

On Target?
A Modified Grounded Theory Approach to Target's Blogger-Aligned #NOFOMO Swimwear
Campaign

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ABSTRACT

A modified grounded theory approach was used to analyze the 2016 Target #NOFOMO swimwear campaign in which Target partnered with top bloggers and social media influencers to promote their inclusive swimwear line. Public and public prioritization as well as message themes, message styles, and message consistency were analyzed in research questions one A through F. Relationship management theory emphasizes that the organization-public relationship is key to organizational success. Constructs of trust, openness, and transparency are important measures of this organization-public relationship. Thus, research question two analyzed the frequencies of these constructs in public commentary on Target and blogger related content. Findings indicate that there was overall campaign consistency in both message themes and message styles across Target, the bloggers, and their publics. Moreover, the campaign prioritized the social media platform Instagram and, in doing so, created an intentional online social community of strategic publics that helped facilitate trust between Target, the bloggers, and their publics. Trust was the most frequently used construct of relationship management theory in public commentary, transparency seemed to be assumed in trust, despite the low frequency findings. Target mainly prioritized small-bodied white models/bloggers despite the campaign's inclusive messages and the greater opportunities for public interaction when medium- and large-bodied, non-white models/bloggers were featured. Finally, campaign disclosure and disclosure placement by Target partners were inconsistent across social media platforms which remains troubling in light of FTC requirements and Word of Mouth Marketing Association (WOMMA) Code of Ethics guidelines.

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GENERAL ADUIENCE ABSTRACT

In 2016, Target partnered with top bloggers and social media influencers to promote their #NOFOMO swimwear campaign, which emphasized their inclusive message and extended swimwear sizes. The analysis examined publics, public prioritization, message themes, message styles, and message consistency through an examination of press releases, blog posts, and related posts on social media platforms. In addition, comments on these same platforms were analyzed to determine if constructs of trust, transparency, and openness were apparent between Target, the bloggers, and their publics. Findings indicate that there was overall campaign consistency in both message themes and message styles across Target, the bloggers, and their publics. Moreover, the campaign prioritized the social media platform Instagram and, in doing so, created an intentional online social community of strategic publics that helped facilitate trust between Target, the bloggers, and their publics. In examining trust, the analysis also showed that commenters assumed transparency in their trust of Target and the bloggers. Target mainly prioritized small-bodied white models/bloggers despite the campaign's inclusive messages and the greater opportunities for public interaction when medium- and large-bodied, non-white models/bloggers were featured. Finally, campaign disclosure and disclosure placement by Target partners were inconsistent across social media platforms which remains troubling in light of FTC requirements and Word of Mouth Marketing Association (WOMMA) Code of Ethics guidelines.

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Introduction

Now that social media is an expected part of an organization's public relations and communication strategy instead of an ancillary part, the way organizations engage their publics has changed considerably. In turn, these publics have also flocked to the web to create blogs that highlight their own interests, such as politics, travel, fashion, food, and home décor, and many created online social communities in the process (Hartelius, 2005). Both organizations and bloggers alike quickly realized the monetary potential of this new medium and established mutually beneficial ways to capitalize on built-in audiences' interests. In 2016, organizations with both a physical and online presence had established blogger partnerships—Nordstrom, Banana Republic, Zappos, Target, to name a few—that were increasing sales and driving consumer traffic for the organization. In turn, these partnerships generated substantial revenues, sometimes six figures and above, for the bloggers themselves.

In early February 2016, Target launched their #NOFOMO swimwear campaign to promote their swimwear line using real women with bodies of all sizes. Target used both fashion and lifestyle bloggers in addition to their own social media campaign to highlight this swimwear. Bloggers, in exchange for a free swimsuit and monetary incentives,¹ promoted the brand both on their own personal blogs and through social media, delineating campaign association through the use of hashtags such as #NOFOMO and #TargetStyle.

#NOFOMO stands for *No Fear of Missing Out*, a play on the popular acronym FOMO, or *Fear of Missing Out*. In other words, Target wanted to promote that their swimsuit line, with

¹ Although Target was unwilling to disclose exact partnership details, several bloggers were e-mailed in August 2016 to ascertain willingness to disclose campaign compensation. One respondent disclosed that bloggers received a stipend to purchase a swimsuit, variable compensation rates based on social reach (her rate was \$200 for a combined social reach of 11,000 followers), a \$75 bonus for showcasing three outfits, and an additional \$100 for an Instagram post. These bloggers were not included in the analysis for the study.

sizes ranging from 2 to 22, is for *all* women of *all* sizes, and that no woman needs to fear wearing a swimsuit in the summer. This campaign came one year after a similar Target campaign called “Target Loves EVERY Body.”

With the advent of social media and rise of blogging platforms, public relations and corporate communication have to evolve to take on different roles. When it comes to use of the blogging community in campaigns, the lines between user-generated content and overt advertising become blurred so much that an audience can soak in a targeted message without ever feeling like they are being bombarded with an advertisement and in fact, many audiences have a difficult time discerning the difference between the two (Hyman, Franklyn, Yee, & Rahmati, 2017). Target, already a millennial favorite, is the perfect organization to analyze in such a campaign as they are often on the forefront of this new form of advertising. And as the millennial generation continues to take on roles within corporate communication fields, one would expect these “blurred” forms of advertising to become the standard, not the exception.

However, since these types of campaigns are in their infancy, not much academic research has been completed to assess their impact. Moreover, large organizations tend to keep their campaign information proprietary, making it difficult to uncover the exact details of these campaigns, which naturally raises ethical considerations regarding concepts such as transparency, openness, and trust, ideas that will be explored later in the analysis through the lens of relationship management theory. Christensen and Cornelissen (2011, p. 405) also analyzed current corporate communication analysis and called for researchers to direct their focus to “the role of *ethics* in shaping discourses on organizational consistency,” an important focal point of this study.

Relationship management is recognized as a key aspect of the organization-public

relationship. Ferguson (1984) called for a focus on this unique relationship between an organization and its publics in public relations research and since then, numerous scholars have answered the call and continued to produce studies that confirm its importance (Grunig, 1970; Grunig, 1993; Ki & Shin, 2015; Ledingham, 2003; Ledingham & Bruning, 1998; Waters & Bortree 2012; Yang & Cha, 2015). In the context of organization-blogger campaigns, both the organization and bloggers benefit, or suffer, from these relationship management components, even more so when questions of legitimacy arise through this type of internet and social media based campaign.

Moreover, social media platforms such as Facebook, Twitter, and Instagram all allow for public commentary to be on display for other followers and viewers to read. Thus, relationship management now takes place in a public arena that allows for further critical study, which becomes significant as more organizations continue to use this less traditional, and often less transparent, form of advertising.

Although social media has been part of the communication landscape for more than a decade, its content, form, and use continues to evolve. The research community, while fast to embrace social media as a variable or construct for research, often lags behind the professional community in its ability to understand market implications of social media integration into campaign communication. The following section addresses this shifting landscape for public relations campaigns and provides specific information about the context of Target's #NOFOMO campaign.

Context

The next sections will provide a brief overview of Target's history, demographics, market shares/profits, social media use, and in-depth overview of the #NOFOMO campaign to provide further justification for this analysis.

Target's History

Target, first known as Dayton Dry Goods Company, was founded by George Draper Dayton in 1902. In 1911, following a decade of substantial growth, the company was renamed Dayton's Department store to better reflect the company's current market. In 1960, investors began looking into opening a mass-market discount store that catered "to value-oriented shoppers seeking a higher-quality experience" and subsequently opened their first Target store in Roseville, Minnesota ("Target Through the Years," 2016, para. 2). The company expanded its Target stores into the national market later that decade and after forming a partnership with the J.L. Hudson Company of Detroit in 1969, established themselves as one of the fifteen largest non-food retailers in the country ("Target Through the Years," 2016, para. 12).

Today, Target is among select other retailers in the "value-store" market with over 1,793 stores and 38 distribution centers in the United States and 341,000 employees or "team members" worldwide ("Corporate Fact Sheet," 2016).

According to their company website, their current purpose statement is as follows: "We fulfill the needs and fuel the potential of our guests. That means making Target your preferred shopping destination in all channels by delivering outstanding value, continuous innovation and exceptional experiences—consistently fulfilling our Expect More. Pay Less. brand promise" ("Purpose, Beliefs & Stories," 2016). Their main beliefs include "great shopping, anytime, anywhere," "celebrating diversity and inclusion," "design for all," community support and engagement," "more for your money," and "a fun and rewarding place to work" ("Purpose, Beliefs & Stories," 2016). This purpose statement and list of beliefs is especially relevant to Target's #NOFOMO swimwear campaign, as will be explored in subsequent sections of this thesis.

Demographics for Target's Publics

Target lists their customers' median age of 40 and median household income of \$64,000 with 43% of families having children at home and 57% of customers having received a college degree ("Corporate Fact Sheet," 2016). Their customers are also mainly women (Choden, 2012).

Recently, Target has been specifically targeting the millennial generation as well. According to a *USA Today* article, "... Target is trying to win the hearts — and clicks — of Gen Y with a heavy hand on mobile and new digital initiatives, including an overhaul of the company's wedding and baby registry business, integrated shopping lists with live store maps, and tests of same-day delivery for some online orders" (Malcom, 2014, para. 5). This strategy also extends to their targeted millennial advertising campaigns such as the #NOFOMO swimwear campaign.

Target's Market Shares/Profits

In their 2015 Annual Report, Target disclosed a fourth quarter overall comparable sales increase of 1.9 percent, driven by a traffic growth of 1.3 percent. Their digital channel sales increased by 34 percent and their sales in their signature categories, including *style* along with baby, kids, and wellness, grew three times faster than the company's average in other categories. For the entire year, Target's sales increased by 2.1 percent and they returned \$4.8 billion to shareholders through dividends and share repurchases ("Target Reports Fourth Quarter," 2016).

Target's Social Media Use & Marketing

Target advertises social media accounts on the following platforms: Facebook, Twitter, YouTube, Pinterest, and Instagram and reaches a social audience of 138 million ("Target on Social Media," 2014). Table 1 shows Target's social media and communication platforms and the number of followers for each platform. On Facebook, Twitter, and Instagram, Target also operates a secondary account called Target Style. Their Target Style accounts, which are

described across all three platforms as “The freshest mix of fashion, beauty and home that won’t break the bank,” all have fewer followers than their generic counterparts, with the exception of Instagram. As Table 1 shows, Facebook remains the largest social media platform for Target and Target Style accounts, with Twitter slightly ahead of Instagram for their general content, but Instagram garnering significantly more followers than Twitter for the Target Style account.

Table 1

Target Followers across Facebook, Twitter, and Instagram Accounts

Platform	Followers	URL
Target: Facebook	23.2 million	https://www.facebook.com/target
Target: Instagram	1.4 million	https://www.instagram.com/target
Target: Twitter	1.82 million	https://twitter.com/target
Target Style: Facebook	3.3 million	https://www.facebook.com/targetstyle
Target Style: Instagram	1.4 million	https://www.instagram.com/targetstyle
Target Style: Twitter	189 K	https://twitter.com/targetstyle

It makes sense that Target has dedicated “style” social media accounts, for as described in the previous section, style is one of their “signature” categories and drives the most growth for the store. Moreover, these duplicate accounts allow them to segment their publics and deliver to them only the most relevant information, instead of bombarding them with everything on only one platform. For example on Twitter, in addition to the @Target and @TargetStyle handles, they also maintain @TargetDeals for coupons and other promotions and @TargetNews, which is aimed at more corporate communication.

Target also uses social media to address issue management, such as when their Chief Marketing Officer Jeff Jones addressed a published letter by a disgruntled employee on LinkedIn (“Target on Social Media,” 2014), and to reply to follower comments. On Facebook, Target had a 2014 response rate of 64% and 99% of those responses came within 24 hours (“Target on

Social Media,” 2014). However, Target’s interactivity on Twitter shows contrasting use, as tweets are rarely re-tweeted or replied to, so much so that one scholarly study used Target as the low-interactivity control when researching the effects of an organization’s interactivity on Twitter on their organization-public relationship (Saffer, Sommerfeldt, & Taylor, 2013).

Target’s #NOFOMO Swimwear Campaign & Blogger Influence

Target launched their #NOFOMO swimwear campaign at the beginning of February 2016 with a collaboration with multiple fashion and lifestyle bloggers. As will be discussed in the literature review, bloggers are an increasingly influential group in the fashion, lifestyle, home goods, and food industries as they are able to “blur” the lines between traditional advertising and user-generated content (Casale, 2017). This is beneficial to organizations, who, like Target, can utilize bloggers in targeted campaigns for relatively little capital, and for bloggers themselves, who gain viewership, publicity, and a sense of legitimacy through such campaign participation (Smith, 2010).

Target’s first official press release about the #NOFOMO campaign was released on March 4, 2016, about a month after the first blogger partnerships were launched on February 5, 2016. They begin the press release by asking: “Seen the hashtag #NOFOMO lately? That’s Target declaring swimsuit season a “No Fear of Missing Out” zone, encouraging women everywhere to embrace their confident and fearless selves. Our 2016 swim assortment features more than a thousand styles that allow guests to find options they love that are a perfect fit for their bodies (New Barbie® dolls, included!)” (“#NOFOMO: Dive Into,” 2016, para. 1).

The Barbie aside is referencing a press release issued just three days earlier to describe how they would be promoting their new Barbie body types (curvy, petite, and tall) along with the #NOFOMO swimwear campaign (“Barbie® Models Target,” 2016).

These two press releases detailing the #NOFOMO campaign come nearly one year after

Target's launch of their "Target Loves EVERY Body" campaign, also in partnership with Zanna Roberts Rassi (senior fashion editor at *Marie Claire*). In this first campaign, Target also partnered with fashion and lifestyle bloggers, though on a much more limited and select basis ("Target Loves EVERY Body," 2015). The first campaign received positive press. *Huffington Post* shared details about the campaign, labeling it body positive and calling attention to the digitally unaltered models (Feldman, 2015). *E Online* also praised Target for highlighting inclusiveness in their campaign (Adlman, 2015).

Press regarding the 2016 #NOFOMO campaign was also positive. *News.health.com* described the details of the campaign, as well as a few examples of participating blogger's Instagram photos, along with the caption: "You've probably spotted some of your favorite bloggers rocking adorable bathing suits (both bikinis and one-pieces) in both year-round warm locales and even in the snow (that's #brave) on Instagram using the hashtag #NoFOMO" (Bryant, 2016, para. 2). *Seventeen* magazine released a similar write-up of the campaign (Stiegman, 2016).

Today Style also discussed the campaign and described how "It's a message plenty of women are taking to heart, sharing their own photos and inspiring messages with the world" (Murray, 2016, para. 8). *Self* magazine referenced the blogger's body positive messaging, stating "Many bloggers took the opportunity to get real about body image insecurity and the emotional significance that can sometimes come along with comfortably rocking a swimsuit" (Hannum, 2016, para. 2). Despite the positive media coverage of the #NOFOMO campaign, coverage did not assess the public relations advantages or the sales impact of Target's strategy behind the campaign.

Business Insider featured Marissa Shrum, head of Target's strategic and creative teams and strategy director at independent creative company Mother New York, in their round-up of

the 30 most creative women in advertising for her work developing the #NOFOMO swimwear campaign (O'Reilly, 2016).

The campaign continued through summer 2016.

