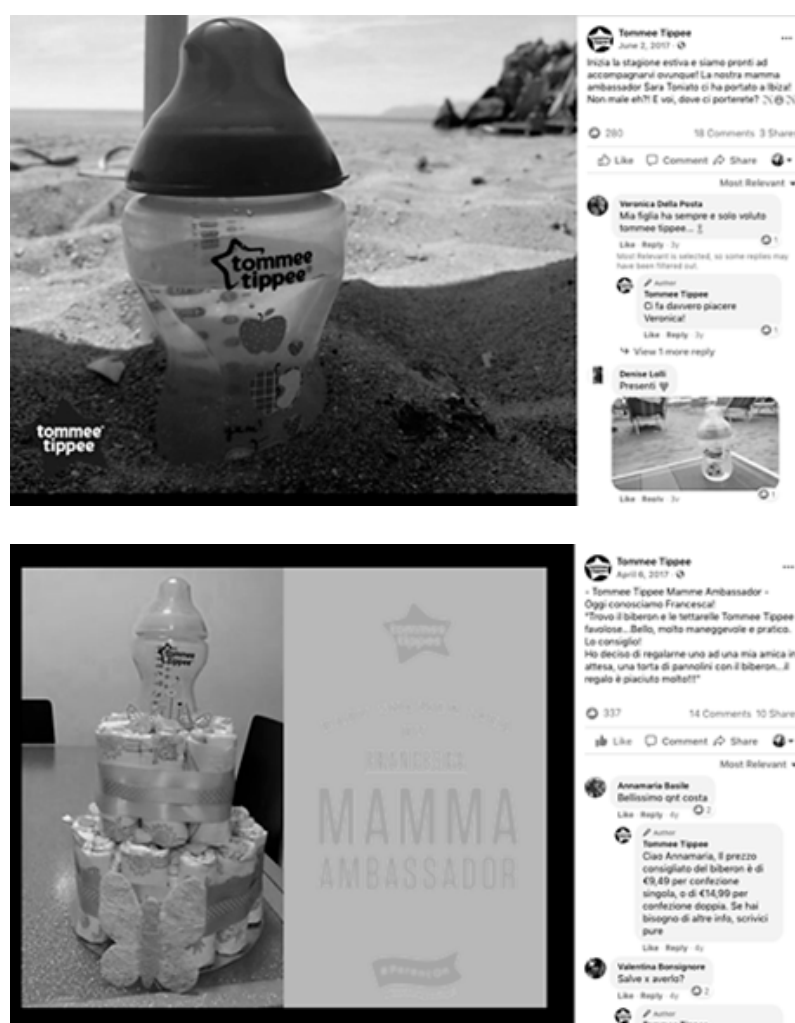
Tommee Tippee

The brand ambassador program for Tommee Tippee (Mayborn Group's brand of baby products), was implemented in Italy from November 2016 to August 2017. The aim of the program was to grow the brand community and increase its engagement on social media. The structure of the program included four phases. In the first phase, recruitment posts were published on the brand page on Facebook. As a result, 1.200 applications were received from users and 155 moms were selected as brand ambassadors. In the second phase, detailed project briefs were provided to each ambassador, and (like in the seeding programs mentioned before) moms received free bottles and soothers. The third phase consist-

ed in UGC production and deployment. Brand ambassadors of Tommee Tippee spread positive WOM offline and created 273 pieces of UGC including photos, videos, and product reviews. After the approval of the content, ambassadors shared the content on their social media. UGC created by moms was also used by Tommee Tippee in 37 posts published on the brand page on Facebook (Figure 1).

The final phase included constant management and monitoring of the brand ambassador program, as well as the assessment of the results. The average number of people reached by each Facebook post related to the Tommee Tippee brand ambassador program was 20.000 with a monthly average number of clicks of 2.000. The fanbase of the brand on Facebook grew by 15% every month and there were on average 300 interactions with user-generated posts each month.

