



Dissertation

Master in International Business

***The effects of Celebrity Endorsement on the
Consumers' perceptions towards Global Brands***

Victor Popa

Leiria, September of 2016



Dissertation
Master in International Business

***The effects of Celebrity Endorsement on the Consumers'
perceptions towards Global Brands***

Victor Popa

Dissertation developed under the supervision of Doctor Cátia Crespo, professor at the School of Technology and Management of the Polytechnic Institute of Leiria.

Leiria, September of 2016

To my friends and family

(This page was intentionally left blank)

Acknowledgements

This research is a result of years of support and motivation from my dearest teachers, friends and family, as well as my passion for what I study and what I want to do in my professional future.

First of all, I want to thank the teacher who made my masters studies as fascinating and interesting as they turned out to be, and especially my thesis advisor, Cátia Crespo. She was always supportive and available to guide through the labyrinth of strategic brand management, aiding with helpful suggestions full of wisdom, as well as reviewing my work with her incisive eyes.

Secondly, I would like to thank my friends who I was blessed to meet after moving to Portugal, the nicest and most humble people in the world. Thank you João Nascimento and Gabriel Pedrosa for true friendship, interesting conversations and comradeship, without you my experience at the IPL would not have been the same. Special thanks goes to Tiago Jorge and Elena Lobanov, my two best friends who have constantly kept in touch and supported me throughout these past years, cheered me up throughout all my ups and downs.

Biggest thanks to Alannah Kidney, Andreia Carreira and Janison Santos who have given their opinions on different points from my research which I have discussed with them and to those who helped me disseminate my questionnaire and answered it as well, making it possible for me to gain precious data for my investigation.

A special thanks goes to my family, the best team of supporters anyone can ever wish for, those who kept my back from the very beginning and who made all my dreams come true! Thanks to my grandmother for teaching me the importance of knowledge and initiating this passion for foreign languages, thank you mom for never ending love and respect for what I do.

I would also like to express my appreciation for the Communication Office of the Polytechnic Institute of Leiria for aiding in the dissemination of my survey and to all the professors of my master course for the knowledge they brought into every lesson, this has truly been a remarkable experience I will cherish.

At last, but not at least, there are many more people who have affected me in one way or another, and to those unmentioned who helped me directly or indirectly, I express my sincere gratitude for supporting me with this work that brings to a closure a very important chapter in my life.

(This page was intentionally left blank)

Abstract

Brands are those lifestyles which consumers chose to buy in order to gain the value offered by the company, in order to be part of the community created through the brand equity elements and validated in the purchase of the products. Companies have understood how important it is to build a strong brand and many of them spend millions on aligning the brand with the design and style of the products, projecting the face and values of the company into the advertising campaigns. One of the most popular methods is through endorsement, placing a renowned celebrity and leveraging on the positive feedback of those customers that also follow the activities of the star whose face is on the cover of the marcom campaign. Celebrities have been used for a very long time to promote brands, sell products and services. Research has shown that those spokesmen of a brand who are more attractive can improve the statistics of recall and appeal more interest to the promotion campaign, as well as influence more on customer's intention of buying the product (Kahle and Homer, 1985).

The main purpose of this research is to investigate how celebrity endorsements influence the brand equity dimensions (brand loyalty, brand awareness, perceived quality and brand associations) as well as stimulate consumers' word-of-mouth through brand identification, growth in interest and the advertising memorability. The hypotheses were tested with the aid of Structural Equation Modelling (SEM) in the PLS (Partial Least Squares) software. The survey is comprised of a target group of 589 respondents, from three countries – Brazil, Moldova and Portugal. Results evidence that the Attitude towards the Celebrity influences different Brand Equity dimensions and affects brand identification, growth in advertisement interest and advertising memorability, generating positive word of mouth (or negative, depending on the type of advertisement and reputation). Based on these findings we suggest further investigation in this area with the possibility to gain more data about the different fields of marcom and the different types of CE which are more appropriate for the given type of business.

Keywords

Brands, Branding, Brand Management, Celebrity Endorsement, Celebrity Endorser, Brand Spokesman, Brand Loyalty, Brand Equity, WOM

(This page was intentionally left blank)

List of Figures

Figure 1: The Six-Part Model of the Brand Elements	8
Figure 2: The evolution and adaptability of Windows' branding	10
Figure 3: Brand Equity and its components	12
Figure 4: An extended look into Brand Equity	15
Figure 5: The Customer Based Brand Equity Model (CBBE) Pyramid	16
Figure 6: Cadbury's advertisement featuring Queen Victoria	20
Figure 7: Estimates of Utilizing Celebrity Endorsers in All Commercials from 1979, 1988 and 1997	21
Figure 8: The Three Models of Celebrity Endorsement Recruitment	23
Figure 9: Elvive advertisement featuring Jennifer Lopes	25
Figure 10: The path of meaning transfer	33
Figure 11: The 6 Cultural Dimensions	34
Figure 12: Homepage view of the Survey Blog	49
Figure 13: Preview of the personal data section from the survey	50
Figure 14: The Age Groups of the respondents (Brazil)	61
Figure 15: The most famous brands (Brazil)	62
Figure 16: The Age Groups of the respondents (Portugal)	65
Figure 17: The most famous brands (Portugal)	67
Figure 18: The Age Groups of the respondents (Moldova)	68
Figure 19: The most famous brands (Moldova)	68
Figure 20: Reliability and Validity of the model (Brazil)	74
Figure 21: Reliability and Validity of the model (Moldova)	75
Figure 22: Reliability and Validity of the model (Portugal)	75

(This page was intentionally left blank)

List of Tables

Table 1: Hofstede's Dimension Values for 4 countries	35
Table 2: Variables and its measures	52
Table 3: Common Method Bias Brazil	57
Table 4: Common Method Bias Moldova	58
Table 5: Common Method Bias Portugal	59
Table 6: Percentage of male and female respondents (Brazil)	60
Table 7: Most famous brands (Brazil)	62
Table 8: Most famous celebrity endorsers (Brazil)	63
Table 9: Percentage of male and female respondents (Portugal)	64
Table 10: Most famous celebrity endorsers (Portugal)	65
Table 11: Most famous brands (Portugal)	66
Table 12: Percentage of male and female respondents (Moldova)	67
Table 13: Most famous brands (Moldova)	69
Table 14: Most famous celebrity endorsers (Moldova)	70
Table 15. Descriptive statistics analysis of the measures	72
Table 16. Cronbach's Alpha for all three countries	73
Table 17: Statistical Analysis of the Constructs	76
Table 18: Discriminant Validity for Brazil	79
Table 19: Discriminant Validity for Moldova	79
Table 20: Discriminant Validity for Portugal	79
Table 21. Evaluation of the Structural Model of the Brazilian Market	80
Table 22. Evaluation of the Structural Model of the Moldovan Market	83
Table 23. Evaluation of the Structural Model of the Portuguese Market	86
Table 24. An overview of the Structural Model evaluation for all three markets	88
Table 25: Most famous brands and their CEs from all three markets	94

(This page was intentionally left blank)

List of Acronyms

AA - advertising appeal
AE - advertising effectiveness
AIDMA - attention, interest, desire, memory and action
ATC - attitude towards celebrity
AVE - average variance extracted
BAS - brand associations
BAW - brand awareness
BE - brand elements
BID - brand identification
BL - brand loyalty
CBBE - customer based brand equity model
CE - celebrity endorsement
CMB - common method bias
GI - growth in interest
IDV - individualism versus collectivism
IVR - indulgence versus restraint
LTO - long-term orientation
MAS - masculinity dimension
MNC – multinational corporation
MTM - meaning transfer models
PDI - power distance dimension
PQ - perceived quality
PMUH - product match-up hypothesis
OPA - other proprietary assets
SAM - source attractiveness model
SBA - secondary brand associations
SCM - source credibility model
SEM - structural equation modelling
TNC - transnational corporation
UAI - uncertainty avoidance
WOM - word of mouth

(This page was intentionally left blank)

Table of Contents

Chapter 1: Introduction	1
Chapter 2: Literature Review	5
Chapter 3: The conceptual model of the study	41
Chapter 4: Methodology	49
Chapter 5: Data Analysis	71
Chapter 6: Discussion and Conclusions	91
Chapter 7: References	94
Chapter 8: Annexes	109

(This page was intentionally left blank)

1. Introduction

“Great brands listen, learn and then leverage.”

Bernard Kelvin Clive

“A business needs a character and an identity, just like a person and just like a person it needs to have a Voice.”

David Amerland

1.1. Scope of the investigation

We live in a digital world, a world where shopping is one click away, thanks to such services like Amazon and eBay, purchasing an item can be made on any smartphone with an internet connection. Taking into consideration the implications that come within our rapidly evolving globalized market, it has become very important for companies to leverage on those attributes which they possess and/or are able to improve. For this exact reason, the area of strategic brand management looks for various tactics which would help raise sales, while also enhancing popularity and profit to the company itself (Wheeler, 2013). Due to this, brands fight for popularity, for the spot in our homes, pockets and hearts, and the most innovative technologies reach the frontline of the websites and blogs. If we take a look at the Top 5 most powerful global brands from Interbrand's (2016) list, Apple, Google, Coca Cola, Microsoft and IBM all together value over 500.000 million dollars. Apple itself has increased its brand equity by a 43 percent rise in 2015 according to the data collected by the same source, which makes it evident how impactful brands have become.

In order to comprehend this phenomenon, we should look at the matter in hand: at its core, what is a brand? Is it just a company that is very famous and knows how to promote itself? Many consumers might think this way, although in essence it is more than that – a brand is the outcome of an emotional connection which is constantly being built and improved in order to find a spot in the hearts of its buyers by adding some type of value to the good that is being sold (Keller, 2013). This creates a bond which leads to customers' love for their favourite products and brands, to consumers' brand trust and support, as well as to their willingness to share this experience with their friends. This happens when companies know how to correctly manage brand equity and leverage

loyalty as well as positive brand associations, creating a lifestyle in the ecosystem of their products.

In this race for the spotlight and the attention of the customers, besides of using the newest technologies and sponsorship tactics, brands also try to personalize their appearance and transfer some luxurious meaning and fan base by using popular celebrities which align correctly with their company. It is noticeable that celebrities are omnipresent in the contemporary marcom (marketing communications) strategies and are being featured in more editorial issues of magazines, as well as on the billboards of the most influential brands (Pringle, 2004).

The excitement and attention given by the consumers for the private and public lives of certain celebrities has a long history and is deeply connected with their perception of role models and prestige that is being embodied in the face of their favourite individual. Brands usually use these values, which are essential to the image of a celebrity endorser, in order to transfer them onto the brand and its products, aiming to improve the awareness and brand associations (Hollensen & Schimmelpfennig, 2014; Pringle, 2004).

A deeper look into the practice of the marcom usage of celebrity endorsers (CE) proves the fact that spokesmen not only bring income to the brands, but also profit the actual individual, consequently generating attention for the product, as well as transcending status and prestige from his or her own persona, onto the product and customer. As an example, LeBron James entered the list of Forbes' 100 richest celebrities back in 2015 due to the unprecedented 44 million dollar deals from endorsement contracts with famous brands. Thus, we should take into consideration the important effects which the CE strategy has on today's market, as well as its obvious popularity in the eyes of the customers and companies that practice this tactic. Due to these implications, this topic was chosen for a more extensive analysis and study in order to detect how CE affects the consumer and the market.

1.2. Research aims

The **aim** of this study is to dig deeper into the notion of endorsement, to see what it actually deals with, when it works and when it doesn't, how it affects both the customers and the brands, and to see what implications it has on the way we perceive

advertisements as well as how it aids or detracts from building a brand's equity and consumers' word-of-mouth.

Consequently, the **main research question** of this investigation is how the attitude towards celebrities used in promotional campaigns influences the brand equity dimensions (brand loyalty, brand awareness, perceived quality and brand associations) as well as stimulates consumers' word-of-mouth through brand identification, growth in interest and the advertising memorability.

This research will follow a well-defined **scope**, detecting the possible implications and limitations. We will look back into the past studies and will analyse the theory backing up each of the most important notions from our investigation that influence celebrity endorsement and brand equity. The practical part of the study will be conducted through a survey on an international level, analysing the data from three countries – Brazil, Moldova and Portugal. The theory review will take up to a month of meticulous investigation. The gathering of vital data from the surveys will take up to three months, with an additional month for the analysis of the survey responses. Afterwards, around two more months will be dedicated for transferring the previous steps of the entire process into a research and writing this paper. Since we explore an area of marketing that is strongly connected with branding and neuromarketing, it will be impossible not to mention the most important elements that intersect both topics, because these measurements will also be used in the survey.

The main **contribution** of this research is the possibility to explore the implications CE tactics have on brand equity dimensions and on consumers' perceptions, attitudes and word-of-mouth. It has been mentioned in many studies, but never really explored thoroughly in order to detect the points where certain brand elements have more effect on the buyers, and if they exercise any influence at all.

1.3. The dissertation structure

This study will follow a certain **structure**: firstly, we shall take a look back into the theory of branding in order to detect how CE has influenced the further development of approaches and strategies in the area of strategic brand management; secondly, we shall develop a conceptual model for our study case of three different markets where we have previously performed a survey on the topic of CE; thirdly we will explain the

methodology of our investigation and will further analyse the data; finally, we will take a look back at the outcome and findings of our research and will draw certain conclusions.

2. Literature Review

This chapter intends to present a comprehensive review and analysis of the immense variety of approaches from the branding area of celebrity endorsements. We will start from the general picture – what a brand is and how branding has developed through centuries, denoting crucial elements that are further related and used in this area of brand management. Afterwards we will move to the individual elements that are directly linked to such type of endorsement, as well as those that engage indirectly and influence the brand, as well as the endorsement strategy itself. The below-stated literature review will present a foundation for conducting this study and aims to assist in clearing up the main concepts and essential theories for our research.

2.1. The Evolution of brand conceptualization

The way consumers perceive advertisement has changed and evolved over time. The very early advertising campaigns in history were placed in newspapers and posters. This tactic relied on the fact that people would further endorse the product by recommending it to their friends and family. As technology evolved, inventions such as the radio and television opened a new world of opportunities for the marketers and made it possible to reach the average consumer through more means, introducing new ways to promote goods and services. Decades later, the computerized age of smartphones and smartphone applications (apps) has ushered in an easier and more efficient way to consume media. The endless possibilities of internet and “smart” devices such as computers, tablets and smartphones, have never been as accessible and as widely used by the general consumer, as they are today. We shape our world within the abundance of new technologies, social networks, trends and events happening worldwide (Winer & Neslin, 2014).

This phenomenon is sensible nowadays, more than ever. We observe the impact of brands on our lives on a daily basis, consumers notice the way these influence their purchase decisions, as well as their views over certain companies and industries. It is easy to name famous brands, but what does this notion mean? Is it just a product, or a company? Is it something more than an “apple” logo placed on the back on a computer? In order to understand the bigger picture, it is vital to assimilate a number of different definitions to comprehend this notion. It will aid in understanding how the concept of this branding has changed through time, as well as detecting the main trends of promotion

and endorsement. We should keep in mind that due to the fact that a brand is an intangible asset, it becomes harder to define it, which is why each one of the scholars researching this topic presented new definitions (Kapferer, 2012).

In the very beginning brands were viewed from a juridical standpoint, determining a trademark. We can take as an example the cattle marks from the early beginnings of farming and colonisation, when the mark was destined to define a “brand”, or in this case the family to which the animals belonged. Based on the findings of Kapferer (2012), the next notable phase in the evolution of branding was the era when the market was highly influenced by the early strategies of laundry products promotions. The tactics implemented in this period involved giving a brand name to a certain line of goods, and advertise them with those titles only, which, as we know from the history of the “Hoover” company, did not work out so well. The wide usage of this strategy caused companies to get into the dangerous area of product appropriation. This happens when an organisation brings into the market a unique product (Hoover) with a brand title just for this very product, but due to the lack of brand management and market research, it soon loses the equity and the connection with the consumer. The situation Hoover got itself in was an unprecedented lack of market research, the company did not expect other rivals to introduce same type of products at competitive prices with a similar set of features into the marketing in such a short time, hence a more vying plan was not put into action. Soon, lack of brand equity, as well as faulty marketing strategy generated a peculiar phenomenon in the hearts of the customers – the brand’s name became a synonym for vacuuming (hoovering) instead of defining the original brand itself. This mistake caused the company to be soon forgotten by the buyers because the brand was not able to resonate with the customer on an emotional level and distinguish itself from the crowd of goods and brands of same kind (Haig, 2011).

Building on the previous theories and the shortfalls of those strategies applied in the early researches, newer definitions that followed had more to do with the conceptual side of the topic, dealing with the brand associations created by consumers and companies, which were explicitly analysed in the blind-tests of Coca Cola and Pepsi Cola. Kapferer (2012), as well as the AMA (2015) have defined the brand in general terms as a name, title, series of symbols, or an association of all of these, that confirms the provenance of a good and helps it stand out amongst the competitors from a given market. This comprehensive approach gives us a broader view of the notion and helps us see branding not just as a device of naming products, but as a concept which stands for something a lot bigger and more complex.

Although all these approaches have some validity that embodies the notion of brands, there is a reason why most of them lack something in order to be fully applicable in our modern world. After exploring the scientific approaches of various scholars on the subject it is essential to see this notion not only from a synthetic perception of profit and design, but also denote its important connection with the consumers. We should take into consideration the assets that brands possess, the consumers' views on the subjects, and the juridical part of the topic.

In the eyes of Keller (2012) **brands** add value to the goods due to the fact that they embody a specific connotation in the eyes of consumers. De Chernatony and McDonald (2003) agree with this approach, mentioning that brands usually mix the **performance-based aspect** of a good with the **emotional aspect** of the experience undergone by customers when purchasing the products or services of a certain brand. De Chernatony sees the brand universally as an offering. This means that we connect with the brands we like the most, on multiple levels, and not only through the action of purchasing their offerings, wearing our favourite clothes and accessories or using our favourite technologies on a daily basis, but also through the emotional connection we build, the dedication and trust we place into the item we love wearing or using (Keller, Parameswaran & Jacob, 2008). Such a strong link generates brand equity and high levels of resonance, which is crucial for understanding consumers and developing marketing strategies. It is part of the main conceptual template of the brand leadership model (Aaker & Joachimsthaler, 2009), which means that the implications of this theory is unprecedented.

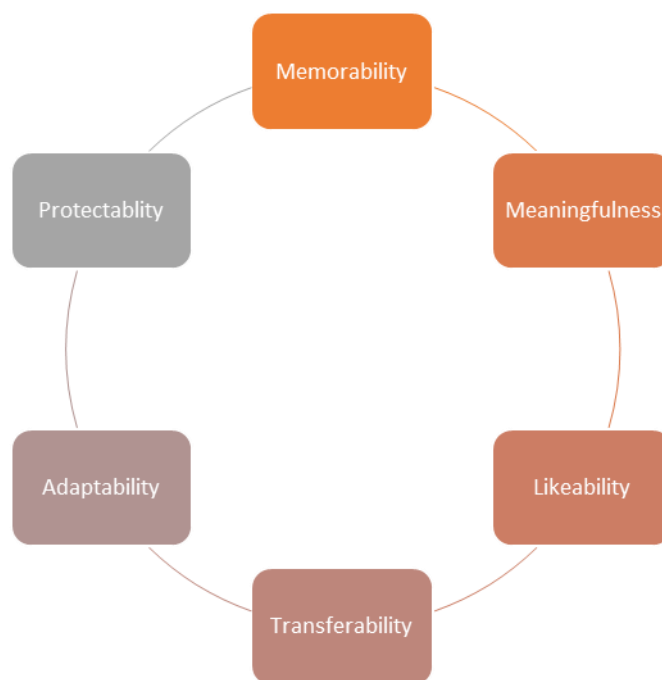
If we were to sum up all the main parts of each definition, we would come along the lines of what Kapferer (2012) said: 'a brand, at its core, means a longstanding devotion and engagement of the consumer to the distinctive set of benefits and values, rooted in the core of brand's offerings, that differentiate and denote a company, individual, product or service from the rest of the crowd'. This means that most products and services can be branded. Nowadays, companies more than ever feel the importance of this type of marketing strategy in the long run. However, not all companies possess comprehensive understanding of what a brand really is, and sometimes many organizations, especially technology-oriented ones, struggle with this complex task of building a strong brand. After all, **a brand is a concept that initiates and dwells in the minds of the customers** (Keller, Parameswaran & Jacob, 2008).

2.2. Brand elements

Now that we have defined what a brand means and determined its decisive importance, we should keep in mind that each powerful organization has a set of specific essentials, called **brand elements**, which aid in building the brand equity (BE). Usually, these elements are related to the variety of features that determine a brand, establishing it on the market and distinguishing it from the competition (Keller, Parameswaran & Jacob, 2008).

Previous research performed by Keller, Parameswaran & Jacob (2008) suggests a six-part model. Each segment of this approach defines a criteria of the brand which aids in strengthening the BE. This model is represented in the picture below and denotes all plausible aspects as far as design, strategy, consumer psychology and legal protection go.

Figure 1: The Six-Part Model of the Brand Elements



Source: Keller, Parameswaran & Jacob (2008)

Many of these elements are connected to some segments of BE, or general brand management strategies. **Memorability** is strongly connected with brand awareness (BAW), which is a requirement needed for reaching high levels of consumer consciousness for the company's brand. Those characteristics which aid memorability usually increase the potential recall levels and makes it easier for the consumer to

remember the brand, as well as distinguish the company from the competition and its products. Memorability is also strongly connected with the appearance of a brand in the market, as well as its essential symbols and characteristics (Keller, 2012).

The next element which plays a vital role in creating a strong brand is **meaningfulness**. At its core, each brand should convey some type of meaning to the consumers in order to resonate in their minds and hearts, either through the name of the company/product line, through the motto of the brand, through their business strategy and/or through their promotional campaign. The elements of the brand should contain some kind of eloquent connotation which would advocate something about the product category. The previously-mentioned “connotation: should include a key features, communicating the possible benefits of the company and of its products and/or services (Keller, Parameswaran & Jacob, 2008).

This leads us to the third element, **likeability**, a psychological feature that helps retain the old customers and bring in newer ones. It is vital for a company to make its brand(s) likeable, pleasing to the eyes of the consumers and engaging, either through transcending some type of meaning, or by making it memorable enough. When working of this element we should question ourselves if the brand’s name sounds likeable, are the aesthetics of the promotional campaign pleasing to our eyes? Usually customers do very little research on the product line, and base their initial purchase decision on the visual aspect of the brand/product, word of mouth, and a general research online. This is why a likeable brand with a memorable advertising campaign and a meaningful informational basis behind all its main elements has a bigger chance of recall and higher levels of purchase intention. Usually, if the beneficial aspects of a product are not as well-determined, creativity steps in as the crucial aspect of the campaign bringing in new possibilities for creating other benefits of the good/service. In such instances the creative potential of the brand name and of other segments of BE are decisive (Keller, 2012).

Transferability, the fourth element, is strongly connected to the Meaning Transfer Model which will be discussed later in this chapter. This feature calculates the degree of transcendence of the elements of a brand onto the BE of a new product line. It explores the utility of each element for the possible new goods and services which a brand can produce in future.