Literature Review

Overview

The following literature review will provide an overview of the relevant findings related to campaign management strategies, organization-blogger campaigns, and organization-public relationships while also defining key terms such as publics, trust, openness, and transparency. Since organization-blogger campaigns are a relatively new addition to the organization-public relationship, special attention will also be paid to popular discussion and the ethical implications of using social media influencers to communicate with publics. Together, this literature will provide justification for the research questions outlined throughout each section and summarized in the conclusion.

Campaign Management Strategies

Strategic planning is essential to any campaign and in public relations (PR), that typically means a narrow focus on relationship building and planned use of a variety of appeals and mediums to meet one's specified goal (Kendall, 1996). In Robert Kendall's *Public Relations Campaign Strategies* textbook (1996), Kendall assimilated William J. Paisley's five principles of PR campaigns (p. 8):

1. Assessment of the needs, goals, and capabilities of target audiences
2. Systematic campaign planning and production
3. Continuous evaluation
4. Complementary roles of mass media and interpersonal communication
5. Selection of appropriate media for target audiences

Of these, steps one, four, and five are most applicable to this analysis as they can be analyzed without input from the organization itself. While it would have been helpful to have specific campaign plan information to assess or evaluate, Target was unwilling to share their proprietary planning information or their internal evaluation of the sales or impact of the campaign.

Cornelissen (2014) added that successful campaign management should be judged by an organization's ability to follow and excel in seven categories, when first informed properly by an organization's vision and reputation, of which the following are of particular note (p. 111):

1. Identify and Prioritize Target Audiences
2. Identity Themed Messages
3. Develop Message Styles

Thus, Target would need to identify their target audience or *public(s)*, in order to assess that public's needs, select appropriate media, identify themed messages and message styles, and consider the mix of social and mass media with more interpersonal communication, as they do within the #NOFOMO swimwear campaign. This begs the questions: what is a public and how does one identify a public?

Publics. Grunig and Repper (1992) explained that many organizations typically target a mass audience, but in doing so, often fail to strategically communicate with stakeholders; any public response or growth may be simply accidental instead. Instead, organizations should recognize the formation of publics and segment and target each one specifically.

Publics are typically identified through market research and are defined as groups who share common interests, attitudes, and beliefs (Kendall, 1996). *Targeting* or *segmenting* publics

into different groups can occur by identifying clusters with similar interests, using research or data-driven metrics, or even by the various types of media (Kendall, 1996).

Publics can also be segmented by the degree to which they will actively engage and communicate with an organization to support or hinder their message (Grunig & Hunt, 1984). For example, publics can be identified as active, latent, engaged, issue-specific, and a range of additional descriptors based on their engagement with a campaign. Active publics occur most often when they “perceive that what an organization does involves them (*level of involvement*), that the consequences of what an organization does is a problem (*problem recognition*), and that they are not constrained from doing something about the problem (*constraint recognition*)” (Grunig & Repper, 1992, p. 196). Because of these criteria, organizations must seek symmetrical communication with publics when possible (Grunig & Repper, 1992).

Ni (2012) examined the ability of organizations to strategically manage relationships to build and develop the publics that are critical to an organization’s growth and found that both situational and cross-situational approaches can affect this development. Bortree (2015) explored public motivation and found that publics are motivated to form a relationship with an organization to fulfill a need. Ni & Kim (2009) also successfully segmented publics based on their problem-solving activeness and found common characteristics in each of the identified publics.

Target’s identification and prioritization of publics were examined in this study, as well as to what degree themed messages and message styles vary across these publics. However, since Target-specific data in relation to publics is proprietary, publics can also be constructed via the data obtained about social media platform specific publics. For example, a public who mainly uses Facebook to communicate with an organization is going to be different than a public who

mainly uses Instagram. Research institutions such as the Pew Research Center accumulate data on these platforms for public use.

Social media. Now that social media has hundreds of millions of users in the United States alone (Greenwood, Perrin, & Duggan, 2016), organizations have even more options to utilize when facilitating organization-public relationships. Social media is defined as the use of electronic forms of communication to establish virtual communities and publics (“Social Media,” 2015). This study explored four main social media platforms—blogs, Facebook, Twitter, and Instagram—as these are the main platforms Target used in their #NOFOMO swimwear campaign.

Kelleher (2015) argued that organizations use social media to communicate with virtual publics much like they would use interpersonal communication, an idea that will be explored further in the literature review.

Although it is a relatively new area of study, much of the research done on social media communication focuses on public engagement, particularly on many organizations’ inability to fully utilize the available tools to interact with their publics. For example, Lovejoy, Waters, & Saxton (2010) analyzed 4,655 tweets from non-profit organizations and found that, overwhelmingly, organizations only used Twitter for one-way communication, despite the platform being set-up as a two-way communication vehicle. Briones, Kuch, Liu, & Jin (2010) conducted interviews with Red Cross staff members at various employment levels and determined that although employees valued social media as an effective tool for two-way communication, barriers such as staff, training, and time limited their ability to fully utilize this tool.

Other studies have looked at different aspects of online public engagement. Smith, Derville, and Gallicano (2015) conducted interviews of millennials and determined that public engagement in this specific demographic was determined mainly by social interaction, consumption of information, similarity of interests, and a sense of presence; i.e., the organization was expected to care about their individual needs, and not just vice versa. Since Target is advertising to the millennial demographic, this sense of two-way communicative presence will be applicable to this study as well. Men and Tsai (2015) used survey data to determine that successful engagement of strategic publics on social media enhances the overall organization-public relationship. This finding is of particular note as Target mainly implements this campaign via social media, and thus, will be explored further later in the literature review.

Blogs. Web blogs, or *blogs* for short, are personal websites that individuals use to voice personal opinions (“Blogs,” 2016). Bloggers, or those who write for the blog, typically use content management systems to support their sites and can write about numerous topics, though often bloggers specialize in a particular area such as fashion, technology, or recipes. Bloggers are motivated to blog to share opinions, create communities, and as a vehicle for other forms of self-expression (Smith, 2010).

Researchers have also looked at the various features of blogs to analyze their impact on relationships with publics. Buis and Carpenter (2009) completed a content analysis of medical blog posts and found that medical bloggers typically included a description of personal experiences, a finding that may also apply to other types of bloggers as well. Trammell (2005) used a uses and gratifications framework to determine that there are different motivations to blog based on gender, desire to share information, need for self-expression, and that most bloggers view their blogs as a conversation, instead of a one-way communication.

Organizations have also begun to use blogs to connect with their publics (Li & Craig, 2011). Similar to personal blogs, corporate blogs also use relationship management strategies to maintain relationships with their publics such as openness, access, and positivity (Cho & Huh, 2007). Target's corporate blog and associated press releases will thus be included in this analysis.

Moreover, the Pew Research Center identified the following relevant statistics about each platform discussed in this analysis:

Facebook. Sixty-eight percent of all social media users use Facebook. More specifically, 88% of adults ages 18-29, 69% of adult women, 77% of college graduates, and 70% of adults with an income ranging from \$50,000 to \$74,000 use Facebook ("Social Media Update," 2016).

Twitter. Twenty-one percent of all social media users use Twitter. More specifically, 36% of adults ages 18-29, 21% of adult women, 28% of college graduates, and 26% of adults with an income ranging from \$50,000 to \$74,000 use Twitter ("Social Media Update," 2016).

Instagram. Twenty-eight percent of all social media users use Instagram. More specifically, 59% of adults ages 18-29, 32% of adult women, 32% of college graduates, and 30% of adults with an income ranging from \$50,000 to \$74,000 use Instagram. Female adults are more likely to use Instagram than men ("Social Media Update," 2016).

Blogs. More than half of bloggers (54%) are under 30 and 60% of blog writers are white, though bloggers tend to be more racially diverse than typical internet users. Bloggers most often create blog posts to share life experiences ("Bloggers," 2006).

Organization-Blogger Campaigns

The following section will discuss the rise of organization-blogger campaigns in their relation to Target's #NOFOMO swimwear campaign.

Social media influencers. In response to the numerical increase in bloggers and their expanding consumer influence, organizations and PR practitioners have begun to incorporate the

blogging community into their campaign strategies (Cho & Huh, 2007). This partnership allows bloggers to turn hobby projects into a salaried career. Bloggers mainly make money through the use of affiliate links (products that link to an organization's website), sponsored content, and collaborations (Hewitt, 2016). Top bloggers are able to pull in seven-figure salaries (Blalock, 2016). For example, Rachel Parcell of the blog *Pink Peonies* made \$1 million through a partnership with retail brand Nordstrom while Kristin Bazaan of the blog *Kayture* signed a seven-figure deal with beauty brand L'Oreal in October 2016 (Blalock, 2016). When a blogger establishes a large enough audience and reach, they are referred to as *social media influencers* or simply *influencers* (DeMers, 2016). An influencer with more than one million followers can receive up to \$15,000 for a single blog post while influencers with 25,000 to 100,000 followers average \$2,000 per single Instagram post. Influencers may charge an additional \$1,000 for every additional link and \$500 for every additional hashtag in a post (Piazza, 2016).

3rd party blogger endorsements. Because of their built-in publics, organizations, both large and small, are partnering with these influencers to promote brands and products, similar to the way one might view sponsored products in movies and television shows (DeMers, 2016). Such promotions are sometimes referred to as *native advertising* (Hyman et al., 2017). Online fashion conglomerates such as Zappos, Nordstrom, Target, Banana Republic, and online boutique fashion store Goodnight Macaroon have all established organization-blogger campaigns in 2016. The campaigns typically begin with a blog post on the influencer's website with additional posts on associated popular social media websites such as Facebook, Twitter, and Instagram. Research has found using editorial content for advertising in contrast to more traditional methods can be even more effective in inciting consumer response (Cameron, 1994).

When both the bloggers and the organization enter into such a unique advertising contract, expectations on both sides may be varied. Walden, Bortree, and DiStaso (2015) compared technology blogger's and PR professional's attitudes towards this advertising relationship and found that PR practitioners had significantly more trust in the relationship than did bloggers, a finding that indicates that bloggers may actually care more about audience retention than "selling out" to big business.

Word of mouth ethics. Word of mouth marketing occurs when an organization strategically starts a conversation with a public, typically via social media, in order to generate organic advertising, which is essentially the goal of an organization-blogger campaign (Whitler, 2014). Because these word of mouth campaigns are a relatively new form of advertising, questions about transparency and ethical considerations naturally arise. Typically, organizations produce a set of guidelines for the bloggers to follow via an online contract. These guidelines include editorial content, methods of disclosure, number and variety of posts across which mediums, etc.

The Word of Mouth Marketing Association, or WOMMA, (2016) compiled a list of ethical considerations and standards of conduct organizations and influencers should implement when pursuing campaigns to help avoid deceiving or alienating their publics. Table 2 identifies the ethical standard and a definition for each ethical standard identified by the WOMMA Code of Ethics.

Table 2

WOMMA Standards of Ethics and Descriptions

Standard	Description
1. Disclosure of identity	<i>Attempts should be made to disclose identity and/or relationships to audiences when such a disclosure may impact purchasing decisions.</i>
2. Disclosure of consideration or compensation received	<i>All compensation forms should be obviously and “prominently” disclosed.</i>
3. Disclosure of relationship	<i>“Material aspects” of all relationships involved in the campaign must be disclosed.</i>
4. Compliance	<i>Compliance is expected with the Guides Concerning Use of Endorsements and Testimonials in Advertising created by the Federal Trade Commission.</i>
5. Genuine honesty in communication	<i>Reviews of products, etc. should be an honest evaluation and not be shown to an organization prior for review or modification of original opinions.</i>
6. Respect for venue	<i>All members are expected to comply with the rules set by on or off-line communities.</i>
7. Marketing to children and adolescents	<i>Compliance is expected with all laws concerning children and minors, such as the Children’s Online Privacy Protection Act.</i>
8. Compliance with media-specific rules	<i>Compliance is additionally expected with children and minor media-specific rules and regulations.</i>

Although the influencers and organizations are not all members of WOMMA, this list provides an appropriate guideline for measuring ethical considerations, and will be used in the analysis of the Target #NOFOMO swimwear campaign.

Recently, the Federal Trade Commission (FTC) also established guidelines for organization-blogger relationships and endorsements, though they do not regularly monitor blogger’s activities (Federal Trade Commission, 2016). If a blogger endorses a product and receives some sort of payment or free merchandise for the product, the blogger must disclose their relationship, though the FTC does say with what language they must explicitly do so or the

extent of the relationship, unlike with the WOMMA Code of Ethics. However, if the FTC evaluates an organization-blogger relationship and finds instances of non-disclosure, legal action may be taken.

For example, the FTC recently filed a complaint against retailer Lord & Taylor for failing to get bloggers to disclose their relationship with them during an Instagram campaign. The complaint was settled when Lord & Taylor agreed to apply stricter methods of disclosure in all future partnerships and agree to FTC oversight via an internal monitoring committee for future advertisements (Federal Trade Commission, 2016).

Research Question 1 A-F

With the above literature regarding campaign management strategies and organization-blogger campaigns in mind, the following research questions are proposed (parts A-F):

RQ 1:

A: *What **publics** does Target seem to **identify** in campaign-related press releases, in Twitter, Facebook, and Instagram posts and in their sponsored blogger-partnered blog posts and the blogger's Twitter, Facebook, and Instagram posts?*

B: *What **publics** does Target seem to **prioritize** in campaign-related press releases, in Twitter, Facebook, and Instagram posts and in their sponsored blogger-partnered blog posts and the blogger's Twitter, Facebook, and Instagram posts?*

C: *What are Target's **themed messages** as found in campaign-related press releases, in Twitter, Facebook, and Instagram posts and in their sponsored blogger-partnered blog posts and the blogger's Twitter, Facebook, and Instagram posts?*

D: *Are Target's **themed messages consistent** or do they vary by public in all campaign-related press releases, in Twitter, Facebook, and Instagram posts and in their sponsored blogger-partnered blog posts and the blogger's Twitter, Facebook, and Instagram posts?*

E: *What are Target's message styles* in all campaign-related press releases, in Twitter, Facebook, and Instagram posts and in their sponsored blogger-partnered blog posts and the blogger's Twitter, Facebook, and Instagram posts?

F: *Are Target's message styles consistent or do they vary by public* in campaign-related press releases, in Twitter, Facebook, and Instagram posts and in their sponsored blogger-partnered blog posts and the blogger's Twitter, Facebook, and Instagram posts.

Organization-Public Relationships

Relationship management is recognized as a key aspect of the organization-public relationship. Ferguson (1984) called for a focus on this unique relationship between an organization and its publics in PR research and since then, numerous scholars have answered the call and continued to produce studies that confirm its importance (Grunig, 1970; Grunig, 1993; Ki & Shin, 2015; Ledingham, 2003; Ledingham & Bruning, 1998; Waters & Bortree 2012; Yang & Cha, 2015). Organization-public relationships are similar to interpersonal relationships and can be studied through a similar lens (Bruning, 2009).

Hon and Grunig (1999) established guidelines for measuring organization-public relationships, including six components: control mutuality, trust, satisfaction, commitment, exchange relationship, communal relationship (p. 3). Ledingham and Bruning (1998) successfully applied these components in a survey of telephone subscribers and found that long-term relationships also had significant effects on publics. Through their analysis, they identified a two-step process to the organization-public relationship: *one*, the organization identifies their key publics and *two*, the organization communicates their relevant activities to foster and strengthen that relationship. Huang (2009) also applied a multi-item scale to measure

organization-public relationships and Jo (2006), in replicating Huang, found that trust is closely linked with satisfaction, commitment, and control mutuality.