Figure 1. Examples of brand posts using UGC



Source: <https://www.facebook.com/tommeeippeeitalia>

Diesel

Brand ambassador program called “Size:Biz” was implemented in 15 countries (UK, Netherlands, Germany, Austria, France, Norway, Spain, Italy, Switzerland, Belgium, Greece, Portugal, China, Japan, and Canada) from February to April 2019 as a part of a global campaign “Be a follower”. The “Be a follower” campaign satirized the role of influencers and promoted the idea that individuals should take pride in being followers, which was fully consistent with the essence of brand ambassador programs. The structure of the program was similar to the brand ambassador program by Tommee Tippee. In the recruitment phase, users could register to become brand ambassadors through a dedicated website. In the second phase, by getting a unique link, ambassadors could open their own Diesel online store to get rewards (discounts, free products, exclusive events, and experiences). Like in a typical referral program, the more they sold, the more they got but the rewards were not monetary. 37.000 ambassador online stores opened in the first week of the initiative. The third phase consisted in UGC production and deployment. In the eWOM they spread, brand ambassadors promoted Diesel and invited their followers to buy from the online stores they opened. The content produced by the ambassadors was published on their profiles and Diesel brand pages on social media. As far as the results are concerned, the program led to a 365% increase in e-commerce traffic, an 18% increase in the number of customers, and a 33% increase in online sales. “Side:Biz” has been the most successful Diesel’s campaign in terms of sales since 2012. Moreover, thanks to the brand ambassador program, Diesel gained 290.000 new followers on brand pages on social media. For its extraordinary results, the program has been awarded two Silver Lions at Cannes Lions 2019 (the world’s largest and most prestigious advertising festival).

Pantene

Brand ambassador program for Pantene implemented in Poland in 2022 was a part of the brand’s global campaign called “The power of hair”. The campaign highlighted the significant role that hair plays in people’s lives, emphasizing that it is one of the primary ways individuals define their identity, express who they are and how they wish to be perceived, and draw inner strength – regardless of who they are. The campaign featured celebrities led by Michał Szpak, a singer and the first male brand ambassador for Pantene in Poland, joined by model Osi Ugonoh, actress Helena Norowicz, rower Katarzyna Zillmann, and actress Alžbeta Leńska. With the slogan “It takes strength to be different,

but it is worth it,” the campaign aimed to celebrate the diversity of beauty and the courage to be oneself, even in the face of a lack of social acceptance. Brand ambassador program extended the reach of the campaign and allowed to frame it on the individual level of ordinary consumers who shared their personal stories intertwined with the theme of hair as a source of strength. Brand ambassadors were selected from the database of brand lovers owned by the agency managing the program and recruited through EverydayMe (P&G’s platform joining consumers of all P&G brands and allowing them to test products by receiving free items and samples, earn loyalty rewards, and access cashback promotions and discounts) and recruitment posts shared on Michał Szpak’s social media profiles (Figure 2).

As a result of the recruitment process, 762 individuals applied, from which 72 brand ambassadors were selected. In the second stage, the ambassadors received a brief with guidelines along with free products from the Pro-V Intensive Repair line. In the third stage, the ambassadors created content, producing a total of 180 posts consisting of photos, videos, and reviews. After approval, the ambassadors published the content, in the form of posts and stories, on their Facebook, Instagram and TikTok profiles (Figure 3).

Moreover, brand ambassadors had the opportunity to meet Michał Szpak and other celebrities endorsing “The power of hair” campaign during Pantene’s press conference. As far as the results are concerned, brand ambassador program reached approximately 1.2 million users, generated more than 39.000 interactions with the average engagement rate of 11%.

Discussion and implications

To the best of the author’s knowledge, this is the first academic study exploring the use of brand ambassador programs in marketing communications across different product categories and geographic markets. The study replies to the call for research on WOM marketing strategies and their effectiveness. Moreover, it clarifies terms often incorrectly and interchangeably used by scholars and marketers and applies recombinant growth theory in the context of marketing communications. In the era of advertising clutter, advertising fraud, consumer scepticism, and increasing attention to the ethics of marketing communication, brand ambassador programs provide innovative marketing communications based on authenticity, credibility, and trust. This study shows that the typical structure of brand ambassador programs includes four stages:

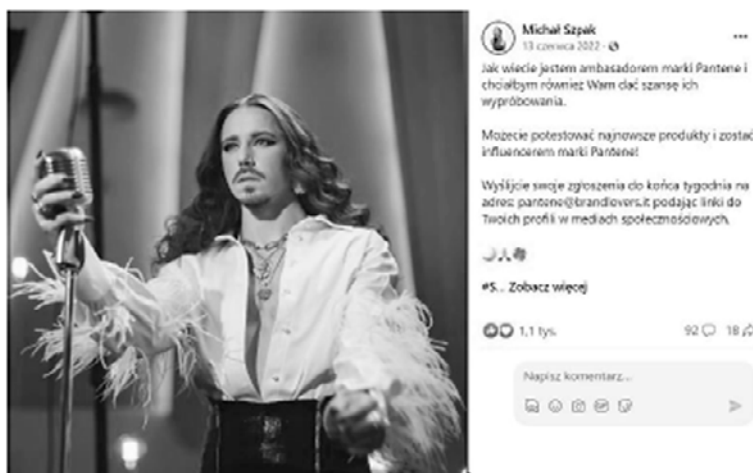
- recruitment;
- engagement;
- content production and deployment;
- results measurement.