As an example, if the brand’s name does not have a high level of specified meaning in the eyes of the consumer, then the possible extensions and new varied goods which can

be manufactured in future are infinite (Keller, Parameswaran & Jacob, 2008). We can analyse the example of Apple (2016), a very strong brand, which has reached the first place in the list of Interbrand's Top 100 Best Global Brands due to the successful launch of new products and strengthening of its technological ecosystem. This brand has grown significantly during 2015, generating a 43 percent rise of its brand value (Interbrand, 2015). The title of the company, "Apple", is a vague, yet likeable, brand name which is easy to remember and gives possibility for the company to expand its goods and services offerings into different areas of smart consumer electronics, within the logical reach of its possibilities. This year Apple introduced a new series of products – Apple Watch and Apple Music, besides the usual MacBook, iPhone, iPod and iPad line of products (Apple, 2016). Such an abstract brand name gives opportunity for logical brand extensions within the area of smart products, and 2015 was a very successful year for Apple due to impressive sales records of their smartphones and smartwatches in comparison with the competition.

Figure 2: The evolution and adaptability of Windows' branding



Source: adapted from Wikia (2016)

The next element from BE, **adaptability**, is important in the long-run due to its future implications in a company's possibility to adjust itself and its product/service line in face of a constantly evolving market. The market, just as the customer's needs, views and values, modify over time. The more flexible and adjustable the brand elements are, the more unproblematic it is to change and/or modernise them (Keller, Parameswaran & Jacob, 2008). As an example, we analyse Figure 2, which follows the evolution of Microsoft's Windows logo from its first integration in 1985 up until today's Windows 10 version. Every new logo version is an improved integration of the company's logo, modified to better fit the time and market's view and to be more appealing to the consumer's perception of current design aesthetics (Microsoft, 2016). In its first version from 1985 we can denote a minimalistic approach, which was reused later in 2012 and again in 2015 (The Verge, 2012). It is a popular trend for logos, used not only by Microsoft, but also by Gucci and Apple. This trend is also visible in the latest design of products and clothing (Millennial Marketing, 2010).

The final element is **protectability**, which measures the degree of security and protection which can be given to every segment of the BE. This element is viewed from the legal point of view. This means that managers should select those elements that are suitable for lawful protection worldwide. As a result, each element that can be secured should be enlisted at the legal organs of intellectual property protection (Keller, Parameswaran & Jacob, 2008). We count in the list of possible protectability such notions as copyrights, patents, trademarks, logos, brand name, and anything that has legal defence for copyright. Incorrect management of this element can lead to loss of equity, as well as profit and customer base (Keller, 2012).

2.3. Brand equity dimensions and the CBBE

As noted by Aaker and Joachimsthaler (2009), the reasoning behind the transition from the classic branding model to the leadership one is due to the effective impact this new approach has had on marketing. The leadership model explores the brand and the company from a more strategic and introspective way, it uses an interactive strategy of management within the ever-changing environment, rather than just planning and reacting to the evolving market as the changes happen. In other words, this model can be perceived in the same way as long-term planning. In order to gain most usage from the leadership model, the brand manager should not only generate valid business strategies, but also implement them.

The business strategy should lead and impact the brand one, fitting the overall concept, incorporating the vision and culture of the company. In the meantime, it is essential to correctly synchronise the development of the brand's identity. It has to be well-coordinated along the lines of the corporate vision, as well as fit in with the overall strategy of the brand. If this is not achieved, it could damage the equity of the brand and diminish its trustworthiness (Aaker & Joachimsthaler, 2009).

From a managerial standpoint, the current business practices perceive a brand as an intangible asset. This means that brands are mentioned in firm's capital as the intangible asset of the organisation. Managers seek revenue, which is why they maintain a constant need of measuring brands in order to determine the possible costs and future profits. Such task is complex and to perform it we need to come to the help of a number of computable indicators that form the **brand equity** (BE).

Figure 3: Brand Equity and its components



Source: Aaker & Joachimsthaler (2009)

The conjunctive improvements of the past three decades from the theoretical advances in the area of marketing and branding, as well as the practices that most transnational companies (TNCs) implement, have brought to the attention of managers from all around the world that BE is a decisive tool in maintaining brand relevance in the eyes of

consumers (Kapferer, 2012). Before exploring the practices in depths we should first determine some general viewpoints on what BE means.

Aaker & Joachimsthaler (2009) defines **Brand Equity** (BE) as a series of assets and liabilities which are connected to a specific brand, that further enhance (or detract) value to (or from) the customers. Based on this theoretical approach, BE consists of Brand Loyalty, Brand Awareness, Brand Associations, Perceived Quality and Other Proprietary Assets.

One of the main elements of this model is **Brand Awareness** (BAW). Keller (2012) mentions in his latest works that BAW reflects an individual's ability to spot a brand under various conditions. Many other scholars, such as Aaker (1991), agree that it is a very important asset due to its implication on consumer's insight and view of the company, as well as its powerful impact on customer's taste. Aaker & Joachimsthaler (2009) stated in their research that the customers have a psychological need to be acquainted with the product and company, which in a way prepares them and makes it easier to assign a number of positive attitudes for various goods and/or services which they are unfamiliar with.

As a practical example of this theory we can recall the infamous campaign of Intel Corporation which has drastically changed consumers' perspectives and views over personal computing and technological supremacy, raising the bar of acceptance and interest for new technologies within the mainstream market of goods (Norris, 1993). They have accustomed the viewers with the idea that a computing system with their Intel chip "inside" is a powerhouse accessible to anyone anywhere. This is a compelling example of a brand using its well-designed awareness campaign to change consumer's view over an unknown and/or overlooked subject, as well as a possibility to cause future profit within the market area of the goods related to this subject (Aaker & Joachimsthaler, 2009). Nowadays, the Qualcomm's Snapdragon brand is using a strategy alike to promote their chipsets in modern flagship smartphones (Qualcomm, 2016).

Brand Associations (BAS) embody a broader notion than the other segments of this model, especially due to the fact that it can be represented by anything that links the consumer to the brand in question. This measure can include a large number of possible elements, such as pictures (imagery such as logos, designs, logotypes, colours) and symbols, product characteristics, conditions of usage, as well as brand personality. A big part of successful branding and well-developed strategy management lies in concluding

the BAS' of the company's brand, as well as generating programs which would automatically be able to perform this task and correlate the links (Aaker & Joachimsthaler, 2009).

Perceived Quality (PQ) is an outcome of an individual's subjective opinion on a product or brand (adapted from Aaker, 1991; Dodds et al, 1991). It plays a distinctive role in the area of "associations", partially due to the fact that it impacts the previously-mentioned segment of the BE model – BAS. PQ contributes to BAS on many levels, which can be denoted due to the previous findings of Aaker (1991) that show that it empirically influences profitability (Aaker & Joachimsthaler, 2009).

Brand Loyalty (BL) is defined as an individual's personal approach towards a certain brand or good which is solely based on past experience (Deighton, Henderson, & Neslin, 1994). BL is a pivotal part of any brand due to the fact that it plays an important role in generating and maintaining brand's value. The main idea of this measurement is to fortify the scope and increase each element of the BE.

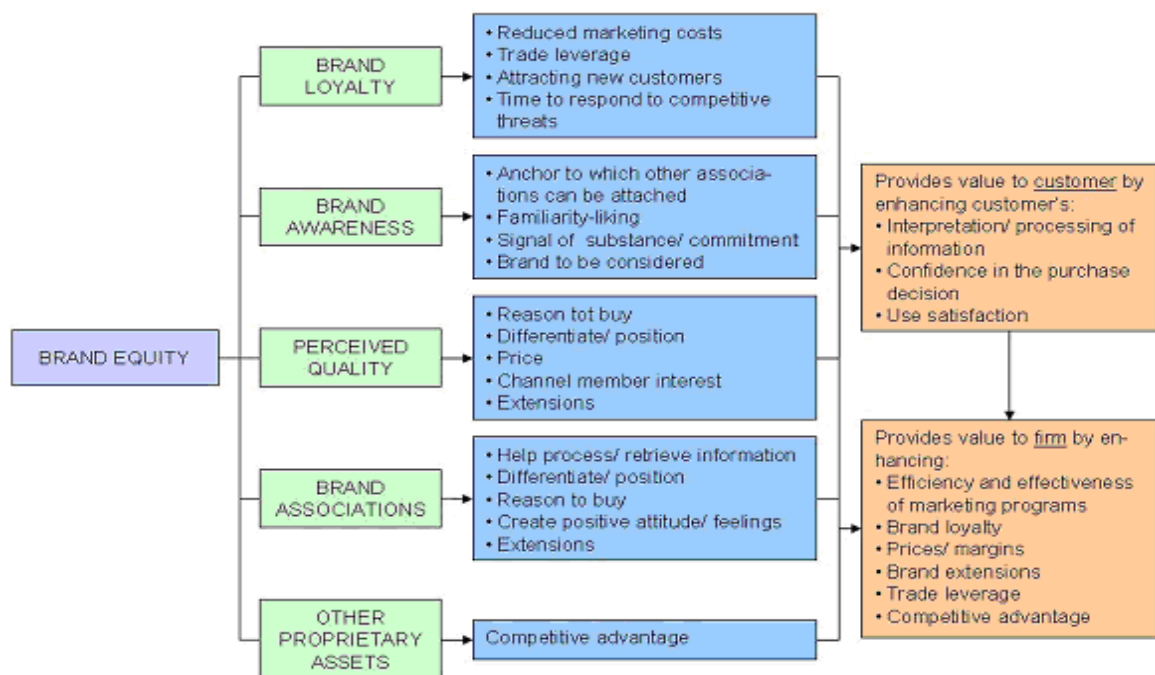
As an example we can take such a successful brand as Pebble (2015); the company started its infamous Kickstarter campaign for their "Pebble Watch" product back in 2013 (Kickstarter, 2015). Pebble was one of the first to bring a "smartwatch" to the attention of mass-consumers and change the world's views over such products in a positive way since it was able to hold over a week on one charge and connect to both Apple iOS and Android OS ecosystems, which are two of the most popular platforms. This product received an unprecedented initial crowdfunding from loyal fans of the idea. The backers got their exclusive Pebble smartwatch before the mass release, as well as a discount from the full price when backing it up. This was one of the most covered stories on social media and amongst tech-reviewers. It has been a favourite gadget on the sight of many technology tradeshows and has been widely covered on YouTube, receiving praise and positive reviews from such popular channels as TechnoBuffalo (2015) and PocketNow (2015). This proves that even a smaller brand with a passionately devoted customer base can obtain substantial equity.

The final part of the model is **Other Proprietary Assets** (OPA). OPA includes all the other smaller assets that create certain competitive advantages for the company and for the brand. These can differ based on the goods sold by the company, on the level to which the company markets its goods, as well as many other aspects of the business which the company undergoes.

Kotler (2003) explored the same borders of Aaker’s definitions, stating that BE is the affirmative differential result which customers experience when recognizing a brand’s name or logo as response to the variety of products and services encountered on a daily basis. Building up along the same lines, Kapferer (2012) advocates that BE is made of two particles, one of which generates the second one. He denoted that assembling a strong and loyal customer base generates future profit, which means that if the connection with the consumer is stabilized, then it can form grounds for a durable and longstanding financial asset.

A better view of this model can be found below, with interconnections shown amongst the sections:

Figure 4: An extended look into Brand Equity



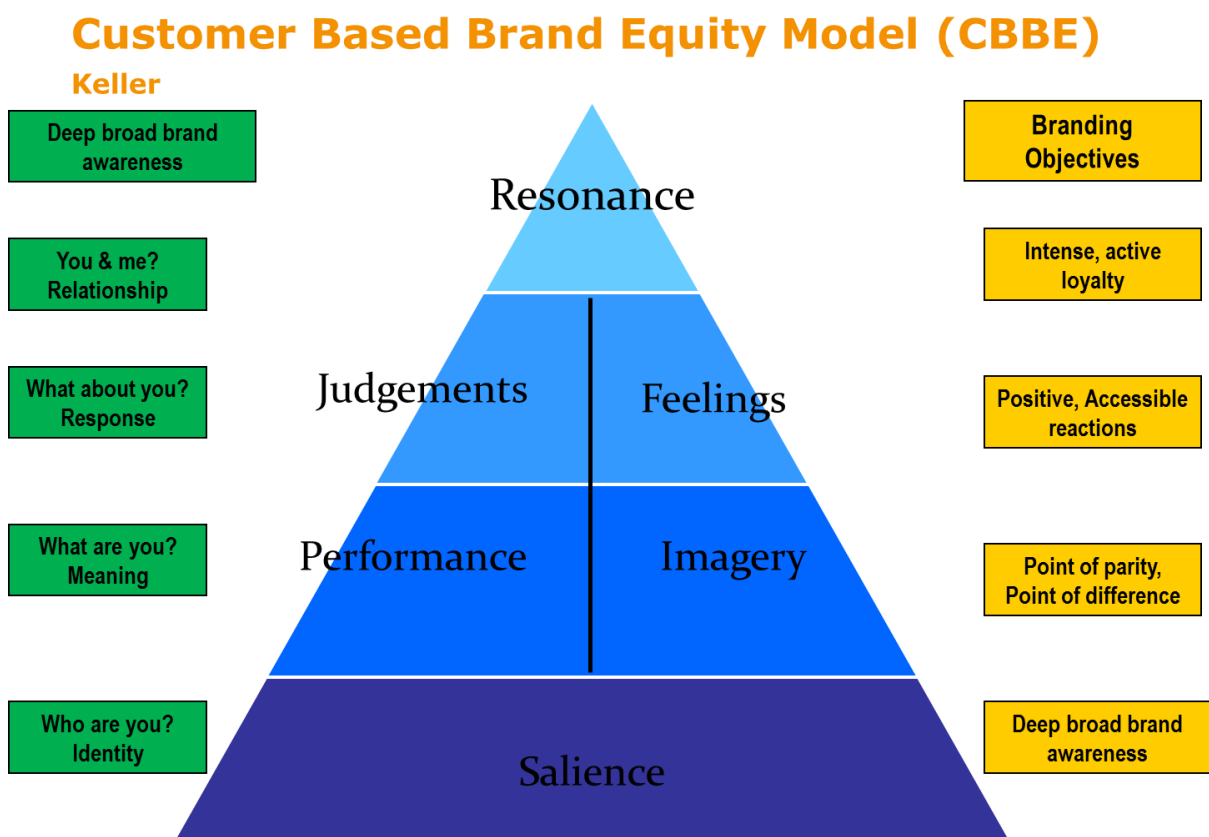
Source: Aaker (1991)

From figure 4 it is visible that each particle of this model provides value either for the customer or for the organization: BL in conjunction with BAW and PQ provides value for the customer and as a result provides value for the firm. Same way: BAS in conjunction with OPS provides value for the firm itself. This approach has had significant impact on the practitioners and has been further researched by Kotler and Kapferer.

Based on what has been stated so far it is crucial to once again denote that crafting a robust strategy taking in consideration all vital elements of the BE is pivotal for the creation of a strong brand. It is important to implement a well-structured strategy for this very purpose even if it is not an easy task to perform. Improving a company's BE can only be done through building its **customer-based brand equity (CBBE)**.

At its core, CBBE can be viewed as the outcome of the variation effect that brand awareness and knowledge has on customers' reaction from the promotional campaign of the brand. This generates resilient brand associations in the minds and hearts of the customers, leveraging on their loyalty. This measurement is positive when consumers react in a favourable way to the new goods and services which are being marketed by the organization. The manner in which the customer reacts when the brand is mentioned in the commercial, or not, is just as important and can be reflected in the CBBE results (Keller, Parameswara & Jacob, 2008).

Figure 5: The Customer Based Brand Equity Model (CBBE) Pyramid



Source: Keller (2012)

Keller's (2012) Customer-Based Brand Equity Model (Figure 5) unites under one plausible and applicable "formula" a number of theories, useful guidance and an

exceptional viewpoint over the matter, explaining how to generate, quantify, preserve, robust and manage the BE of a company, as well as influence consumer's behaviour (Keller, Parameswaran & Jacob, 2008). At its core, this model tackles BE from the consumer standpoint. We can see in the persona of a customer a single individual, or even an organization. CBBE seeks to comprehend the necessities and desires of the customers and tries to conceive products and campaigns which would satisfy them. This is the main mission of contemporary marketing, and it runs through the heart of branding as we know it (Keller, 2012).

In order to better comprehend this pyramid, we should first look at each segment individually and then place them in groups in order to see the bigger picture. Starting from the base of this model – “salience” means the profundity of awareness consumers have for the goods and services of the brand, as well as the extent of familiarity with the brand itself. The “performance” part is all about the features that a company's products have, the benefits the brand itself offers to its customers, the aesthetics of the goods and of the brand (style- and design-wise). Other factors from the performance section also have to do with the pricing strategy and distribution around the world (availability in various countries of the world). The next element from the same level of the pyramid is “imagery”, and it is important due to its visual implications. It usually determines what kind of groups are associated with the brand because this segment has to do with the profile of its consumers, meaning what age and sex they are; as well as the ways the products are used in terms of purpose, lifestyle and events where they are used at. Another notable feature about this element is the imagery of classes, meaning that sometimes the customers form an imagery of the brand based on what classes of people buy them (usually Armani and Gucci clothes are too expensive for the middle class, which is why they are seen as luxurious brands). The next element in line are the “feelings”, which stands above imagery. This part deals with the “emotions” created by the brand – may it be warmth, fun, security or other kind of feelings. The other segment from the same level is the “judgement” one, which deals with the more technical aspect of the CBBE, that is quality, reliability and trustworthiness, as well as supremacy in the face of the competition. The final and most important segment is placed on the peak of the pyramid – “resonance”, and this is where brand equity is achieved and a strong connection with the consumer is formed because it has to deal with the creation of a community and with a loyalty level high enough to form a special relationship with the customers (Keller, 2012).

At its core, the pyramid is divided in two halves, and the two bigger segments. The left part of this pyramid has all to do with the technical aspect of CBBE and of the brand: awareness, relationship between brand and the customer, the judgements it provokes, the performance of the brand and of its goods, as well as the identity of the brand. The right side of the pyramid, and has to do with the emotional aspect - what the consumer thinks and feels: how the consumer reacts to the imagery and the feelings which the brand provokes. The segment situated at the very top of the CBBE resonance - is the hardest to achieve, it embodies the deepest kind of brand awareness of an individual when presented with an ad or a product of a company. This is the connection brands make within the hearts of consumers. It is the main objective of branding, and it is arguably the hardest objective to achieve (Kapferer, 2012).

As an example we can denote the globally famous brand of refreshment drinks "Coca Cola" which has a very well built CBBE. This brand's core salience resides on the notions of American values, fresh drinks and sharing happiness. This helped the company build a community of people who enjoy the drink and the lifestyle which the company promotes. Coca Cola's performance segment has a lot to do with refreshing, offering a unique flavour and bringing taste and energy to its customers. The imagery of the brand is well designed and represents happy moments, fun and especially Christmas due to their infamous Christmas advertisement. The judgements that they have connected with the brand are loyalty, superiority in face of competitors, as well as innovation; the feelings it tries to generate in the hearts of their customers are happiness, will to share, celebration, unity, being a part of a family and of a great friendship, as well as self-respect; the resonance is in the hearts of the consumer, the community and attachments it has built (Allen, 1995).

The outcome of effective branding and a positive CBBE affects future profit in good way because it causes customers to be more accepting of new brand extensions and sub-brands, as well as making consumers less susceptible to changes in the pricing of the goods and services.

2.4. The celebrity endorsement marketing communication strategy

The undeniable importance of branding within marketing, and the important implication CBBE has had over profitability and brands management has brought into this area a number of strategies for the promotion of goods and services, as well as for the creation and maintenance of strong brands. As stated by Kapferer (2012), one of the most popular

and widely used strategies is celebrity endorsement (CE). This strategy plays an important role within the branding area, and has become a phenomenon within the past two decades.

Why would companies undergo such a complex task as building BE, modelling their CBBE and using CE for personalising and improving their brand's imagery? The response lies in the maturing market which is undergoing new technological improvements every few months. It is vital to state that the new improvements in nanotechnology, as well as 3D printing and breakthroughs in other decisive areas of industry have brought down the costs of creating products and have caused a problem for companies: it has become virtually impossible to differentiate yourself from the competition just through main characteristics and features of a product. It is especially visible in the consumer technology market where daily it becomes harder to distinguish yourself, especially with the breakthrough of budget-high-end productive smartphones such as Moto G and OnePlus 3 are lowering down prices while maintaining high-end specs (The Economist, 2014). This causes companies to come up with promotional strategies, these organisations try to emphasize on the inventiveness of marcom (marketing communications). The importance of building strong BE is sensible as never before (Hollensen & Schimmelpfennig, 2013).

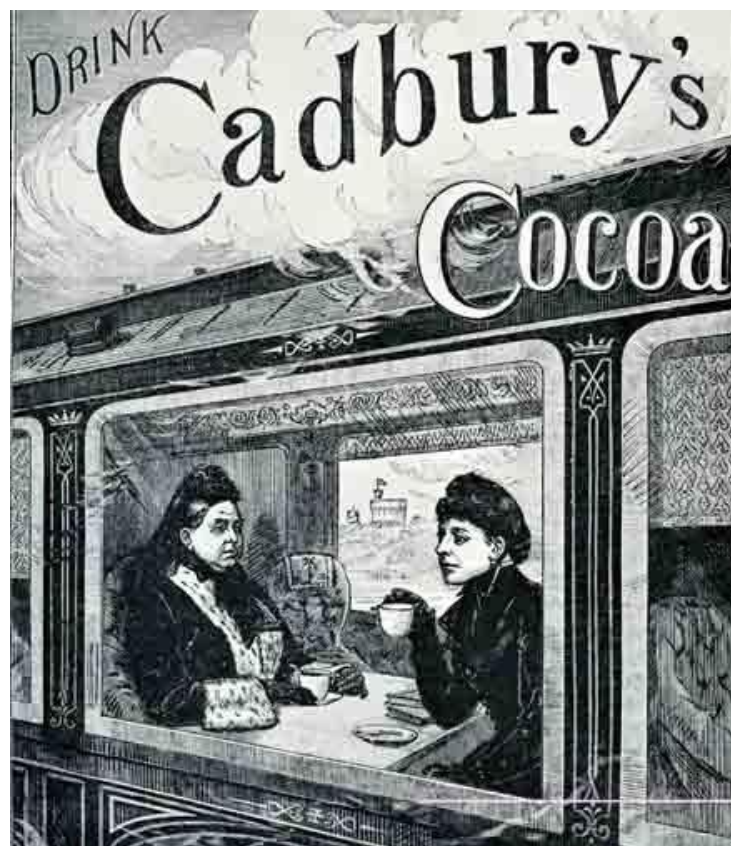
Both scholars, TNCs and latest strategic brand management literature have come around the idea that it is decisive to build strategies which would aid in fortifying the competitive advantages that separate the brand and its goods from the competition. This is the reason why most managers use marketing communications, otherwise known as "marcom" in order to create a connection with the customer and generate positive feelings in their minds and hearts (Erdogan, 1999).

Out of all the possible marcom strategies, the most used one is – celebrity endorsement (CE). McCracken (1989) has denoted the omnipresence of this strategy in the contemporary marketing practices. To view a retrospective of this statement, in the findings of Halonen-Knight & Hurmerinta (2010) it is stated that one out of the five advertisements in United Kingdom, as well as one out of four in the market of United States feature some sort of CE. It can be reasoned that nowadays TNCs prefer using such software services as Google AdWords or Facebook in order to promote their brands, which is why it might be reasonable to treat the findings of Halonen-Knight & Hurmerinta (2010) valid for off-line marcom.