Types of publics also affect the organization-public relationship, especially in terms of consumer loyalty and satisfaction (Bruning & Ledingham, 1999), and organizations must actively increase awareness of relationship building to their publics to in turn increase public intention to provide organizational support (Kang & Yang, 2010).

Despite this agreement over the importance of the organization-public relationship, some researchers find fault in the theory's inability to reach consensus about, or often even include, the definition of the term *relationship* (Broom, Casey, & Ritchey, 2009; Huang & Zhang, 2015).

Through a review of current literature, Broom, Casey, & Ritchey (2009) argued that

The formation of relationships occurs when parties have perceptions and expectations of each other, when one or both parties need resources from the other, when one or both parties perceive mutual threats from an uncertain environment, and when there is either a legal or voluntary necessity to associate and that relationships include "patterns of linkages," "exchanges," "reciprocity," and "antecedents and consequences." (p. 95)

Relationships can also adapt and change over time. For the purposes of this paper, the definition of *relationship* will be in line with Broom, Casey, & Ritchey's findings, and thus, include Target, Target's publics, bloggers, and the blogger's publics, some of which may overlap.

Contexts. Organization-public relationships have been studied in numerous contexts, including: tourism management websites, government-community relationships, bank customers, administrator-student relationships, HIV services, service implementation networks, nation building, web characteristics, politics, and social media (Aldoory, Bellows, Boekeloo, & Randolph, 2015; Bruning & Ledingham, 2000; Haigh & Wigley, 2015; Hon & Brunner, 2002; Jo

& Kim, 2003; Ledingham, 2001; Maxwell & Carboni, 2014; Pratt & Omenugha, 2014; Saffer, Sommerfeldt, & Taylor, 2013; Shin, Pang, & Kim, 2015; Smith & Gallicano, 2015; Sweetser & Tedesco, 2014; Zhu & Han, 2014).

Other researchers have looked at particular components of the organization-public relationship such as reputation, relationship cultivation strategies, time, mediation effects, and organizational identification (Bruning & Ledingham, 2015; Grunig & Hung-Baesecke, 2015; Kang & Yang, 2010; Ki & Hon, 2009; Ledingham, Bruning, & Wilson, 1999).

Bruning and Ledingham (1998) found that consumer satisfaction is directly influenced by the organization-public relationship while Hong and Yang (2011), in a survey of high-end grocery store customers, found that organizational identification was closely linked with positive word of mouth utterances, a finding of particular note since the blogger community often operates similarly to word of mouth and interpersonal communication.

Relationship building can also be a consumer retention strategy (Bruning, 2002), and web characteristics that enhance interactivity can have positive effects on such relationship building (Jo & Kim, 2003), a finding applicable to the blogger's personal websites being studied here. In addition, specific factors of relationship quality, such as satisfaction and perceived quality, can influence consumer behavioral loyalty (Rauyruen & Miller, 2006).

Relationship management theory, social media, and blogs. Though a comparatively new application, relationship management theory has also been applied to some social media and blogging contexts.

Social media. Smith and Gallicano (2015) analyzed how millennial publics engage with organizations through social media by conducting interviews and focus groups and found that “Millennials defined their experiences based on the way organizations facilitated their

information consumption, sense of presence, interest immersion, and social interaction online” (p. 85). This finding has particular relevance as Target is attempting to engage with a large millennial public as well.

Although social media is inherently dialogical, many top organizations only utilize it as a one-way communication tool to their publics (Shin, Pang, & Kim, 2015). Saffer, Sommerfeldt, and Taylor (2013) analyzed organization-public relationships on Twitter and found that an organization’s level of interactivity (i.e., responding to tweets, re-tweeting) influenced relationship quality. Interestingly, Target was labeled as “low interactivity” in the study, which affected the quality of their relationships with those publics. Negative user comments on platforms such as Facebook can also impact public perceptions of the organization-public relationship (Haigh & Wigley, 2015). This paper, as detailed in the methodology section, will also include analysis of comments on social media platforms, so this finding may transfer to Target and their associated blogger’s content as well.

Blogs. Though often linked with social media, blogs have also been studied as a separate unit via the lens of relationship management theory. Yang and Lim (2009) analyzed organization-blogger partnerships and found that relational trust was a key component to their success and moreover, that blogger credibility and emphasis on the dialogical self both increased trust, an element that will be explored further in the next section. Walden, Bortree, and DiStaso (2015) also found that trust impacted the organization-blogger relationship.

Smith (2010) conducted interviews with bloggers who had participated in an organization-blogger partnership and found that bloggers had concerns about authenticity and autonomy when working with organizations to promote products. One of the technology bloggers interviewed stated “Me being who I am, being authentic, and if I were to focus too

much on the people who are selling, then I'm selling myself out" (p. 176). The study also posed ethical considerations as well, as another blogger stated that a PR practitioner had once asked them, "Wouldn't it be great if you wrote something like this?" Such efforts put respondents in an "ethical quandary," leading to perspectives of PR practitioners as "conmen... tricking innocent people" (p.176). Such unethical behavior can damage the organization-public relationship (Sweetser, 2010).

Finally, Kent and Taylor (1998) argued that all organizations should consider how web content and layout, such as site navigability, implementation of a feedback loop, and value of information displayed, affect dialogic relationship building.

Trust, openness, and transparency in relationship management theory. Hon and Grunig (1999) established *trust* as one of their key dimensions of an organization-public relationship while later researchers added *openness* (Shin, Pang, & Kim, 2015; Vorvoreanu, 2008) and *transparency* (Jahansoozi, 2006; Men & Tsai, 2014; Schnackenberg & Tomlinson, 2014) as units of analysis as well. Though other dimensions of the organization-public relationship are also important, trust, openness, and transparency are the most relevant to explore this new blurred form of advertising between an organization, the blogging community, and their associated publics.

Trust. Rotter (1967) classically defined interpersonal trust as "an expectancy held by an individual or a group that the word, promise, verbal or written statement of another individual group can be relied upon" (p. 652), a definition that will be used here as well. As we have established, interpersonal relationships translate easily into organization-public relationships and thus, the dimension of trust does as well. De Cremer and DeWitte (2002) analyzed the effect of trust in mixed motive situations and found that differences in trust directly influence behavior.

Several scales have been created to measure trust. Ki and Hon (2009) used Hon and Grunig's (1999) organization-public dimensions measurements to analyze a membership organization and found that satisfaction influences trust, which in turn influences commitment. Huang (2009) also included trust as an important factor when measuring organization-public relationships. Morgan and Hunt (1994) found that trust was a key mediating variable in the successful relationship marketing of automobile tire retailers. And, as stated previously, PR practitioners and bloggers have differing levels of trust when partnered in an organization-public relationship (Walden, Bortree, & DiStaso, 2015) while others have found that relational trust is a key component to blogger success and both blogger credibility and emphasis on the dialogic self increases this trust (Yang & Lim, 2009).

In the context of this analysis, trust was categorized as present in all comments that indicate some sort of affirmation of Target's positive product qualities, such as cost, fit, availability, style, etc., or by an indication of intent to purchase, either via Target themselves or mediated by a blogger. For example, trust was categorized as present in *Ambi*'s comment of "This is a very cute swim suit. I also love Target swim suits. I find the[m] very affordable and cute" on *Style by Joules*' blog post. Trust was also categorized as present in *Eden @ Mint Notion*'s comment "You are so lucky to be wearing a swimsuit at this time of year! We still have heaps of snow here in Toronto, but I am looking forward to warmer weather. I love the first swimsuit, so cute! Target has so many great styles (wish there was still one in Canada)" on *Laura Jane Atelier*'s blog post.

Openness. Openness refers to the degree to which an entity chooses to, or attempts to, reveal information to its publics, and is often associated with the idea of *access*. It is a key factor in web-based relationship building (Shin et al., 2015). Vorvoreanu (2008) examined access on

corporate websites and found that use of disclosure was used frequently on most websites. Moreover, Vorvoreanu (2008) determined that users determine degrees of corporate openness through disclosure about services, history, executives, financial information, and policies. This study includes an analysis of relevant Target and blogger webpages and ideas of openness will be explored in line with the above findings.

Since openness and transparency are often difficult to separate conceptually, this study operationalizes openness, in addition to the above definition, as public opinion about the blogger's willingness to discuss ideas related to NOFOMO, or No Fear of Missing Out, the campaign's tagline. This could include references to body image, self-esteem, or other insecurities. For example, *Happiness at Mid Life's* comment of "All these suits look amazing on you – nothing for your [you] to worry about" on *Fizz and Frosting's* blog post was categorized as openness being present. *Love.life.love.unicorn's* comment of "you look great! Idk why your freckles would hold you back. I think they can look cute! :)" on *jesipepperminting's* Instagram post was also categorized as openness being present. The comments needed to move beyond a simple phrase, such as "cute," and instead include some additional reference to the NOFOMO qualities discussed.

Transparency. Transparency is also often explored in concert to trust and openness. Jahansoozi (2006) linked transparency to openness and, in an analysis of crisis communication, determined that transparency, coupled with trust, are the most important relational features. Schnackenberg and Tomlinson (2014) synthesized prior literature referencing transparency and ultimately defined transparency as "the perceived quality of intentionally shared information from a sender" (p. 5). Based on the analyzed literature, Schnackenberg and Tomlinson (2014) explained that perceived quality has three components: disclosure, clarity, and accuracy.

Disclosure is defined as “the perception that relevant information is received in a timely manner,” clarity as “the perceived level of lucidity and comprehensibility of information received from a sender,” and accuracy as “the perception that information is correct to the extent possible given the relationship between sender and receiver” (p. 9-11). These definitions place the determination of transparency in the hands of the public, rather than the organization, which matches the analysis provided in this paper.

Transparency has also been linked to positive public engagement (Men & Tsai, 2015). For the purposes of this study, transparency was operationalized as public opinion in relation to Target-blogger partnership. This could include references to disclosure, clarity, or accuracy, as defined above, or references to the campaign itself. For example, *Adaleta*'s comment of “This campaign by Target is really cool & I’m glad they did it” on *Fizz and Frosting*'s blog post was categorized as transparency being present because the commenter references the #NOFOMO campaign. In addition, *clarissa_wears* comment of “Yay!! Love this campaign!” on *The Glitter Gospel*'s Instagram account was also categorized as transparency being present for similar reasons to the above.

In the case of each of the major constructs of this study – trust, openness, and transparency – some user comments may fit the definition of the concept but in a questioning or challenging manner that undermines the construct. For example, *shan_elainee*'s comment of “This suit is getting a lot of bad reviews on the website from people who ordered it” on the Target Style Instagram account is similar to the construct of trust, but the commenter is questioning the quality of the swimsuit based on actual purchaser's reviews. In addition, *krystalwith_a_k*'s comment of “@linalove_23 me in the summer (crying emoji; sad emoji) @j3scuhz @otlhdz” on the Target Style Instagram account is similar to openness because

comparing her body image to the featured blogger's body image, but in a sarcastic or disparaging manner. These alternative comments were coded separately as *undermining* indicators of the same construct and were accounted for in the analysis.

Research Question 2

In light of the above literature regarding organization-public relationships and relationship management theory, the following research question is proposed:

RQ 2: Is there evidence of **trust, openness, transparency** between Target and their publics?

Summary

Relational factors are clearly an important dimension of the organization-public relationship and even more so with the rise of bloggers as influencers and the natural advent of organization-blogger campaigns. As a new area of advertising, organization-blogger campaigns blur the lines between traditional advertising and word of mouth communication and thus, ethical dilemmas and considerations arise. This study, through an analysis of the 2016 Target #NOFOMO campaign, analyzed how organizations identify and prioritize publics, establish traditional campaign management strategies such as message themes and styles, and how these message themes and styles vary, or don't, by public. Moreover, the research explored public response in relation to the relationship dimensions of trust, transparency, and openness as the organization navigates this innovative communication strategy. To address the stated research questions of this thesis, the following method was developed.

Method

Sample

Bloggers. The study included a sample of 25 bloggers and their campaign-associated blog posts and social media accounts, including Facebook, Instagram, and Twitter, as shown in Table 3. Photos from the blogger’s original campaign blog posts were used to determine ascribed body size, race, and age. The bloggers had an expansive network, with a combined 30,945 followers across all blogs, 544,504 likes across all Facebook accounts, 1,135,703 followers across all Instagram accounts, and 144,459 followers across all Twitter accounts. Table 3 lists bloggers according to search results.

Table 3

Target partnered blogger blog websites, social media accounts, and follower counts

Blogger	Website*	Facebook	Instagram	Twitter
Swell and Stylish	http://www.swellandstylish.com/2016/02/have-nofomo-with-target-swim.html	https://www.facebook.com/SwellandStylish/	https://www.instagram.com/swellandstylish/	https://twitter.com/SwellandStylish
	<i>413 Followers</i>	<i>314 Likes</i>	<i>377 Followers</i>	<i>981 Followers</i>
The Fashion Hour	http://www.thefashionhour.com/nofomo-target-swim/	https://www.facebook.com/TheFashionHourBlog/	https://www.instagram.com/natalie_keinan/	https://twitter.com/NatalieKeinan
	<i>846 Followers</i>	<i>799 Likes</i>	<i>22.6K Followers</i>	<i>557 Followers</i>
Pepperminting	http://www.pepperminting.com/2016/04/24/nofomo-target-summer-style-challenge/	https://www.facebook.com/pepperminting/?fref=nf	https://www.instagram.com/jesipepperminting/	https://twitter.com/JesiPMBlog
	<i>67 followers</i>	<i>702 Likes</i>	<i>6,138 Followers</i>	<i>573 Followers</i>
Fizz and Frosting	http://www.fizzandfrostring.com/2016/02/embrace-your-bikini-body-nofomo/	https://www.facebook.com/fizzandfrostring	https://www.instagram.com/fizzandfrostring/	https://twitter.com/FizzandFrostring
	<i>4,178 Followers</i>	<i>2,577 Likes</i>	<i>27.2K Followers</i>	<i>5,076 Followers</i>
Style By Joules	http://lifestylebyjoules.com/fashion/outfits/nofomo-with-target-swim	https://www.facebook.com/stylebyjoules	https://www.instagram.com/theladyjoules/	https://twitter.com/theladyjoules
	<i>104 followers</i>	<i>125 Likes</i>	<i>2,397 Followers</i>	<i>160 Followers</i>

