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# **Two faces of word-of-mouth** Understanding the impact of social interactions on demand curves for innovative products

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# The S-shaped curve

# Diffusion of innovations

 a process in which an innovation is communicated through certain channels over time among the members of a social system

# Innovation

an idea, practice, object
that is perceived as new

Everett M. Rogers (1931–2004) known for originating the diffusion of innovations theory (1962)







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# Patterns of successful innovation diffusion





SOURCE MICHAEL FELTON, THE NEW YORK TIMES

HBR.ORG



# **Questions asked ...**



- How innovations spread in the society?
- Why does it take sometimes so long?
- Why does it fail sometimes?  $\rightarrow$  valley of death
- Why does it fail after a promising start?
- What helps it to diffuse? The network?
- How and why is the critical mass reached?
- What is the main driving factor?



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934,310 Total OP UWER



# How can we get people to save electricity?

- Behavioral experiment run in a hot summer in San Marcos, CA
- Different messages:
  - Some homes received a message that said: Did you know that you can save \$54 a month this summer? Turn off your air conditioning and turn on your fan → financial incentive
  - "Save the planet"  $\rightarrow$  ecological
  - "Be a good citizen & prevent blackouts" → socially desired
- Which message worked?



# It's social pressure stupid!

• 77% of your neighbors said that they turned off their air conditioning and turned on their fans. Please join them by turning off your air conditioning and turning on your fan



# The model



**Reservation price** ( $P_i$ ), marginal price, willingness-to-pay is the maximum amount that a buyer will pay for the good



#### From the S-curve to the demand curve





#### Market demand curve P(Q)

 depicts the quantities that buyers would be willing and able to purchase at different prices





# **Results: WOM vs. difficulty**



Demand curves P(Q) for models with different independence probabilities (p = 0.1, ..., 0.5), without advertising (h = 0) and either without (f = 0; *left*) or with the difficulty effect (f = 0.2; *right*)



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#### Results: no-WOM vs. WOM



Demand curves P(Q) for models with different independence probabilities (p = 0.1, ..., 0.5), without the difficulty effect (f = 0), with advertising (h = 0.2) and either without (*left*) or with the WOM effect (*right*) **%** 

# Results for sample social networks

(f = 0.2, no advertising)





# Conclusions

- Demand curves P(Q) are **an outcome** of our model, not an assumption as in most other studies
- Relatively strong WOM, i.e. (1-p) > 0.7, leads to two separated price-quantity regimes:
  - For high market prices WOM discourages diffusion and reduces the positive impact of advertising and strengthens the influence of the adoption difficulty
  - For low market prices, WOM boosts the diffusion
- Conditional on the targeted penetration level and the market price, the company should aim either at weakening or strengthening the WOM effect



# **Conclusions cont.**

- In contrast to other models, our setup shows that the product will not diffuse even for very low prices regardless of the price decision of the producer (high *f* and strong WOM, i.e. low *p*)
- Similar results are obtained for complete graphs and for sample FB and Google+ networks variable size and characteristics