First, we should start from defining what CE truly means. A widely-used approach is the one taken from the findings of McCracken (1989), which states that a celebrity endorser is a person who likes public appreciation and uses this recognition and fame on behalf of a consumer product or service by promoting it in an advertisement or marketing campaign. It is important to comprehend this viewpoint due to the fact that every individual brings something new, ideas and visions, into the branding strategy of the company. This means that a correct choice of spokesman can improve one's campaign considerably due to the associations consumers might create in regards to the chosen spokesman.

The usage of celebrities has an even earlier beginning as someone might think, dating back to such a historical example as Pope Leo XIII who used to promote the wine company "Vin Mariani" that used to mix its alcoholic drinks with cocaine. The same brand was later endorsed by the famous Thomas Edison, American inventor of the phonograph and motion picture camera (Keel and Natarajan, 2012). Another notable "royal" endorsement was made by Queen Victoria herself, she was on the posters of the "Cadbury's Cocoa" products (Sherman, 1985).

Figure 6: Cadbury's advertisement featuring Queen Victoria



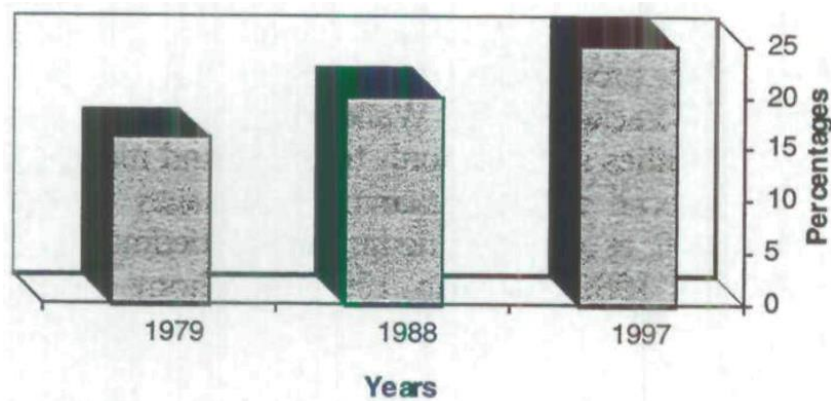
Source: Sherman (1985)

Since the late 19th century, CE has become more and more popular, bringing such surprising endorsers as Ronald Reagan, the 40th president of the United States of America, who in his acting days used to promote a variety of products, including cigarettes. A notable explosion of advertising and CE happened after television was introduced in the masses, as well as later on when the popularity of cinema increased worldwide, especially during the early and mid-20th century years. Credits should be given to the important implications the commercials from the television channels of the 50's had on the further development of marcom.

Based on the results found in the research conducted by Howard (1979) and later by Shimp (1997), the period between 1979 up to 1997 has seen a notable increase in CE in films and television, from 15 percentages (1/6 stars) out of the total, up to a whopping 25% percentage level.

To comprehend the monetary value of a CE, we can take a look at the expenses spent on this type of strategy in one of the most influential markets – USA, where an average of \$1 billion USD was spent back in 1996 on just sports CEs, which is just one of the segments where endorsement is possible to be used (Lane, 1996). Figure 7 gives us the right to assume that CE has become a fairly popular and widely used marcom strategy.

Figure 7: Estimates of Utilising Celebrity Endorsers in All Commercials from 1979, 1988 and 1997



Source: Sherman (1985)

From the findings of Keel & Natarajan (2012) it is visible that CE not only brings income to the brands, it also profits the CE, who can be viewed as a third party. Thus, the

spokesman generates attention, transcends status and prestige, as well as increases the possibility of consumer recall of the product and/or the advertisement.

As an example of this statement we can bring LeBron James, a renowned US athlete of the NBA which entered Forbes' list of 100 richest celebrities of the year 2015 with a whopping \$65 million profit, out of which \$44 million are from endorsements of various brands. This brings him on the 6th place from the list of The World's Highest-Paid Athletes (Forbes, 2015). This tendency is backed up by the findings of Agrawal & Kamakura (1995) who denoted atypically high stock returns that were caused by the use of CE.

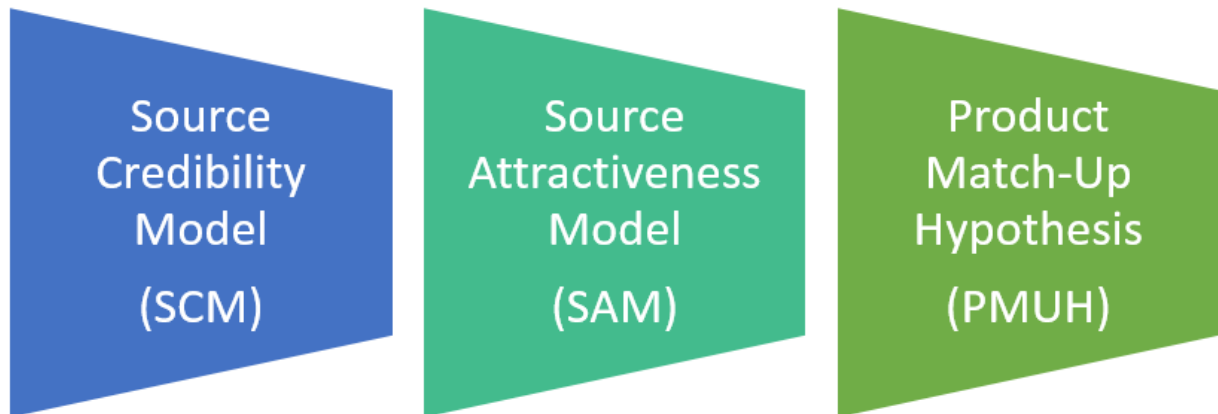
Hollensen & Schimmelpfennig (2013) denote that the reasoning for the success and extensive usage of CE resides in the possibility of leveraging **secondary brand associations (SBA)**. This strategy can be perceived as another tool which helps the company augment its BE through the appropriation of those associations which are bestowed upon other entities after connecting them to the brand (Kotler & Keller, 2006).

It has been stated before in the findings of Kaikati (1987) that celebrities and renowned individuals have always been known to offer their personalities and individual traits to a certain good and/or brand which they are promoting. Following the same train of thought, Majumdar (2010) denotes that the positive images and emotional connections that are contained in the CE's persona are very valuable and, when used correctly, can assure minimum quantity of customer's attention, exposure in press and media, as well as an improved recall of the company's brand.

Based on the above stated approaches, it is plausible to affirm that CE is used in order to influence the customers in a positive way, transcending SBA due to the renowned status of the CE (Biswas, Hussain & O'Donnell).

In order to benefit from the above-mentioned advantages, it is important to research on the possible strategies which companies use in order to choose their CE, in order to comprehend a company's view over the subject and the strategy which they want to use in order to capture customer's attention. This might also open up a possibility to explore how consumers react to the various strategies of CE marcom. Following the findings of Ohanian (1991), as well as those of Kamins (1990) and Misra & Beatty (1990), we can distinguish three models which stand out the most:

Figure 8: The Three Models of Celebrity Endorsement Recruitment



Source: Adapted from Ohanian (1991), Kamins (1990) and Misra & Beatty (1990)

The first model, **SCM**, takes into consideration those variables that have an impact on the effectiveness of a promotional campaign based on the reaction of the customers. Hovland & Weiss (1951) state that consumers are susceptible to an advertisement when they view favourably the knowledge and expertise of the chosen CE, as well as his/her credibility. On one hand, it is highly arguable that these results are universally viable due to the fact that they do not reflect some critical points, such as the conversion of these findings into purchase intentions.

On one hand, Hollensen & Schimmelpfennig (2013) state that the collaboration of famous figures with a certain brand is performed through a type of declaration in which these individuals act as specialists in the department which is related to their area of business (e.g. music, sports, beauty, food). In such a way the usage of a certain CE in a promotional campaign can perceptively influence the customers to give more attention to the brand. The same happens when celebrities appear at certain events (e.g. red carpet events, premieres of films, launches of products) which as a result links the brand used or endorsed with the stylish life of the individual.

On the other hand, the research made by Ohanian (1991) proves that trustworthiness does not always generate in consumer's mind the objective of purchase of the endorsed product or brand. However, previous investigations in this field state that if the CE's experience and knowledge of the know-how is present, and the individual comprehends

how the advertised product works – it can lead to a growth of consumer's interest in buying the product as opposed to it being promoted by someone who seems not to know much about the product. This is especially used in sports marketing, where the endorsers are usually athletes and football celebrities which use the products and are seen by the public as “experts” in their field.

As an example, Nike has used a large number of athletes in the advertisement campaigns of their sportswear, such as Cristiano Ronaldo (Portuguese football player who receives around \$8 million), Maria Sharapova (Russian professional tennis player receiving about \$8.75 million), LeBron James (who got paid around \$10 million) and Michael Jordan who still is getting payments of around \$50 to \$60 million per year even after his retirement from professional basketball (TSM Plug, 2014). The success of such advertising campaigns proves that the chosen knowledgeable and trustworthy CE can be more convincing (Aaker, 1991; Ohanian, 1991). The researches that investigated the significant limitations of the model do agree with the fact that if viewers like the CE, then are predisposed towards the general idea of the promo. This gives a threshold to the possibility of a less-reliable source to be more convincing than a more trustworthy one (Dholakia & Sternthal, 1977).

Connecting the SCM concept with the next in line, SAM, is the model presented by McGuire which denotes that the reasoning why the CE strategy is so efficient in marcom is due to the credibility and attractiveness of the individual presenting the brand (Gardner & Aronson, 1986). Following this model, another research by Friedman and Friedman (1979) showed that even if the imagery of the CE does not blend completely with the product, the individual still works well in order to attract some attention and promote a vision of trustworthiness, as well as enlarge the possibility of recall.

Taking into consideration the above-stated importance of both credibility and attractiveness, we will now proceed to the Source Attractiveness Model (**SAM**). This model claims that a CE's appearance plays a decisive role in the success of an advertisement and can generate purchase intention. It opposes the previously mentioned model due to the fact that it does not take into consideration the credibility or experience of the spokesperson. In order to view the validity of this model we should explore some important findings on the topic.

The research conducted by Cacioppo & Schumann (1983) denoted that an individual's attractiveness influences consumer's viewpoint and can change the initial opinion even

when he/she is already highly engaged. Research has shown that those spokesmen of a brand who are more attractive can improve the recall statistics, as well as appeal more interest to the promotion campaign, and influence customer's intention of buying the product. Based on the findings of another research, such CE can influence much more than those who are less eye-catching (Kahle and Homer, 1985). This statement falls in the lines of the previously-mentioned research of Cacioppo & Schumann (1983), although it enters the area of neuromarketing which deals with consumer's purchasing habits. It is important to keep in mind that these statements are questionable, lacking more data and back-up because the emotions generated by a CE's attractiveness do not always influence the decision of buying a product. Due to the lack of such factual evidence, it is impossible to conclude that the gender or appearance of the CE plays any role in increasing or decreasing the intent of purchase of any good or service.

The highly arguable research done by Debevec & Kernan (1984) states that in some advertisements where CE were used, the female CE chosen for the brands was more effective than the male counterpart. Meanwhile in several other researches another trend is visible: the male customers are more susceptible to CEs of their own gender, and vice versa for the female customers and CEs (Friedman, Termini & Washington, 1976; Cabalero, Lumpkin & Madden, 1989).

Figure 9: Elvive advertisement featuring Jennifer Lopez



Source: L'Oréal Paris (2016)

Summing up the variations researches mentioned above, the inconclusive findings prove that this model is flawed due to the fact that the obtained results related to purchase intention are unconvincing and lacking data. There are several areas of marketing where this model can be applied, as an example – the advertisement of cosmetics or any other type of beauty goods and services, where a beautiful female CE, or a handsome male CE are important to promote the desired visual aspect, as done by L'Oréal Paris (2016) with their Portuguese promo campaign which features Jennifer Lopez.

The third model, the **PMUP**, explores an important part of branding that researches how a suitable pairing between the CE's image and the company's brand can fit the overall strategy of the company and of the product line that is being promoted by the individual. It also explores how such type of fit can influence the promotional campaign (promo), the attitudes towards the promo and the brand itself, as well as the involvement it can have in the purchase decision making of the customers. The important sections which are viewed as proper fitting between CE and brand circle around the notions of correspondence, reliability, constancy and match-up (Kamins, 1990; Atkin & Block, 1983). This model advocates that a greater fit between the CE and the brand under question can lead to a more influential promotional campaign which would convince more consumers. Various scholars inspected this hypothesis in a variety of conditions. The advantages of this above-mentioned fit also extend over the CE due to the fact that it brings more credibility and charisma to the individual endorsing the brand (Kamins & Gupta, 1994). This study was investigated under various circumstances and as an example, we can assume that for a beauty-related product – a beautiful CE would persuade more consumers than a less-attractive counterpart.

On one hand, Packard (2007) denotes that the practice of the CE strategy is valid when the good or service that is being promoted involves an elevated social or psychological risk. It reflects those situations when the advertised good belongs to the luxurious circle, when the product costs large amounts of money and reflects a social status in the eyes of those who purchase and wear/use it. On the other hand, Callcott & Phillips (1996) argues that same type of correct-fitting can work for low-involvement goods which are less expensive and don't include high-level social risks. Their research claims that for practical everyday products, which don't convey any thrills, customers have a more sympathetic and positive response to CE usage. Usually in such situations the country of origin of the good is not relevant and can be overlooked. This approach is not valid for high-involvement products where such small points are taken into consideration by both company and consumer (Misra & Beatty, 1990; Erdogan, 1999).

Same thinking from the third model can be applied to the first one fitting the lines of the general conception of the SCM: if the CE does not convey a general understanding, knowledge of the product or some type of credibility in the eyes of the consumer while representing the brand, the advertisement won't resonate in the customer's mind and won't be able to receive positive evaluations. It happens when the strategic brand management strategy is incorrectly aligned and lacks the obvious fit between the CE and the brand's product. Thus, this event generates in the consumer's heart and mind a sense of uncertainty and distrust in the honesty of the promotional campaign and in the individual who's endorsing the product (Keel & Natarajan, 2012).

Hence, the lack of suitability of a CE for the overall image of the brand and/or of the advertisement is one of the main negative aspects of incorrect CE choice and poor brand management. This leads the customers to lose trust in the brand, thus, degrading brand's equity and credibility. Other possible risks and negative aspects of poor CE strategy can include the choice of a celebrity which is prompt to sudden changes and to controversy, such situations when the chosen individual alters their public or physical appearance, as well as those instances when a negative incident is linked to their name and/or there is decline in their fame and within their professional life. As a result, such situations can seriously influence the brand (Till & Shimp, 1998).

Negative incidents can as well include immoral conduct or involvement in criminal activity, as in the example of the infamous celebrity Lindsay Lohan who has lost many CE deals due to her recent convictions of drug abuse, as well as several hit-and-run incidents, which led the Odaingerously brand to withdraw their CE contract (Daily Mail, 2013). In modern marcom such events lead to negative connotation being attached to the brand using the celebrity under fire, and this meaning transfer is often called - secondary brand association. Such associations are generated when a famous individual is linked to a brand and/or its products in order to promote them. Questionably, such type of connection can lead the customers to conclude that all the associations which are related to the CE are also applicable to the brand itself. Therefore, a customer can subsequently transfer any type of opinion and/or emotion he/s has about the celebrity, may it be positive or negative, to the brand itself (Keller, 2012).

Incompetent choice of CE can also lead to an "eclipse" of the brand by the chosen celebrity, which happens when the individual representing the brand conjures greater attachments than the promoted brand. This happens when the management of the

company fails to align their CE choice within the strategy, imagery and values of the brand, such incongruence, as well as poor match of other important variables can lead the consumer to remember more the celebrity than the actual brand. It might also happen when the advertisement itself fails to focus more on the brand itself, and does not generate high recall level (Thomson, 2006). An example of such marcom failure is the advertising campaign of the State Farm brand, which mainly included LeBron James and only one short moment of brand's logo usage during the commercial cut of the advertisement. The TV commercial for this campaign centred its focus more on the celebrity, and had little-to-nothing context meaning the brand's product or service, which caused the eclipse. It generated minimal brand recall and did not succeed in enticing a younger demographic to the brand.

Further research made by Hollensen & Schimmelfennig (2013) proved the fact that the establishment of socio-psychological undertones in customer's minds and hearts can comprise a more ensuring pathway for the differentiation and diversification of a brand's goods and services, taking into consideration the state of the international market and the variety of products and/or services offered to customers. In parallel to this it is important to mention two helpful tools used in assisting the decision making while choosing a CE: Q-ratings and the Davie Brown Index (DBI). The first indicator helps detect the most renowned individuals, and the second one helps measure the fit between the chosen CE and the brand itself (The Guardian, 2006). These supplemental methods can help narrow the number of possible ambassadors for a chosen brand and detect the more competent ones.

The results of the research performed by Hollensen & Schimmelfennig (2013) on the topic of CE selection, which explored how companies choose a spokesman, has revealed some interesting results. They investigated ten different companies in order to detect how these firms usually choose their ambassador for the current or previous campaigns. After analysing the results, the scholars came to the conclusion that the choice of a CE is usually accomplished under different conditions. This means that the generalized concept of the public that sees the creative agencies in charge of the question is doubtful and not always the case.

The findings from the interviews performed with the management teams of the companies revealed that the initial idea of using a CE usually come from the marketing team, meaning that seven out of ten companies purposed this idea within their organization and no outsider third-party took part in this decision-making process. Only

three management teams actually used a third party, some type of agency, to explore different possible marcom strategies and who came up with the idea of CE involvement. These results denote that the importance of agencies in such matter is not as great as generally presumed by the public. Furthermore: 30 percent of the companies choose a CE right away without analysing other possibilities; 60 percent actually compare and measure a number of possible CEs in order to end up with a perfect match for their brand; only 10 percent actually let the third-party agency come up with a CE. Only 20 percent of the companies actually let a specialized marketing team research the market and come up with celebrities for the campaign (Hollensen & Schimmelpfennig, 2013). This means that either way, some type of screening is performed, either within the company or with the aid of specialized entities.

As far as pros go, celebrity endorsement is a valid and practical marketing communications strategy which most choose to follow, on the other hand, though, we should also take into consideration the possible noncelebrity endorsement (NCE). It usually lets the company introduce an image which can be modulated, tuned and redefined specifically for the purposes of the brand and the product in mind. This gives us the possibility to also define the characteristics and image of the unknown persona in order for it to correctly align within the style of the brand (Keel & Kataraajan, 2012). Another plausible reasoning for using a NCE is the fact that once the noncelebrity spokesperson is created, this character cannot promote other brands, which is one of the negative aspects of using an internationally famous CE due to the fact that they usually endorse more than one brand in their lifetime (Keel & Kataraajan, 2012).

2.5. The celebrity endorsement consequences on brand identification, interest, memorability rate and WOM

The reasoning behind the popularity of CE lies within the numerous pros which companies and managers view before deciding to apply this strategy. One of the obvious pros is the fact that celebrities, depending on the level of their fame and popularity, can aid in making the promo stand out and increase the attention of customers, bringing in a new factor and a well-known face to the product and the brand (Keel & Natarajan, 2012; Erdogan, 1999). These are those factors which consumers convey to a product or brand in order to differentiate it from other competitors. It comes especially in hand when a TNC uses a spokesman in order to enter new markets, trying to familiarize the consumers with their product through someone well-known by everyone. A famous celebrity can

also help with polishing the overall image of the company or reimagining the style of a brand (Erdogan, 1999).

It is evident that building a strong brand and fortifying its equity costs a lot of money, the same thing happens when using the CE strategy, most organizations spend large sums of money on selecting the correct individual who would fit properly within the lines of their brand strategy. As mentioned before by Atkin & Block (1983), the idea behind this tactic is that, potentially, such types of CEs are viewed by the public as being vibrant and active personalities, with both appealing and pleasant qualities. Companies usually try to transcend these positive qualities onto the brand and its products through the means of marcom.

As a result, celebrity endorsement has influenced many elements of marketing and especially branding, such as brand identification, the customer's interest, memorability rate and word of mouth. Besides these main notions, a general consumer also views the products of the brand with a certain assessment of the quality, uniqueness and esteem. These three characteristics were earlier explored by Dean (1999). His research proves the possibility of endorsement's effect on the perceived quality of a product and/or brand, as well as on the perceived uniqueness and esteem. The only drawback of this approach is the fact that neither the CE strategy, nor sponsorship can initiate these three types of indicators to interact with each other at the same time (Malik & Guptha, 2014).

Companies usually try to transcend all positive qualities mentioned above onto the brand and products by using different marcom strategies, especially endorsement by a famous individual. Therefore, celebrity endorsement can favour **brand identification (BID)**. As stated beforehand by Wheeler (2013), BID stimulates and drives recognition, augmenting the distinction between brands and products, facilitating the comprehension of complex concepts and meanings.

This approach is especially valuable for our research when adapting Wheeler's (2013) theory in conjunction with some concepts from the research made by Tajfel & Turner (1979) on the topic of social identity theory: *people establish connections with external objects as a way of describing and identifying their own characteristics and personality*. The further research of Ashforth & Mael (1989) has proven the other theories on social identification. When applying these findings in the context of branding and BE, we can detect certain patterns of the consumers: customers usually generate attachments

towards products and brands in order to define their own identities (Phillips-Melancon & Dalakas, 2014).

Although, on paper, this type of strategy might seem profitable and lack visible risks, when applied in practice we can encounter a number of problems and hazards which means that the market is constantly changing, the customers are changing just as fast as their preferences. We should also never underestimate the human factor of the chosen CE (Erdogan, 1999), bringing us back to the element of negative secondary brand association discussed in the previous subsection.

The next items influenced by CEs are interest and memorability. As mentioned in the research of Friedman & Friedman (1979), due to the international (or local) success of these stars, CE aids not only in generating and maintaining the attention of the viewers, but also in attaining superior recall rates in the minds of the consumers within today's chaotic and tangled marketing environment. Consequently, celebrity endorsement can contribute to achieve a stronger **interest** in advertisement and a better **memorability** rate.

Back in 1924, Hall's study proved this and he provided us with a model called **AIDMA**, which stands for Attention, Interest, Desire, Memory and Action. This initial approach explored the psychological progressions that happen in one's mind while buying of a good or service (Wei & Lu, 2013). It has been used many times in our modern marcom practices and each of the words mentioned in the abbreviated title of the model stands for a stage through which an individual goes while performing the purchase of a good. Later, this model was perfected by Dentsu Incorporated by adding the "Share" stage, thus the second model is called – AISAS (Carvão, 2010). This change happened due to the abundance and rapid evolution of technology in our Web 2.0 everyday life. This new stage can also be linked to Word of Mouth (WOM), because it means that the consumer will certainly go online and share on social media his or her experience with the brand, no matter how good or bad it was (Wei & Lu, 2013).

Considering such interconnections between a brand's equity, the marketing strategies and marcom, it is understandable how a celebrity spokesman can improve the **advertising appeal** (AA) of the campaign and motivate the customers or possibly change their opinion about a certain brand, good or service. It is especially visible in the structural model results from the findings of Wang, Cheng & Chu (2013) that denote that the correctly chosen CE has a substantial and helpful effect on the AA and advertising

effectiveness (AE) of the campaign's message. Same results lead to the conclusion that a CE can augment the good's value in the consumer's opinion and generate a sense of commitment. This can influence the consumer's WOM due to the fact that a CE is usually used by marketing communications to fit the classification of "heroes", leveraging on their status of celebrity.

The individual used by a company, who may be a movie star, singer, athlete or even a character of a television series or a big-budget movie, are seen by consumers as opinion leaders. In many cases such CEs have a big fan base, which is also important in future **word of mouth** (WOM) promotion.