Bra Fittings by Court	http://www.brafittingsbycourt.com/blog-1/2016/1/28/target-swim-nofomo-campaign	https://www.facebook.com/brafittingsbycourt	https://www.instagram.com/brafittingsbycourt/	N/A
	<i>N/A</i>	<i>241 Likes</i>	<i>10K Followers</i>	<i>N/A</i>
Whatever is Lovely	http://www.lynnegabriel.com/nofomo/	https://www.facebook.com/lynnegabrielstyle	https://www.instagram.com/heyitslynneg/	https://twitter.com/heyitslynneg
	<i>3,552 Followers</i>	<i>11,285 Likes</i>	<i>63.8K</i>	<i>23.3K</i>
The Glitter Gospel (formerly A Glimpse of Glitter)	http://aglimpseofglitter.com/target-swim-2016-find-your-fit/	https://www.facebook.com/wearetheglittergospel/	https://www.instagram.com/wearetheglittergospel/	N/A
	<i>250 Followers</i>	<i>1,516 Likes</i>	<i>18K Followers</i>	<i>N/A</i>
Talking with Tami	http://www.talkingwithtami.com/my-style-target-style-nofomo-swimsuit-campaign	https://www.facebook.com/TalkingWithTami/	https://www.instagram.com/talkingwithtami/	https://twitter.com/TalkingWithTami
	<i>49 Followers</i>	<i>6,447 Likes</i>	<i>42.2K Followers</i>	<i>16.4K</i>
Everything Chic and Curvy	http://everythingcurvyandchic.com/2016/02/target-plus-size-swimsuits/	https://www.facebook.com/EverythingCurvyandChic	https://www.instagram.com/everythingcurvyandchic/	N/A
	<i>505 Followers</i>	<i>189,648 Likes</i>	<i>197K Followers</i>	<i>N/A</i>
HEYGORJESS	http://heygorjess.com/fashion/ready-for-bathing-suit-season/	N/A	https://www.instagram.com/heygorjess/	https://twitter.com/heygorjess
	<i>141 Followers</i>	<i>N/A</i>	<i>82.8K Followers</i>	<i>1,366 Followers</i>
The Stylish Housewife	http://www.thestylishhousewife.com/2016/02/nofomo-target-swimsuits-2016/	https://www.facebook.com/thestylishhousewife	https://www.instagram.com/thestylishhousewife/	https://twitter.com/stylishhousewife
	<i>3,369 Followers</i>	<i>7,489 Likes</i>	<i>12.3K Followers</i>	<i>7,133 Followers</i>
Laura Jane Atelier	http://laurajaneatelier.com/nofomo/	https://www.facebook.com/laurajaneatelier/	https://www.instagram.com/laurajaneatelier/	https://twitter.com/Laurajaneatelier
	<i>1,068 Followers</i>	<i>3,392 Likes</i>	<i>45.6K Followers</i>	<i>12.7K Followers</i>
Gorgeous in Grey	http://gorgeousingrey.com/target-swim-2016-plus-size-suits/	https://www.facebook.com/gorgeousingrey	https://www.instagram.com/gorgeousingrey/	https://twitter.com/gorgeousingrey
	<i>474 Followers</i>	<i>18,553 Likes</i>	<i>37.8 Followers</i>	<i>13.8K Followers</i>
Mash Elle	http://mashelle.com/2016/03/target-swim-2.html	https://www.facebook.com/mashelleblog/?fref=ts	https://www.instagram.com/mash.elle/	https://twitter.com/Mash_Elle
	<i>4,096 Followers</i>	<i>3,724 Likes</i>	<i>29.2K Followers</i>	<i>12.3K</i>

Followers

The Penny Closet	http://thepennycloset.com/target-swimwear-for-summer/	https://www.facebook.com/ThePennyCloset/	https://www.instagram.com/thepennycloset_/	https://twitter.com/thepennycloset_
	<i>5 Followers</i>	<i>1,977 Likes</i>	<i>43.7K Followers</i>	<i>1,726 Followers</i>
Kristin Marie	http://www.kirstinmarie.com/nofomo-target-swim/	https://www.facebook.com/KirSparkles/	https://www.instagram.com/kirstinmarie/	Link broken
	<i>1,338 Followers</i>	<i>8,614 Likes</i>	<i>41.2K Followers</i>	<i>N/A</i>
Love, Olia	http://www.loveolia.com/2016/02/4-swimsuit-trends-with-target/	https://www.facebook.com/loveolia	https://www.instagram.com/oliamajd/	https://twitter.com/oliamajd
	<i>2,001 Followers</i>	<i>6,594 Likes</i>	<i>167K Followers</i>	<i>9,644 Followers</i>
Locks & Trinkets	http://www.locksandtrinkets.com/target-swim/	https://www.facebook.com/LocksandTrinkets/	https://www.instagram.com/missenocha/	https://twitter.com/missenocha
	<i>868 Followers</i>	<i>6,891 Likes</i>	<i>58K Followers</i>	<i>1,855 Followers</i>
Glamour Zine	http://glamourzine.com/target-swim-modest-swimsuits-beach-coverups/	https://www.facebook.com/glamourzine	https://www.instagram.com/glamourzine/	https://twitter.com/Glamour_Zine
	<i>1,240 Followers</i>	<i>241,617 Likes</i>	<i>41.8K Followers</i>	<i>13.2K Followers</i>
C's Evolution of Style	http://www.csevolutionofstyle.com/2016/02/target-style-swimwear-2016-2.html	https://www.facebook.com/Cs-Evolution-of-Style-160653014020778/	https://www.instagram.com/csevolutionofstyle/	https://twitter.com/chiomaseos
	<i>3,021 Followers</i>	<i>2,108 Likes</i>	<i>11.6K Followers</i>	<i>1,312 Followers</i>
Lipstick, Heels, and a Baby	http://www.lipstickheelsandababy.net/2016/02/nofomo.html	https://www.facebook.com/LipstickHeelsAndABaby?ref=hl	https://www.instagram.com/lipstickheelsandababy/	https://twitter.com/LHeelsB
	<i>4 Followers</i>	<i>3,830 Likes</i>	<i>56.9K Followers</i>	<i>1,560 Followers</i>
Martinis and Mascara	http://martinisandmascara.com/tag/target/	https://www.facebook.com/MartinisandMascara	https://www.instagram.com/martinisandmascara/	https://twitter.com/KLMcBroom
	<i>468 Followers</i>	<i>3,033 Likes</i>	<i>32.2K Followers</i>	<i>13K</i>
Seriously Natural...	http://www.seriouslynatural.org/2016/02/nofomo-embracing-my-beauty-this-summer.html	https://www.facebook.com/SeriouslyNaturalblog/	https://www.instagram.com/seriouslynatural/	https://twitter.com/NaturalSabrina
	<i>270 Followers</i>	<i>17,690 Likes</i>	<i>5,791 Followers</i>	<i>2,449 Followers</i>
The Styled Fox	http://www.thestyledfox.com/target-swim-x-nofomo/	https://www.facebook.com/thestyledfox/	https://www.instagram.com/_anna_english/	https://twitter.com/_anna_english

	2,618 Followers	5,338 Likes	80.1K Followers	5,367 Followers
Totals	30,945 Followers	544,504 Likes	1,135,703 Followers	144,459 Followers

*Followers are assessed via feed platform BlogLovin'

**All follower counts taken on October 23, 2016

Target Models/Featured Bloggers. All models and featured bloggers on campaign associated Target press releases, Instagram, and Twitter posts were also assessed to determine ascribed body size, race, and age of each individual (No relevant Facebook content was found). Forty-six women were identified and included in the analysis, with one model's age unable to be determined due to only a partial torso being displayed in the photo. Table 4 breaks down Target followers across all associated social media accounts.

Table 4

Target Followers across Facebook, Twitter, and Instagram Accounts

Platform	Followers	URL
Target: Facebook	23.2 million	https://www.facebook.com/target
Target: Instagram	1.4 million	https://www.instagram.com/target
Target: Twitter	1.82 million	https://twitter.com/target
Target Style: Facebook	3.3 million	https://www.facebook.com/targetstyle
Target Style: Instagram	1.4 million	https://www.instagram.com/targetstyle
Target Style: Twitter	189 K	https://twitter.com/targetstyle

Blog Posts. Twenty-five blog posts were analyzed for each research question. The first blog post appeared on February 5, 2016; thus the analysis did not include any information prior to that date, nor did it include any data posted after August 1, 2016. The bloggers had a combined 30,945 followers across all blogs.

Press Releases. Three Target press releases were included in the analysis for each research question. The first was published on March 1, 2016, nearly a month after the first

blogger's blog post, the second on March 4, 2016, and the third on March 25, 2016. Target stopped posting press releases about the campaign after this third post.

Facebook. Any relevant post on a blogger's Facebook account was included in the analysis, for a total of 27 posts. Any content that simply reposted the original blog post content through an automated system was excluded from analysis. The Target and Target Style Facebook accounts did not contain any relevant posts about the campaign, and thus were excluded from the analysis. The bloggers had a combined 544,504 likes across all Facebook accounts.

Instagram. Any relevant post on a blogger's Instagram account was included in the analysis, for a total of 40 posts. Again, the Target Instagram account contained no relevant posts about the campaign. However, the Target Style Instagram account included 15 relevant posts which were included in the analysis. The bloggers had a combined 1,135,703 followers across all Instagram accounts; Target had 1.4 million followers on their Target Style Instagram account.

Twitter. Any relevant post on a blogger's Twitter account was included in the analysis, for a total of 14 posts. Again, the Target Twitter account contained no relevant posts about the campaign. However, the Target Style Twitter account included 18 relevant posts which were included in the analysis. The bloggers had a combined 144,459 followers across all Twitter accounts; Target had 189,000 followers on their Target Style Twitter account.

Comments. All comments on blog posts, press releases, Facebook, Instagram, and Twitter posts were included in the analysis when posts contained 25 public comments or less; when a post exceeded 25 comments, every 5th additional comment selected was included for analysis and the remaining comments will be discarded. This process yielded 1303 Target comments for analysis, all on Instagram, and 784 blogger comments for analysis, with 131 on blog posts, 72 on Facebook, two on Twitter, and 579 on Instagram.

Variables

Publics. To answer research question one, publics were assessed by both their type and frequency.

Identification. As detailed in the literature review, organizations typically identify publics through market research and are defined as groups who share common interests, attitudes, and beliefs (Kendall, 1996). For the purpose of this analysis, publics were constructed using the information provided by Target in their 2015 Annual Report and their corporate website, and through the most recent demographic data provided by Pew Research Center on each social media platform, including blogs. This secondary source was especially helpful due to the proprietary nature of Target's strategic marketing plan and provided the closest assimilation of true Target publics across each platform.

Prioritization. Public prioritization was based on the frequency of appearances of an ascribed race, age, and body type in any photo that displayed a woman wearing a swimsuit (including Barbies). During the analysis, categories for these prioritizations were constructed based on the observable characteristics of the bloggers. To condense data, the following variables were identified: for body type, the women were categorized as small, medium, or large; for age, the women were grouped into two dominant categories, 25-35 and >35, and for race, women were first categorized by their explicit ascribed race and then condensed into two categories—white or non-white—to allow for more meaningful analysis. Images that only showed a swimsuit/other products or only portions of a female body were excluded from the appropriate categories.

Themed messages. Themed messages and message styles are common tools content creators use to disseminate meaningful messages. Themed messages included more overarching,

recurring subjects such as body insecurities, positive body image, style advice, acceptance, inclusiveness, etc. Each unit of analysis (e.g., blog post, comment, tweet) may contain multiple frequencies of each variable.

Thematic consistency. Once identified, themed messages were also analyzed to determine consistency between Target’s thematic messages and the bloggers’ thematic messages and among the various identified publics by comparing frequency of thematic message use.

Message styles. Message styles referred more to the common structure and formatting of a unit of analysis, such as use of Target in the title, disclosure and the form of disclosure, adding the Target logo, adding photos wearing the swimwear or just the swimwear itself, etc. A full account of themed messages and message styles will be provided in the analysis section. Each unit of analysis (e.g., blog post, comment, tweet) may contain multiple frequencies of each variable.

Style consistency. Once identified, message styles were also analyzed to determine consistency between Target’s message styles and the bloggers’ message styles and among the various identified publics by comparing frequency of message style use.

Trust. As noted previously, trust was categorized as present in all comments that indicate some sort of affirmation of Target’s positive product qualities, such as cost, fit, availability, style, etc, or by an indication of intent to purchase, either via Target themselves or mediated by a blogger. For example, trust was categorized as present in *Ambi*’s comment of “This is a very cute swim suit. I also love Target swim suits. I find the[m] very affordable and cute” on *Style by Joules*’ blog post. Trust was also categorized as present in *Eden @ Mint Notion*’s comment “You are so lucky to be wearing a swimsuit at this time of year! We still have heaps of snow here in

Toronto, but I am looking forward to warmer weather. I love the first swimsuit, so cute! Target has so many great styles (wish there was still one in Canada)” on *Laura Jane Atelier’s* blog post.

Openness. Openness was operationalized as public opinion about the blogger’s willingness to discuss ideas related to NOFOMO, or No Fear of Missing Out, the campaign’s tagline. This could include references to body image, self-esteem, or other insecurities. For example, *Happiness at Mid Life’s* comment of “All these suits look amazing on you – nothing for your [you] to worry about” on *Fizz and Frosting’s* blog post was categorized as openness being present. *Love.life.love.unicorn’s* comment of “you look great! Idk why your freckles would hold you back. I think they can look cute! :)” on *jesipepperminting’s* Instagram post was also categorized as openness being present. The comments needed to move beyond a simple phrase, for example “cute,” and instead include some additional reference to the NOFOMO qualities discussed.

Transparency. Transparency was operationalized as public opinion in relation to Target-blogger partnership. This could include references to disclosure, clarity, or accuracy, as defined above, or references to the campaign itself. For example, *Adaleta’s* comment of “This campaign by Target is really cool & I’m glad they did it” on *Fizz and Frosting’s* blog post was categorized as transparency being present because the commenter references the #NOFOMO campaign itself. In addition, *clarissa_wears* comment of “Yay!! Love this campaign!” on *The Glitter Gospel’s* Instagram account was also categorized as transparency being present for similar reasons to the above.

As noted previously, some comments fit in within the construct’s definition but in a challenging, negative, or questioning manner, and thus, were coded separately as *undermining* constructs. These relationships were analyzed for each construct.

Units of Analysis

RQ 1. For RQ 1, the units of analysis were as follows: for Target, all press release content, all initial Facebook, Instagram, and Twitter content and hashtags generated by Target (no comments); For bloggers, all blog content, all initial Facebook, Instagram, and Twitter content and hashtags generated by the bloggers (no comments). Furthermore, the entire blog post or press release were viewed as one unit of analysis, independent of the comment's length. This accounted for instances when some comments were able to be placed in multiple categories despite the categories themselves being mutually exclusive. Each unit of analysis was only counted once in each possible category, regardless of length or repeated content.

RQ 2. For RQ 2, the units of analysis were as follows: for Target, all comments on press releases, Facebook, Instagram, and Twitter posts, when posts contain 25 public comments or less; For bloggers, all comments on blog posts, Facebook, Instagram, and Twitter posts, when posts contained 25 public comments or less. When a post exceeded 25 comments, every 5th additional comment selected was included for analysis and the remaining comments will be discarded.

Furthermore, the entire comment was viewed as one unit of analysis, independent of the comment's length. This accounted for instances when some comments were able to be placed in multiple categories despite the categories themselves being mutually exclusive. Each unit of analysis was only counted once in each possible category, regardless of length or repeated content.

Procedure

Grounded Theory. Since organization-blogger campaigns are a new application of communication research, a modified grounded theory approach was chosen for this initial exploration as allowed for the greatest depth of analysis. Grounded theory was first created by

Barney Glaser and Anselm Strauss in the 1960s (Lindlof, 2002). Essentially, grounded theory argues that meaningful relationships emerge through the data and the researcher's coded categories; it is through this relationship that the theory is *grounded*. Moreover, these categories and relationships do not fully emerge until later in the analysis process, as the researcher must first become familiar with the nuances of the content in order to create the categories in which to code for (Lindlof, 2002).

