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Analyzing the effects of brand mascots on social media: Johnson City Power Board case study.

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Thesis

Analyzing the effects of brand mascots on social media: Johnson City Power Board case study

Thesis submitted in fulfillment of Honors

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Chapter 1 - INTRODUCTION

Branding is necessary in any industry, especially, a service industry without tangible products. A brand communicates a certain identity for a company and the products it sells. “Brands incorporate multiple images and experiences in the minds of consumers, symbolizing a unique promised benefit or value that customers can depend on” (Strother, 2010). This is especially true in a service industry because there are no tangible products a consumer can touch. In service goods, consumers essentially purchase the brand not the product (Berry, 2000).

Utility companies are at a distinct disadvantage in building long-lasting, loyal relationships with their consumers. Most consumers don’t think about where their electricity or water comes from unless there is an interruption in service; therefore, consumers usually only think of utilities under negative circumstances like a high bill or the aforementioned interruption in service. Utilities must derive new and creative ways to interact with consumers in order to build strong, positive relationships.

Recently, utilities have turned to mascots or brand characters to personify their brand. “Brand characters are created to promote a brand by establishing brand identity and favorable brand association...they also help brands to come alive with human qualities of emotion, thought and personality” (Weszka, 2011). Mascots are some of the most recognizable marketing tools. For example, Ronald McDonald is as recognizable as the famed “Golden Arches” logo of McDonald’s. Ronald McDonald is a symbol of McDonald’s recognized globally by people of all ages. The recent influx of social media has provided utilities with a perfect vehicle for communicating a certain image with mascots. Social media is a place where mascots can come alive and personally interact with consumers.

The Johnson City Power Board (JCPB) is a public power utility in Johnson City, Tennessee that serves 76,000 consumers in east Tennessee. JCPB serves all of Washington County, TN, as well as, parts of Carter, Greene, and Sullivan Counties. On September 9, 2011, the JCPB officially released “Will

Power” to the public. Will Power is JCPB’s energy inefficiency fighting, superhero lineman. A janitor by day and a superhero by night, Will Power was created to embody JCPB’s values of providing reliable and relevant services to empower the community. JCPB’s new mascot has been released with tremendous success. Will Power has appeared at many local events and is very prevalent on the internet. Will Power is giving the Johnson City Power Board an avenue to build a positive relationship with its consumers.

Chapter 2 – STATEMENT OF PROBLEM

The study was conducted because utility companies are at a disadvantage in creating positive relationships with consumers. Most consumers do not think about the products utilities offer until there is an interruption in service. Therefore, consumers usually only acknowledge the service of utility companies under negative circumstances.

It is necessary for utilities to understand the effects of a strong brand image on consumer interactions. Strong relationships between utilities and their consumers can benefit the entire community. By creating strong and lasting relationships, utility companies will be more knowledgeable about the wants and needs of consumers. This knowledge can be applied to provide more reliable and relevant services to the community. Brand characters have been successful in other industries in creating brand awareness and consumer interactions. This study examines the effectiveness of brand characters on social media interactions between utility companies and consumers. The Johnson City Power Board and the creation of their mascot Will Power will be examined to determine the impact of brand characters on social media interactions. The study will measure the effectiveness of Will Power by examining the interactions between the Johnson City Power Board and their Facebook followers. The hypotheses are as follows

H_0 : Will Power Facebook Posts will not attract more attention than other posts

H_a : Will Power Facebook Posts will attract more attention than other posts

Chapter 3 – METHODOLOGY

This study was conducted by the use of secondary data, primarily provided by the Johnson City Power Board. JCPB provided a number of useful statistics and databases. These databases were created and maintained by JCPB officials to record statistics for all social media interaction with consumers.

The study examined the metrics of 147 Facebook interactions on the Johnson City Power Board's Facebook page. The effectiveness of these interactions were measured by average number of "impressions", average number of "engaged users", average number of people "talking about this", average number of "likes" and "comments". "Impressions" is a Facebook metric that measures the amount of people that see a certain post, "Engaged Users" is the amount of unique users who click on a certain post, and "Talking About This" is the number of people who have created a story about a post by "liking", "commenting" on, or "sharing" a story about a post.

After reviewing the results, data was measured and organized. Z-tests were conducted to see if "Will Power" posts tested outside of the normal population distribution. The study was conducted over a period of eight months. Facebook metrics were gathered from September 9, 2011 to March 30, 2012.

Chapter 4 - DEVELOPING A BRAND & MASCOT

A strong brand communicates to consumers an image that, hopefully, builds trust and loyalty. In a service industry (like utilities), a strong brand should ensure consumer satisfaction. Generally, companies build an image through their products, packaging, logos, and advertisements but it's not that easy for utilities. Utilities do not have a product to package. Plus, it is generally impossible to differentiate one's product from a competitor's (if there are any).

Utilities are usually not competing with another company for the same consumers. In most areas there is one and only one power utility company. However, building a strong brand is still necessary in developing lasting relationships with consumers even if it will not dramatically increase revenue. “People relate to the products they buy and the services they use, so branding is important” (Strother, 2010). If a utility company can derive ways to relate to their consumers, then it will surely improve business even if it will not increase profits.