The main idea behind the notion of WOM is the fact that any type of good or service that is being sold to the consumer can be instantly reviewed and some type feedback can be given by this individual, spreading it from one customer to the other one (family, friends, co-workers) via some type of communication medium (Brown et al., 2005).

The prior research made by Román & Cuestas (2008) suggests that WOM is more effective on behaviour than other marcom tactics, especially since it has been shown to influence consumer's awareness and behavioural intentions as well as emotions, which can lead to actual purchases online and/or offline (Ha, 2004; Ward & Lee, 2000).

Due to the perpetual faith of the consumer's in the CE, they are inclined to unintentionally transfer their opinions about the celebrity onto the brand itself (Biswas, Biswas & Das, 2006). This becomes the main role of the CE, to transcend the emotions and perceptions of the viewers and future buyers concerning the celebrity to the good or service which is being advertised, as well as the brand which is being promoted (Wang, Cheng & Chu, 2013).

There is extensive research within the branding area of **meaning transfer models (MTM)**. The validity of this approach in the context of CE usage resides in the fact that every individual representing a brand introduces his/her own personal figurative meaning to the endorsement practice. As a result, this increases brand awareness and leads to a higher rate of future sales (Wang, Cheng & Chu, 2013). Consequently, the findings encountered in the research made by Miciak & Shanklin (1994) show instant increase in awareness and customer interest in the advertisements where CE strategy was used.

Furthermore, as stated previously by McCracken (1989), every CE embodies a sort of “cultural meaning”, which transcends beyond the individuality of the CE and is transferred further onto the product and the brand itself. Based on this concept he argues that the whole strategy of CE at its core is a broader course of meaning transfer which undergoes three steps, as depicted in Figure 10.

Figure 10: The path of meaning transfer



Source: adapted from McCracken (1989)

McCracken (1986) advocates the idea that an advertisement is a tool that makes it possible to transfer meanings and values from culture forward to the customers, as well as to the products and services which are being advertised. Domzal & Kernan (1992) build on this idea and denote that publicity plays a central role in modern society, operating as a correspondent of cultural meanings, transcending these through the goods and services to the consumers. In other words, advertisements usually explain the usage and benefits of the products and services, containing an implicit meaning, which is being explained and shown to the customers, and this is part of the first stage of the model – Creation of the CE image, a branding team should be able to correctly convey all meanings they want to transfer to the customers (McCracken, 1989).

The second phase of the previously mentioned graphic explores the meaning transfer from the CE to the good or service. This event helps contours the characteristics of the product which is being promoted. On a subconscious level, the customer executes a meaning transfer from the CE to the good which is being advertised due to the fact that the consumer detects basic matches between the elements of the ad and the product itself (Tom et al, 1992). This approach enables us to view marketing from the perspective of immense possibilities: it is a formidable tool of meaning transfer and that practically any good can be managed to take any type of connotation (McCracken, 1989).

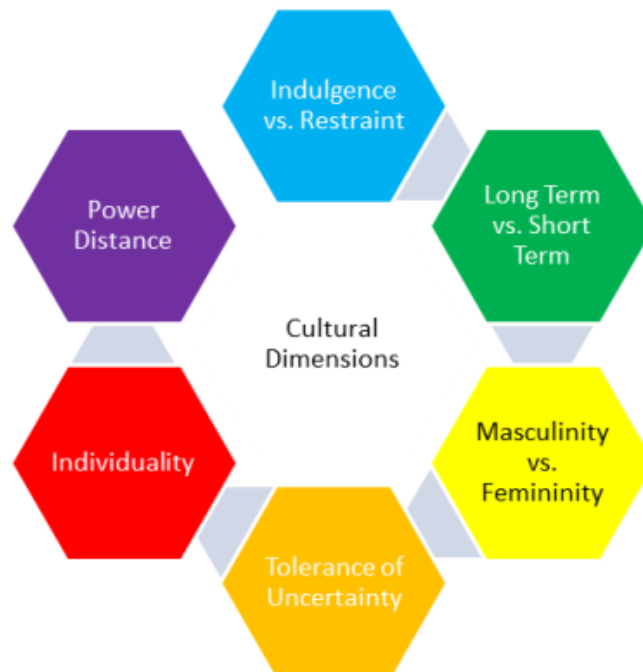
Consequently, before performing the endorsement of product, the good has a simple category representation (e.g. consumer electronic, beauty product), but after marketing

communications performs the CE strategy and implements the campaign – the product itself takes on the image, class, values and likeliness of the CE. A certain appropriation of celebrity image over the one of the good/service brings new meaning in the eyes of the consumer, and the brand itself gains a spokesman. This makes it even more important for the brand to wisely choose the CE (Erdogan, 1999).

2.6. *Celebrity Endorsement cross-cultural considerations*

It is important to mention a **cross-cultural** issue which arises in the area of branding, which many marcom strategies face and that should be taken into consideration. When choosing CE as the main strategy axis of a campaign, the managers should not overlook the leading cultural standards and patterns. These types of advertisements are more influential than those which do not tribute the values of the society where the campaign is being promoted (Biswas, Hussain & O'Donnell, 2009). As an example, it has been practical for TNCs to use globally-famous CEs in order to promote their brand through an individual (usually movie star or singer) which is well-known abroad and especially in the area where they intend to enter the market. Sometimes through, it is wiser to use a locally famous star, in order to bring more credibility and likeability to the brand.

Figure 11: The 6 Cultural Dimensions



Source: adapted from Hofstede (1994)

Practitioners have denoted that the distinctive disparities in the characteristics of specific regions mirror predictable changes in the cultures of these areas. In such circumstances

it is useful to apply the model of Hofstede (1994) which implies 6 dimensions (as demonstrated in the figure above). Based on this conceptual model, each of the particles implies a certain social and cultural characteristic of a region, which affects the different layers of society. The usage of this model helps us designate the important cross-cultural feature of the foreign market, and take care of those which are especially sensitive.

The findings of Zhang & Gelb (1996) suggest that a campaign's imagery and visuals should be consistent with the main values and cultural differences of the foreign market. This idea is supported in many other studies, which denotes the fact that those ads that are sensitive to the market where they are being disseminated, are more persuasive and credible than the promotional campaigns which ignore the medium and reflect its content from the home country which is foreign for the new market (Taylor & Lee, 2007).

In order to analyse the findings of our studies on a deeper level, we should view each of the markets which were investigated in our research, based on the data found in Hofstede's research. A successful advertisement in markets other than the home country are tricky in many ways and they are usually culture-sensitive. The Moldovan market lacks scores from four dimensions out of six. In this situation we will borrow data from the Romanian market due to the fact that both countries are neighbours and share same history, traditions, language, customers and both had immense influxes of people from each other's country. As for Brazil and Portugal, we have the full list of dimensions with the scores for each one of the markets.

Table 1: Hofstede's Dimension Values for 4 countries

Country	PDI	UAI	IDV	MAS	LTO	IVR
Brazil	69	76	38	49	44	59
Moldova	-	-	-	-	71	19
Portugal	63	99	27	31	28	33
Romania	90	90	30	42	52	20

Source: The Hofstede Centre (2016)

We will explore each dimension in an alphabetic order, starting first with the Individualism versus Collectivism (**IDV**) dimension. This dimension deals with the way each individual classifies and identifies themselves and their affiliation or relationship to others from the community. At its core it is basically a dimension of the extent to which a society upholds the interdependence midst its members. Usually, a more individualistic society supposedly looks out mainly for themselves and to the direct family, whereas more

collective societies make it their task to look out after each member of the family and close ones, may it be direct relatives or distant ones.

The country with the highest score of this dimension out of the three researched is Brazil (38), followed later by Moldova (30) and Portugal (27) who scored very alike. In comparison with such cultures as the ones from the US market or UK market, all three regions scored low in this dimension, which means that the members of these countries are incorporated into consistent and unified family groups where the protection of the close one and loyalty are a very important aspect not only of the personal life, but also of the professional one. Usually families that own businesses tend to teach the younger children about the area of work and bring them into it. The communication in such an environment is rich in context and usually heavily filled with introductory conversations before important events, such as meetings and gatherings. It is important to denote that Portugal's score is one of the lowest in the European market, which means that it is the most collective region out of the European market.

The next dimension is Indulgence versus Restraint (**IVR**) has to do with the degree of control members of a certain society have over their basic desires and emotional impulses. This can be tracked down to the way they were brought up and taught from childhood years. It resides in the culture of the country as well as community in which the individuals grew up. Due to this viewpoint, a culture can be seen as indulgent or restrained.

In the IVR dimension, the country with the highest score out of the three is Brazil (59), whereas Portugal gained a medium score of 33 and the lowest score is evident in the Moldovan market outcome – 19. Such results denote that the culture in Moldova is highly restrained, whereas Brazil's score defines it as an indulgent society.

The members of the Brazilian market display inclination and disposition to follow their desires and compulsions for the sake of enjoying and ceasing the moment. The individuals of the Brazilian market also retain a positive outlook and attitude, while maintaining optimism. At the same time, they highly value leisure time and are happy to spend money on things they wish. On the other hand, those markets with low scores of IVR denote a tendency in pessimism and do not display as much importance for leisure by managing their desires and impulses. In such societies the individual is inherited a different viewpoint over work and personal life, maintaining the idea of restriction due to

a pre-set list of social norms and over-indulgence is seen as something unethical or wrong.

Long-Term Orientation (**LTO**) is the third dimension from Hofstede's model, which deals with the way a civilization upholds the connections between their past, while managing the problematic situations of present and the uncertainty of the future. In simple terms it shows how focused an individual is on his or her future. This characteristic is evident in the business planning of a company, showing their long term point of view and how far into the future the company usually looks into. It also is characteristic of the way in which a society prioritizes its goals.

Moldova has the highest score in this dimension – 71, which means that this society takes a more practical approach to timing and planning, encouraging prudence and determination through education as a way of preparing its individuals for the future. Brazil scored a rather intermediate mark of 44 on this dimension, and Portugal scored a low score of 28. Portugal's score shows that this culture practices strong concern with determining the truth, they're taught to think in a normative way, exhibiting great respect for the customs and traditions, the individuals usually place more emphasis on gaining quick results.

The next dimension from the model is Masculinity (**MAS**), which specifies if the society is more focussed on competition and achievements (hence it becomes a masculine society), or if the members of the society are more interested in caring for others and for the quality of the life (hence it becomes a feminine society).

Brazil gained the highest rating in this dimension – 49, followed by Moldova – 42. Looking back at the scores of other countries as US and UK in comparison with the marks of those markets analysed in this study, Brazil together with Moldova and Portugal denote a more feminine civilization feature. Portugal is the one with the lowest score out of the three. Usually, in such societies the quality of an individual's life defines his possible success within the country, and being different or standing out too much from the crowd is not commendable.

The fifth, and probably the most important and applicable dimension that should be taken into consideration in the context of CE marcom strategy, is the Power Distance (**PDI**) dimension. The basis of this dimension is generated from the fact that the individuals of a society are usually not equal, which is why PDI explains and analyses the extent of

inequity in a civilization and how the culture of this market deals with the disparities amongst its members.

Moldova's score for this dimension is the highest out of the three (90), and it means that within this market people accept and comprehend the fact that a special hierarchical order exists within their civilization, in which all members have a certain place designated and that doesn't always need a certain explanation and reasoning. Usually, in such societies, centralization is a popular phenomenon, and hierarchy is seen to embody a certain amount of inbuilt inequalities. In comparison with Moldova, Brazil (69) and Portugal (63) have lower scores of PDI, which denotes that in these two markets a certain hierarchy is also present and accepted to an extent. Those who are upper in the pyramid of hierarchy are admitted to contain a number of privileges due to their position, may it be within the company or government. Usually the management is requiring information from the employees and the subordinates themselves expect to be given tasks and to be controlled in order to perform the given assignments. Not enough feedback or support for an employee can result in a sense of irrelevance of this individual in the company, which the individual might feel, and thus become demotivated to work on further projects. In such cultures the assessment of work is a delicate subject and members don't deal well with negative feedback, which can cause hesitance when delivering some unfortunate news about projects and/or performance.

When applying the theoretical approach of PDI within the area of branding, and especially in CE, it is important to denote the ways this dimension affects marcom. The individual (celebrity endorser) who represents the trendiness and allure of the closed circle of famous people does in fact embody a representation of power, hence the importance of this dimension. This correlation was discovered by Taylor, Wilson & Miracle (1994) in their research within the Asian market where they used this dimension in a specifically generated context.

The last dimension from the previously-mentioned model is the Uncertainty Avoidance (**UAI**), which has to do with the degree of a civilization's acceptance for uncertainty and ambiguity. In other words, it is the extent to which the individuals of a market feel menaced by ambiguous or unfamiliar situations, and how they deal with them. From an individualistic point of view, it explores the ways a member of a society feels when encountering an unstructured and unexpected situation.

In this dimension, Portugal (99) and Moldova (90) have the highest scores, thus these markets have an elevated need and a strong preference to avoid any type of uncertainty by maintaining unyielding codes of belief and behaviour. Such countries have low tolerance for any type of unorthodox or new type of practices and ideas and there is a need for rules which have been inherited through generations. This is why any type of new marcom strategy should be performed with strong caution in order for it to be profitable, hence a familiar face on the cover of a poster for a certain brand could possibly help them become more familiar with the product and be more accepting of the new company in midst of their local market. Brazil's score is – 76, which is below the one of the previous two markets, but it is still a high score and it denotes that this civilization reflects same features of acceptance for uncertainty as the other two countries. Brazil shows a strong necessity for rules and an intricate legal system for managing life within the society.

We should keep in mind that culture at its core affects the conduct of an individual through a number of exhibitions, such as values, heroes, rituals and symbols. Due to the findings of Biswas, Hussain & O'Donnell (2009), we shall further count customer values as the **significant cultural indicator**. The **CE** used by marcom fit the classification of “**heroes**”, due to the status of celebrity. The individual used by a company, who may be a movie star, singer, athlete or even a character of a television series or a big-budget movie, are seen by consumers as **opinion leaders**. In many cases such CE have a big fan base, which is also important in future word of mouth (WOM) promotion.

2.7. Digital era and the implication of online marcom

Today, the internet plays an important role in our lives. Together with the immense advances taken in the nanotechnology aspect of current consumer electronics, and with the improvements done in the mobile market, we can access the web through our smartphones at all times with a high-speed 4G connection and use the immense variety of applications to connect with our friends (WOM), read the latest gossip about our favourite celebrities and movies (CE) or shop online for almost anything that comes to our mind through such websites as Amazon or Asos.

At the moment, it becomes important to detect what we can sell online and marcom starts to include more digital perspective into their marcom strategies. It can be argued that digital marketing is a completely new field and such tools as Google AdWords is to be managed differently, but many scholars such as Kingsnorth (2016) still transfer many

concepts and practices from traditional strategic brand management and marcom into the digital one.

3. The conceptual model of the study

This chapter contains the conceptual model of our study, which explores the main topic of the research and aims to visualize and guide our findings to a common consensus. We will analyse how brand CE affects the consumers by influencing brand loyalty, brand awareness, perceived quality, brand associations, brand identification, growth in interest, memorability, as well as brand equity and word of mouth.

The measurements used in this paper are as follows:

<ul style="list-style-type: none"> • Attitude Towards Celebrity • Brand Loyalty • Brand Awareness • Brand Associations • Perceived Quality 	<ul style="list-style-type: none"> • Brand Equity • Word of Mouth (WOM) • Growth in Interest • Brand Identification • Memorability
---	---

Below we shall depict our conceptual model and elaborate our theoretical justification of the hypotheses built on the Literature Review.

Proposed Hypotheses:

H1	Positive attitude towards the celebrity endorser increases brand loyalty.
H2	Positive attitude towards the celebrity endorser leads to higher levels of brand awareness.
H3	Positive attitude towards the celebrity endorser increases the perceived quality of the brand.
H4	Positive attitude towards the celebrity endorser leads to positive brand associations.
H5	Positive attitude towards the celebrity endorser improves brand identification.
H6	Positive attitude towards the celebrity endorser leads to growth in interest towards the brand.
H7	Positive attitude towards the celebrity endorser improve a brand's advertising memorability.
H8	Increased brand loyalty leads to a growth of brand equity.
H9	Increased brand awareness leads to a growth of brand equity.

H10	Increased perceived quality leads to a growth of brand equity.
H11	Favourable brand associations lead to a growth of brand equity.
H12	Increased brand identification leads to consumer's positive word of mouth.
H13	Positive growth in interest enhances consumer's positive word of mouth.
H14	Higher levels of advertising memorability lead to consumer's positive word of mouth.

In order to start depicting each hypothesis, one by one, we should first look back at some main theoretical approaches stated in the previous chapter and remind ourselves about Aaker's (1991) theory on brand equity (BE). Thus, we can define BE as a series of assets and liabilities related to a brand, which can increase or decrease its values in the eyes of the consumer.

H1: Positive attitude towards the celebrity endorser increases brand loyalty.

Usually brands use famous celebrities that have a good reputation and a loyal fan base in order to affiliate them with the brand and/or product. Depending on the type of advertisement, and the type of company that intends on using a certain individual as a spokesman, they can target a different variety of groups and personalize their own brand in order to make it more approachable, or in order to affiliate certain characteristics of the celebrity to the brand. As an example – Leonardo DiCaprio's appearance in the TAG Heuer, famous company of luxury design watches that used an Oscar winning actor for their ads. As stated previously by Sung & Kim (2010), brand personality (as an example the CE) can affect positively the trust of the consumers, which, as a result, leads to an increase in brand affect. Consecutively, this affects and augments brand loyalty.

Some other studies, such as the one conducted by Cole et al (2008) suggests that for some segment of consumers, a famous individual that advocates for a certain brand can be more influential and motivating due to a certain neurological response which encodes audio-visual emotions and makes it easier for the consumer to connect with the brand. Further research by Park & Gutchess (2004) states that the older generation is not so observant of brand logos and loses the capability for differentiation among visual objects, which makes it easier for them to connect with a spokesman of a company, rather than with objects and logotypes.

The result of the above findings presents us, as a conclusion, the fact that a CE is more effective in increasing brand loyalty due to the deep emotional and visual connection it creates with the consumer, a human touch which it brings into the marcom strategy.

H2: Positive attitude towards the celebrity endorser leads to higher levels of brand awareness.

According to the literature, celebrity endorsement provides opportunity for achieving awareness objectives. A correctly chosen ambassador for the brand can rapidly build a brand awareness and thus improve brand's image (Frieden, 1984; Miciak and Shanklin, 1994). This has been the case of many sportswear companies such as Puma and Adidas. Adidas has highly increased its brand awareness due to successful collaborations, alike Kanye's Yeezy campaign (Inc, 2016). This means that positive attitude towards the celebrity can lead to an increase of brand awareness.

H3: Positive attitude towards the celebrity endorser increases the perceived quality of the brand.

Early studies made by Dean (1999) have explored the possibility of endorsement's effects in three different areas: quality, uniqueness and esteem. These are those factors which consumers convey to a product or brand in order to differentiate it from other competitors. The further research conducted by Malik and Guptha (2014) prove that CE, as well as sponsorship tactics, can in fact influence the perceived quality of the product and/or brand. Thus, positive attitude towards the celebrity endorser increases the perceived quality of the brand.

H4: Positive attitude towards the celebrity endorser leads to positive brand associations.

From the studies conducted by Keller et al. (2008) we can denote the fact that an individual's collection of associations plays a significant role in generating and maintaining a brand's equity. Further research made by Escalas and Bettman (2003) gives us a bigger insight into the connection between BA and CE: when a customer adopts or detaches themselves from a brand's associations (BA) because of a certain CE, they do so due to a series of personal traits and manners, such as self-boost (willing to improve one's appearance based on the endorsement of a favourite celebrity).

The further studies made by Escalas & Bettman (2005) denoted that an individual builds his or her self-identity in order to create their own appearance through the brands they decide to support. This choice itself is done through a number of associations, which means that it enters the territory of meaning transfer that was previously researched by McCracken (1989).

A thorough analysis of these theories shows that brands transfer meaning through their marketing strategies, and when using a CE, consumers collect associations which are vital for the positive outcome of the publicity. If the spokesman is correctly chosen, someone who generates a positive reaction from the fans and consumers buying the product, then meaning transfer theory explains us how the buyers project the image and emotions from the advertisement onto their perception of the brand (Domzal & Kernan, 1992; McCracken, 1986).

In conclusion, a positive attitude towards the celebrity endorser leads to positive brand associations.

H5 Positive attitude towards the celebrity endorser improves brand identification.

Brand identity (BI) is a tangible element of the BE and it is something customers face often when reflecting over the brands they encounter in their shopping routine. Endorsement gives a new face to the brand or product and personifies the object that otherwise had only emotive and visual connotation, aiding in the main task of BI – unifying unrelated or contrasting elements, as well as making the big ideas comprehensible for the average consumer (Wei & Lu, 2013). Accordingly, we can deduct that positive attitude towards the celebrity endorser of a brand can, in fact, improve brand identification.

H6: Positive attitude towards the celebrity endorser leads to growth in interest towards the brand.

As stated in the findings made by Biswas et al. (2006), celebrity endorsement doesn't only bring the brand to the consideration of the consumer, it is also able to grab attention (interest) due to the usage of a famous individual who is relevant in pop culture or social media at the moment. This means that positive attitude towards a celebrity can lead to a growth in interest.

H7: Positive attitude towards the celebrity endorser improves a brand's advertising memorability.

Based on the matchup hypotheses elaborated by Misra and Beatty (1990), the correct fit between the endorser and the endorsed brand is a vital dimension, which can lead to an increased memorability rate, as well, transfer meanings from celebrity to brand. As stated by Spielman (1981), marketers often use endorsers to increase the attentiveness of their customers and add the "glamour" factor of desirability to the brand and the product that is being advertised, which in result increases credibility and memorability. In conclusion, positive attitude towards celebrity can lead to a higher memorability rate.

H8: Increased brand loyalty leads to a growth of brand equity.

Previous studies cover a common point of agreement on the fact that consumers' connection with the brand is vital for the company, resulting in providing added value to the firm. Aaker (1991) states that improving brand loyalty (BL) of the company's customers can lead to reduced marketing costs, trade leverage, can create enough time to respond to competitive threats and can attract new customers while maintaining the old ones. This means that if BL is increased, then the brand equity as well increases.

H9: Increased brand awareness leads to a growth of brand equity.

As previously stated by Keller et al. (2008), brand awareness is linked to the psychological connection of the consumer to the brand, recall and visualization in the memory of the customer, which can be used as customer's capability to detect a favourite brand under a variety of conditions. As a result, it is an important step in building brand equity, which means that an increase in brand awareness can lead to a growth of brand equity.

H10: Increased perceived quality leads to a growth of brand equity.

As stated by Aaker (1991), this measurement is the one that provides the consumer with reasoning to buy a certain product of company or not. It is a distinctive differentiation status and can position the brand in the eyes of the consumer as an expensive or cheap brand, depending on the perceived quality of the products of the company, as well as how they are displayed and marketed to the public. This measurement can sometimes also denote a sense of high quality and "elite". Previous research shows that consumers

make important considerations regarding the perceived quality of the brand in comparison to the ones of the competition. Due to this, we can denote that increased perceived quality can lead to a growth of brand equity in the eyes of the consumers.

H11: Favourable brand associations lead to a growth of brand equity.