In order to create some sort of order to the categorization process and ensure categorization does not go on indefinitely, units of analysis are compared to one another to ensure they are placed in the proper category. The first step is to openly code each category by letting the meaningful relationships emerge through the data and sorting the data into these suggested categories. While the open coding is being carried out, in vivo coding also takes place, or categories based on the terms the bloggers and commenters use themselves. After this process is complete, a codebook is created and the analysis can begin (Lindlof, 2002). Again, since this is a little explored area of study, adherence to grounded theory will stop here as the study attempts to explore the unique aspects or organization-blogger relationships.

Many researchers have successfully applied grounded theory to obtain meaningful results. For example, grounded theory has been used to analyze the usefulness of impression management in chat rooms (Becker & Stamp, 2006), crisis management (Loosemore, 2010), analyst-client communication (Urquhard, 1997), medical education (Kennedy & Lingard, 2006), older adults and information technology (White & Weatherall, 2000), and electronic medical records (Winkelman, 2005).

Since this study will look at various units of analysis, informal observations about commonalities and differences between mediums, content creators (Target versus bloggers), and

their associated publics are made. The blogger community tends to be “tight-knit,” and comment back and forth on one another’s blogs and social media accounts in an attempt to demonstrate support for each other and to build a wider audience (Mortara & Roberti, 2017). These interactions can create a sense of a falsely or artificially positive public, especially compared to the perhaps more authentic public of Target’s social media accounts, so special attention was paid to this phenomenon and will be commented on in the analysis section.

In addition, since Target is, of course, attempting to sell their swimwear through this campaign, an informal count of the public’s utterances of purchase intent is also noted and discussed in the analysis section. However, intent to purchase does not often translate to a true indication of actual purchasing behavior, so these observations will remain anecdotal.

Step One. To choose systematically the partnered bloggers, a search of “NOFOMO Target” was conducted on September 30th, 2016, which yielded 54 relevant blogs in the first ten pages of the search engine. Search Engine Optimization indicates that these first search results contain the most relevant information. Additionally, since most individuals would not click past these first few pages, all further search results were excluded from the analysis. To allow for the most in-depth analysis of all content and to maintain randomization, the random.org randomized generator then selected 25 bloggers from the initial 54, with five bloggers replaced due to duplicate results and one blogger replaced whose site was no longer operable. Blogger account and follower information can be found in Table 3.

Such randomization does not always guarantee a broad range of units for analysis, however, the list was assessed and it was determined that the bloggers above represent a wide variety of ages, ethnicities, and physical sizes. This variety allowed the researcher to determine the range and types of bloggers Target desired to include in the campaign.

Step Two. Publics were constructed using the 2015 Target Annual Report and their corporate website, and the available demographic data provided by Pew Research Center on each social media platform, including blogs.

Step Three. Bloggers were sorted into ascribed race, age, and body type categories by analyzing the observable characteristics of the bloggers in the photos provided on blog posts. Target models/featured bloggers were then sorted into ascribed race, age, and body type categories across all applicable units of analysis. Race was assigned to one of two categories: white or non-white, with non-white being comprised of black, Hispanic, Native American, Middle Eastern, and Asian. Age was also assigned to one of two categories: 25-35 or >35. Body types were assigned to one of three categories: small, medium, or large. Public prioritization was then judged based on the frequency of appearances of an ascribed race, age, and body type. Steps two and three determined the responses to research questions 1 A and B.

Step Four. Use of thematic messages was determined by inductively creating thematic categories and coding each press release, blog post, and social media post into one or more relevant category. Lindlof (2002) explains that “categorization refers to the process of characterizing the meaning of a unit of data with respect to certain generic properties” (p. 214). As the newness of blogs and social media make them less studied units of analysis, applying arbitrary categories and trying to fit them to this study does not make sense. Therefore, all units of analysis were read once and a list of mutually exclusive thematic categories was created. The units of analysis were then read a second time to ensure internal consistency. This was accomplished by verifying that the categories were in fact mutually exclusive and that the order in which the artifacts were read did not alter the categories in any way. For example, the thematic category of *product review* was originally separated into fit, quality, comfort,

affordability/price, and variety. However, it was determined that these categories were not in fact mutually exclusive and thus were condensed into the product review category.

Step Five. The units of analysis were read a third time and sorted into the appropriate thematic category. This list was not meant to be exhaustive, and some units were labeled as extraneous, meaning the unit was not able to be placed in an identified category and was eliminated from analysis. For example, a post that included a picture of swimwear but did not mention Target or the campaign was excluded from analysis.

This process is referred to as data reduction (Lindlof, 2002) and is an important step of creating meaningful data. In addition, some units fit in more than one thematic category and thus were placed in all appropriate categories for analysis. These procedures were repeated for each research question. In addition, since Target and bloggers had varying content, some categories were proscribed for one and not the other.

Step Six. After the sorting was completed, all coded units of analysis were counted across each themed message category to provide a count of Target and blogger total use of each category, and total use across each platform. These tables are provided in the analysis section and allow one to measure consistency by comparing use across Target, bloggers, and the associated platforms. Steps four through six determined the responses to research questions 1 C and D.

Step Seven. Steps four through six were repeated to create message style categories to determine responses to research questions 1 E and F.

Step Eight. In order to help make sense of the data, both thematic messages and message styles were sorted into larger categorical groupings. Target thematic message categories are described in Table 5.

Table 5

Target Thematic Messages - Categorical Groupings

Social Influence	fearlessness; normality; stereotypes; authenticity; urgency; American ideals; playfulness; athleticism; inclusiveness; acceptance; empowerment
Body Image	body insecurities; positive body image; NOFOMO attitudes
Lifestyle	role model; age; friendship/family
Campaign Specific	product review; style advice; call to action; specific campaign mention

Table 6 describes the larger categorical groupings for blogger thematic categories (Step 8).

Table 6

Blogger Thematic Messages - Categorical Groupings

Social Influence	urgency; inclusiveness; acceptance; empathy; empowerment; suspense; normality; perseverance
Body Image	body insecurities; positive body image; NOFOMO attitudes
Lifestyle	religion, role model; health; family/friends; history; age
Campaign Specific	pledge; ease of shopping experience; call to action; disclosure of campaign relationship; product review; style advice; plus size products; promotion; specific campaign mention; press; organizational affinity

Target message styles categories are described in Table 7 (Step 8).

Table 7

Target Message Styles - Categorical Groupings

Text Features	use of emoji; use of all caps; uses exclamation point; use of italics; use of bolded text; use of parentheses; rhetorical question; use of colon
Content Features	photos containing women/dolls wearing swimwear; photos containing just swimwear; directs reader to link to profile; use of affiliated products; uses video; use of “real women” quotes; professional stylist endorsement
Target/Campaign Related Tags/Hashtags	use of hashtag at end - #NOFOMO; use of hashtag at end - #TargetStyle; use of #NOFOMO in text
Non-Target Related Tags/Hashtags	tags blogger; use of hashtag at end - #regram
Campaign Features	title – includes #NOFOMO; title – includes swim/swimsuit; title – includes Target; title – includes Target Style; mentions Target in text
Hyperlinks	links to other press release; reposts/retweets blogger content w/ no original content added; links to original blogger content; contains product link.

Table 8 describes the larger categorical groupings for blogger message styles (Step 8).

Table 8

Blogger Message Styles - Categorical Groupings

Disclosure	off-set disclosure; embedded disclosure; disclosure at beginning; disclosure at end; Mode Media mention; disclosure in hashtag; use of c/o
Text Features	use of all caps; uses exclamation point; use of italics; use of bolded text; use of parentheses; use of lists; use of emoji
Content Features	personal anecdote; rhetorical question; personal photo wearing swimwear; photos of swimsuits/accessories only; use of quotes from Target press release; use of stats; discloses specific cost or size
Target/Campaign Related Tags/Hashtags	tags @TargetStyle at end; tags @TargetStyle in content; use of hashtags at end - #swimtarget2016; use of hashtags at end - #TargetStyle; use of hashtags at end - #NOFOMO; use of hashtags at end - #mystylebytarget; use of hashtags in text - #swimtarget2016; use of hashtags in text - #TargetStyle; use of hashtags at end - #ad or #sponsored; use of hashtags in text - #NOFOMO; use of hashtags in text - #mystylebytarget; use of hashtag at end - #targetswim; tags @target in content; use of hashtag at end --#target; mentions #NOFOMO in content
Non-Target Related Tags/Hashtags	tags unrelated entity at end; use of hashtags at end – non-campaign related; use of unrelated campaign hashtags in content; misspellings/wrong hashtag
Campaign Features	title – includes #NOFOMO; title – includes swim/swimsuit/swimwear/ bikini/bathing suit; title – includes Target, title – includes Target Style; mentions Target in content; mentions Target Style in content; campaign tagline at end “Find your style @targetstyle”; Target logo at end; Target logo at beginning
Hyperlinks	affiliate product hyperlinks; links to other posts; use of product photos with embedded hyperlinks; social

media link; links to press articles in content

As mentioned previously, each unit of analysis (e.g., blog post, comment, tweet) may contain multiple frequencies for each variable.

Step Nine. Research question two was answered by sorting all comments across press releases, blog posts, and all associated social media posts into categories, similar to the previous steps outlined. A priori, three categories existed via the theoretical foundations of relationship management: trust, openness, and transparency. Trust, openness, and transparency were coded as present or not present in a comment on a press release, blog post, Facebook, Instagram, or Twitter post for each initial 25 comments and then every 5th comment thereafter.

Step Ten. The units of analysis were read a second time to ensure internal consistency. This was accomplished by verifying that the categories were in fact mutually exclusive and that the order in which the artifacts were read did not alter the categories in any way. Finally, the units of analysis were read a third time and sorted in the appropriate category.

Step Eleven. As with the sorting for message themes and message styles, all coded units of analysis were the counted across each category—trust, openness, and transparency—to provide a count of Target and blogger total use of each category, and total use across each platform. Moreover, trust, openness, and transparency were sorted by indicators of blogger's ascribed attributes—body types, race, and age, to allow for a greater depth of analysis. Extraneous comments, such as those relating to Target's bathroom policies, were excluded from analysis. Uses that potentially undermined each construct were also accounted for and are provided in the tables in the analysis section.

Step Twelve. At the conclusion of the analysis, systematic efforts to ensure internal consistency were conducted. Internal consistency was first checked for research questions one A

and B as follows: for the Target posts, internal consistency was checked by reviewing a randomly chosen 10% of posts to re-check for accuracy. Due to the lower number of blogger posts, internal consistency was checked by reviewing a randomly chosen 20% of posts to re-check for accuracy. For research questions one C through F and research question two, internal consistency was checked by reviewing a randomly chosen 10% of posts to re-check for accuracy. All internal consistency measures were conducted two weeks after the initial analysis was completed. Internal consistency percentages are provided at the bottom of each table in the analysis section.

Analysis

Research Questions 1 A and B

Research question 1 A asked: *What **publics** does Target seem to **identify*** in campaign-related press releases, in Twitter, Facebook, and Instagram posts and in their sponsored blogger-partnered blog posts and the blogger's Twitter, Facebook, and Instagram posts? Research question 1 B asked: *What **publics** does Target seem to **prioritize*** in campaign-related press releases, in Twitter, Facebook, and Instagram posts and in their sponsored blogger-partnered blog posts and the blogger's Twitter, Facebook, and Instagram posts?

To reiterate, RQ 1 A and RQ 1 B were assessed by first constructing publics using the 2015 Target Annual Report, Target's corporate website, and the available demographic data provided by Pew Research Center on each social media platform. Bloggers were sorted into ascribed race, age, and body type categories by analyzing the observable characteristics of the bloggers in the photos provided on blog posts. Target models/featured bloggers were sorted into ascribed race, age, and body type categories across all applicable units of analysis. Race was assigned to white or non-white, body type was assigned to small, medium, or large, and age was assigned to 25-35 or >35.

Main Findings. Through the information provided via annual reports, corporate fact sheets, social media statistics, and the #NOFOMO campaign content, Target seemed to be identifying an audience made up of young women of various racial backgrounds and varying body sizes to promote their swimwear.

Since most of Target's data about their publics is proprietary, only some information could be gathered from their annual reports and corporate fact sheets to illuminate public identification. For example, Target's 2015 Annual Report states that apparel & accessories was 19% of a \$73.8 billion profit, third behind household essentials and food/pet supplies, ("2015 Annual Report," 2016). As noted previously, Target lists their customers' median age of 40 and median household income of \$64,000 with 43% of families having children at home and 57% of customers having received a college degree ("Corporate Fact Sheet," 2016). Their customers are also mainly women (Choden, 2012).

Also, Target has been specifically targeting the millennial generation as well. According to a *USA Today* article, "... Target is trying to win the hearts — and clicks — of Gen Y with a heavy hand on mobile and new digital initiatives, including an overhaul of the company's wedding and baby registry business, integrated shopping lists with live store maps, and tests of same-day delivery for some online orders" (Malcom, 2014, para. 5).

Since this #NOFOMO swimwear campaign was mainly social media and blog based, data about typical publics across each platform was also useful to help determine Target's public identification on their own social media platforms. As discussed in the literature review, more than half of bloggers (54%) are under 30 and 60% of blog writers are white, though bloggers tend to be more racially diverse than typical internet users ("Bloggers," 2006). Moreover,

Instagram had by far the most followers of any social media platform and tends to be mostly utilized by young women (“Social Media Update,” 2016).

However, the analyzed data in Tables 9 and 10 show a slightly different public *prioritization*, though both Target and the partnered bloggers were mostly consistent in this prioritization.

Target. On Target platforms, the majority of models/bloggers featured had a small body type, were white, and between the ages of 25-35. Instagram was the only exception, as almost an equal number of models/bloggers were white and non-white (Table 9).

Table 9

Target Publics by Platform

	Press Release (n=13)	Target Style Twitter (n=16)	Target Style Instagram (n=17)
<u>Body Type</u>			
S (n=32)	8 (62%)	12 (75%)	12 (71%)
M (n=9)	3 (23%)	3 (19%)	3 (18%)
L (n=5)	2 (15%)	1 (6%)	2 (11%)
<u>Race</u>			
White (n=29)	8 (61%)	12 (75%)	9 (53%)
Non-White (n=17)	5 (39%)	4 (25%)	8 (47%)
<u>Age</u>			
25-35 (n=43)	13 (100%)	15 (94%)	16 (94%)
>35 (n=2)	0 (0%)	1 (6%)	1 (6%)

*Target Facebook, Target Style Facebook, Target Twitter, and Target Instagram contained no relevant content

** n = total number of models/bloggers in an image, not the total number of press releases, posts, etc.

**Internal Consistency = 91%

Bloggers. On blogger platforms, bloggers also mainly had a small body type, were white, and between the ages of 25 and 35, though the percentage of white to non-white was fairly close (60% to 40%, respectively). These similarities in percentages indicate a positive alignment between the Target campaign and the blogger-aligned campaign (Table 10).

Table 10

Bloggers Public Identification Characteristics

<u>Body Type</u>	<u>Bloggers (n=25)</u>
S	16 (64%)
M	5 (20%)
L	4 (16%)
<u>Race</u>	
White	15 (60%)
Non-White	10 (40%)
<u>Age</u>	
25-35	20 (80%)
>35	5 (20%)

*Internal Consistency = 93.3%

Research Questions 1 C and D

Research question 1 C asked: *What are Target’s themed messages* as found in campaign-related press releases, in Twitter, Facebook, and Instagram posts and in their sponsored blogger-partnered blog posts and the blogger’s Twitter, Facebook, and Instagram posts? Research question 1 D asked: *Are Target’s themed messages consistent or do they vary by public* in all campaign-related press releases, in Twitter, Facebook, and Instagram posts and in their sponsored blogger-partnered blog posts and the blogger’s Twitter, Facebook, and Instagram posts?