A brand is created by merging “what the company says the brand is, what others say, and how the company performs in the eyes of the consumer” (Berry, 2000). It is important to understand how a brand is created. Also, it is important to understand the effects of a positive or negative brand image. See appendix 1 to view the interactions between the stimuli that create a corporate image.

The company’s presented brand is ultimately the controlled message that is presented to consumers by the company itself through logos, mascots, and advertisements. External brand communications refers to messages consumers receive that are not controlled by the company such as word-of-mouth and unsolicited media. Customer experience with the company is direct interaction between a consumer and the company. Brand awareness is the customer’s ability to recognize a brand when given a cue. Brand awareness is directly impacted by the company’s presented brand while being impacted by external brand communications as well. Brand meaning is the customer’s dominant perceptions of a brand and is directly impacted by the customer’s experience although it is shaped by the company’s presented brand, as well as, external brand communications. Brand equity is the positive or negative impact brand awareness and meaning have on a company’s marketing ventures. Therefore it is important to be successful in all three of the key areas in order to create a positive brand.

A strong brand is an important aspect in being able to build strong relationships with consumers and the communities they live in. Strong brands will help brand awareness and can be a driving factor in

engaging consumers. There are four essential steps to developing a strong, unique brand: 1) dare to be different, 2) determine your own fame, 3) make an emotional connection, and 4) internalize the brand (Berry, 2000). These strategies can help a utility company build a strong reputation in order to build lasting relationships with consumers. See appendix 2 for the interactions between all four strategies.

To develop a strong brand it is necessary for companies to challenge the norm and expand their horizons. “Top brand builders almost always are mavericks that defy convention and forge new paths to reach and please customers” (Berry, 2000). Innovation is necessary in distinguishing products that are largely the same. The goal should be to present a differentiated customer experience by differentiating the brand. By daring to be different, companies are looking to give consumers an experience that cannot be duplicated by their competitors. For example, “Starbucks could squeeze more tables and chairs into their stores, but doing so would undermine what they are really selling: a respite and a social experience” (Berry, 2000). Utilities need to use a similar strategy to strengthen their brand. Trying new and innovative programs, not offered by other utilities, will surely increase comfort and convenience to consumers. Will Power was the Johnson City Power Board’s way of being different. There are not many other power utilities that have created a mascot to promote their brand.

The next step in developing a strong brand is “determining your own fame”. In essence, this means a company should fill a need to consumers and fill that need well. For example, a power utility should deliver electricity in the most efficient and reliable manner. In order to be successful in “determining your own fame”, a company should not only provide unmatched service but also communicate those services to consumers in a way that is effective and stimulating.

Developing an emotional connection with consumers is, essentially, developing a relationship with them. “Great brands always make an emotional connection with the intended audience...They reach beyond the purely rational and purely economic level to spark feelings of closeness, affection, and trust” (Berry, 2000). The Johnson City Power Board was trying to appeal to their consumers by creating

Will Power. J.T. McSpadden, a communications specialist at the Johnson City Power Board states, “Will Power was created in the image of the Power Board and all its employees. He was intended to be the wholesome face of the brand and communicate a more personable image that us, at the Power Board, are more than just a logo” (McSpadden, 2011). The goal was to convey to consumers a sense of caring. “At JCPB, we wanted a character people in the community would trust and connect to” (McSpadden, 2011).

Finally, the last step in developing a strong brand is “internalizing the brand”. Employees and brand characters are the median between the company and its consumers. If one employee does not act in accordance with the company’s values, then every consumer that employee interacts with will not receive the proper brand image of the company. It is imperative to instill core values in all employees. It is even more important to instill the same core values in a brand character or mascot because they will usually interact with more consumers than any one employee will.

Developing a corporate mascot is a great way to develop a positive brand image, which will drive positive brand connotations with consumers. The mascot must still incorporate all four steps in creating a strong brand.

Creating a brand character or mascot is a great way to build a corporate identity and to generate attention from the public. A mascot can give limitless opportunities to drive consumer interest and recognition. The design and implementation of the mascot is imperative to its success. “To be visually effective, the vehicles or mascots must be properly designed, satisfying both the viewer’s preferences and perceptions” (Lin, Lin & Ko, 1999).

The character should embody the spirit of the company and encapsulate the company’s mission and goals. The mascot must have symbolic color associations, a name with positive connotations, appealing associations, and convey a certain message to its consumers (Strother, 2010). These characters must be carefully developed and cannot be just casual investments. A poorly developed

character could be a failing venture or, worse, have significantly debilitating effects on a company's brand image.

Every detail matters in creating an effective brand character. Mannerisms, color schemes, body types, special powers, and even accents must be carefully planned. For example, Scotts Miracle-Gro Co. created "Scott", their Scottish lawn care expert. Scott was chosen over "Lonnie Lawns" because his Scottish accent tested as more friendly and approachable (Schultz, 2012). A recent failure was Burger King's King. Although briefly popular, Burger King recently nixed the character because he was not appealing to customers and sales had been steadily dropping. A Burger King spokesman stated, "We did quite a bit of extensive research, and time and time again people said the differentiator that makes them love Burger King is the quality of our food...We are a food company, so we are going to take a food-centric marketing [approach]" (Gasparro, 2011).