Based on Keller's (2013) Customer Based Brand Equity (CBE) theory, as well as, Aaker's (1991) notion about brand equity, brand associations are important in the creation of an emotional and psychological connection between the consumer and the brand, forming a differentiation amongst other brands and providing reasons to buy the product over other possible alternative options; it as well creates a positive attitude towards the brand.

Associations play a decisive role in creating a strong BE, which means that an increase in the number of favourable brand associations can lead to a growth of brand equity.

H12: Increased brand identification leads to consumer's positive word of mouth.

Based on social identity theory we can denote that customers create an emotional bond with brand, a sort of attachment. It is a self-categorization based on the fundamental human instinct to be a part of something, of a certain group. Branding literature from Aaker (1991) and Keller et al. (2012) state that this measurement can be viewed as a proximity which consumers feel for a brand, as well as, the degree to which this brand fits their personal needs.

Other theories argue that identification is more cognitive, it can be generated by positive or negative attitudes and motives, and at the same time it can also cause such attitudes. Other findings made by Brown et al. (2005) denote that identification can generate many positive outcomes, including beneficial word of mouth and event participation. Summing up these approaches we can state that an increase in brand identification can lead to an increase in positive consumer word of mouth.

H13: Positive growth in interest enhances consumer's positive word of mouth.

The research conducted by Pringle (2004) in his "Celebrity Sells" book states that consumers have always had a certain degree of fascination with celebrities, and this

phenomenon increases exponentially, especially within our digital era. A further investigation conducted by Malik and Guptha (2014) shows that in many markets there are large fan bases of followers for each celebrity, depending on the popularity of the individual. In such markets as India, for example, celebrities act as role models (Balakrishnan & Kumar, 2011).

Consecutively, based on all latest statistics from Interbrand (2016), as well as Telegraph (2016), social sites are being used by most of the population which has some kind of internet access. In the ratings of most visited sites, Facebook (2016) is prevailing in the number of users and quality of usability. This basically means that most consumers share their thoughts on their life events as well as purchases and experiences with brands, promoting the ones they like and sharing their thoughts on the reasons why they might like or dislike one or another brand, especially considering the fact that our current technologies are enabling an unprecedented level of interactivity for the further exchange of information and ideas (Borne, 1995).

When combining these theoretical approaches together with the previous studies of interpersonal influence and compliance behaviour we can deduct that product assessment by other customers can affect an individual's judgements. More interest in a brand leads to higher levels of WOM. Brown et al. (2005) also states in his research that growth in interest can lead to consumer's word of mouth.

H14: Higher levels of advertising memorability leads to consumer's positive word of mouth.

A synthesis of the research made by Costley & Brucks (1992) as well as the initial findings of Keller (1987) explore advertising memorability (AM) and how it affects consumers. Some important points are mentioned, determining the assets that affect AM, such as the message of the advertisement, or the packaging of the good, as well as the usage of some form of celebrity endorsement which aids the campaign. All these elements can improve a brand's memorability and increase the recall rate (Costley & Brucks, 1992, Jones, 1999).

The further investigation performed by Costley, Das & Brucks (1997) showed a strong modality match effect for stimulators which contained visual aids. The results of this study in combinations with the research performed by Keller (1987) shows that high levels of

advertising memorability lead to a psychological connection which the consumer creates with the brand.

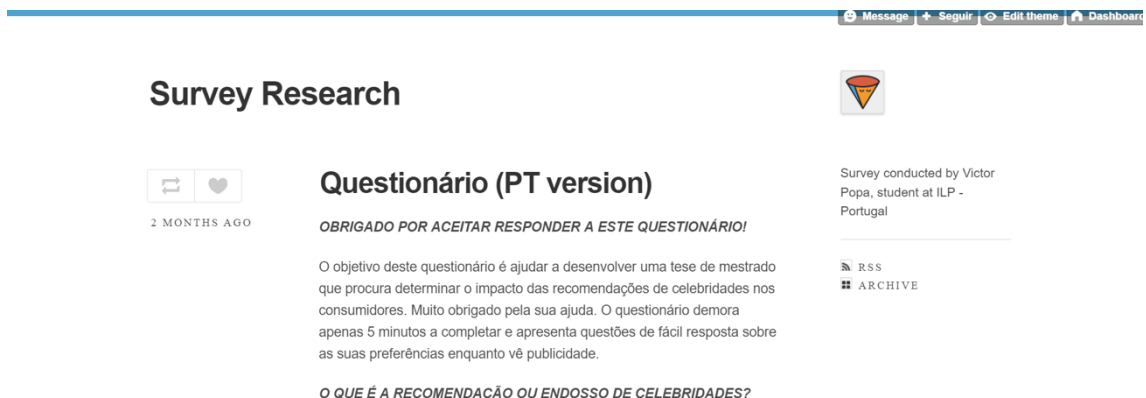
From a concise analysis of further explorations performed by Brown et al. (2005), and also Keller (2008), we can deduct that higher levels of advertising memorability can lead to an increase of consumer's word of mouth.

4. Methodology

4.1. Sampling Procedure

In order to perform this investigation, we first tested a number of surveys on various websites in order to choose the best possible option. We decided to mix two methods in order to display correctly and user-friendly the information before performing the questionnaire, in order to implement correctly a survey tool. This is why the blog Survey Research (<http://srace.tumblr.com/>) was created on Tumblr (2015), with three different posts for the three different market with the same content. After fulfilling the needed text and information, the actual survey questions were embedded into each of the posts with the use of Google Forms. Google Forms is a great online tool for surveys because it syncs automatically on the cloud, lets us place an unlimited number of questions for free, and makes it is easy to change if necessary. It also offers an easy to use layout and a pleasing design, giving the possibility to review each response individually or all of them collectively. It also makes it easy to extract the results into a comma-separated values (CSV) file or a Microsoft Excel file, which is helpful for the further analysis of the data.

Figure 12: Homepage view of the Survey Blog



The survey itself involved all variables which were needed for the conceptual model analysis, as well as some extra values which were important for reviewing the approach of the customers to the chosen brand and that was aiding in characterizing the sample. The survey was determined to explore the influence of CE on consumer's perception over the brand and celebrity, as well as determining ways in which the CE strategy influences purchase intent. All the mentioned variables were gathered from Literature Review. These measurements are computed through scales previously examined and verified in past scientific studies.

The survey was introduced through three different channels, one of them being Facebook, and the second one being the personal emails of universities from the chosen countries. The third method was an in-person handing of printed out surveys on the campus of a university.

The survey was addressed to three chosen markets: Brazil, Portugal and Moldova. The questions were translated from English into Portuguese and Romanian, then the surveys were spread through the three channels by taking in consideration the sensibility of cultural differences. Due to this, the correct blog post was sent to the correct market area, meaning that for the Brazilian target group received only the link to the Brazilian survey post. The same is valid for the Portuguese market, where the students got the link for the Portuguese version of the questionnaire.

Figure 13: Preview of the personal data section from the survey

The image shows a preview of a survey form. At the top right, there are four action buttons: 'Editar', 'Apagar', 'Message', and 'Reblo'. The first question is 'Your country of origin?' with a red asterisk. Below it is a text input field with the placeholder 'Your answer'. The second question is 'Degree of Education' with a red asterisk. Below it is another text input field with the placeholder 'Your answer'. At the bottom left, there is a 'NEXT' button. At the bottom right, there is a progress bar that is 25% complete. Below the form, there are two icons: a refresh icon and a heart icon. To the right of these icons, the text reads 'DECEMBER 15, 2015 (10:30 AM) 1 NOTES'.

In Brazil, the states which received our emails with the link to the questionnaire were: Bahia, Minas Gerais, Rio de Janeiro, São Paulo, Goiás, Rio Grande do Sul, Paraná and Brasília. In Portugal we sent out the emails to Universities and Polytechnic institutes (from Lisbon, Leiria, Aveiro, Azores, Porto, Coimbra to name a few). In Moldova, a trusted collaborator went to the campus of one of the biggest and oldest universities of Moldova - Alecu Russo State University of Bălți (2016), and disseminated the paper version of the survey.

The survey was launched on the previously-mentioned Tumblr blog on February 2015, with the main target of 600 answers (200 per country).

4.2. Questionnaire development and Pre-test

The questionnaire was created and adapted to our research topic based on existing scales, formerly established and verified through statistical and scientific studies from this area of marketing (Hassan & Jamil, 2014; Malik & Sudhakar, 2014; Wang, Cheng & Chu, 2013). We utilized the five-point *Likert Scale* system for the question section of our survey (1 – Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly Agree) in order to ease the understanding of the consumers who answered the survey. This was also done in order to aid in accelerating the analysis of the gathered data. The respondents were asked to indicate the chosen brand (a favourite brand or one which they know very well), as well as the celebrity which represents the brand in the chosen campaign.

Besides the main questions of the survey, the consumers were asked for minimal personal information in order to be able to investigate the target group, such as: *Country, Age, Sex and Degree of Education*.

Before officially launching the questionnaire, we pre-tested it with a small target group of 7 people from Instituto Politécnico de Leiria (Portugal). We investigated the understanding of the questions and of the topic, as well as the flow of the questions and the total questionnaire relevance. This helped us to adjust and improve the survey. The pre-testing gave us the possibility to view the questionnaire from a new point of view and several new segments were added, such as the example of what a campaign with a celebrity endorser looks like. This change made it easier for the respondents to understand the task in hand and to answer the questions.

The final questionnaire can be consulted in the appendix section of this paper.

4.3. Measures

Before performing our survey, we needed to mention the measurements that influence consumers and their purchase intent when viewing ads which contain CE usage. We were able to pinpoint these measures in the Literature Review.

In order to be able to correctly assess the responses we chose to use the five-point Likert Scale (1 – Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly Agree).

In order to analyse the effect of a CE on consumer’s perception of the brand and their purchase intention, as well as the further influence of it on brand equity and word of mouth, the study was established based on the following variables:

Variable	Items	Scale	Adapted from
Attitude towards Celebrity (ATC)	My opinion towards the X celebrity used in the advertisement of the company is positive.	Five-point Likert scale (1 – Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly Agree)	(Carlson & Donovan, 2008)
Perceived Quality (PQ)	X brand is of high quality. The likely quality of X brand is extremely high. The likelihood that X brand is reliable is very high. X brand must be of very good quality. X brand appears to be of very poor quality.	Five-point Likert scale (1 – Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly Agree)	(Yoo, Donthy & Lee, 2000)

Brand Loyalty (BL)	<p>I consider myself loyal to brand X.</p> <p>Brand X would be my first choice.</p> <p>I would not buy other brands if brand X is available at the store.</p>	<p>Five-point Likert scale (1 – Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly Agree)</p>	<p>(Yoo, Donthy & Lee, 2000; Chen, Su & Lin, 2011; He & Lai, 2014)</p>
Brand Awareness (BAw)	<p>The name of X brand is well-known in my area.</p> <p>X brand is a leading company in its area of business.</p> <p>I know what X brand looks like.</p>	<p>Five-point Likert scale (1 – Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly Agree)</p>	<p>(Chen, Su & Lin, 2011)</p>
Brand Identification (BI)	<p>When someone criticizes X brand, it feels like a personal insult.</p> <p>When someone praises X brand, it feels like a personal compliment.</p> <p>X brand's successes are my successes.</p>	<p>Five-point Likert scale (1 – Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly Agree)</p>	<p>(Phillips-Melancon & Dalakas, 2014)</p>

Brand Associations (BAs)	<p>I can recognize X brand among other competing brands.</p> <p>I can quickly recall the symbol or logo of X brand.</p> <p>Some characteristics of X brand come to my mind quickly.</p> <p>I have difficulties in imagining X brand in my mind.</p>	<p>Five-point Likert scale (1 – Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly Agree)</p>	<p>(Yoo, Donthy & Lee, 2000)</p>
Brand Equity (BE)	<p>It makes sense to buy X brand instead of any other brand, even if they are the same.</p> <p>Even if another brand has same features as X brand, I would prefer to buy X brand.</p> <p>If there is another brand as good as X brand, I prefer to buy X brand.</p> <p>If another brand is not different from X brand in any way, it seems smarter to purchase X brand.</p>	<p>Five-point Likert scale (1 – Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly Agree)</p>	<p>(Chen, Su & Lin, 2011; Yoo, Donthy & Lee, 2000)</p>

Word of Mouth (WOM)	<p>I would recommend X brand to my friends and relatives.</p> <p>I encourage my friends to check out the X brand.</p> <p>After seeing the advertisement, I think the product is worth purchasing.</p>	<p>Five-point Likert scale (1 – Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly Agree)</p>	<p>(Román & Cuestas, 2008; Wei & Lu, 2013)</p>
Growth in Interest (GI)	<p>The usage of the X celebrity brings more trust and make me like the X brand more.</p> <p>After seeing this advertisement, I feel interested in the product.</p> <p>After seeing this advertisement, I like the product.</p> <p>After seeing this advertisement, I have a good impression of the product.</p> <p>After seeing this advertisement, I have a good impression of the X brand.</p>	<p>Five-point Likert scale (1 – Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly Agree)</p>	<p>(Wei & Lu, 2013)</p>
Memory (Advertising Memorability)	<p>I think this advertisement is impressive. (</p> <p>After seeing this advertisement, I can recall its content.</p>	<p>Five-point Likert scale (1 – Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly Agree)</p>	<p>(Wei & Lu, 2013)</p>

Table 2: Variables and its measures

All the upper-mentioned variables have been used within the final version of the survey, but not all of them were used for further data analysis. The crucial variables for this study are: Attitude towards Celebrity (ATC), Brand Loyalty (BL), Brand Awareness (BAw), Perceived Quality (PQ), Brand Associations (BAs), Brand Identity (BID), Growth in Interest (GI), Word of Mouth (WOM) and Brand Equity (BE). Altogether, there are 27 key questions in this survey. The other measurements and questions linked to them were used for building a cohesive survey, as well as backing-up the important measurement and test the respondent in case of incorrect or intentional misleading responses.

4.4. *Common method bias*

The *Common Method Bias* (CMB) is a popular exploratory factorial analysis (EFA) technique which aids in examining the measurements of our study. This type of analysis has been widely-used by many scholars to trial the CMB (Podsakoff, MacKenzie & Lee, 2003).

In order to explain the findings in a more personalized manner, we will talk about each CMB analysis based on the country of origin where the research was performed.

First, we will explore the CMB of the Brazilian market. The scores of the EFA show that there's no unique cause that would explain the majority of the results' variance. The probe resulted in 10 factors with *Eigenvalues* above 1, with the first factor from the findings explaining around 27% of the variance – Table 3 (Common Method Bias Brazil). These results consent us to deduct that the data do not have *common method bias*.

Table 3: Common Method Bias Brazil

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11,929	27,112	27,112	11,929	27,112	27,112	6,060	13,773	13,773
2	5,884	13,372	40,484	5,884	13,372	40,484	6,003	13,643	27,415
3	3,319	7,543	48,027	3,319	7,543	48,027	3,531	8,025	35,440
4	2,560	5,818	53,845	2,560	5,818	53,845	3,076	6,991	42,431
5	1,862	4,232	58,077	1,862	4,232	58,077	2,907	6,608	49,039
6	1,398	3,178	61,255	1,398	3,178	61,255	2,438	5,542	54,581
7	1,338	3,042	64,297	1,338	3,042	64,297	2,317	5,266	59,846
8	1,295	2,942	67,239	1,295	2,942	67,239	2,253	5,120	64,967
9	1,143	2,599	69,838	1,143	2,599	69,838	1,848	4,201	69,167
10	1,066	2,422	72,260	1,066	2,422	72,260	1,361	3,093	72,260
11	,993	2,258	74,518						
12	,875	1,988	76,506						
13	,793	1,803	78,308						
14	,763	1,733	80,042						
15	,676	1,537	81,579						
16	,603	1,372	82,951						
17	,587	1,335	84,286						
18	,550	1,249	85,535						
19	,480	1,092	86,627						
20	,468	1,064	87,690						
21	,462	1,049	88,739						
22	,419	,953	89,692						
23	,377	,856	90,548						
24	,374	,850	91,398						
25	,331	,751	92,149						
26	,318	,722	92,871						
27	,312	,708	93,579						
28	,272	,618	94,197						
29	,253	,576	94,773						
30	,253	,575	95,347						
31	,245	,556	95,904						
32	,228	,518	96,422						
33	,224	,509	96,931						
34	,205	,466	97,397						
35	,191	,435	97,832						
36	,178	,404	98,236						
37	,164	,372	98,608						
38	,143	,326	98,934						
39	,140	,319	99,252						
40	,123	,280	99,533						
41	,113	,257	99,790						
42	,092	,210	100,000						
43	2,209E-016	5,020E-016	100,000						
44	-7,044E-017	-1,601E-016	100,000						

Extraction Method: Principal Component Analysis.

The results from the Moldovan market resulted in 11 factors having a result above 1 in the *Eigenvalues* section of the CMB. As in the previous sample, the outcome of the performed EFA does not indicate the presence of a unique factor that would be able to explain the preponderance of the results' discrepancy. In this market, the first factor explains around 26% of the variance – Table 4 (Common Method Bias Moldova). These data allow us to conclude that the data do not have *common method bias*.

Table 4: Common Method Bias Moldova

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11,527	25,616	25,616	11,527	25,616	25,616	4,393	9,763	9,763
2	3,720	8,268	33,883	3,720	8,268	33,883	3,816	8,479	18,242
3	2,553	5,672	39,556	2,553	5,672	39,556	3,525	7,833	26,075
4	2,163	4,807	44,363	2,163	4,807	44,363	3,241	7,202	33,277
5	1,883	4,184	48,547	1,883	4,184	48,547	2,759	6,132	39,409
6	1,740	3,866	52,413	1,740	3,866	52,413	2,623	5,828	45,237
7	1,517	3,372	55,784	1,517	3,372	55,784	2,307	5,128	50,365
8	1,301	2,890	58,674	1,301	2,890	58,674	2,186	4,859	55,224
9	1,230	2,734	61,408	1,230	2,734	61,408	2,173	4,828	60,052
10	1,138	2,530	63,938	1,138	2,530	63,938	1,600	3,556	63,607
11	1,113	2,472	66,410	1,113	2,472	66,410	1,261	2,803	66,410
12	,985	2,190	68,600						
13	,978	2,172	70,772						
14	,886	1,970	72,742						
15	,832	1,850	74,592						
16	,760	1,689	76,281						
17	,710	1,578	77,859						
18	,679	1,508	79,367						
19	,657	1,461	80,828						
20	,643	1,428	82,256						
21	,605	1,344	83,600						
22	,591	1,312	84,912						
23	,534	1,188	86,100						
24	,515	1,145	87,245						
25	,498	1,108	88,352						
26	,481	1,068	89,420						
27	,447	,993	90,413						
28	,426	,946	91,360						
29	,396	,879	92,239						
30	,377	,838	93,077						
31	,362	,804	93,881						
32	,341	,758	94,638						
33	,322	,715	95,353						
34	,296	,659	96,012						
35	,284	,631	96,643						
36	,272	,605	97,248						
37	,224	,497	97,746						
38	,197	,437	98,183						
39	,185	,412	98,595						
40	,179	,397	98,992						
41	,160	,355	99,348						
42	,153	,339	99,687						
43	,141	,313	100,000						
44	6,027E-017	1,339E-016	100,000						
45	-9,916E-017	-2,204E-016	100,000						

Extraction Method: Principal Component Analysis.

The third row of data which was investigated is from Portugal. The results of the performed EFA in the Portuguese market also do not indicate the existence of a distinctive factor that could justify the majority of the result's divergence. The probe resulted in 10 factors with Eigenvalues exceeding 1, and with the first factor explaining around 32% of the variance – Table 5 (Common Method Bias Portugal). These findings allow us to assume that the data do not have *common method bias*.

Table 5: Common Method Bias Portugal

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13,918	31,631	31,631	13,918	31,631	31,631	6,438	14,632	14,632
2	5,506	12,513	44,144	5,506	12,513	44,144	5,739	13,043	27,674
3	3,683	8,371	52,515	3,683	8,371	52,515	4,825	10,966	38,640
4	2,383	5,416	57,931	2,383	5,416	57,931	3,129	7,112	45,753
5	1,775	4,035	61,966	1,775	4,035	61,966	3,026	6,877	52,630
6	1,554	3,532	65,498	1,554	3,532	65,498	2,929	6,656	59,286
7	1,373	3,121	68,619	1,373	3,121	68,619	2,914	6,624	65,910
8	1,160	2,637	71,257	1,160	2,637	71,257	1,637	3,721	69,631
9	1,035	2,353	73,610	1,035	2,353	73,610	1,399	3,180	72,811
10	1,020	2,317	75,927	1,020	2,317	75,927	1,371	3,116	75,927
11	,943	2,144	78,071						
12	,837	1,902	79,974						
13	,746	1,696	81,670						
14	,654	1,487	83,156						
15	,616	1,401	84,557						
16	,593	1,348	85,906						
17	,490	1,113	87,019						
18	,455	1,035	88,054						
19	,436	,990	89,044						
20	,417	,948	89,991						
21	,383	,870	90,861						
22	,360	,817	91,679						
23	,348	,790	92,469						
24	,313	,712	93,180						
25	,269	,611	93,792						
26	,247	,560	94,352						
27	,235	,534	94,886						
28	,227	,516	95,402						
29	,220	,499	95,901						
30	,207	,470	96,371						
31	,200	,454	96,825						
32	,177	,403	97,228						
33	,168	,382	97,611						
34	,157	,358	97,968						
35	,154	,349	98,318						
36	,132	,300	98,617						
37	,119	,271	98,888						
38	,118	,267	99,155						
39	,112	,254	99,409						
40	,104	,236	99,645						
41	,081	,184	99,829						
42	,075	,171	100,000						
43	-2,716E-017	-6,173E-017	100,000						
44	-2,065E-016	-4,693E-016	100,000						

Extraction Method: Principal Component Analysis.

4.5. Non response bias

In order to test for non-response bias, all key constructs measurements of the theoretical model were compared between early and late respondents (considered as the first 75% and last 25% to return questionnaires, respectively). There were no significant differences detected between early and late respondents (Armstrong & Overton, 1977).

4.6. Sample profile

Due to the fact that the research has gathered data from an international perspective, including three different markets, we will explore the findings of each market and view the profiles of the samples accordingly.

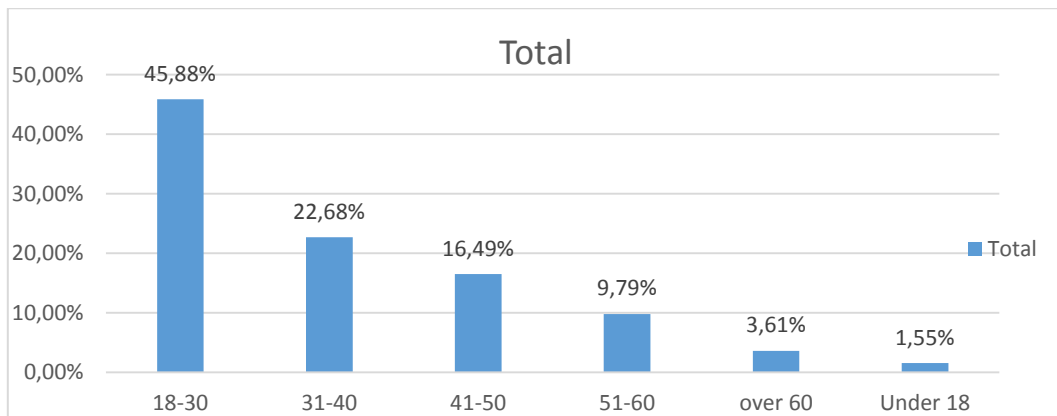
One common factor within all the markets is the degree level of the respondents, because the surveys were disseminated through the online methods within the universities of Brazil (São Paulo, Minas Gerais, Rio de Janeiro, Bahia, Brasília, Rio Grande do Sul, Paraná, Goiás, Sergipe), Portugal (Leiria, Lisbon, Porto, Coimbra, Aveiro, Évora, Açores, Braga) and Moldova (Chişinău, Bălţi). Due to this fact most of the ones who took the survey are bachelor or masters students, a smaller number of the respondents are doctorates and professors. We should denote the fact that the samples were taken from different types of courses from various areas of studies, and the general sample includes people of different age groups, which gives us the possibilities to apply the findings of this research in the real world.