Parameters of success of brand ambassador programs are related to the growth of the brand community and its engagement on social media, as well as product sales. Specifically, Diesel's ambassador program confirms the results of prior academic

studies (Babić Rosario et al., 2016; Fink et al., 2020; You et al., 2015) showing that eWOM on social media has a significant impact on sales.

In the last decade, the emergence of WOM platforms like PowerReviews or Bazaarvoice has simplified and facilitated the implementation of brand ambassador programs. On the other hand, insufficient trust of marketers related to the difficulty of measuring WOM and showing ROI may constitute

Figure 2. Recruitment post on Michał Szpak's profile on Facebook



Source: <https://www.facebook.com/szpakmichal>

Figure 3. Examples of Pantene brand ambassador posts on Instagram



Placie a mmmagdzik e altri 846
 theblonde__girl „Trzeba mieć siłę, żeby być innym, ale warto”
 Niezależnie od tego jacy jesteście, nie możemy zmieniać się dla kogoś - tylko dla siebie. O tym jak jesteśmy postrzegani mamy do czynienia już od najmłodszych lat np. w szkole.
 Kilka lat temu, kiedy instagram nie był jeszcze tak modny spotkałam się z komentarzami- zresztą pewnie nie tylko ja, ale może duża część z Was, że po co wrzucać zdjęcia, stroić się,



Placie a theblonde__girl e altri 945
 agata_makeup.artist „Trzeba mieć siłę, aby być innym, ale warto”
 Z takim hasłem reklamowym marka Pantene chce nam pokazać swoje produkty z linii Intensive Repair oraz ich siłę działania 🧴
 Kilka dni temu dostałam paczuszkę od Pantene, z trzema

Source: https://www.instagram.com/theblonde__girl, https://www.instagram.com/agata_makeup.artist/

important obstacles for the diffusion of this innovation in marketing communications (Ferguson, 2008; Haenlein & Libai, 2017; WOMMA, 2014). The development of automated platforms allowing marketers to monitor key performance indicators and measure the impact of activities may be important to overcome these limitations. Another obstacle is a lack of company coordination and understanding, as well as a lack of qualified professionals to implement and support WOM marketing

(WOMMA, 2014). It follows that the successful implementation of this innovation may depend on the understanding, collaboration, and support of the company's management. There are also ethical concerns that must be considered – eWOM created by brand ambassadors should be accompanied by appropriate disclosure. This study provides concrete guidelines on how to structure brand ambassador programs and the effects of this innovative form of marketing communications.