"Brand characters are created to promote a brand by establishing brand identity and favorable brand association...they also help brands come alive with human qualities of emotion, thought and personality" (Weszka, 2011). These human qualities make it easier for a consumer to relate to. Brand characters bring the company to life in the minds of consumers.

Personification is essentially giving human characteristics to inanimate objects. There are three basic categories of personification: 1) anthromorphism, 2) zoomorphism and 3) teramorphism.

Anamorphism is where the product or brand is given the name and characteristics of a human. Zoomorphism is where the product or brand is aligned with a wild or domesticated animal. Finally, teramorphism is where the attributes of an imaginary, supernatural or prodigious creature are bestowed on goods or services.

There are also three different types of figurative relationships between the brand and mascot: 1) metaphorical, 2) metonymical and 3) simile. Metaphorical is a relationship where the brand name and embodiment are one and the same. The relationship can also be metonymical where the personification is an endorser rather than the embodiment of the brand. Finally, the relationship can be a simile, a looser, less long-lasting linkage or association. Similes are usually just faces of a brand that are replaced on a regular basis (Brown, 2011). Appendix 3 depicts examples from each of the nine classes of personification.

There have been a number of well-crafted corporate mascots; however, few have been in the utility industry. “Louie the Lightning Bug” is used by a number of power utilities to teach kids about electrical safety. In creating Will Power, the Johnson City Power Board was looking for a new and creative way to reach the public. Will Power was created by a team of people at JCPB over a long period of time. Every detail was carefully thought out so that Will Power would be an effective brand communicator. McSpadden, states that “Creating Will Power was a long and tedious process...Every detail was carefully thought out and executed” (McSpadden, 2011).



Will Power was designed in blue and green to resemble the current Johnson City Power Board logo. “The current logo is how the public recognizes JCPB within the community...Will Power was designed to be different but to also reinforce JCPB’s existing brand because it’s strong within the community” (McSpadden, 2011).

Will Power was created in the likeness of a service lineman, a person that is trained to repair and install power lines. “We chose to make Will Power a lineman because they are the most recognizable symbols at the Power Board. Not to mention, they are the ones doing the actual business of keeping the power on. In a way, they are like everyday superheroes already” (McSpadden, 2011). Will Power is not a traditional superhero with supernatural powers. He is blessed with uncanny creativity and innovation, which he used to create gadgets that help him fight energy inefficiency and repair power lines. Will Power’s creators blessed him with these specific characteristics because it fits into the image the Johnson City Power Board is trying to convey to the public as a creative and innovative firm. JCPB created Will Power without supernatural abilities because consumers can relate to him easier. J.T. McSpadden explains, “The public power industry sometimes has trouble attracting new,

innovative employees...Will Power was created without superpowers to give kids an attractive, attainable goal to reach for.”

It is important for companies to design a mascot that appeals to a certain target market. Research must be conducted in order to determine appealing traits to the intended audience. For example, Burger King created King, their mascot, as aggressive and bold with a large plastic head and a red velvet cape to appeal to men in their twenties. However, “recent commercials featuring the character gave off a slightly creepy vibe instead, with the royal rascal sneaking in to people's beds and peering through windows” (Gasparro, 2011).

The Johnson City Power Board targeted a younger audience with the creation of their superhero, Will Power. JCPB set their sights on young kids between the ages of 8-14 (tweens) hoping that the superhero persona would attract the young audience. “Extensive research was done and we concluded that kids between the ages of 8-14 have significant influence on their parents purchasing decisions” says J.T. McSpadden, Communications specialist at the Johnson City Power Board.

“The BRANDchild study conducted by research institute Millward Brown among 2,000 kids aged eight to 14 across seven countries supported by data from the BrandZ study, including more than 15,000 kids of the same age across 14 countries, reveals that in up to 80 percent of all brand choices, tweens control the final decision...accounting for an astounding US\$1.18 trillion per year.” (Lindstrom, 2004)

Tweens have a lot of power in purchasing decisions and control a significant amount of money. Of course, tweens do not have control over who to buy power from but they can still have a positive influence over their parents’ attitudes towards a utilities brand.

Mascots or brand characters are powerful ways to personify a brand, as well as, strengthen brand image. Carol Phillips, president of consulting group Brand Amplitude, says “Mascots are the gift that keeps on giving...They never get in trouble with the law. They don’t up their fees. You can use them for a long, long time.” (Schultz, 2012)

Once a mascot is created, a company must devise a strategy for implementation. There are many interactive platforms for a mascot to engage consumers. No matter the marketing platforms for a newly created mascot, the content must always be engaging.