Looking back on each market, and analysing them individually, we will begin with exploring the answers taken from the Brazilian market. These findings show that from a total of 194 individuals that took the survey, 52.58% of the respondents are female and 47.42% are men (Table 6).

Table 6: Percentage of male and female respondents (Brazil)

Respondents	Percentage
Female	52.58%
Male	47.42%
Total	100.00%

Figure 14: The Age Groups of the respondents (Brazil)



Most of the customers who responded the survey are concentrated in the 18-30 age group, which is around 45.88% out of the 194 individuals who contributed to the research. The second biggest age group is centred around 22.68%, those individuals aged 31-40. The third biggest group is compound of those aged 41-50 and it grosses a 16.49% of responses. The general info about the ages and how many respondents of each age took part in the survey is available in Figure 14.

These statistics prove that for the Brazilian market the most input was made by students, aged 18-30. Their purchase preferences, as well as, brand awareness is noticeable in the answers and we can detect a certain memorability pattern within the answers of the favourite brands and celebrities used in the campaigns of the brands.

The most famous brands that were mentioned over 3 or more times are the following:

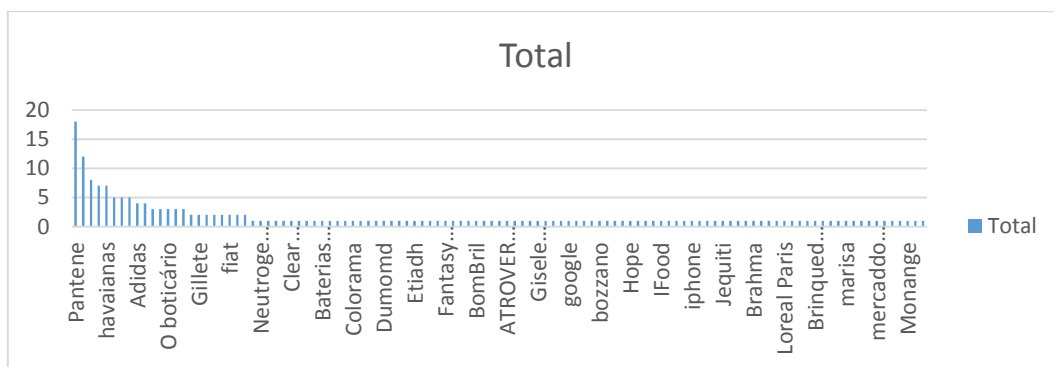
Table 7: Most famous brands (Brazil)

Brand	Mentions
Pantene	22
Friboy	13
Nespresso	10
Havaianas	10
Sky	8
Nike	8
Vivara	6

Brand	Mentions
L'Oréal	6
Clear	6
O Boticário	6
Seara	6
Chanel	5
Colcci	4
Adidas	4

These 14 brands were mentioned most in the responses of the customers (over three mentions per market) and they attribute to 58.76% of answers, which means that over a half of the consumers have seen their campaigns and remember the endorser, as well as, the product promoted.

Figure 15: The most famous brands (Brazil)



The most famous celebrities that were recalled from the advertisements and campaigns of the previously mentioned brands are:

Table 8: Most famous celebrity endorsers (Brazil)

Celebrity Endorsers	Mentions
Gisele Bündchen	45
Neymar	17
George Clooney	10
Tony Ramos	10
Susana Vieira	8
Grazi Massafera	8
Fatima Bernardes	6
Cléo Pires	5
Ivete Sangalo	5
Cristiano Ronaldo	4
Justin Bieber	3
Lady Gaga	3
Charlize Theron	3
Geovana Lanceloti	2
Rafael Nadal	2
Antonio Fagundes	2
Roberto Carlos	2
Giovana Antonelli	2
Paola Oliveira	2
Britney Spears	2
Daniele Suzuki	2

Gisele Bündchen who was mentioned 45 times (23.19% of the results) was the endorser for Pantene, Sky, Vivara, Chanel, Clear, Colcci, Oral-B, as well as other brands. These brands leverage on the beauty and fame-status of the celebrity and thus build their brand's campaign along these lines. Neymar is the next in the list of most famous CEs, with 17 mentions, which accounts for 8.76% of the total responses.

The next two who scored same amount of responses (10) are George Clooney & Tony Ramos, each gaining 5.15% of popularity. The other endorsers have scored below 5% each but their impact is huge due to the amount of responses that mentioned a certain individual more than once (Susana Vieira, Grazi Massafera, Ivete Sangalo, Cristiano Ronaldo, Justin Bieber & Lady Gaga).

Moving onward to the analysis of the Portuguese market, where we have gathered findings from 195 individuals. From the total, we observe a bigger ratio of women who answered the survey, around 61.54%. The remaining answers, 75 male respondents, account for 38.46% of the total survey answers.

Table 9: Percentage of male and female respondents (Portugal)

Respondents	Percentage
Female	61.54%
Male	38.46%
Grand Total	100.00%

Out of the 195 respondents, we distinguish 6 main age groups. The one which has gained the biggest amount of responses to the questionnaires is the 18-30 age group with 29.23% out of total. The second biggest age-group is the one compound of consumers between ages of 31 and 40 (25.13% of total responses), which is followed by the 41-50 age group with the total percentage of 23.59.

Figure 16: The Age Groups of the respondents (Portugal)

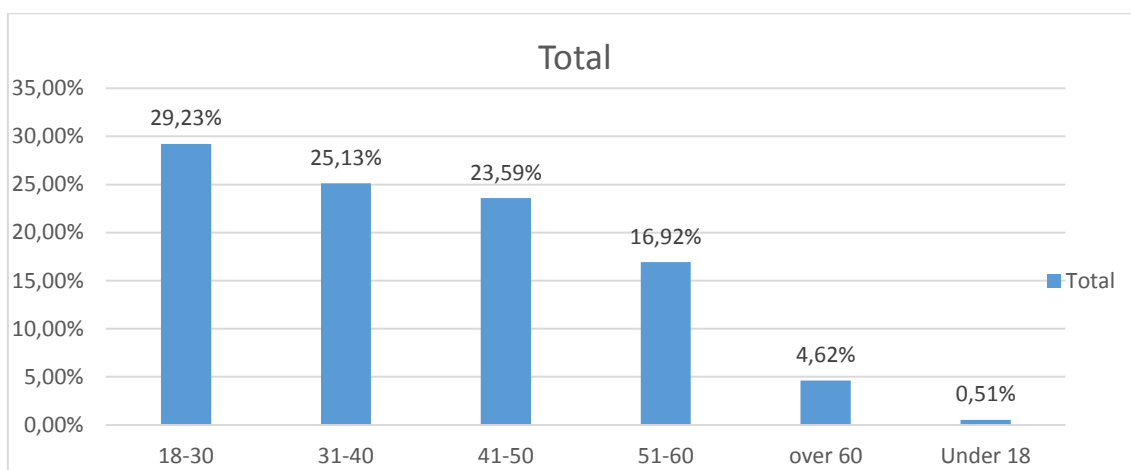


Figure 16 provides us with visible information, showing that the most respondents are concentrated between the ages of 18-30. These individuals are usually the young professionals or the students that are most likely to be affected by the marcom strategies, as mentioned in the research made by Wang, Cheng & Chu (2013).

All the groups had to mention a brand they liked and the celebrity from the advertisement campaign of this brand whom they remembered, in such a way we were able to test the memorability, interest and many other measurements such as brand associations and brand loyalty.

Below we can observe those endorsers who were mentioned over 2 times below:

Table 10: Most famous celebrity endorsers (Portugal)

Celebrity Endorsers	Mentions
George Clooney	50
Cristiano Ronaldo	42
Charlize Theron	9
David Beckham	7
Rita Pereira	5
Simone de Oliveira	5
Ricardo Araujo Pereira	4
Julia Roberts	4

Catarina Furtado	4
Shakira	4
Claúdia Vieira	4
Diana Chaves	4
Sara Sampaio	3
Fernanda Serrano	3
Gisele Bündchen	3

In the Portuguese market the most famous celebrity which has been mentioned 50 times in the course of questionnaire gathering is George Clooney, competitively the brand Nespresso has scored the same amount of mentions which can lead us to believe that the marketing campaign of this company was well promoted and has an effect on the Portuguese market.

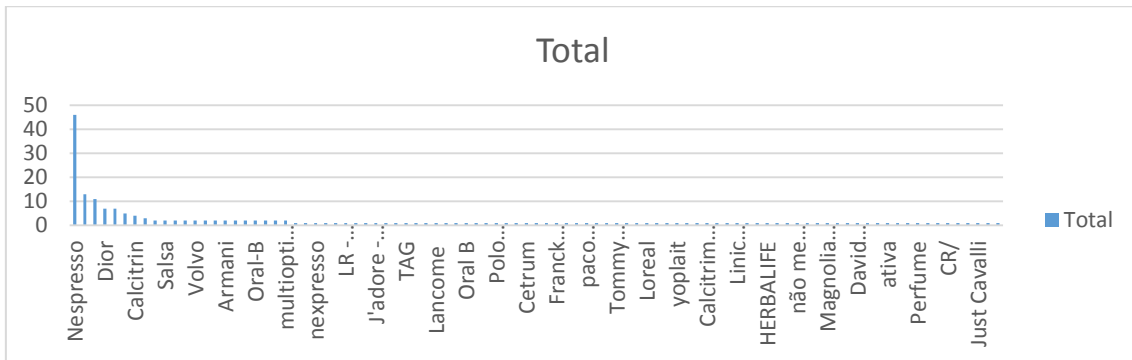
Table 11: Most famous brands (Portugal)

Brand Name	Mentions
Nespresso	50
MEO	14
Linic	14
Dior	10
Nike	7
H&M	6
Calcitrin	6
L'Oréal	5
Lancôme	4

Brand Name	Mentions
Sacoor Brothers	4
CR7	4
Seaside	3
Victoria's Secret	3
TAG Heuer	3
Oral-B	3
Chanel	3
Pantene	3
Activia	2

George Clooney was followed by the locally famous sports celebrity Cristiano Ronaldo who was mentioned 42 times and who has endorsed more brands such as Sacoor Brothers (4 mentions), Nike (7 mentions), Linic (14 mentions) and the local mobile operator MEO (mentioned 14 times). The other mention-worthy celebrities are Charlize Theron (9 mentions), David Beckham (7 mentions), and Rita Pereira with Simone de Oliveira, who both gathered 5 mentions each.

Figure 17: The most famous brands (Portugal)



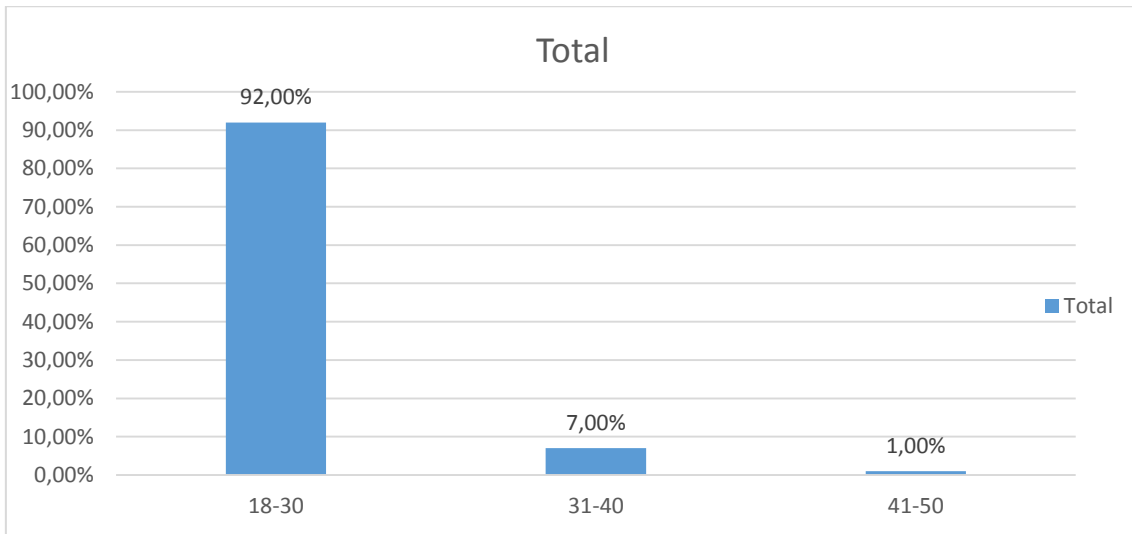
The last market we will investigate is the Moldovan one. For this region we have gathered 200 survey responses, with a considerably bigger percentage of women that took the questionnaire (around 77.50%) and only 22.50% of male respondents. The survey was made on the campus of the Alecu Russo Balti State University (2016) from northern Moldova, and it included students of bachelor and masters as well as teachers. Due to the current social and cultural situation in the country, a bigger number of women attend the courses of bachelor and masters in the Faculty of Exact, Economic and Environmental Sciences, as well as, in the other two faculties that got involved in the research (Faculty of Philology, as well as the Faculty of Law and Social Sciences).

Table 12: Percentage of male and female respondents (Moldova)

Row Labels	Count of Sex
Female	77.50%
Male	22.50%
Grand Total	100.00%

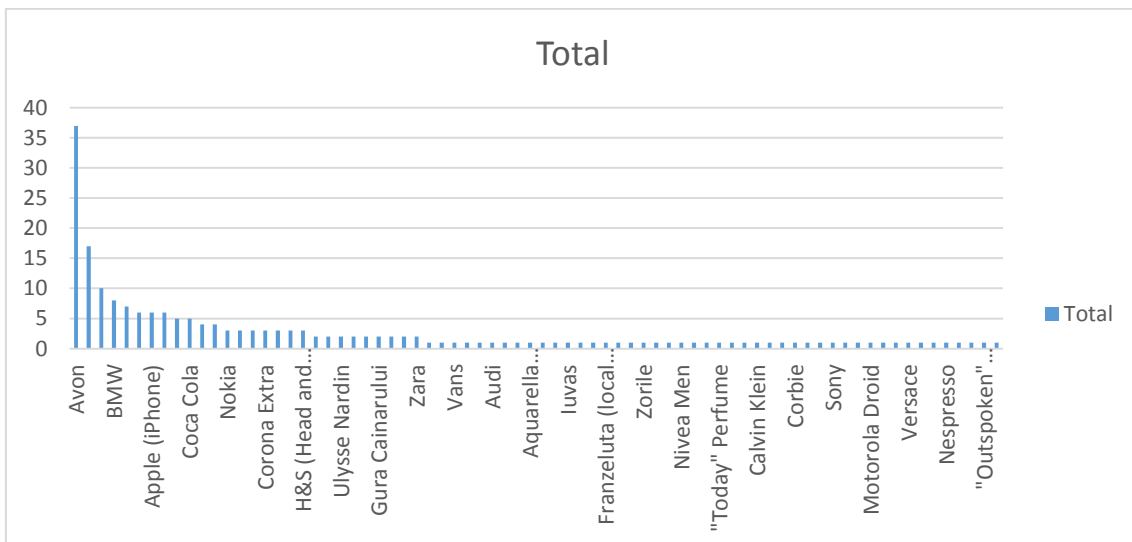
This translates into three distinctive age-groups, which are shaped of students attending the university, as well as teachers:

Figure 18: The Age Groups of the respondents (Moldova)



The group with the highest percentage is centred around the individuals aged 18-30, it grosses up to 92% of all responses. The second age group of importance are those aged 31-40, with 7%, and the smallest one, with only 1%, consists of those consumers aged 41-50. It is important to denote that all individuals who took the questionnaire are over 18 and exercise their buying daily, which means that they are affected by brands on some type of level.

Figure 19: The most famous brands (Moldova)



Consequently, we observe the brands that gathered biggest amount of mentions from the survey answers:

Table 13: Most famous brands (Moldova)

Brands	Mentions
Avon	37
Oriflame	19
Nike	10
BMW	8
Samsung Galaxy	7
Clear shampoo	6
Apple (iPhone)	6
Gucci	6
Adidas	5
Coca Cola	5

Brands	Mentions
Chanel	4
Pepsi-Cola	4
Corona Extra	3
Mercedes-Benz	3
Dolce & Gabbana	3
H&M	3
Nokia	3
H&S	3
Pantene	3
Bucuria (MD candy)	2

Based on the gathered data, in this area the two most famous brands that were mentioned over 15 times are Avon (37 mentions) and Oriflame (19 mentions). Both companies are part of the same business area – cosmetics and perfumes, and they also branch out into accessories and fashion wear. These two brands have used in their advertising campaigns such local celebrities as Andreea Marin (9 mentions), Antonia Iacobescu (8 mentions), Loredana Groza (5 mentions) and Loredana Lup (also 5 mentions).

Nike has taken the third place in the list, receiving endorsement from a famous Portuguese football player – Cristiano Ronaldo (most mentions out of all the CEs – 18 times), who was also used by Clear (6 mentions). Other notable mentions are BMW (8 times) due to their usage of the James Bond movie actors in their campaigns, as well as, such renowned action movie stars as Brad Pitt. Based on the findings, in this area local celebrities as well as globally known stars are usually used for CE.

Table 14: Most famous celebrity endorsers (Moldova)

Celebrity Endorser	Mentions
Cristiano Ronaldo	18
Dima Bilan	12
Andreea Marin	9
Antonia Iacobescu	8
Brad Pitt	8
David Beckham	7
Beyoncé	6
Cristina Croitoru	5
Loredana Groza	5
Loredana Lup	5
Keira Knightley	4
Andra	4
Lionel Messi	3
Ani Lorak	3
Natalia Gordienko	3
Samuel L. Jackson	3
Jennifer Lopez	3
Demi Moore	3
Rita Ora	3

5. Data Analysis

5.1. Descriptive Analysis

In order to be able to comprehend the subject of this study and its core elements, we performed a descriptive analysis of the data taken from the survey results. Each of the core measurements were investigated, computing the mean and standard deviations (Table X).

Construct	Portugal		Moldova		Brazil	
	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation
Attitude towards Celebrity	4.07	0.810	4.25	0.740	3.92	0.986
Perceived Quality (PQ)	3.84	0.884	4.34	0.772	3.88	1.011
	3.78	0.961	4.19	0.802	3.62	1.126
	3.80	0.905	4.02	0.753	3.87	0.940
	4.16	0.881	4.05	0.752	4.10	0.987
Brand Loyalty (BL)	2.33	1.196	3.61	1.021	2.13	1.086
	2.45	1.270	3.69	1.128	2.54	1.233
	2.34	1.261	3.68	1.182	2.19	1.099
Brand Awareness (BAw)	4.09	0.792	4.32	0.807	4.07	1.000

Brand Identification (BI)	1.75	0.968	3.07	0.998	1.56	0.859
	1.87	0.999	3.50	1.037	1.69	0.950
	1.67	0.897	2.98	1.152	1.54	0.835
Brand Associations (BAAs)	4.10	0.992	4.37	0.828	3.97	1.055
	3.85	0.948	4.18	0.768	3.83	1.002
	4.12	0.942	3.51	1.173	3.99	0.952
Brand Equity (BE)	2.42	1.078	3.50	1.022	2.68	1.181
	2.66	1.149	3.75	0.951	2.81	1.150
	2.76	1.120	3.68	1.037	2.75	1.123
	2.61	1.070	3.61	0.924	2.77	1.110
Word of Mouth (WOM)	2.63	1.143	3.81	0.859	2.52	1.104
Growth in Interest (GI)	2.77	1.243	3.77	0.913	2.76	1.240
	2.88	1.197	3.67	0.953	2.84	1.233
	2.87	1.133	3.76	0.964	2.63	1.183
	3.07	1.128	3.80	0.902	2.94	1.182
Memory (Memorability)	3.41	1.087	3.84	0.894	3.39	1.015
	3.82	0.814	NA	NA	3.67	0.880

Table 15. Descriptive statistics analysis of the measures

Additionally, we test out the internal consistency by verifying the data, as well as the uniformity of the variables. The study relies on the correlation between the various items in order to calculate the same construct. In order to compute the internal consistency of the variable we use Cronbach's Alpha.

	Cronbach's Alpha		
	Brazil	Moldova	Portugal
Attitude Towards Celebrity	1.000	1.000	1.000
Brand Associations	0.821	0.657	0.813
Brand Awareness	0.613	1.000	0.776
Brand Equity	0.872	0.777	0.904
Brand Identification	0.896	0.805	0.924
Brand Loyalty	0.910	0.823	0.920
Growth in Interest	0.875	0.863	0.892
Memorability Rate	0.602	0.684	0.631
Perceived Quality	0.870	0.797	0.892
Word of Mouth	1.000	0.773	0.805

Table 16. Cronbach's Alpha for all three countries

Based on previous research and theoretical proposal made by Churchill (1979), the majority of results detected in the Cronbach's Alpha section should be above 0.7, which would prove that the inner consistency is acceptable. Some other findings from same area argue that any value which is higher than 0.6 is also acceptable and can prove the consistency of the data (Churchill, 1979; Malhotra, Birks & Wills, 2012). From the information displayed in table above, it is visible that all results of the data analysis are over 0.6, and due to the theoretical background stated above we can deduct that the measures used in this research are valid.

5.2 Validity and Reliability of the Measures and Structural Evaluation

The statistical investigation of this research was accomplished through the Partial Least Square (PLS) software, by SmartPLS 2.0 M3. We executed the analysis using the method of structural equation modelling, otherwise called SEM. We opted for this method

due to the many pros that such tactic brings to the table: it gives us the possibility to elaborate and obtain more complex Path Models with no estimation prejudices, as well as makes it feasible to detect the relations between measures through a number of entries (latent variables). Hence, in order for us to deduct and explore the PLS model, we follow the practice adopted from the findings of Hulland (1999).

First, we investigated the reliability and validity of the model, and after that we defined the structural model for each market individually (Fig x below).