To answer RQ 1 C and RQ 1 D, themed messages were assessed by inductively creating thematic categories and coding each press release, blog post, and social media post into one or more relevant category. After the sorting was completed, all coded units of analysis were counted across each themed message category to provide a count of Target and blogger total use

of each category, and total use across each platform. In order to help make sense of the data, thematic messages were also sorted into larger categorical groupings.

Main Findings. Body image and campaign specific themed messages were predominantly used by both Target and the bloggers across all platforms, demonstrating a degree of consistency between the two. Overall, Target’s themed messages were most consistent across press release and blog post platforms and least consistent across the social media platforms analyzed. Target, especially on Instagram, also structured each social media message to display a similar message, regardless of the featured content.

Bloggers were more likely to mention #NOFOMO attitudes than Target—62% compared to 25%, respectfully. Also, 71% of bloggers disclosed their relationship with Target across all analyzed platforms, also demonstrating a degree of consistency. However, disclosure was lower on some social media platforms: only 50% disclosed on Twitter and only 60% disclosed on Instagram (see Tables A-1 and A-2).

A full breakdown of Target and blogger frequencies of thematic messages by platform can be found in Tables A-1 and A-2 in the appendix.

Target. Table 11 shows that Target used campaign specific content most frequently and used body image and social influence content equally; they rarely mentioned lifestyle content. In the campaign specific category, only 25% of posts mentioned #NOFOMO attitudes, compared to 62% of bloggers; all three press releases mentioned #NOFOMO attitudes. Forty-seven percent of posts included a call to action; 100% of Target Style Instagram posts did so, typically directing followers to a link in their profile to access the featured swimwear product. This type of call to action is typical on Instagram, as hyperlinks can only be displayed in the profile area. Seventy-

five percent of analyzed posts included style advice, including 100% of Instagram posts and 61% of Twitter posts. Six percent of posts mentioned the campaign by name (Table A-1).

Body image and social influence were used much less frequently, and mainly on press releases. Two out of the three press releases mentioned both body insecurities and fearlessness. Only one Instagram post (67%) and no posts on other platforms mentioned body insecurities, and no other platforms mentioned fearlessness.

Table 11

Target Frequency of Thematic Messages by Platform- Categorical Groupings

	Press Release (n=3)	Twitter (n=18)	Instagram (n=15)	Total (n=36)
Social Influence	12	3	3	18
Body Image	6	3	9	18
Lifestyle	1	1	1	3
Campaign Specific	5	14	32	51

*All social media platforms refer to Target Style, as no relevant posts were found on Target platforms.

Target Style Facebook also had no relevant posts.

**Internal Consistency = 100%

Bloggers. Similar to Target, bloggers mainly relied on two main message categories: body image and campaign specific (Table 12). For the body image category, 62% discussed #NOFOMO attitudes, much higher than Target’s frequency. One hundred percent of the bloggers analyzed mentioned #NOFOMO attitudes in their blog post while 53% did so on their Instagram posts. Fifty percent of bloggers also discussed body insecurities, with 92% doing so in their blog posts. Forty-one percent reviewed specific products; this was most common again on blog posts, with 92% of bloggers doing so (Table A-2).

For the campaign specific category, 71% of bloggers discussed their relationship with Target across all platforms; 96% disclosed on their blog post, 74% disclosed on Facebook, 50%

disclosed on Twitter, 60% disclosed on Instagram. Fifty-five percent of bloggers included a call to action, whether to buy a specific product, live the #NOFOMO life, or to click on another link on their page (Table A-2). Only 23% of bloggers referred to their content as being part of an ongoing campaign, regardless of disclosing their relationship with Target through a paragraph explanation or hashtag, as will be discussed in Table 14.

Table 12

Blogger Frequency of Thematic Messages by Platform- Categorical Groupings

	Blog Post (n=25)	Facebook (n=27)	Twitter (n=14)	Instagram (n=40)	Total (n=106)
Social Influence	38	8	3	15	64
Body Image	59	31	9	49	148
Lifestyle	21	5	0	2	28
Campaign Specific	126	56	16	85	283

*Internal Consistency = 96%

Research Questions 1 E and F

Research question 1 E asked: *What are Target’s message styles* in all campaign-related press releases, in Twitter, Facebook, and Instagram posts and in their sponsored blogger-partnered blog posts and the blogger’s Twitter, Facebook, and Instagram posts? Research question 1 F asked: *Are Target’s message styles consistent or do they vary by public* in campaign-related press releases, in Twitter, Facebook, and Instagram posts and in their sponsored blogger-partnered blog posts and the blogger’s Twitter, Facebook, and Instagram posts?

To reiterate, RQ 1 E and RQ 1 F were assessed by inductively creating message style categories and coding each press release, blog post, and social media post into one or more relevant category. After the sorting was completed, all coded units of analysis were counted

across each themed message category to provide a count of Target and blogger total use of each category, and total use across each platform. In order to help make sense of the data, message styles were also sorted into larger categorical groupings.

Main Findings. The message styles used most frequently were Target/campaign related tags and hashtags for both Target and bloggers, demonstrating some consistency in message styles. However, specific hashtags were used inconsistently between Target and the bloggers and among the bloggers themselves. For example, 42% of bloggers used #swimtarget2016, a tag Target did not use at all, and it is unclear if the hashtag was originally associated with the campaign. In addition, #NOFOMO was used inconsistently across platforms by both Target and the bloggers, though Target imbedded the hashtag in 93% of their Instagram posts. Bloggers only used #NOFOMO on Instagram 53% of the time (see Tables A-3 and A-4). This inconsistency made it difficult to discern the requirements for using hashtags in the campaign.

The presence and format of blogger disclosure statements about their relationship with Target varied by platform. On blog posts, 96% of bloggers disclosed their relationship with Target and 80% did so in an off-set disclosure and 64% did so at the beginning of their blog post. However, on all other platforms, bloggers disclosed their relationship at the end of their posts, when they chose to do so. Fifty-eight percent of bloggers on Instagram disclosed their relationship in a hashtag at the end of their post; 56% did so on Facebook and 43% did on Twitter. Of those, over 90% used #ad or #sponsored as the form of disclosure. This inconsistency again makes it difficult to discern campaign requirements in terms of disclosure. Disclosure in relation to WOMMA and FTC requirements is discussed further in the discussion section.

There was also inconsistent use of the Target logo (64%) and the use of a tagline (60%) on blog posts.

A full breakdown of Target and blogger frequencies of message styles by platform can be found in Tables A-3 and A-4 in the appendix.

Target. Target used Target/campaign related tags and hashtags in their message styles most frequently, followed closely by content features and then text features. Campaign features that did not include tags/hashtags were used minimally (Table 13).

Target used #TargetStyle at the end of their posts 67% of the time overall; they used the hashtag 100% of the time in their Instagram posts and in half of their Twitter posts. They used #NOFOMO at the end of their posts 36% of the time overall; they used the hashtag in only 13% of their Instagram posts and in 61% of their Twitter posts. However, they imbedded #NOFOMO in their posts more frequently (56%) across all posts and more frequently on their Instagram posts (93%); only 22% of posts on Twitter did so (Table A-3).

Seventy-two percent of all posts contained photos of women/dolls wearing swimwear while 22% just featured the swimwear itself. Eighty percent of Instagram posts compared to 61% of Twitter posts featured women/dolls wearing swimwear while 20% of Instagram posts compared to 28% of Twitter posts featured just the swimwear itself.

Only 11% of the Target content, all on Twitter, linked to original blogger content while 6%, all on Twitter, reposted blogger content with no additional content added. Eighty-seven percent of the Instagram posts directed followers to a link in the profile.

All three press releases included swim or swimsuit in their title while only 33% included #NOFOMO; 67% contained Target (Table A-3).

Table 13

Target Frequency of Message Styles by Platform- Categorical Groupings

	Press Release (n=3)	Twitter (n=18)	Instagram (n=15)	Total (n=36)
Text Features	13	15	6	34
Content Features	9	16	28	53
Target/Campaign Related Tags/Hashtags	2	24	31	57
Non-Target Related Tags/Hashtags	0	2	6	8
Campaign Features	9	0	0	9
Hyperlinks	3	18	0	21

*Target Facebook contained no relevant content

**Internal Consistency = 97%

Bloggers. Similar to Target, bloggers used Target/campaign related tags and hashtags in their message styles most frequently; text and content features were used the same amount, followed closely by disclosure and campaign features (Table 14). Fifty-two percent of bloggers used #TargetStyle at the end of their posts; 70% did so on Instagram and 78% did so on Facebook. Forty-two percent used #swimtarget2016 at the end of their posts; 68% did so on Instagram and 56% did so on Facebook. Sixty-four percent of bloggers mentioned #NOFOMO in their content, including 92% in blog posts, 63% on Facebook, and 53% on Instagram. Thirty-three percent of Instagram posts use Target unrelated tags at the end of their posts (Table A-4).

Use of exclamation point was the most popular text feature, with 62% of bloggers using one or more across platforms and 92% using one or more on their blog post. All but one blogger (96%) used a personal anecdote on their blog post. Eighty-one percent of bloggers used a photo

of themselves wearing Target swimwear across all platforms; 100% did so on their blog posts, 93% on their Facebook posts, and 80% on their Instagram posts (Table A-4).

As mentioned previously, all but one blogger (96%) disclosed their relationship with Target somewhere on their blog post; 80% did so in an off-set disclosure and 64% did so at the beginning of their post. On all other platforms, bloggers disclosed their relationship at the end of their posts, when they chose to do so. Fifty-eight percent of bloggers on Instagram disclosed their relationship in a hashtag at the end of their post; 56% did so on Facebook and 43% did on Twitter. Of those, over 90% used #ad or #sponsored as the form of disclosure (Table A-4).

Fifty-six percent of bloggers included #NOFOMO in their blog post title, 72% included swim/swimsuit/bikini/bathing suit, 48% mentioned Target, and 16% mentioned Target Style. Sixty percent of bloggers included the campaign tagline “Find your style @Targetstyle” in their blog post and 68% included the Target logo in their blog post (94% of those did so at the end of the post).

Table 14

Blogger Frequency of Message Styles by Platform- Categorical Groupings

	Blog Post (n=25)	Facebook (n=27)	Twitter (n=14)	Instagram (n=40)	Total (n=106)
Disclosure	53	33	12	49	147
Text Features	65	27	7	57	156
Content Features	69	32	4	51	156
Target/Campaign Related Tags/Hashtags	28	96	41	163	328
Non-Target Related Tags/Hashtags	2	8	1	38	49
Campaign Features	107	19	1	3	130
Hyperlinks	31	17	14	11	73

*Internal Consistency = 99%

RQ 1 Summary. While Target seemed to be identifying an audience made up of young women of mixed races and varying body sizes to promote their swimwear, Target seemed to prioritize a less diverse audience as models/bloggers mainly had a small body type, were white, and between the ages of 25-35. However, the consistency between Target and their blogger's audiences indicate a positive alignment between the Target campaign and the blogger-aligned campaign (RQ 1 A and B).

Body image and campaign specific themed messages were predominantly used by both Target and the bloggers across all platforms, demonstrating a degree of consistency between the two. Bloggers were more likely to mention #NOFOMO attitudes than Target and close to two-thirds of bloggers disclosed their relationship with Target across all platforms (RQ 1 C and D).

The message styles used most frequently were Target/campaign related tags and hashtags for both Target and bloggers, demonstrating some consistency in message styles. However, specific hashtags were used inconsistently between Target and the bloggers and among the bloggers themselves as well as placement of disclosure information. Bloggers also used the Target logo and campaign tagline inconsistently (RQ 1 E and F).

Research Question 2

Research question 2 asked: Is there evidence of **trust, openness, transparency** between Target and their publics?

RQ 2 was answered by sorting all comments across press releases, blog posts, and all associated social media posts into categories. All coded units of analysis were the counted across each category—trust, openness, and transparency—to provide a count of Target and blogger total use of each category, and total use across each platform. Trust, openness, and transparency were

also sorted by indicators of blogger’s ascribed attributes—body types, race, and age, to allow for a greater depth of analysis. Uses that potentially undermined each construct were also counted.

Main Findings. Sixty-seven percent of comments on all blogger’s blog posts contained indicators of trust, by far the largest percentage across any platform. For both Target and the bloggers, trust was found most frequently across all platforms, followed by openness, then transparency. Target and the bloggers had similar frequencies of trust (22% and 24%) across all platforms, identical frequencies of openness (8%), and similar frequencies of transparency (.8% and 2%) across all platforms.

Overall, there were more indicators of undermining versions of trust, openness, and transparency on Target’s social media accounts than on blogger’s accounts.

Table 15

Target indicators of trust, openness, and transparency by platform

	Instagram (n=1303)	Undermining (n=1303)
Trust	291 (22%)	28 (1%)
Openness	107 (8%)	9 (.07%)
Transparency	10 (.8%)	0 (0%)

*No comments were present on press releases, Facebook, or Twitter posts

**27 comments were labeled as extraneous

***Internal consistency = 95.5%

Target.

Trust, openness, & transparency. Table 15 shows that 22% of Target Instagram posts contained indicators of trust (1% undermining), 8% of Instagram posts contained indicators of openness (.07% undermining), and less than 1% of Instagram posts contained indicators of transparency (0% undermining).

Target's use of models with different body types, races, and age varied within and by each post, making it difficult to generalize trends across all posts. However, the Instagram post featuring a non-white woman with a large body type received the most amount of comments (n=294). The woman featured was also one of the bloggers included in this analysis (*Everything Chic and Curvy*). Of these comments, the blogger featured received the most indicators of openness in the comments (12%), with 15% of those comments indicating an undermining form of openness. The campaign's initial Instagram post featuring four women of varying body types and races, received the second highest number of comments (n=174). The post comments revealed the greatest number of trust indicators (28%), with 6% of those indicating an undermining form of trust. The post also received the second greatest number of openness indicators (13%), with 4% of those comments indicating an undermining form of openness, and the greatest number of transparency indicators (4%).

Instagram was the only platform analyzed for Target as no comments were found on press releases or tweets. For Twitter, this might have been anticipated since, as mentioned previously, Target was labeled as "low interactivity" in a study of organization-public relationships on Twitter (Saffer, Sommerfeldt, & Taylor, 2013).

Bloggers.

Trust. Table 16 indicates that trust was found in 24% of all comments on all blogger posts, followed by openness (8%), then transparency (2%). Less than 1% (one instance) was an indicator of undermining trust and trust indicators were found most frequently on blog posts (67%) and Facebook posts (18%).

Table 16

Blogger indicators of trust, openness, and transparency by platform

	Blog Post (n=131)	Facebook (n=72)	FB Und. (n=72)	Instagram (n=579)	Total (n=784)	Total Und. (n=784)
Trust	88 (67%)	13 (18%)	1 (1%)	86 (15%)	187 (24%)	1 (.01%)
Openness	22 (17%)	8 (11%)	0 (0%)	29 (5%)	59 (8%)	0 (0%)
Transparency	8 (6%)	0 (0%)	0 (0%)	7 (.1%)	15 (2%)	0 (0%)

*2 units were labeled as extraneous

**und. = undermining

***Internal Consistency = 94%

Table 17 breaks down trust by body type, race, and age. Trust was most commonly found on blog posts featuring bloggers with a small body type (16%), who were white (15%), and between the ages of 25 and 35 (20%). Indicators of trust were present on only 7% of posts featuring a medium or large body type.