Children between the ages of 8-14 see an average of 20,000-40,000 commercials per year (Lindstrom, 2004). Television spots have shifted from being informative product messages, to inspiring messages meant to drive communication elsewhere. A number of companies have used television ads to spark initial interest in their characters to try and drive consumers to engage on the internet, where the characters can be fully developed. In creating a new M&M's character, Mars Chocolate North America developed a multimillion-dollar Super Bowl ad to introduce "Ms. Brown" to the public. However, promotion did not stop there. "Ms. Brown" held a live video chat with followers on Facebook and made a guest appearance on NBC's "Celebrity Apprentice". Ms. Brown even has her own music channel on Pandora internet radio (Schultz, 2012). Mars Chocolate North America sparked initial interest with a TV ad and then drove consumers to interact with their new character over several different platforms.

There are a number of companies that have created characters that live almost entirely online. "Peanut Butter Doug" is a character recently developed by Kraft Foods for the new Planter's Peanut Butter. Doug is the accident prone stunt double for the 96-year-old Mr. Peanut. Doug seemingly always gets crunched into peanut butter while subbing for Mr. Peanut. Doug is presented as an up and coming mascot trying to earn his way into stardom. He does not even have his own Facebook; he has to "rent" space on Mr. Peanut's. This simple, yet effective, nuance has just added depth to Doug's persona. (Schultz, 2012)

The influx of social media into the realm of marketing has provided a significant avenue for mascots to come alive. "Social media has made icons and mascots a much more interactive component

of a brand's story" (Shah, 2009). Facebook, currently, has over 845 million users worldwide, while Twitter has amassed over 500 million users (McNaughton, 2012). Social networks present a large population for consumer interaction. Many characters "communicate" to consumers through their respective social networking sites. "In many cases, consumers would rather interact online with a cute or cuddly character than with a faceless corporate executive ...It's easier to have a casual conversation" (Shah, 2009).

In the case of the of the Johnson City Power Board, Will Power was introduced to the public on the last day of Public Power Week, an industry wide, weeklong event that celebrates the merits of public power. The event was held at the Power Board and was attended by several children. Over the next few days, Will Power attended a number of community events in order to spark interest. Consumers were given access to a number of different materials (electronic and non-electronic) in order to fully develop Will's character.

Currently, Will Power is the host of his very own website (<http://www.jcpb.com/willpower>) which is packed with character profiles, activities, and much more. Will Power's "adventures" have been extensively recorded on JCPB's social media websites, although, he does not currently have his own. The advent of Will Power has driven the Johnson City Power Board's social media following to an all-time high.

There are a number of ways to recognize the effectiveness of a brand mascot on a brand image. In the utility industry, a brand mascot will not increase profit but could have a positive effect on consumer attitudes. Successful mascots usually increase customer interaction through social media platforms.

Marketing metrics are important to measuring the effectiveness of any marketing venture. There are a number of different types of metrics that measure effectiveness in a number of categories.

It is important that a company selects the most useful, relevant, and reliable data in order to get a true measure on the impact of a marketing campaign. Amazon used to spend over \$700 million on television ads. After developing an effective metrics scheme, Amazon realized that over half of the \$700 million was wasted. Amazon now implores more effective marketing strategies which have increased profits (Taylor, 2004).

The Johnson City Power Board uses metrics from social media sites to measure the effectiveness of Will Power. Since the mascots release, JCPB has seen a spike in social media interactions after the advent of Will Power. The following data was collected by the Public Relations Department at the Johnson City Power Board.

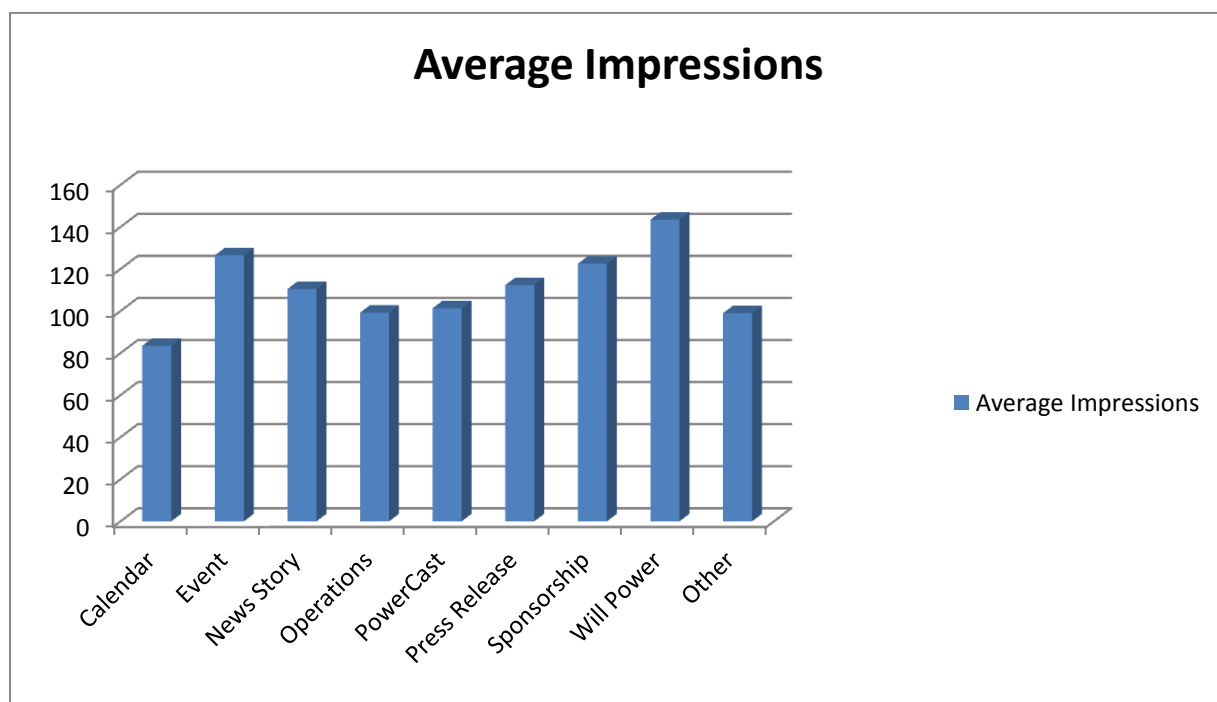
Since the introduction of Will Power on September 9, 2011, the Johnson City Power Board has increased “followers” from 352 to 489. Traffic and interactions are at an all-time high.