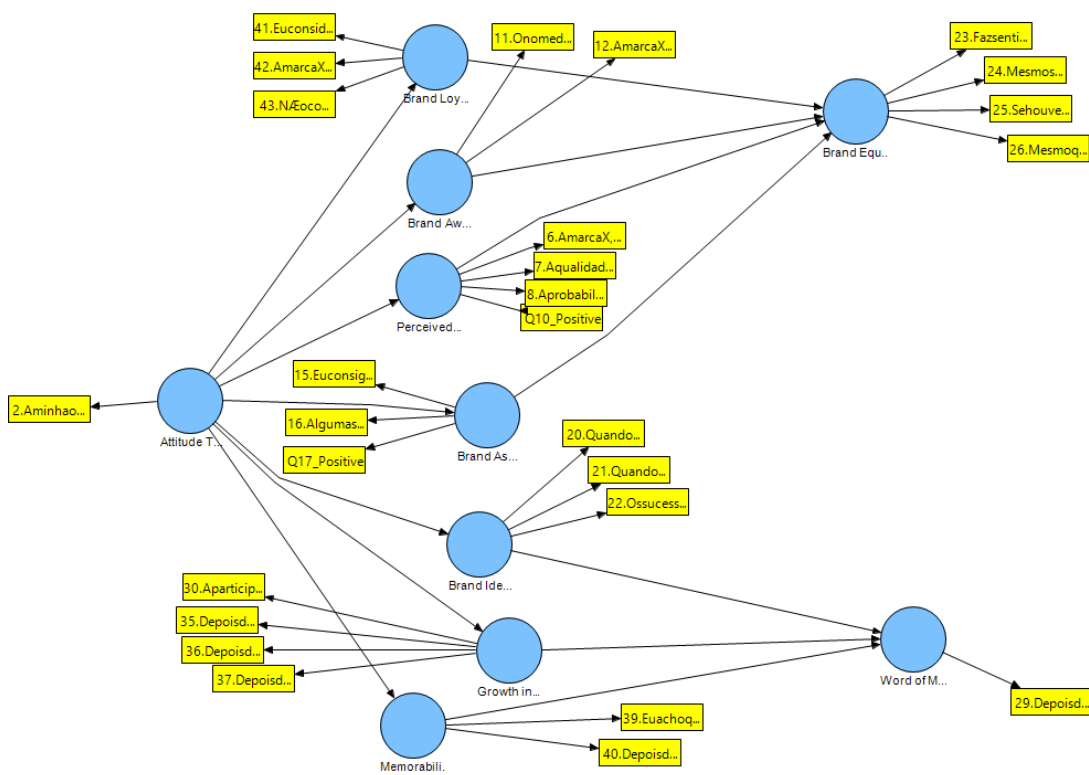


Figure 20: Reliability and Validity of the model (Brazil)

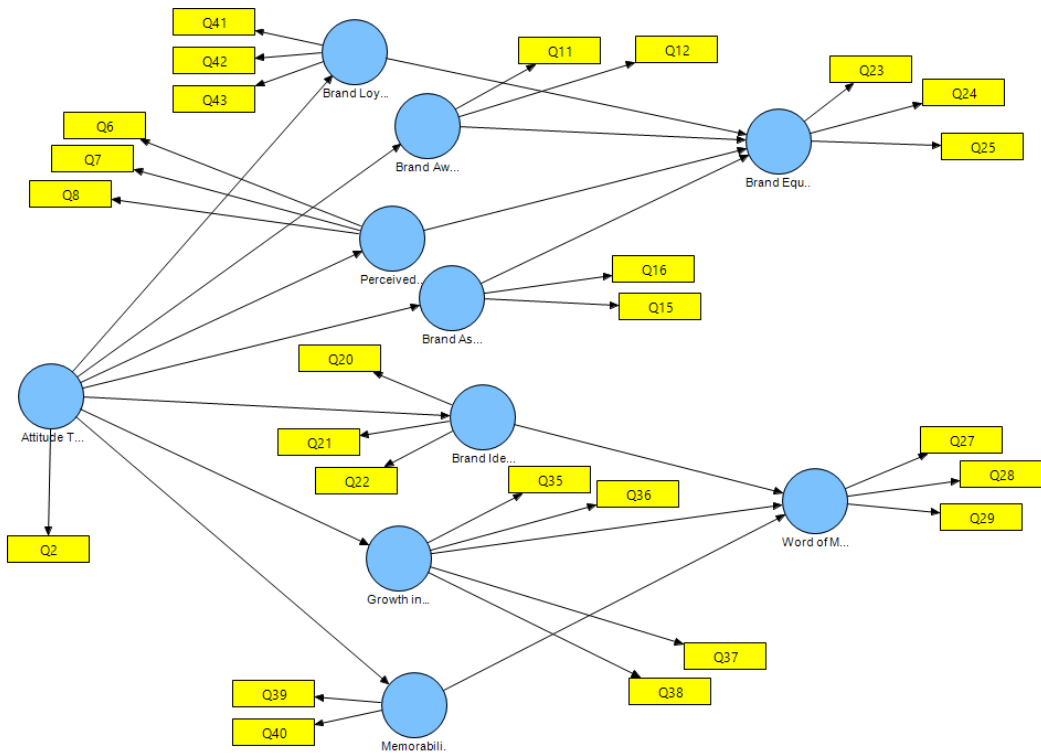


Figure 21: Reliability and Validity of the model (Moldova)

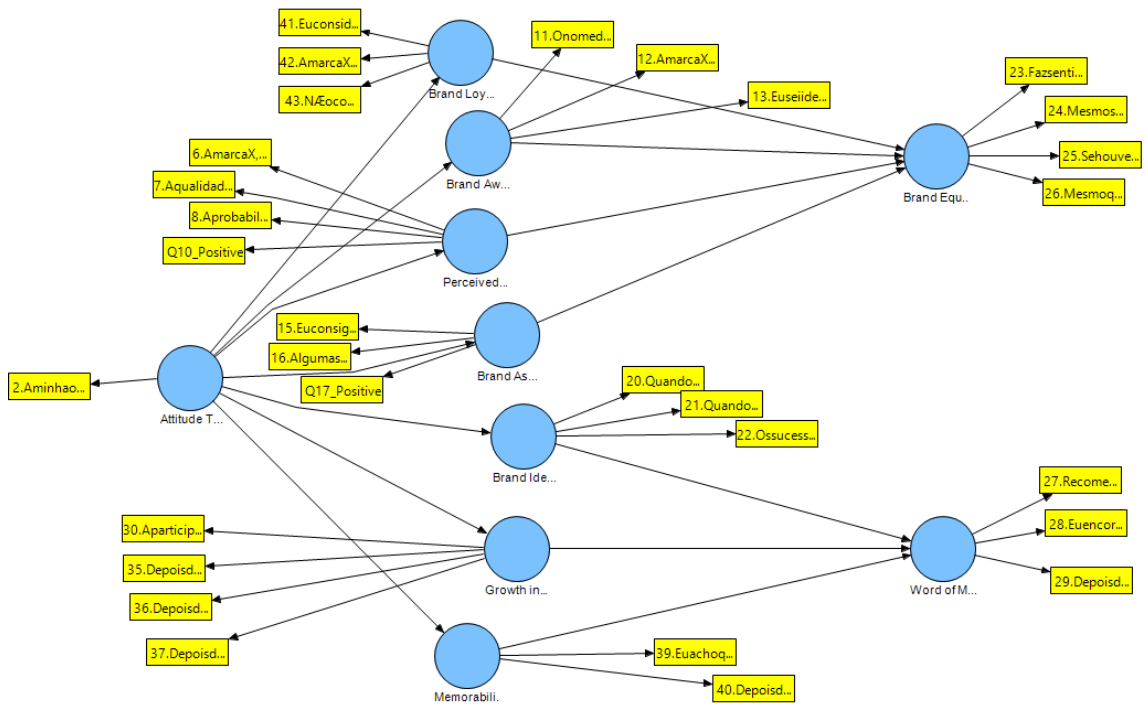


Figure 22: Reliability and Validity of the model (Portugal)

5.2.1. Reliability of the Items

In order for us to initiate the examination of the suitability of the model, we executed an idiosyncratic evaluation for each of the items, which is performed through detecting simple correlations amongst the measures of the survey (latent variables). Due to previously researched theory on the subject, we decided to adopt the approach used by Bagozzi & Yi (1988), which means that acceptable particles should have factor loading scores equal or higher than 0.7, shared between construct. From the above mentioned figures and previously stated data, we can denote that all the items have factor loading scores higher than 0.7, which leads us to believe in the reliability of the data (Barclay, Higgins & Thomson, 1995).

Construct	Cronbach Alpha			Composite Reliability			AVE			R Square		
	Brazil	Moldova	Portugal	Brazil	Moldova	Portugal	Brazil	Moldova	Portugal	Brazil	Moldova	Portugal
Attitude Towards Celebrity	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	-	-	-
Brand Associations	0.821	0.657	0.813	0.891	0.849	0.889	0.733	0.738	0.727	0.043	0.019	0.024
Brand Awareness	0.613	1.000	0.776	0.838	0.807	0.858	0.721	0.677	0.670	0.015	0.016	0.013
Brand Equity	0.872	0.777	0.904	0.913	0.871	0.933	0.724	0.692	0.777	0.577	0.416	0.400
Brand Identification	0.896	0.805	0.924	0.935	0.884	0.952	0.826	0.717	0.868	0.001	0.059	0.000
Brand Loyalty	0.910	0.823	0.920	0.943	0.895	0.950	0.846	0.739	0.862	0.010	0.062	0.001
Growth in Interest	0.875	0.863	0.892	0.914	0.907	0.925	0.726	0.710	0.755	0.217	0.098	0.134
Memorability Rate	0.602	0.684	0.631	0.831	0.863	0.841	0.711	0.759	0.727	0.093	0.087	0.099
Perceived Quality	0.870	0.797	0.892	0.910	0.880	0.924	0.717	0.710	0.754	0.127	0.111	0.039
Word of Mouth	1.000	0.773	0.805	1.000	0.867	0.883	1.000	0.684	0.715	0.558	0.349	0.596
Construct	Factor Loading											
	Brazil	Moldova	Portugal	Brazil	Moldova	Portugal	Brazil	Moldova	Portugal	Brazil	Moldova	Portugal
Attitude Towards Celebrity	1.000			1.000			1.000					
Brand Associations	0.899			0.798			0.849					
	0.891			0.916			0.844					
Brand Awareness	0.772			-			0.865					
	0.838			0.845			0.910					
Brand Equity	-			-			0.774					
	0.789			0.789			0.826					
Brand Identification	0.887			0.857			0.903					
	0.821			0.848			0.874					
Brand Loyalty	0.901			-			0.921					
	0.936			0.817			0.920					
Growth in Interest	0.898			0.881			0.933					
	0.891			0.841			0.942					
Memorability Rate	0.911			0.863			0.926					
	0.924			0.887			0.952					
Perceived Quality	0.925			0.827			0.907					
	0.829			-			0.826					
Word of Mouth	0.836			0.794			0.889					
	0.886			0.895			0.876					
Not Applicable (NA)	0.857			0.868			0.883					
	0.893			0.809			0.897					
Brand Associations	0.791			-			0.805					
	0.884			0.777			0.894					
Brand Awareness	0.881			0.919			0.886					
	0.875			0.826			0.927					
Brand Equity	0.787			-			0.756					
	-			0.832			0.814					
Brand Identification	-			0.852			0.870					
	1.000			0.797			0.852					
Not Applicable (NA)	values below 0.7 are not mentioned											

Table 17: Statistical Analysis of the Constructs

5.2.2. Convergent Validity

The reliability of the constructs can be tested using Cronbach Alpha (Cronbach, 1951), the composite reliability (Aaker & Bagozzi, 1980) and the average variance extracted (AVE) (Fornell & Larcker, 1981).

The previously-mentioned table, which dealt with the Statistical Analysis of the Constructs, shows us that the values of the Cronbach Alpha are above 0.60/0.70. These findings confirm the fact that the scales are reliable and the exercised measurements have satisfying content validity (Churchill, 1979; Hair et al., 2009; Malhotra et al., 2012).

The composite reliability evaluates the internal consistency of all indicators of the latent variables (Aaker & Bagozzi, 1980). Based on the previous table, we can confirm that the composite reliability for each construct is superior to the recommended value of 0.70, in the Portuguese, Moldova and Brazilian samples (Aaker & Bagozzi, 1980; Bagozzi & Yi, 1988).

Next, we calculated the Average Variance Extracted, otherwise called AVE, that shows the degree to which the assembly of variances are supported by the latent variable (Fornell & Lacker, 1981).

The AVE should also be over 0.5, as a result it can be said that at least half of the variation can be supported by the latent variable. The table above displays the AVE value of each of the variables from our questionnaire and which have gained scores above 0.5, the lowest one being 0.670, which in its turn proves the validity of our constructs (Fornell & Larcker, 1981; Chin, 1998).

5.2.3. Discriminant validity

We execute discriminant validity for the sake of understanding and balancing the convergent validity of the data. This method assesses in which way the measurements that were mentioned in the hypotheses differ from those utilized to calculate the other construct within the same model. The technique introduced by Fornell and Larcker (1981) aided our research in estimating the legitimacy of the discriminant.

From the information displayed in the tables 18-20 we can take a closer look into the discriminant validity of each market, presented in three tables for each of the countries.

The correlation matrix to each one of the three markets, Brazil, Moldova and Portugal, contains the correlations between the different constructs and it shows in the main diagonal, the AVE values' square roots, that should be higher than the values outside the diagonal in the correspondent lines and columns (Fornell & Larcker, 1981).

BRAZIL										
	Attitude Towards Celebrity	Brand Associations	Brand Awareness	Brand Equity	Brand Identification	Brand Loyalty	Growth in Interest	Memorability Rate	Perceived Quality	Word of Mouth
Attitude Towards Celebrity	1.000									
Brand Associations	0.208	0.856								
Brand Awareness	0.121	0.445	0.849							
Brand Equity	0.228	0.256	0.091	0.851						
Brand Identification	-0.022	0.056	0.030	0.411	0.909					
Brand Loyalty	0.100	0.317	0.164	0.667	0.440	0.920				
Growth in Interest	0.466	0.075	0.042	0.411	0.302	0.369	0.852			
Memorability Rate	0.304	0.147	0.097	0.164	-0.021	0.081	0.304	0.843		
Perceived Quality	0.357	0.364	0.314	0.362	0.098	0.413	0.202	0.125	0.847	
Word of Mouth	0.418	0.125	0.066	0.494	0.325	0.365	0.736	0.272	0.208	1.000

Table 18 – Discriminant validity for the Brazil

MOLDOVA										
	Attitude Towards Celebrity	Brand Associations	Brand Awareness	Brand Equity	Brand Identification	Brand Loyalty	Growth in Interest	Memorability Rate	Perceived Quality	Word of Mouth
Attitude Towards Celebrity	1.000									
Brand Associations	0.136	0.859								
Brand Awareness	0.128	0.334	0.823							
Brand Equity	0.287	0.255	0.194	0.832						
Brand Identification	0.243	0.174	0.135	0.424	0.847					
Brand Loyalty	0.248	0.154	0.229	0.604	0.435	0.860				
Growth in Interest	0.313	0.137	0.205	0.272	0.377	0.446	0.843			
Memorability Rate	0.295	0.189	0.236	0.292	0.301	0.468	0.560	0.871		
Perceived Quality	0.333	0.174	0.152	0.388	0.317	0.376	0.262	0.208	0.843	
Word of Mouth	0.260	0.310	0.192	0.439	0.445	0.422	0.521	0.377	0.4582	0.827

Table 19 – Discriminant validity for Moldova

PORTUGAL										
	Attitude Towards Celebrity	Brand Associations	Brand Awareness	Brand Equity	Brand Identification	Brand Loyalty	Growth in Interest	Memorability Rate	Perceived Quality	Word of Mouth
Attitude Towards Celebrity	1.000									
Brand Associations	0.155	0.853								
Brand Awareness	0.114	0.518	0.818							
Brand Equity	0.072	0.301	0.170	0.882						
Brand Identification	-0.009	0.199	0.054	0.529	0.932					
Brand Loyalty	0.023	0.367	0.211	0.626	0.510	0.929				
Growth in Interest	0.366	0.285	0.031	0.403	0.417	0.320	0.869			
Memorability Rate	0.314	0.233	0.220	0.119	0.262	0.160	0.467	0.852		
Perceived Quality	0.199	0.503	0.414	0.261	0.186	0.313	0.390	0.267	0.868	
Word of Mouth	0.232	0.437	0.238	0.563	0.546	0.615	0.724	0.361	0.557	0.846

Table 20 – Discriminant validity for Portugal

5.2.4. Evaluation of the Structural Model

In the table below we can observe an overview of the structural model for the Brazilian market:

Brazil					
H1: Positive attitude towards the celebrity endorser increases brand loyalty.					
T-Value	1.327	Path Coefficient	0.100	Results	Not supported
H2: Positive attitude towards the celebrity endorser leads to higher levels of brand awareness.					
T-Value	1.179	Path Coefficient	0.121	Results	Not supported
H3: Positive attitude towards the celebrity endorser increases the perceived quality of the brand.					
T-Value	4.948***	Path Coefficient	0.357	Results	Supported with a 0.001 significance
H4: Positive attitude towards the celebrity endorser leads to positive brand associations.					
T-Value	2.56**	Path Coefficient	0.208	Results	Supported with a 0.01 significance
H5: Positive attitude towards the celebrity endorser improves brand identification.					
T-Value	0.292	Path Coefficient	-0.022	Results	Not supported
H6: Positive attitude towards the celebrity endorser leads to growth in interest towards the brand.					
T-Value	7.828***	Path Coefficient	0.466	Results	Supported with a 0.001 significance
H7: Positive attitude towards the celebrity endorser improve a brand's advertising memorability.					
T-Value	4.473***	Path Coefficient	0.304	Results	Supported with a 0.001 significance
H8: Increased brand loyalty leads to a growth of brand equity.					
T-Value	12.438***	Path Coefficient	0.617	Results	Supported with a 0.001 significance
H9: Increased brand awareness leads to a growth of brand equity.					
T-Value	1.001	Path Coefficient	-0.066	Results	Not supported
H10: Increased perceived quality leads to a growth of brand equity.					
T-Value	1.594	Path Coefficient	0.110	Results	Not supported
H11: Favourable brand associations lead to a growth of brand equity.					
T-Value	0.755	Path Coefficient	0.050	Results	Not supported
H12: Increased brand identification leads to consumer's positive word of mouth.					
T-Value	2.440**	Path Coefficient	0.121	Results	Supported with a 0.01 significance
H13: Positive growth in interest enhances consumer's positive word of mouth.					
T-Value	14.751***	Path Coefficient	0.679	Results	Supported with a 0.001 significance
H14: Higher levels of advertising memorability lead to consumer's positive word of mouth.					
T-Value	1.225	Path Coefficient	0.068	Results	Not supported
* p < .05; ** p < .01, *** p < .001; We used a one-tailed test for all hypotheses.					

Table 21. Evaluation of the Structural Model of the Brazilian Market

When inspecting Table 21, we see that the first Hypothesis (H1) is not supported by the results, as evidenced by the following values: (β) = 0.1; t-value = 1.327. Therefore, in the Brazilian market, the findings do not demonstrate evidence that positive **Attitude towards the Celebrity Endorser** is related to increases of **Brand Loyalty**.

The second hypothesis (H2) has gained a t-value equal to 1.179 and its (β) is 0.121, which means that Hypothesis 2, just as the previous one, is not supported. Hence, the analysis of the results does not indicate that positive **Attitude towards the Celebrity Endorser** leads to higher levels of **Brand Awareness**.

A further investigation of the results provides us with more information on the market, leading us to the outcome of the third hypothesis: positive **Attitude**

towards the Celebrity Endorser positively influences the **Perceived Quality of the Brand** in the Brazilian market, supporting H3 with the following values: $(\beta) = 0.357$; $p < 0.001$, $t\text{-value} = 4.948$.

Hypothesis 4 has gained the following values: $(\beta) = 0.208$; $t\text{-value} = 2.560$, which means that it is supported with a 0.01 significance. Thus, positive **Attitude towards the Celebrity Endorser** can actually lead to positive **Brand Associations**.

The fifth hypothesis (H5) has gained lower values: $(\beta) = -0.022$; $t\text{-value} = 0.292$. Hence, H5 is not supported and this result does not show a possibility where positive **Attitude towards the Celebrity Endorser** improves **Brand Identification**.

Hypothesis six (H6) denotes improved results: $(\beta) = 0.466$; $t\text{-value} = 7.828$, which means that it is supported with a 0.001 significance. Thus, H6 is viable and it means that positive **Attitude towards the Celebrity Endorser** leads to **Growth in Interest** towards the brand.

Further look into the findings shows us that the seventh hypothesis (H7) has also gained robust results: $(\beta) = 0.304$; $t\text{-value} = 4.473$, which consecutively means that it is supported as the previous hypothesis, with a 0.001 significance. As a result, we can state that positive **Attitude towards the Celebrity Endorser** improves a brand's **Advertising Memorability**.

The next hypothesis (H8) is also supported with a 0.001 significance due to the fact that its (β) is 0.617 and the $t\text{-value}$ (12.438). Hence, this leads us to believe that increased **Brand Loyalty** leads to a growth of **Brand Equity**.

Hypothesis nine (H9) however is not supported. This is due to the fact that the $t\text{-value}$ is 1.001 and the (β) is -0.066. These results do not indicate that an increase in **Brand Awareness** can lead to a growth of **Brand Equity**.

Our findings for the tenth hypothesis (H10) also lead us to believe that there is no data to indicate that an increase in the **Perceived Quality** can lead to a growth of **Brand Equity** (the t-value is 1.594 and the (β) is 0.110).

Consecutively we have gained low values in the results for the eleventh hypothesis (H11): (t-value = 0.755; (β) = 0.050), which means that this hypothesis is not supported. Hence, the positive impact of Brand **Associations** on **Brand Equity** is not supported in the Brazilian market.

The next hypothesis (H12) is supported with a 0.01 significance (t-value is 2.440 (and the (β) is 0.121). This means that an increase in **Brand Identification** can lead to consumer's positive **Word of Mouth**.

H13 gains an even higher t-value equal to 14.751, and its (β) is 0.679. Due to this we can state that the thirteenth hypothesis is supported with a 0.001 significance, that leads us to believe that positive **Growth in Interest** can actually enhance consumer's positive **Word of Mouth**.

The last hypothesis investigated in this market gained low values: (β) = 0.068; t-value = 1.225, which is why it is not supported. In the light of such data outcome we have no evidence that would prove that higher levels of **Advertising Memorability** can actually lead to consumer's positive **Word of Mouth**.

Moving forward to the next set of data, we shall now take a look at the data gathered from the Moldovan market:

Moldova					
H1: Positive attitude towards the celebrity endorser increases brand loyalty.					
T-Value	3.865***	Path Coefficient	0.248	Results	Supported with a 0.001 significance
H2: Positive attitude towards the celebrity endorser leads to higher levels of brand awareness.					
T-Value	1.857*	Path Coefficient	0.127	Results	Supported with a 0.05 significance
H3: Positive attitude towards the celebrity endorser increases the perceived quality of the brand.					
T-Value	4.820***	Path Coefficient	0.333	Results	Supported with a 0.001 significance
H4: Positive attitude towards the celebrity endorser leads to positive brand associations.					
T-Value	1.914*	Path Coefficient	0.136	Results	Supported with a 0.05 significance
H5: Positive attitude towards the celebrity endorser improves brand identification.					
T-Value	3.726***	Path Coefficient	0.243	Results	Supported with a 0.001 significance
H6: Positive attitude towards the celebrity endorser leads to growth in interest towards the brand.					
T-Value	4.295***	Path Coefficient	0.313	Results	Supported with a 0.001 significance
H7: Positive attitude towards the celebrity endorser improve a brand's advertising memorability.					
T-Value	4.212***	Path Coefficient	0.295	Results	Supported with a 0.001 significance
H8: Increased brand loyalty leads to a growth of brand equity.					
T-Value	8.633***	Path Coefficient	0.800	Results	Supported with a 0.001 significance
H9: Increased brand awareness leads to a growth of brand equity.					
T-Value	0.012	Path Coefficient	0.001	Results	Not supported
H10: Increased perceived quality leads to a growth of brand equity.					
T-Value	2.546**	Path Coefficient	0.168	Results	Supported with a 0.01 significance
H11: Favourable brand associations lead to a growth of brand equity.					
T-Value	2.308*	Path Coefficient	0.146	Results	Supported with a 0.05 significance
H12: Increased brand identification leads to consumer's positive word of mouth.					
T-Value	4.203***	Path Coefficient	0.280	Results	Supported with a 0.001 significance
H13: Positive growth in interest enhances consumer's positive word of mouth.					
T-Value	4.416***	Path Coefficient	0.368	Results	Supported with a 0.001 significance
H14: Higher levels of advertising memorability lead to consumer's positive word of mouth.					
T-Value	1.105	Path Coefficient	0.086	Results	Not supported
* p < .05; ** p < .01, *** p < .001; We used a one-tailed test for all hypotheses.					