Most of the examples of trust indicated an intent to purchase a product or to visit Target to look at the product being featured.

Table 17

Blogger indicators of trust by comments on platforms

	Blog Post (n=131)	Facebook (n=72)	Instagram (n=579)	Total (n=784)
<u>Body Type</u>				
S (n=16)	81 (62%)	3 (4%)	45 (8%)	129 (16%)
M (n=5)	2 (2%)	1 (1%)	19 (3%)	22 (3%)
L (n=4)	5 (4%)	9 (13%)	22 (4%)	36 (5%)
<u>Race</u>				
White (n=15)	67 (51%)	4 (6%)	46 (8%)	117 (15%)
Non-White (n=10)	21 (16%)	9 (13%)	40 (7%)	70 (9%)

<u>Age</u>				
25-35 (n=20)	80 (61%)	11 (15%)	65 (11%)	156 (20%)
>35 (n=5)	8 (6%)	2 (3%)	21 (4%)	31 (4%)

*No indicators were present on Twitter

**2 units were labeled as extraneous

***Internal Consistency = 94%

Openness. Table 16 indicates that openness was present in 8% off all comments. Table 18 breaks down openness by body type, race, and age. Indicators of openness were most often found on posts featuring bloggers with a small body type (5%), who were white (5%), and were between 25 and 25 (5%). Three percent of bloggers with a medium or large body type contained indicators of openness.

Table 18

Blogger indicators of openness by comments on platforms

	Blog Post (n=131)	Facebook (n=72)	Instagram (n=579)	Total (n=784)
<u>Body Type</u>				
S (n=16)	16 (12%)	2 (3%)	18 (3%)	36 (5%)
M (n=5)	1 (.8%)	3 (4%)	10 (2%)	14 (2%)
L (n=4)	5 (4%)	3 (4%)	1 (.2%)	9 (1%)
<u>Race</u>				
White (n=15)	13 (10%)	5 (7%)	24 (4%)	42 (5%)
Non-White (n=10)	9 (7%)	3 (4%)	5 (.9%)	17 (2%)
<u>Age</u>				
25-35 (n=20)	16 (12%)	8 (11%)	19 (3%)	43 (5%)
>35 (n=5)	6 (5%)	0 (0%)	10 (2%)	16 (2%)

*No indicators were present on Twitter

**2 units were labeled as extraneous

***Internal Consistency = 94%

Transparency. Table 16 indicates that transparency was only present in 2% off all comments, far less frequently than the other two constructs. Table 19 breaks down transparency

by body type, race, and age. Although surprisingly low across all categories, indicators of transparency were found most frequently on posts containing bloggers with small body types (2%), who were white (2%), and between the ages of 25 and 35 (2%).

Table 19

Blogger indicators of transparency by comments on platforms

	Blog Post (n=131)	Instagram (n=579)	Total (n=784)
<u>Body Type</u>			
S (n=16)	7 (5%)	6 (1%)	13 (2%)
M (n=5)	0 (0%)	0 (0%)	0 (0%)
L (n=4)	1 (.8%)	1 (.02%)	2 (.03%)
<u>Race</u>			
White (n=15)	7 (5%)	6 (1%)	13 (2%)
Non-White (n=10)	1 (.8%)	1 (.02%)	2 (.03%)
<u>Age</u>			
25-35 (n=20)	7 (5%)	7 (1%)	14 (2%)
>35 (n=5)	1 (.8%)	0 (0%)	1 (.01%)

*No indicators were present on Facebook or Twitter
 **2 units were labeled as extraneous
 **Internal Consistency = 94%

Extraneous Posts. Extraneous posts included mentions of the Target transgender bathroom issue on the Target Style Instagram account. No Target response was provided nor was there any indication of comments being deleted.

RQ 2 Summary. Trust was by far the most frequently used construct across both Target and the blogger’s associated platforms, followed by openness, then transparency. Surprisingly, indicators of transparency were found very infrequently, with only .8% of Target commenters and 2% of blogger commenters mentioning relevant indicators. While there were few indicators of undermining trust, openness, and transparency across all units of analysis, more indicators of

undermining versions of all three constructs were found on Target's social media accounts than on blogger's accounts (RQ 2).

Discussion

Summary. Based on the overall findings, Instagram clearly was a focal point of the campaign and this focus led to the creation of an intentional online social community of strategic publics that helped facilitate high frequencies of trust between Target, the bloggers, and their publics, a key component of relationship management theory. The implications of these high trust frequencies across Target and blogger platforms are discussed below. Despite these high frequencies of trust, transparency frequencies were low, perhaps indicating that transparency was assumed in the trust construct of this unique organization-public relationship. Additionally, the findings from research question one, with some exceptions, demonstrate overall campaign consistency in both message themes and message styles across Target, the bloggers, and their publics.

However, some findings were problematic, including Target's prioritization of small-bodied white models/bloggers despite the campaign's inclusive messages and greater opportunities for public interaction when medium- and large-bodied, non-white models/bloggers were featured. Reasons for these findings and opportunities for increasing openness and transparency indicators among commenters in relation to these findings are also discussed.

Campaign disclosure and disclosure placement was inconsistent across platform usage, especially social media, which remains troubling in light of FTC requirements and WOMMA guidelines, both of which are explored below. Finally, recommendations to industry and implications to theory are discussed.

Findings. With 1.1 million combined followers across all analyzed blogger Instagram accounts, nearly matching the 1.4 million Target Style Instagram followers, Instagram was an

important focus of this campaign and as such, may clarify some of the study's findings. The ascribed attributes of featured blogger and Target bloggers/models were very similar on Instagram, and moreover, Target's choice to emphasize this platform's importance appears strategic since Instagram mainly is used by young women ("Social Media Update," 2016).

Publics were also more likely to comment on Instagram accounts than any other platform for both Target and the bloggers, and by doing so, created an online social community that moved beyond the original blog posts and press releases. This social community was further enhanced by a strong indication of trust, especially on blog posts (67%), with many commenters indicating a desire to purchase the showcased swimsuit or to visit a Target store. In addition, Target and the bloggers had similar frequencies of trust (22% and 24%) across all platforms, identical frequencies of openness (8%), and similar frequencies of transparency (.8% and 2%) across all platforms.

The creation of communities is one reason why bloggers are motivated to write blog posts (Smith, 2010) and that finding is clearly being played out in this study. These parallels, coupled with similar alignment across Target and the blogger's themed messages and message styles, demonstrate overall campaign consistency. This campaign consistency also demonstrates study validity as the bloggers' similarly structured posts and messages indicate some original direction from Target, making it unlikely that an average consumer appropriated the hashtags and campaign for their own individual use.

Despite these social community building and consistency measures between Target and the bloggers, some findings are problematic. Featured bloggers and models across both Target and blogger platforms had a small body type, despite the campaign's inclusive message. Also, 71% of models/bloggers featured on Target Style Instagram had a small body type, so if

Instagram was indeed an important focus for this campaign, Target may be isolating some publics through the incongruities between campaign messaging and actual campaign content.

As demonstrated through the *Everything Chic and Curvy* Instagram example, featuring more large, non-white women in campaign content could have created more openness in the relationship between Target and their publics, thus further the development of a more inclusive social community.

However, despite the fact that Target Instagram posts featuring real women with “real” body types generated the most opportunities for comments, indications of trust, openness, and transparency were most frequently found on content featuring bloggers who were white, aged 25-35, and with a small body type. Therefore, these incongruities in campaign messages and content could have actually been strategic on the part of Target as they could have been targeting their intended audience but also did not wish to alienate other potential publics. Additionally, Target could have been navigating a space between a more “traditional” audience and multicultural audience through the campaign messaging and strategic placement of more diverse bloggers/models on each platform.

More discussion of #NOFOMO attitudes and meanings could have also enhanced openness indicators in the organization-public relationship. Target mainly discussed the meaning of #NOFOMO in their press releases, which may not have the same publics as Instagram. And while Target and the bloggers similarly discussed campaign-related content most frequently on press releases and blog posts than on other platforms, the bloggers were more likely to disclose personal information about body insecurities through personal anecdotes relating to the campaign’s #NOFOMO message. Incorporating the campaign’s message more fully across other social media accounts, beyond simply inserting the hashtag in a short sentence as Target did on

Instagram, could have enhanced Target's relationship with its publics by increasing openness indicators.

Inconsistent use of disclosure by bloggers could be potentially problematic for Target as well, especially in light of the FTC's call for influencers to disclose relationship with brands in a clear, easily understood way (Federal Trade Commission, 2016). As the Lord & Taylor ruling indicated, failure to monitor influencer disclosure could have legal consequences for Target in the future. Bloggers did disclose in 96% of their blog posts, however, they only did so 60% of the time on Instagram. And if Instagram was the most emphasized platform for the campaign, this finding could have negative implications for Target. When the bloggers did disclose their relationship with Target on Instagram, 90% did so by simply putting #ad or #sponsored at the end of their post, which could be a clear indication of disclosure to their publics. However, sometimes this information was hidden in a comment or elsewhere, which further complicates the FTC's request. Moreover, WOMMA (2016) details eight standards to follow in their Code of Ethics. While bloggers often did disclose their identity and relationship with Target (standards one and three), they failed to provide exact details of the compensation received (standard two), a step that goes beyond the FTC's requirements but that certainly increases transparency (The WOMMA Code of Ethics, 2016). Thus, consistent disclosure methods could have enhanced transparency indicators between Target and their publics, thus again enhancing the organization-public relationship.

Rotter's (1967) definition of interpersonal trust was clearly demonstrated though commenter's indication to purchase swimsuits or visit Target stores based on the blogger or Target's suggestions. Moreover, as Yang and Lim (2009) indicated, relational trust is a key component to blogger success and the high percentages of trust indicators on blog platforms

indicate that followers buy into the bloggers' credibility as spokespeople for the Target brand. Moreover, choosing to (or not to) disclose the blogger's relationship to Target may have had direct implications on the disclosure measures for as Vorvoreanu (2008) determined, publics often evaluate degrees of corporate openness through such disclosure. However, only 1% of commenters indicated an undermining form of trust, which is a positive finding, as negative user comments can impact public perceptions of the organization-public relationship (Haigh & Wigley, 2015).

Transparency was indicated least frequently, perhaps because publics were being purposefully deceived, were unintentionally not aware of blogger's relationships to Target, or did not care that bloggers were being compensated for their opinions. Despite current theoretical constructs, this finding could also indicate that transparency is actually assumed in the high trust frequencies as the publics would not follow a blogger or turn to them for style advice without trusting them to partner with brands responsibly and ethically. This finding would indicate that the trust, openness, and transparency constructs are more complicated than current theory explicates and do not just stand alone, but work interdependently with one another.

Grunig and Hunt (1984) argued that publics can be segmented by the degree to which they will actively engage and communicate with an organization to support or hinder their message and that active publics occur most often when they "perceive that what an organization does involves them (*level of involvement*), that the consequences of what an organization does is a problem (*problem recognition*), and that they are not constrained from doing something about the problem (*constraint recognition*)" (Grunig & Repper, 1992, p. 196). These classifications may be a reason why some followers were more comfortable commenting on certain posts, or platforms, than others and why certain constructs such as trust were seen more frequently than

other constructs. Moreover, Smith, Derville, and Gallicano's (2015) qualitative study of millennials determined that public engagement in this specific demographic was determined mainly by social interaction, consumption of information, similarity of interests, and a sense of presence; i.e., the organization was expected to care about their individual needs, and not just vice versa. These findings could be another reason why constructs in comments varied across platform and types of posts.

Findings also confirmed previous studies of low interactivity measures on Twitter, as many organizations appear to utilize this particular social media platform as a one-way communication tool (Briones, Kuch, Liu, & Jin, 2010; Lovejoy, Waters, & Saxton, 2010). Moreover, the Twitter findings also confirm Saffer, Sommerfeldt, & Taylor's (2013) use of Target as the low-interactivity control in their study.

Based on the preceding findings, several recommendations can be made to industry professionals looking to conduct similar blogger-partnered public relations campaigns. First, organizations must ensure disclosure compliance with FTC regulations and WOMMA guidelines. This should include providing bloggers with explicit disclosure phrasing and placement for each social media platform to be used in the campaign. PR practitioners should take care to review each of these disclosure placements prior to campaign launch and make any necessary adjustments before posts go live. Practitioners should also continuously monitor bloggers to ensure continual compliance throughout the campaign and terminate relationships if bloggers do not adhere to guidelines, as necessary.

Practitioners should also dictate the specific hashtags bloggers should use, and specific hashtags they should not use, across each social media platform. Such guidelines will ensure consistency and most importantly, allow organizations to measure campaign reach and success.

It is important that practitioners use non-generic hashtags to limit hashtag appropriation or prior use in an unrelated context. If a generic hashtag is necessary (such as #NOFOMO), practitioners should assign a secondary hashtag for tracking purposes (such as #TargetStyle). Again, bloggers should be monitored for use of appropriate hashtags during the campaign and adjustments should be communicated, if necessary.

Finally, organizations must take care to align campaign messaging with actual campaign practices to the greatest extent possible; such alignment in the Target #NOFOMO swimwear campaign could have increased effectiveness. Of course, the complexities of a targeted campaign may make a perfect alignment impossible, but organizations should strive to limit incongruities as much as possible.

Limitations

Because the #NOFOMO swimwear campaign was the extension of a similar campaign the previous year, it is difficult to analyze in isolation without first understanding the foundation laid by the previous campaign. Target mentioned the first campaign in one of their press releases, however bloggers did not mention the campaign across any of their posts. This could be an indication that bloggers themselves did not know about the first campaign or that they did not feel a need to mention it; however, a more thorough understanding of the campaign's history and messaging would be gained through an analysis of all past and subsequent campaigns.

The lack of public comments across all Target platforms was another limitation of this study; research question two could only be answered through data found on Instagram and thus, cannot be extrapolated to other social media platforms. Moreover, although most of the women were white, between the ages of 25 and 35, and had a small body type, that does not mean that Target did not analyze the blogger's followers through some process unknown to the researcher as a way to target their identified publics before choosing to partner with them for the campaign.

Also, though many commenters indicated trust through an intention to purchase a swimsuit or visit a Target store to browse their selection, no data was collected on how financially successful this campaign was or if the commenters actually followed through on their intent to purchase.

The inability to pull out Target models by body type, race, and age across platform in response to research question two, as was done with the partnered blogger's content, was another limitation of this study and may have led to a more thorough analysis of findings in relation to trust, openness, and transparency frequencies.

Conclusion

Relationship management continues to be an important lens to use to study current communication practices, especially in an age where the relationship between an organization and its publics takes place in such an unrestricted arena as social media.

As demonstrated through the analysis, this relationship can enhance feelings of trust, openness, and transparency between an organization and its publics. However, organizations must take care to nurture this relationship through consistent thematic messaging and message styles and through monitoring public commentary on social media platforms in order to adjust strategies when necessary.