Post Topic	Average Impressions	Average Engaged Users	Average "Talking about this"
Calendar	83.5	8	1.5
Event	126.5	17.25	3.25
News Story	110.5	3.25	2
Operations	99.25	3.75	1.625
PowerCast	101.368	7	1
Press Release	112.368	2.89	0.737
Sponsorship	122.5	3.57	5.5
Will Power	143.5	19	5.5
Other	99	15	1.5

This table shows the average number of “Impressions”, “engaged users”, and “talking about this” statistics for every post on JCPB’s Facebook page. Each post fits into one of the nine possible post topic categories. The “calendar” topic refers to a post about JCPB’s annual Imagination Power Calendar, a community art contest where children submit drawings depicting energy efficiency. The “event” topic is dedicated for posts on community events hosted or attended by the Power Board. “News Story”

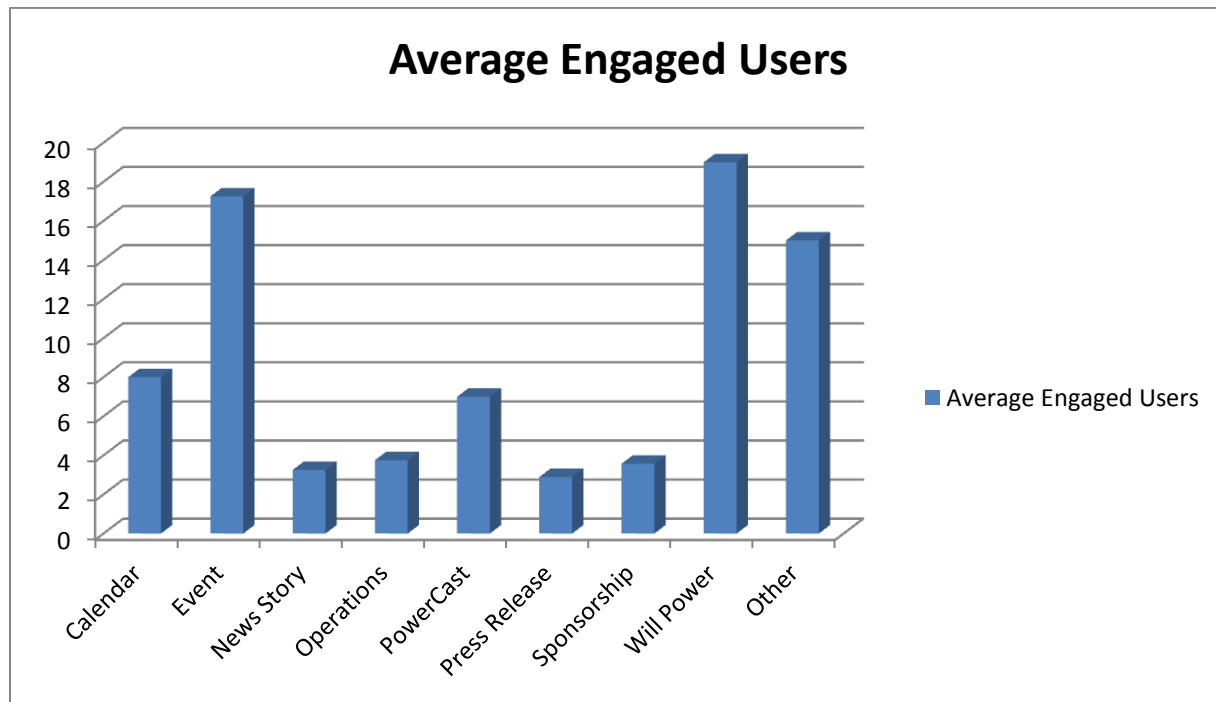
refers to post from an unsolicited media source. “Operations” is a post about changes or interruptions in daily operations at the Power Board, such as technical difficulties or power outages. “PowerCast” refers to a post about JCPB’s new Podcast. “Press Release” is a post coupled with a Johnson City Power board press release to the public. “Sponsorship” refers to a post about a sponsored team or event. “Will Power” is a post dealing with Will Power the mascot. “Other” refers to any other possible topics.