References/Bibliografia

- Aspire. (2025). *The state of influencer marketing 2025*. <https://www.aspire.io/guides/the-state-of-influencer-marketing-2025>
- Babić Rosario, A., Sotgiu, F., De Valck, K., & Bijmolt, T. H. A. (2016). The effect of electronic word of mouth on sales: A meta-analytic review of platform, product, and metric factors. *Journal of Marketing Research*, 53(3), 297–318. <https://doi.org/10.1509/jmr.14.0380>
- Bampo, M., Ewing, M. T., Mather, D. R., Stewart, D., & Wallace, M. (2008). The effects of the social structure of digital networks on viral marketing performance. *Information Systems Research*, 19(3), 273–290. <https://doi.org/10.1287/isre.1070.0152>
- Barreto, A. M. (2014). The word-of-mouth phenomenon in the social media era. *International Journal of Market Research*, 56(5), 631–654. <https://doi.org/10.2501/IJMR-2014-043>
- Bianchi, A. (2021). *Driving consumer engagement in social media: Influencing electronic word of mouth*. Routledge. <https://doi.org/10.4324/9781003125518>
- Davies, C., & Hobbs, M. (2020). Irresistible possibilities: Examining the uses and consequences of social media influencers for contemporary public relations. *Public Relations Review*, 46(5), 101983. <https://doi.org/10.1016/j.pubrev.2020.101983>
- Dellarocas, C. (2003). The digitization of word of mouth: Promise and challenges of online feedback mechanisms. *Management Science*, 49(10), 1407–1424. <https://doi.org/10.2139/ssrn.393042>
- Dobele, A., Toleman, D., & Beverland, M. (2005). Controlled infection! Spreading the brand message through viral marketing. *Business Horizons*, 48(2), 143–149. <https://doi.org/10.1016/j.bushor.2004.10.011>
- Eckler, P., & Boll, S. (2011). Spreading the virus: Emotional tone of viral advertising and its effect on forwarding intentions and attitudes. *Journal of Interactive Advertising*, 11(2), 1–11. <https://doi.org/10.1080/15252019.2011.10722180>
- Euromonitor International. (2020). *Top 10 Global Consumer Trends 2020*. <https://www.euromonitor.com/top-10-global-consumer-trends-2020/report>
- Ferguson, R. (2008). Word of mouth and viral marketing: Taking the temperature of the hottest trends in marketing. *Journal of Consumer Marketing*, 25(3), 179–182. <https://doi.org/10.1108/07363760810870671>
- Fink, M., Koller, M., Gartner, J., Floh, A., & Harms, R. (2020). Effective entrepreneurial marketing on Facebook – a longitudinal study. *Journal of Business Research*, 113, 149–157. <https://doi.org/10.1016/j.jbusres.2018.10.005>
- Gesualdi, M. (2019). Revisiting the relationship between public relations and marketing: Encroachment and social media. *Public Relations Review*, 45(2), 372–382. <https://doi.org/10.1016/j.pubrev.2018.12.002>
- Groeger, L., & Buttle, F. (2014). Word-of-mouth marketing influence on offline and online communications: Evidence from case study research. *Journal of Marketing Communications*, 20(1–2), 21–41. <https://doi.org/10.1080/13527266.2013.797736>
- Grzegorzczak, W. (2015). Studium przypadku jako metoda badawcza i dydaktyczna w naukach o zarządzaniu. In: W. Grzegorzczak (Ed.), *Wybrane problemy zarządzania i finansów – studia przypadków* (9–16). Wydawnictwo Uniwersytetu Łódzkiego.
- Haenlein, M., & Libai, B. (2017). Seeding, referral, and recommendation. *California Management Review*, 59(2), 68–91. <https://doi.org/10.1177/0008125617697943>
- HypeAuditor. (2025). *State of influencer marketing 2025*. <https://hypeauditor.com/state-of-influencer-marketing-2025/>
- Influencer Marketing Hub. (2025). *Influencer Marketing Benchmark Report 2025*. <https://influencermarketinghub.com/influencer-marketing-benchmark-report/>
- Kimmel, A. J., & Kitchen, P. J. (2014). WOM and social media: Presaging future directions for research and practice. *Journal of Marketing Communications*, 20(1–2), 5–20. <https://doi.org/10.1080/13527266.2013.797730>
- Kotler, P. (2012). *FAQs on marketing: Answers and advice by the guru of marketing*. Marshall Cavendish Business.
- Kotler, P., & Keller, K. L. (2012). *Marketing management* (14th ed.). Prentice Hall.
- Lou, C., & Yuan, S. (2019). Influencer marketing: How message value and credibility affect consumer trust of branded content on social media. *Journal of Interactive Advertising*, 19(1), 58–73. <https://doi.org/10.1080/15252019.2018.1533501>
- Mahajan, Y., & Gadekar, A. (2021). A Bibliometric analysis of buzz marketing: Research areas, concerns, and suggestions for advancement. *Indian Journal of Marketing*, 51(2), 43. <https://doi.org/10.17010/ijom/2021/v51i2/157550>
- Niedzińska, A. (2016). Narzędzia marketingu rekomendacji w ujęciu teoretycznym i praktycznym. *Handel Wewnętrzny*, 2(361), 345–354.
- OECD/Eurostat. (2005). *Oslo Manual: Guidelines for collecting and interpreting innovation data, 3rd Edition*. The measurement of scientific and technological activities. OECD Publishing.
- OECD/Eurostat. (2018). *Oslo Manual 2018: Guidelines for collecting, reporting and using data on innovation, 4th Edition*. The measurement of scientific, technological and innovation activities. OECD Publishing/Eurostat.
- Petrescu, M., & Korgaonkar, P. (2011). Viral advertising: Definitional review and synthesis. *Journal of Internet Commerce*, 10(3), 208–226. <https://doi.org/10.1080/15332861.2011.596007>
- Petrescu, M., O'Leary, K., Goldring, D., & Ben Mrad, S. (2018). Incentivized reviews: Promising the moon for a few stars. *Journal of Retailing and Consumer Services*, 41(December 2016), 288–295. <https://doi.org/10.1016/j.jretconser.2017.04.005>
- Plummer, J. T. (2007). Word of mouth – A new advertising discipline? *Journal of Advertising Research*, 47(4), 385–386. <http://dx.doi.org/10.2501/S0021849907070390>
- Rakuten Marketing. (2019). *Influencer Marketing Global Survey*. <https://rakutenmarketing.com/en-uk/influencer-marketing-global-survey>
- Robledo, S., Duque, P., & Aguirre, A. M. G. (2023). Word of mouth marketing: A scientometric analysis. *Journal of Scientometric Research*, 11(3), 436–446. <https://doi.org/10.5530/jscires.11.3.47>
- Schivinski, B., & Dabrowski, D. (2016). The effect of social media communication on consumer perceptions of brands. *Journal of Marketing Communications*, 22(2), 189–214. <http://dx.doi.org/10.1080/13527266.2013.871323>