To demonstrate the true power of social communities, future researchers should conduct a cross network analysis to determine how many unique commenters are posting on each post and how many repeat comments or comments originating from the blogging community are present. This might help demonstrate if there are any echo chamber effects in place. Future researchers could also conduct an unmodified grounded theory approach on similar organization-blogger campaigns in order for stronger theoretical advances to be made. Quantitative analyses such as surveys should also be conducted to determine if high frequencies of trust actually indicate intent to purchase. Quantitative analyses could also help determine public opinion about

disclosure/non-disclosure during an organization-blogger campaign and how these opinions affect an organization's relationship with their publics. Finally, future researchers should test the possible interdependency of trust, openness, and transparency constructs to determine if transparency could be assumed in the trust construct of this more complicated organization-public relationship.

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Appendix

Table A-1

Target Frequency of Thematic Messages by Platform

	Press Release (n=3)	Twitter (n=18)	Instagram (n=15)	Total (n=36)
Fearlessness	2 (67%)	0 (0%)	0 (0%)	2 (6%)
Body Insecurities	2 (67%)	0 (0%)	1 (9%)	3 (8%)
NOFOMO Attitudes	3 (100%)	2 (11%)	4 (27%)	9 (25%)
Product Review	1 (33%)	0 (0%)	1 (9%)	2 (6%)
Style Advice	1 (33%)	11 (61%)	15 (100%)	27 (75%)
Role Model	1 (33%)	0 (0%)	0 (0%)	1 (3%)
Normality	1 (33%)	0 (0%)	0 (0%)	1 (3%)
Stereotypes	1 (33%)	0 (0%)	0 (0%)	1 (3%)
Authenticity	1 (33%)	0 (0%)	0 (0%)	1 (3%)
Urgency	1 (33%)	0 (0%)	0 (0%)	1 (3%)
American Ideals	1 (33%)	0 (0%)	0 (0%)	1 (3%)
Playfulness	1 (33%)	0 (0%)	1 (9%)	2 (6%)
Athleticism	1 (33%)	2 (11%)	2 (13%)	5 (14%)
Positive Body Image	1 (33%)	1 (5%)	4 (27%)	6 (17%)
Pledge	0 (0%)	2 (11%)	0 (0%)	2 (6%)
Age	0 (0%)	1 (5%)	0 (0%)	1 (3%)
Call to Action	2 (67%)	0 (0%)	15 (100%)	17 (47%)
Friendship/Family	0 (0%)	0 (0%)	1 (9%)	1 (3%)
Specific Campaign Mention	1 (33%)	1 (5%)	0 (0%)	2 (6%)
Inclusiveness	1 (33%)	0 (0%)	0 (0%)	1 (3%)
Acceptance	1 (33%)	1 (5%)	0 (0%)	2 (6%)
Empowerment	1 (33%)	0 (0%)	0 (0%)	1 (3%)

*No relevant Facebook posts were found

**Internal Consistency = 100%

Table A-2

Blogger Frequency of Thematic Messages by Platform

	Blog Post (n=25)	Facebook (n=27)	Twitter (n=14)	Instagram (n=40)	Total (n=106)
Body Insecurities	23 (92%)	11 (41%)	1 (7%)	18 (45%)	53 (50%)
Pledge	12 (48%)	7 (26%)	1 (7%)	9 (23%)	29 (27%)
Religion	2 (8%)	0 (0%)	0 (0%)	0 (0%)	2 (2%)
Positive Body Image	11 (44%)	6 (22%)	2 (14%)	10 (25%)	29 (27%)
Ease of Shopping Experience	14 (56%)	1 (4%)	0 (0%)	4 (10%)	19 (18%)
Role Model	3 (12%)	1 (4%)	0 (0%)	0 (0%)	4 (4%)
NOFOMO Attitudes	25 (100%)	14 (52%)	6 (43%)	21 (53%)	66 (62%)
Health	4 (16%)	1 (4%)	0 (0%)	0 (0%)	5 (5%)
Call to Action	22 (88%)	12 (44%)	1 (7%)	23 (58%)	58 (55%)
Disclosure of Campaign	24 (96%)	20 (74%)	7 (50%)	24 (60%)	75 (71%)
Relationship					
Product Review	23 (92%)	6 (22%)	3 (21%)	11 (28%)	43 (41%)
Style Advice	14 (56%)	2 (7%)	1 (7%)	5 (13%)	22 (21%)
Urgency	6 (24%)	0 (0%)	0 (0%)	3 (8%)	9 (9%)
Inclusiveness	7 (28%)	2 (7%)	0 (0%)	0 (0%)	9 (9%)
Plus Size Products	3 (12%)	2 (7%)	0 (0%)	3 (8%)	8 (8%)
Family/Friends	7 (28%)	1 (4%)	0 (0%)	1 (3%)	9 (9%)
Acceptance	5 (20%)	0 (0%)	2 (14%)	3 (8%)	10 (9%)
Empathy	2 (8%)	2 (7%)	0 (0%)	0 (0%)	4 (4%)
Promotion	1 (4%)	0 (0%)	0 (0%)	0 (0%)	1 (1%)
Specific Campaign Mention	11 (44%)	5 (19%)	2 (14%)	6 (15%)	24 (23%)
History	1 (4%)	1 (4%)	0 (0%)	0 (0%)	2 (2%)
Empowerment	6 (24%)	1 (4%)	0 (0%)	3 (8%)	10 (9%)
Press	1 (4%)	1 (4%)	1 (7%)	0 (0%)	3 (3%)
Organizational Affinity	2 (8%)	0 (0%)	0 (0%)	0 (0%)	2 (2%)
Age	4 (16%)	1 (4%)	0 (0%)	1 (3%)	6 (6%)
Suspense	0 (0%)	1 (4%)	1 (7%)	2 (5%)	4 (4%)
Normality	9 (36%)	1 (4%)	0 (0%)	4 (10%)	14 (13%)
Perseverance	3 (12%)	1 (4%)	0 (0%)	0 (0%)	4 (4%)

*14 posts were categorized as extraneous due to duplicate content or non-campaign related content from 120 total units of analysis

**Internal Consistency = 96%

Table A-3

Target Frequency of Message Style by Category

	Press Release (n=3)	Twitter (n=18)	Instagram (n=15)	Total (n=36)
Title – includes #NOFOMO	1 (33%)	0 (0%)	0 (0%)	1 (3%)
Title – includes swim/swimsuit	3 (100%)	0 (0%)	0 (0%)	3 (8%)
Title – includes Target	2 (67%)	0 (0%)	0 (0%)	2 (6%)
Title – includes Target Style	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Links to other press release	3 (100%)	0 (0%)	0 (0%)	3 (8%)
Use of #NOFOMO in text	2 (67%)	4 (22%)	14 (93%)	20 (56%)
Mentions Target in text	3 (100%)	0 (0%)	0 (0%)	3 (8%)
Photos containing women/dolls wearing swimwear	3 (100%)	11 (61%)	12 (80%)	26 (72%)
Photos containing just swimwear	0 (0%)	5 (28%)	3 (20%)	8 (22%)
Reposts/retweets blogger content w/ no original content added*	0 (0%)	2 (11%)	0 (0%)	2 (6%)
Links to original blogger content	0 (0%)	4 (22%)	0 (0%)	4 (11%)
Directs reader to link in profile	0 (0%)	0 (0%)	13 (87%)	13 (26%)
Tags blogger	0 (0%)	2 (11%)	3 (20%)	5 (14%)
Use of emoji	0 (0%)	3 (17%)	0 (0%)	3 (8%)
Use of affiliated products	2 (67%)	0 (0%)	0 (0%)	2 (6%)
Contains product link	0 (0%)	12 (67%)	0 (0%)	12 (33%)
Uses video	1 (33%)	0 (0%)	0 (0%)	1 (3%)
Use of “real women” quotes	2 (67%)	0 (0%)	0 (0%)	2 (6%)
Professional stylist endorsement	2 (67%)	0 (0%)	0 (0%)	2 (6%)
Use of hashtags at end - #NOFOMO	0 (0%)	11 (61%)	2 (13%)	13 (36%)
Use of hashtags at end - #TargetStyle	0 (0%)	9 (50%)	15 (100%)	24 (67%)
Use of hashtags at end - #regram	0 (0%)	0 (0%)	3 (20%)	3 (8%)
Uses all caps	1 (33%)	0 (0%)	0 (0%)	1 (3%)
Uses exclamation point	3 (100%)	1 (6%)	3 (20%)	7 (19%)
Use of italics	2 (67%)	0 (0%)	0 (0%)	2 (6%)

Use of bolded text	3 (100%)	0 (0%)	0 (0%)	3 (8%)
Use of parentheses	2 (67%)	0 (0%)	1 (7%)	3 (8%)
Rhetorical question	2 (67%)	0 (0%)	1 (7%)	3 (8%)
Use of colon	0 (0%)	11 (61%)	1 (7%)	12 (33%)

*No other components of the tweet were analyzed

**No relevant Facebook posts were found

***Internal Consistency = 97%

Table A-4

Blogger Frequency of Message Style by Category

	Blog Post (n=25)	Facebook (n=27)	Twitter (n=14)	Instagram (n=40)	Total (n=106)
Title – includes #NOFOMO	14 (56%)	0 (0%)	0 (0%)	0 (0%)	14 (13%)
Title – includes swim/swimsuit/swim wear/bikini/bathing suit	18 (72%)	0 (0%)	0 (0%)	0 (0%)	18 (17%)
Title – includes Target	12 (48%)	0 (0%)	0 (0%)	0 (0%)	12 (11%)
Title – includes Target Style	4 (16%)	0 (0%)	0 (0%)	0 (0%)	4 (4%)
Personal anecdote	24 (96%)	4 (15%)	0 (0%)	8 (20%)	36 (34%)
Rhetorical question	15 (60%)	3 (11%)	0 (0%)	7 (18%)	25 (24%)
Affiliate product hyperlinks	18 (72%)	1 (4%)	1 (7%)	0 (0%)	20 (19%)
Mentions #NOFOMO in content	23 (92%)	17 (63%)	7 (50%)	21 (53%)	68 (64%)
Mentions Target in content	24 (96%)	4 (15%)	0 (0%)	2 (5%)	30 (28%)
Mentions Target Style in content	3 (12%)	15 (56%)	1 (7%)	1 (3%)	20 (19%)
Personal photo wearing swimsuit	25 (100%)	25 (93%)	4 (29%)	32 (80%)	86 (81%)
Photos of swimsuits/accessories only	1 (4%)	0 (0%)	0 (0%)	1 (3%)	2 (2%)
Off-set disclosure	20 (80%)	0 (0%)	0 (0%)	0 (0%)	20 (19%)
Embedded disclosure	4 (16%)	2 (7%)	0 (0%)	1 (3%)	7 (7%)
Disclosure at beginning	16 (64%)	0 (0%)	0 (0%)	0 (0%)	16 (15%)

Disclosure at end	8 (32%)	16 (59%)	6 (43%)	25 (63%)	55 (52%)
Mode Media mention	3 (12%)	0 (0%)	0 (0%)	0 (0%)	3 (3%)
Disclosure in hashtag	1 (4%)	15 (56%)	6 (43%)	23 (58%)	45 (42%)
Campaign tagline at end	15 (60%)	0 (0%)	0 (0%)	0 (0%)	15 (14%)
Target logo at end	16 (64%)	0 (0%)	0 (0%)	0 (0%)	16 (15%)
Target logo at beginning	1 (4%)	0 (0%)	0 (0%)	0 (0%)	1 (.9%)
Uses all caps	10 (40%)	5 (19%)	1 (7%)	7 (18%)	23 (22%)
Uses exclamation point	23 (92%)	15 (56%)	4 (29%)	24 (60%)	66 (62%)
Use of italics	5 (20%)	0 (0%)	0 (0%)	0 (0%)	5 (5%)
Use of bolded text	7 (28%)	0 (0%)	0 (0%)	0 (0%)	7 (7%)
Use of parentheses	16 (64%)	3 (11%)	0 (0%)	10 (25%)	29 (27%)
Use of lists – bullets or numbers	2 (8%)	0 (0%)	0 (0%)	0 (0%)	2 (2%)
Tags @TargetStyle at end	0 (0%)	3 (11%)	1 (7%)	5 (13%)	9 (9%)
Tags @TargetStyle in content	1 (4%)	6 (22%)	8 (57%)	31 (78%)	46 (43%)
Tags unrelated entity at end	0 (0%)	1 (4%)	1 (7%)	13 (33%)	15 (14%)
Use of hashtags at end - #swimtarget2016	0 (0%)	15 (56%)	3 (21%)	27 (68%)	45 (42%)
Use of hashtags at end - #TargetStyle	0 (0%)	21 (78%)	6 (43%)	28 (70%)	55 (52%)
Use of hashtags at end - #NOFOMO	0 (0%)	12 (44%)	5 (36%)	17 (43%)	34 (32%)
Use of hashtags at end - #mystylebytarget	0 (0%)	5 (19%)	4 (29%)	4 (10%)	13 (12%)
Use of hashtags at end – non-campaign related	0 (0%)	4 (15%)	0 (0%)	15 (28%)	19 (18%)
Use of hashtags in text - #swimtarget2016	1 (4%)	0 (0%)	0 (0%)	1 (3%)	2 (2%)
Use of hashtags in text -#TargetStyle	2 (8%)	1 (4%)	0 (0%)	1 (3%)	4 (4%)
Use of hashtags at end - #ad or #sponsored	0 (0%)	14 (56%)	6 (43%)	21 (53%)	41 (39%)
Use of hashtags in text - #NOFOMO	1 (4%)	0 (0%)	0 (0%)	0 (0%)	1 (.9%)
Use of hashtags in	0 (0%)	0 (0%)	0 (0%)	2 (5%)	2 (2%)

text - #mystylebytarget					
Use of campaign unrelated hashtags in content	1 (4%)	2 (7%)	0 (0%)	8 (20%)	11 (10%)
Use of emoji	2 (8%)	4 (15%)	2 (14%)	16 (40%)	24 (23%)
Links to other posts	1 (4%)	15 (56%)	13 (93%)	10 (25%)	39 (27%)
Use of quotes from Target press release	2 (8%)	0 (0%)	0 (0%)	0 (0%)	2 (2%)
Use of product photos with embedded hyperlinks	9 (36%)	0 (0%)	0 (0%)	0 (0%)	9 (9%)
Social media links	2 (8%)	0 (0%)	0 (0%)	0 (0%)	2 (2%)
Links to press articles in content	1 (4%)	1 (4%)	0 (0%)	1 (3%)	3 (3%)
Use of stats	0 (0%)	0 (0%)	0 (0%)	2 (5%)	2 (2%)
Discloses specific cost or size	2 (8%)	0 (0%)	0 (0%)	1 (3%)	3 (3%)
Misspellings/wrong hashtag	1 (4%)	1 (4%)	0 (0%)	2 (5%)	4 (4%)
Use of hashtag at end - #targetswim	0 (0%)	0 (0%)	0 (0%)	1 (3%)	1 (.9%)
Tags @target in content	0 (0%)	1 (4%)	1 (7%)	4 (10%)	6 (6%)
Use of c/o	1 (4%)	0 (0%)	0 (0%)	0 (0%)	1 (.9%)
Use of hashtag at end --#target	0 (0%)	1 (4%)	0 (0%)	0 (0%)	1 (.9%)

*14 posts were categorized as extraneous due to duplicate content
or non-campaign related content from 120 total units of analysis
**Internal Consistency = 99%