“Impressions” is a Facebook metric that measures the amount of people that see a certain post, “Engaged Users” is the amount of unique users who click on a certain post, and “Talking About This” is the number of people who have created a story about a post by “liking”, “commenting” on, or “sharing” a story about a post.

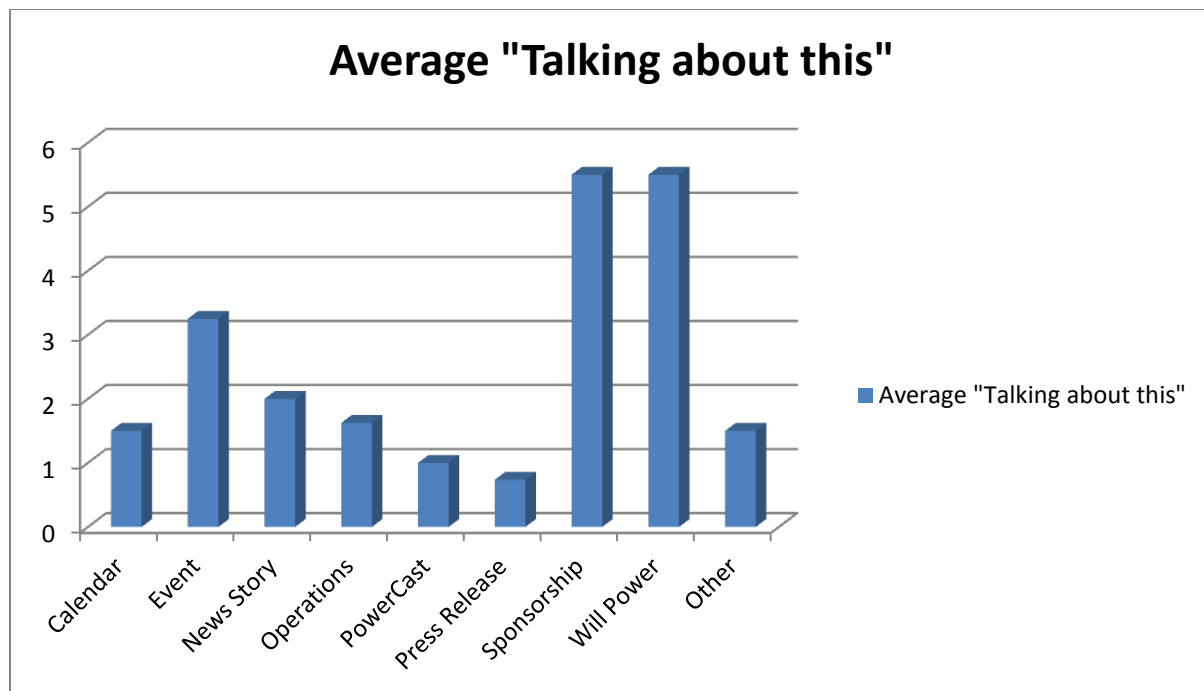


This chart shows the average number of “impressions” per post topic. Will Power has the highest number of average “impressions” at 143.5 per post. The cumulative mean for all posts is 108.06 per post with a standard deviation of 32.14. A simple Z-Test comparing Will Power’s statistics with that of the group reveals Will Power’s average “impressions” are at least one standard deviation above the

population's mean (Z-Score = 1.15, 87.49 percentile). Therefore, Will Power's posts generate significantly more "impressions" than any other topic.