- Schomer, A. (2021). *Consumer attitudes toward digital advertising 2021*. <https://www.emarketer.com/content/consumer-attitudes-toward-digital-advertising-2021>.
- Silverman, G. (2005). Word of mouth: The oldest, newest marketing medium. In: A. J. Kimmel (Ed.), *Marketing communication: new approaches, technologies, and styles* (193–209). Oxford University Press.
- Smith, B. G., & Gallicano, T. D. (2015). Terms of engagement: Analyzing public engagement with organizations through social media. *Computers in Human Behavior*, 53, 82–90. <https://doi.org/10.1016/j.chb.2015.05.060>
- Taylor, C. R., & Carlson, L. (2021). The future of advertising research: New directions and research needs. *Journal of Marketing Theory and Practice*, 29(1), 51–62. <https://doi.org/10.1080/10696679.2020.1860681>
- The Nielsen Company. (2015). *Global Trust in Advertising Report*.
- Weitzman, M. L. (1998). Recombinant Growth. *The Quarterly Journal of Economics*, 113(2), 331–360.
- Wójcik, P. (2013). Znaczenie studium przypadku jako metody badawczej w naukach o zarządzaniu. *E-Mentor*, 1, 17–22.
- WOMMA. (2014). *The state of word of mouth marketing: A survey of marketers*.
- You, Y., Vadakkepatt, G. G., & Joshi, A. M. (2015). A Meta-Analysis of Electronic Word-of-Mouth Elasticity. *Journal of Marketing*, 79(2), 19–39. <https://psycnet.apa.org/doi/10.1509/jm.14.0169>

Dr Anna Bianchi

Assistant Professor at the Faculty of Management, University of Warsaw and an experienced marketing professional. For 20 years, she has been developing and implementing marketing communication strategies of global brands working in both marketing departments and advertising agencies in Poland, Italy, and the U.S. As an international expert in digital and social media marketing, she has led several award-winning projects. Her academic research and publications focus on social media and word of mouth. She is the founder of BRANDLOVERS®, business consultant, and trainer, delivering lectures on innovative marketing communications to both university students and marketing professionals.

Dr Anna Bianchi

Adiunkt na Wydziale Zarządzania Uniwersytetu Warszawskiego oraz doświadczona ekspertka ds. marketingu. Od 20 lat opracowuje i wdraża strategie komunikacji marketingowej dla międzynarodowych marek, pracując zarówno w działach marketingu, jak i w agencjach reklamowych w Polsce, Włoszech i w Stanach Zjednoczonych. Jako międzynarodowa ekspertka w obszarze marketingu internetowego i w mediach społecznościowych prowadziła projekty, które były wielokrotnie nagradzane. Jej badania naukowe i publikacje koncentrują się na mediach społecznościowych i komunikacji nieformalnej. Jest założycielką BRANDLOVERS®, doradcą biznesowym oraz trenerką prowadzącą zajęcia z zakresu innowacyjnej komunikacji marketingowej zarówno dla studentów uczelni wyższych, jak i pracowników działów marketingu.



Zbigniew Olesiński

ZARZĄDZANIE W XXI WIEKU WEDŁUG TEORII INTEGRALNEJ I PARALELNYCH

Monografia czerpie inspiracje z prac K. Wilbera i J. Wade'a, w których sformułowano teorię integralną. Podstawowy model objaśniający tę teorię to model AQAL. W monografii autor proponuje zaś własny model czterech sekwencji zarządzania, który jego zdaniem odpowiada kolejnym ćwiartkom modelu AQAL i pozwala zakotwiczyć proces zarządzania w obiektywnej rzeczywistości. Pozwala to przedstawić pewną procedurę zarządzania o charakterze teorii – integralną teorię zarządzania.

Więcej informacji na stronie www.pwe.com.pl