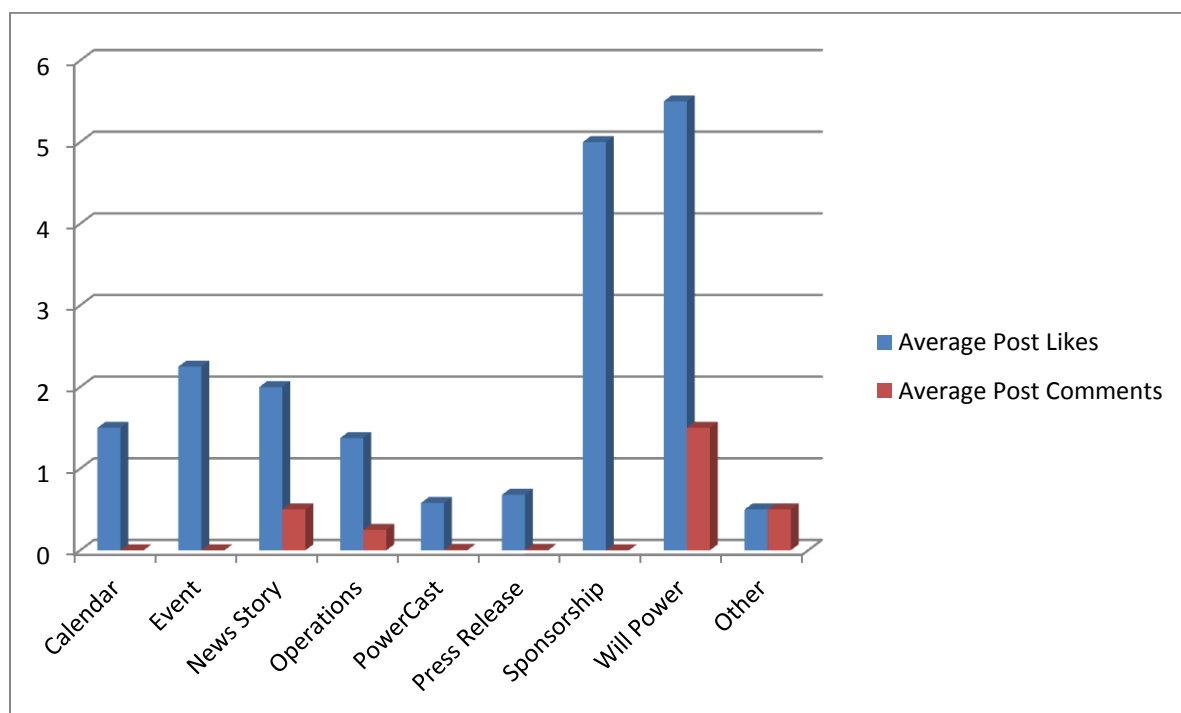
This chart shows the average number of "engaged users" per post topic. Will Power has the highest number of average engaged users at 19 per post. The cumulative mean for all posts is 5.37 per post with a standard deviation of 5.97. A simple Z-Test comparing Will Power's statistics with that of the group reveals Will Power's average "engaged users" are at least two standard deviations above the population's mean (Z-Score = 2.29, 98.90 percentile). Therefore, Will Power's posts generate significantly more "engaged users" than any other topic.



This chart shows the average number of “talking about this” per post topic. Will Power has the highest number of average “talking about this” at 5.5 per post. The cumulative mean for all posts is 1.53 per post with a standard deviation of 1.84. A simple Z-Test comparing Will Power’s statistics with that of the group reveals Will Power’s average “talking about this” are at least two standard deviations above the population’s mean ($Z\text{-Score} = 2.17$). Therefore, Will Power’s posts generate significantly more users “talking about this” than any other topic.

Post Topic	Average Post Likes	Average Post Comments
Calendar	1.5	0
Event	2.25	0
News Story	2	0.5
Operations	1.375	0.25
PowerCast	0.58	0.005
Press Release	0.68	0.005
Sponsorship	5	0
Will Power	5.5	1.5
Other	0.5	0.5

This table shows the average number of “Post Likes” and “Post Comments” for every post on JCPB’s Facebook page. Each post fits into one of the nine possible post topic categories.



This chart shows the average number of “Likes” and “Comments” per post topic. Will Power has the highest number of average “Likes” and “Comments” at 5.5 “Likes” and 1.5 “Comments” per post. The cumulative mean for all post “Likes” is 1.24 per post with a standard deviation of 1.56. A simple Z-Test comparing Will Power’s statistics with that of the group reveals Will Power’s average “Likes” per post

are two standard deviations above the population's mean ($Z\text{-Score} = 2.73$). Therefore, Will Power's posts generate significantly more users "Likes" than any other topic. The cumulative mean for all post "Comments" is 0.16 per post with a standard deviation of 0.52. A simple Z-Test comparing Will Power's statistics with that of the group reveals Will Power's average "Comments" per post are two standard deviations above the population's mean ($Z\text{-Score} = 2.58$). Therefore, Will Power's posts generate significantly more users "Likes" than any other topic.

In conclusion, Will Power's posts test well above the population's mean in all measured Facebook categories. Therefore, we accept H_a (Will Power Facebook Posts will attract more attention than other posts) in every test concluding that the Johnson City Power Board's mascot has significantly impacted consumer interaction through Facebook.

Chapter 5 – LIMITATIONS & CONCLUSION

This study was hampered by the limited number of utility companies utilizing brand characters. Utilities usually spend most of their resources on providing services rather than improving customer relations (McSpadden, 2011). The Johnson City Power Board is one of the only power utility companies currently using a unique mascot. While it has been effective for the Johnson City Power Board, there is a limited amount of data on the true effectiveness of brand characters.

The creation of a strong brand improves customer relations in all industries. Strong brands convey a sense of trust to consumers, especially in the utilities industry. Utilities products are not tangible or easily differentiated; therefore, a strong brand is the driving force in differentiation.

Developing a mascot or brand character can be effective tool in building a strong brand and rapport with consumers. Mascots are useful tools in personifying a brand and developing strong, trusting relationships with consumers.

In creating a mascot, companies should first target a specific set of consumers. Once the market is targeted, research must be conducted to determine appealing mascot characteristics. Research is a key component in developing an attractive mascot. Next, the company should derive a strategy for the character that maps out the character's message, the platforms of communication, and metrics to measure the effectiveness of the mascot. The Johnson City Power Board measures effectiveness through social media statistics because one of the goals of Will Power was to engage consumers on that specific platform.

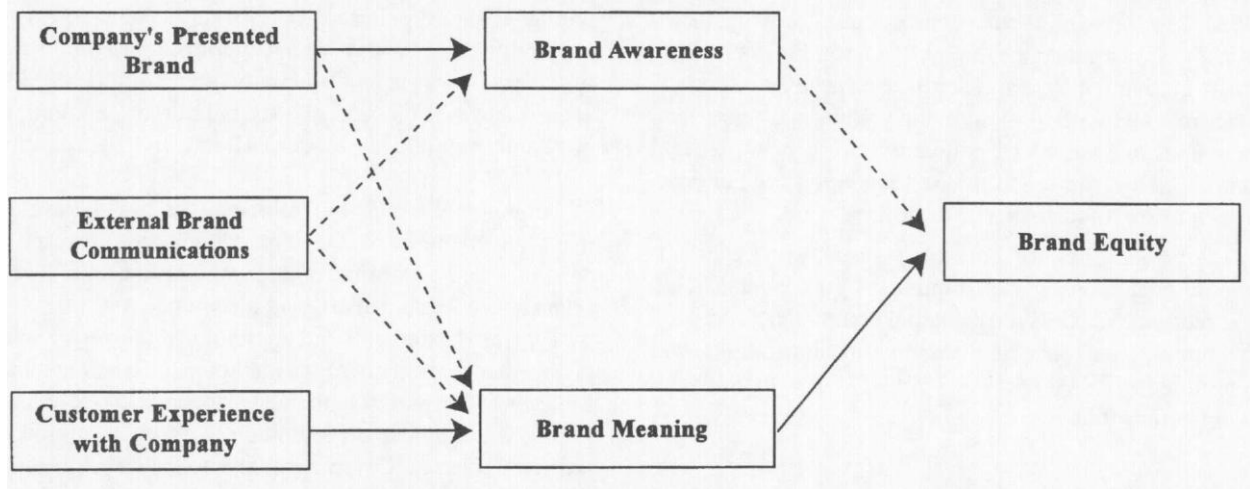
Finally, Social media sites are a reliable tool for direct communication with consumers. An effective mascot can drive up communication and traffic on social media sites if used effectively. Companies should not release mascots without the proper amount of resources dedicated to the characters creation. An impromptu mascot will surely not benefit brand image or customer interaction.

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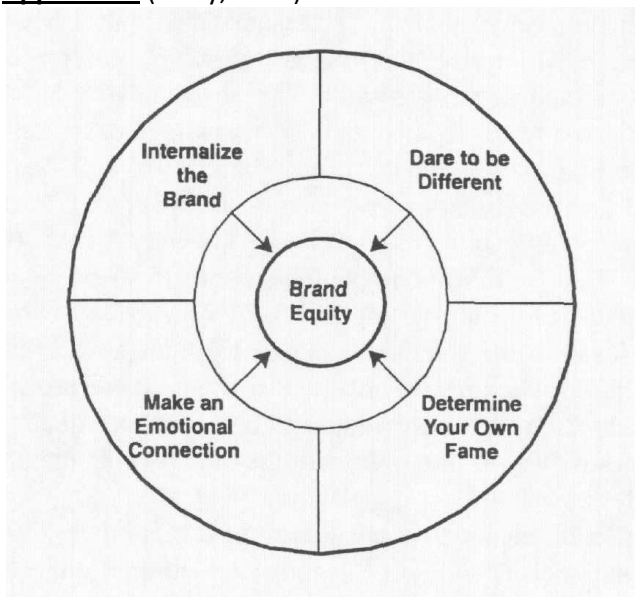
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APPENDICES

Appendix 1 (Bold lines indicate primary impact and dotted lines secondary impact)(Berry, 2000)



Appendix 2 (Berry, 2000)



Appendix 3 (Brown, 2011)

	<i>Metaphor</i>	<i>Metonymy</i>	<i>Simile</i>
<i>Anthropomorphism</i>	Marlboro Man Uncle Ben Betty Crocker Milky Bar Kid	Mr Peanut Mr Moneybags (Monopoly) Barry Scott (Cilit Bang) Captain Ric (Ricles)	Juan Sheet (Bounty) Fido Dido (7-Up) Californian Raisins Nicole Kidman (Chanel)
<i>Zoomorphism</i>	Toilet Duck Hello Kitty Puma Sportswear Red Lobster Restaurants	Tony the Tiger (Frosties) Aleksandr Orlov (Comparethemarket) Lux the Penguin (Linux) Ralph Lauren (polo pony)	Cadbury's gorilla Budweiser frogs Coca-Cola's Christmas polar bears Tetley T-birds
<i>Teromorphism</i>	Jolly Green Giant Mr Clean Google Android Green Goblin Cider	Honey Monster M&M candies Keebler Elves Snap, Crackle & Pop (Rice Krispies)	The Noid (Domino's Pizza) Citroen Transformer ad campaign Philadelphia Cheese (angels) Skittles sock puppet