Table 22. Evaluation of the Structural Model of the Moldovan Market

Table 22 presents us an overview of the structural model for the Moldovan market and gives us a comprehensive insight into which of the hypotheses are supported and which aren't. From starters, it is visible that the first hypothesis (H1) is supported with a 0.001 significance (the t-value is 3.865 and its (β) is 0.248). Accordingly, positive **Attitude towards the Celebrity Endorser** can increase **Brand Loyalty**.

The following hypothesis (H2) has gained a t-value of 1.857 and its (β) is 0.127, which means that it is supported with a 0.05 significance. Due to these results it is viable to affirm that positive **Attitude towards the Celebrity Endorser** can lead to higher levels of **Brand Awareness**.

The values gathered for the third hypothesis (H3) are: (β) = 0.333; t-value = 4.820, which means that it is supported with a 0.001 significance. Hence, positive **Attitude towards the Celebrity Endorser** can actually increase the **Perceived Quality** of the brand.

The following hypothesis (H4) has gained a t-value of 1.914, and its (β) is 0.136, which means that H4 is supported with a 0.05 significance. In the light of such results, we can state that positive **Attitude towards the Celebrity Endorser** can lead to positive **Brand Associations**.

A further analysis of the results brings us more info about the fifth hypothesis (H5): (β) = 0.243; t-value = 3.726, which means that H5 is supported with a 0.001 significance. These results prove the fact that positive **Attitude towards the Celebrity Endorser** can improve **Brand Identification**.

The next hypothesis (H6) has also gained a significance of 0.001, with a t-value of 4.295 and its (β) is 0.313, meaning that it is fully supported. Thus, positive **Attitude towards the Celebrity Endorser** leads to **Growth in Interest** towards the brand.

Hypothesis seven (H7) maintains high results, the t-value is 4.212 and the (β) is 0.295, which means that it is as well supported with a significance of 0.001. This means that positive **Attitude towards the Celebrity Endorser** can improve a brand's **Advertising Memorability**.

Same level of significance (0.001) is achieved to support H8, which gains the t-value of 8.633 and the (β) is 0.800. Thus, it leads us to believe that increased **Brand Loyalty** can lead to growth of **Brand Equity**.

Hypothesis nine (H9) however scores a lower t-value of 0.012 and its (β) is 0.001, which means that it is not supported and that there is no evidence that an increased **Brand Awareness** can lead to a growth of **Brand Equity** in the Moldovan market.

The following hypothesis' (H10) results are as follows: (β) = 0.168; t-value = 2.546, and as a result it is supported with a 0.01 significance. Due to this outcome we can declare that increased **Perceived Quality** leads to a growth of **Brand Equity**.

Hypothesis 11 received a bit lower results when it comes to the t-value (2.308) and its (β) is 0.146, but it still is supported with a 0.05 significance. As a result, we can deduct that favourable **Brand Associations** can lead to a growth of **Brand Equity**.

Consequently, when inspecting the results of H12, it is undeniable that this hypothesis is supported with a 0.001 significance. The t-values of this hypothesis is 4.203 and it has a (β) of 0.280. In this case we can state that an increased **Brand Identification** leads to consumer's positive **Word of Mouth**.

The thirteenth hypothesis scores even higher, receiving a t-value of 4.416 and a (β) of 0.368, thus being supported with a 0.001 significance and proving that positive **Growth in Interest** can enhance consumer's positive **Word of Mouth**.

The last hypothesis (H14) received a low t-value (1.105) and it's (β) is 0.086, which means that it is not supported. Due to this fact we have no evidence of higher levels of **Advertising Memorability** being able to lead to consumer's positive **Word of Mouth**.

The last market which we have analysed is the Portuguese one, and here is the Structural Model with an in-depth view over the viability of our hypothesis for this region:

Portugal					
H1: Positive attitude towards the celebrity endorser increases brand loyalty.					
T-Value	0.325	Path Coefficient	0.023	Results	Not supported
H2: Positive attitude towards the celebrity endorser leads to higher levels of brand awareness.					
T-Value	1.346	Path Coefficient	0.114	Results	Not supported
H3: Positive attitude towards the celebrity endorser increases the perceived quality of the brand.					
T-Value	2.507**	Path Coefficient	0.198	Results	Supported with a 0.01 significance
H4: Positive attitude towards the celebrity endorser leads to positive brand associations.					
T-Value	2.282*	Path Coefficient	0.155	Results	Supported with a 0.05 significance
H5: Positive attitude towards the celebrity endorser improves brand identification.					
T-Value	0.111	Path Coefficient	-0.009	Results	Not supported
H6: Positive attitude towards the celebrity endorser leads to growth in interest towards the brand.					
T-Value	5.854***	Path Coefficient	0.366	Results	Supported with a 0.001 significance
H7: Positive attitude towards the celebrity endorser improve a brand's advertising memorability.					
T-Value	3.483***	Path Coefficient	0.314	Results	Supported with a 0.001 significance
H8: Increased brand loyalty leads to a growth of brand equity.					
T-Value	10.336***	Path Coefficient	0.589	Results	Supported with a 0.001 significance
H9: Increased brand awareness leads to a growth of brand equity.					
T-Value	0.100	Path Coefficient	-0.008	Results	Not supported
H10: Increased perceived quality leads to a growth of brand equity.					
T-Value	0.761	Path Coefficient	0.048	Results	Not supported
H11: Favourable brand associations lead to a growth of brand equity.					
T-Value	0.867	Path Coefficient	0.064	Results	Not supported
H12: Increased brand identification leads to consumer's positive word of mouth.					
T-Value	6.059***	Path Coefficient	0.295	Results	Supported with a 0.001 significance
H13: Positive growth in interest enhances consumer's positive word of mouth.					
T-Value	11.476***	Path Coefficient	0.599	Results	Supported with a 0.001 significance
H14: Higher levels of advertising memorability lead to consumer's positive word of mouth.					
T-Value	0.067	Path Coefficient	0.004	Results	Not supported
* p < .05; ** p < .01, *** p < .001; We used a one-tailed test for all hypotheses.					

Table 23. Evaluation of the Structural Model of the Portuguese Market

The first hypothesis scores a very low 0.325 t-value, following (β) of 0.023, which denotes the fact that it is not supported, hence we have no proof of the fact that positive **Attitude towards the Celebrity Endorser** can actually lead to increased **Brand Loyalty** in the Portuguese market.

The same situation is valid for the second hypothesis which also scores a low t-value (1.346) and a (β) of 0.114, thus not being supported. From this market we have no evidence that positive **Attitude towards the Celebrity Endorser** can lead to higher levels of **Brand Awareness**.

However, hypothesis 3 is supported with a 0.01 significance (it has a t-value of 2.507, and a β equal to 0.198). Thus, positive **Attitude towards the Celebrity Endorser** can increase the **Perceived Quality** of the brand.

Consequently, the fourth hypothesis (H4) also gains a high t-value (2.282) and its (β) is 0.155, which is why it is supported with a 0.05 significance. It is possible

to state that positive **Attitude towards the Celebrity Endorser** can lead to positive **Brand Associations**.

The scores from H5 are as follows: (β) = -0.009; t-value = 0.111, making it not possible to support the hypothesis. We do not have enough evidence in the Portuguese market to state that positive **Attitude towards the celebrity Endorser** can improve **Brand Identification**.

The following hypothesis (H6) received better results: (β) = 0.366; t-value = 5.854, which means that it is supported with a 0.001 significance. In this case, positive **Attitude towards the Celebrity Endorser** can lead to **Growth in Interest** towards the brand.

H7 is also supported with same significance (0.001) as the previous hypothesis due to its results: (β) = 0.314; t-value = 3.483. Hence, positive **Attitude towards the Celebrity Endorser** can improve a brand's **Advertising Memorability**.

The next hypothesis (H8) has a 10.336 t-value and its (β) is 0.589. This makes it obvious to state that it is supported with a 0.001 significance. Thus, increased **Brand Loyalty** can actually lead to a growth in **Brand Equity**.

However, the ninth hypothesis (H9) has a low t-value (0.100) and its (β) is -.0008, which means that it is not supported. We have no evidence to state that increased **Brand Awareness** leads to a growth of **Brand Equity**.

The same goes for H10 which scores a t-value of 0.761 and its (β) is 0.048. This hypothesis is not supported and it means that increased **Perceived Quality** does not necessarily lead to a growth of **Brand Equity** in this market.

H11's results resemble the previous two hypotheses, in the sense that the t-value is 0.867, thus the hypothesis is not supported. Due to this circumstance, we do not have enough evidence to state that favourable **Brand Associations** lead to a growth of **Brand Equity in this market**.

The following hypothesis (H12) is supported with a 0.001 significance due to its results: $(\beta) = 0.295$; $t\text{-value} = 6.059$. This means that increased **Brand Identification** leads to consumer's positive **Word of Mouth**.

Even higher t-values (11.476) can be observed when viewing the results of H13: $(\beta) = 0.599$; $t\text{-value} = 11.476$. This hypothesis is supported with a 0.001 significance and it is viable to state that positive **Growth in Interest** can enhance consumer's positive **Word of Mouth**.

The final hypothesis (H14), however, is not supported. Its t-value is very low (0.067). Hence, we have no evidence that higher levels of **Advertising Memorability** lead to consumer's positive **Word of Mouth**.

Hypothesis	Brazil	Moldova	Portugal
H1	N.S.	S	N.S.
H2	N.S.	S	N.S.
H3	S	S	S
H4	S	S	S
H5	N.S.	S	N.S.
H6	S	S	S
H7	S	S	S
H8	S	S	S
H9	N.S.	N.S.	N.S.
H10	N.S.	S	N.S.
H11	N.S.	S	N.S.
H12	S	S	S
H13	S	S	S
H14	N.S.	N.S.	N.S.
S means that it is supported; N.S. means that it is not supported			

Table 24. An overview of the Structural Model evaluation for all three markets

In conclusion, after performing a detailed analysis of the information gathered from each of the markets, we can affirm that hypotheses H3, H4, H6, H7, H8, H12 and H13 were fully supported in all the three markets under analysis. Additionally, and the hypotheses H1, H2, H5, H10 and H11 were partially supported (collecting support in the Moldova market). The only fully unsupported hypotheses are H9 and H14, which did not get significant results in none of the three markets.

(This page was intentionally left blank)

6. Discussion and Conclusions

“Brand choices are part of the clues that define people in their own eyes and in the eyes of others. Brands are publicly shared aspects of culture. Their power derives from the shared public-ness of their various meanings.”

Judie Lannon

6.1. Main findings

This research aimed to investigate how celebrity endorsement affects the consumers and the brands on a global, as well as personal, scale. The international level of this study is achieved through the survey performed in three different markets (Brazil, Moldova and Portugal), whereas the personal one depends on each individual questionnaire response since we initially ask for the individual to choose a personal favourite brand and celebrity which endorses this brand. Hence, this paper intends to contribute to the academic and branding fields. For this exact purpose we have developed a conceptual model based on the principle elements that are affected by CE, taking into consideration its influence on brand equity dimensions, and on consumers' perceptions and attitudes. The tests which we undertook in the course of this research for analysing the validity and reliability of the used scales, as well as the evaluation of the structural model, have proven the validity of our measurements.

The results were aligned with the previously stated scientific literature and main strategic brand management concepts. The theoretical background proved that all measures used in the research are valid. A further analysis using the SmartPLS 2.03 software helped us detect the Cronbach Alpha, Composite Reliability, AVE, R Square and the Factor Loading of each measurement. The outcome of our investigation showed that all the exercised measurements have satisfying content validity (Hair et al., 2009).

In the past decade the popularity and importance of the CE tactics has increased exponentially, partially due to the fact that companies are becoming more concerned with building strong brands, and presenting the customer with a familiar face which he or she trusts has proven to be practical. Hence, the implications and importance of such a widely-used marcom strategy as CE is undeniable, and it affects not only the profitability of one's organization, but also the every-day life of a consumer.

Our investigation confirmed the influence which the attitude towards celebrity exerts on brand equity dimensions. The hypotheses that predicted the effect of attitude towards celebrity on brand loyalty, brand awareness, perceived quality and brand associations were totally supported in the Moldova market and partially supported in the Brazilian and Portuguese market (which collected support for the influence of attitude towards celebrity on perceived quality and on brand associations).

These confirmed hypotheses find theoretical support in previous literature. As predicted by Sung & Kim (2010) CE usage can increase brand affect and consequently augment brand loyalty. Additionally, Miciak and Shanklin (1994) have highlighted that positive attitude towards the celebrity endorser can lead to an increase of brand awareness. More recently, Malik and Guptha (2014) stated that a CE can in fact influence the perceived quality of the brand. Moreover, Domzal & Kernan (1992) denoted that if the celebrity endorser is correctly chosen, he/she becomes someone who creates a positive reaction from the fans and consumers buying the product, generating positive associations towards the brand.

This means that positive Attitude Towards Celebrity Endorser (ATCE) has the potential to directly increase brand awareness, brand loyalty, perceived quality of the brand and brand associations, which in turn can strengthen and increase the brand equity.

The impact of Attitude towards Celebrity Endorser on brand identification, growth in advertising interest and advertising memorability rate were totally supported in the Moldova market and partially supported in the Portuguese market (collecting support for the positive influence of Attitude towards celebrity endorser on growth in advertising interest and on advertising memorability rate).

As previously mentioned in the research conducted by Wei & Lu (2013), CE tactics gives a new face to a brand, aiding in the main task of brand identification. Additionally, as evidenced in the findings of Biswas et al. (2006), the ads where a likable and trustworthy celebrity is used, are able to grab attention (interest), suggesting that positive attitude towards a celebrity can lead to a growth in advertising interest. Moreover, Misra and Beatty (1990), highlighted that a correct fit between the endorser and the endorsed brand can lead to an increase in the rate of memorability of a promo.

Consequently, positive ATCE can influence brand identification, the growth of interest in advertising and a brand’s advertising memorability, which in turn can generate beneficial WOM. The positive influence of both brand identification and growth of interest in advertising on consumer’s word-of-mouth was supported in the Moldova and Portuguese markets. These results find support in branding literature: Brown et al. (2005) evidenced in his research that brand identification and growth in interest can generate beneficial word of mouth.

Most of the hypotheses were fully or partially supported in all the three countries, and just two (H9 and H14) did not gather significant results. The outcome of our survey investigation did not offer us enough results to evidence that increased brand awareness leads to a growth of brand equity (H9), as well as the fact that higher levels of advertising memorability lead to consumer’s positive word of mouth (H14), even though these two measurements were previously studied in the theoretical approaches of Keller (2012), as well as Kapferer (2012) which aligned with our initial hypotheses.

Consecutively, brand awareness has been previously conceptualized by Aaker & Joachimsthaler (2009), as one of the main pillars for solidifying strong equity. Since our investigation could not achieve enough results for validating this hypothesis, further investigation with a bigger target group would be advisable in order to gain more quantifiable data. The same can be said about H14, since neuromarketing studies contain numerous evidences about the impact of advertising memorability on a customer’s positive WOM (Costley & Brucks, 1992; Keller, 1987).

In order to comprehend the popularity of the CE strategy we should observe Table 25. It represents the five most mentioned brands from the surveys conducted in Brazil, Moldova and Portugal, as well as the celebrities used by these companies and how many times these individuals were mentioned by the target group can be accompanied below:

Brand	Brand Mentions (all markets)	Celebrity	Celebrity Mentions (all markets)
Nespresso	62	George Clooney	62
Avon	37	Andreea Marin Angelina Jolie	9 2

		Antonia Iacobescu	8
		Dan Balan	2
		Dima Bilan	12
Nike	25	Cristiano Ronaldo	80
		Neymar	19
Pantene	25	Gisele Bündchen	48
Oriflame	19	Andrea Marin	9
		Antonia Iacobescu	8
		Loredana Groza	5
		Loredana Lup	5

Table 25: Most famous brands and their CEs from all three markets

When taking a look at the data collected from the surveys, it is visible that some brands were mentioned more than the other ones, and when counting down which ones exactly these were, the names that surface are multinational companies (MNCs) with a long history of celebrity endorsement made by renowned international stars. Amongst the most famous organizations mentioned in our findings, Nespresso, Pantene and Nike are visibly operating as strong brands on an international level, whereas Avon and Oriflame, even though these two are companies originally from another market, they are visibly stronger in the Moldovan market, since the most mentions were denoted in the answers from this area.

One of the most mentioned CEs is George Clooney, famous Hollywood actor who has been pro-actively used in the endorsements of Nespresso brand which deals with coffee machines and accessories for these machines, including actual coffee capsules. The brand that stands out most is Nike, which has gained 17th place in the list of 100 most influential brands according to Interbrand's (2015) with a revenue of 23.070 million dollars and with an improvement in brand equity over past years. Nike has been heavily involved in sports marketing and is endorsed by famous football players such as Cristiano Ronaldo (Portugal) and Neymar (Brazil).

The findings denoted in this research propose a fresh look at the CE as key marcom strategy used by strong brands in leveraging consumer's loyalty, and explain which parts of the equity work, and which are not as strong in the context of three markets.

6.2. Theoretical and managerial implications

CE has become an important topic in today's brand management circles, gaining popularity and being intensively used by many transnational corporations (TNCs) around the world, however the lack of researches that deal with the implications of endorsement on a consumer's perception of a brand and a company on an international scale is notable. Usually this topic has been approached from a global aspect, as well as investigated many times in the area of sports marketing, dealing with sponsorships and endorsements from sports celebrities. Our study intends to contribute to the existing literature from this field of study and take a closer look at three unlikely markets that constitute an international point of view on the subject, investigating how celebrity endorsements influence the brand equity dimensions (brand loyalty, brand awareness, perceived quality and brand associations) as well as stimulate consumers' word-of-mouth through brand identification, growth in interest and the advertising memorability.

The results of our study confirm that CE is a possible beneficial strategy for improving a brand's equity, as well as consumer's word of mouth due to its effects on the customers. The managerial implications of these results are as follows:

1. Our findings state that positive Attitude towards the Celebrity Endorser can actually lead to increased Brand Loyalty, which means that those managers dealing with a marcom project should perform a well-thought screening and choose wisely their CE, because the selection of an individual which does not align correctly with the image and values of the company, as well as one which has a bad reputation with the crowd, can damage a brand and cause negative attitude, decreasing the loyalty of the consumers.
2. The further data shows that positive attitude towards the CE can lead to higher levels of Brand Awareness, which means that the manager should choose a well-known individual for the region where the goods are intended to be promoted. Celebrity X can be quite famous in the area of NYC, but when entering the Indian market it might not be a correct choice due to lack of popularity in that market. It is also important to denote that an incorrectly chosen CE can lead to negative associations being transferred from the celebrity to the brand itself, which can

seriously damage the reputation and equity of a company. Managers should investigate the background and filter out those possible CEs which are risky and which could lead to negative Brand Associations.

3. We should not forget about the two factors previously discussed in the Literature Review chapter, because a celebrity's credibility and trustworthiness also have an immense impact on the buyer. A suitably chosen individual can in fact lead to positive Attitude towards the Celebrity Endorser, which as a result can increase the Perceived Quality of the brand. As an example, a celebrity who lost many endorsement deals due to her public court cases which involved illegal drugs and numerous cases of hit-and-run is Lindsay Lohan, as reported by Daily Mail (2013). Many organizations which regarded her as a possible CE have ever since dropped their endorsement offer and chosen different individuals to represent their brand.
4. The previous item is also connected with Brand Associations, because an incorrectly chosen CE can lead to negative associations being transferred from the celebrity to the brand itself, which can seriously damage the reputation and equity of a company. Managers should investigate the background and filter out those possible CEs which are risky.

6.3. Main limitations and suggestions for further research

Granting that this study covers many areas of CE strategy in the branding area, it is important to state the limitations and the possible areas for improvement in future investigations. One of the main limitations of this research is based on the markets that were possible to access, these are areas where the branding strategies are not as socially embedded as they are in countries like UK, France, Ireland or USA, where consumers are more aware of the marcom strategies and pop culture exercises a bigger influence on the daily purchase habits (Yu, 2005).

While there already exists an extensive study in the area of sports endorsement and in previous studies of marketing strategies, it is viable to suggest a further examination of this topic which could separately investigate different types of businesses and the spokespeople used in those areas of businesses, diving deeper into the nuances of strategical management and how these can influence the customers of certain classes.

Currently, the influence of CE on the consumer's perception of advertisements is not a frequently studied topic, but in some areas of marketing there has been an extensive investigation in certain varieties of endorsements and sponsorships, such as neuromarketing, sports marcom and luxurious goods sales. However, these past studies have not explored all the links between the elements of BE and how these interconnect the concept of CE and together affect consumers' everyday purchase perception. Cross-cultural outlook is also a possible way to conduct future studies and should be taken into consideration as one of the main methodological approaches.

In conclusion, our international research proved certain links between the consumers and the effects endorsement has on their purchase intention and connection to a certain brand they follow. We were able to denote the effects of each measurement of the brand equity on the consumer and explore this subject on a cross-cultural level.

(This page was intentionally left blank)

7. References

- AAKER, DA. (1991) *Managing Brand Equity*. New York: The Free Press.
- AAKER, DA. & JOACHIMSTHALER, E. (2009) *Brand Leadership*. London: Pocket Books.
- ADBRANDS. (2016) India Advertising & Agencies. [Online]. Available from: <http://www.adbrands.net/in/index.html>. [Accessed: 15th February 2016].
- AGRAWAL, J. & KAMAKURA, WA. (1995) The economic worth of celebrity endorsers: an event study analysis. *Journal of Marketing*. 59. pp. 56-62.
- ALECU RUSSO BALTI STATE UNIVERSITY. (2016) Homepage of the ARSUB. [Online]. Available from: <http://www.usarb.md/en/>. [Accessed: 10th March 2016].
- ALLEN, F. (1995) *Secret Formula: How Brilliant Marketing and Relentless Salesmanship Made Coca-Cola the Best-Known Product in the World*. New York: Harper Business.
- AMA. (2015) *American Marketing Association*. [Online]. Available from: <https://www.ama.org/>. [Accessed: 17th December 2015].
- APPLE. (2016) Apple Homepage. [Online]. Available from: <http://www.apple.com/pt/>. [Accessed: 19th January 2016].
- ASHFORTH, BE. & MAEL, F. (1989) Social identity theory and the organization. *Academy of Management Review*. 14. pp. 20-39.
- ATKIN, C. & BLOCK, M. (1983) Effectiveness of Celebrity Endorsers. *Journal of Advertising Research*. 23 (March). pp.57-61.
- BAGOZZI, RP. & YI, Y. (1988) On the evaluation of structural equation models. *Journal of the academy of marketing science*. 16. pp. 74-94.
- BALAKRISHNAN, L. & KUMAR, CS. (2011) Effect of celebrity based advertisements on the purchase attitude of consumers towards durable products. *World Review of Business Research*. 1 (2). pp. 98-112.
- BARCLAY, D., HIGGINS, C. & THOMPSON, R. (1995) The partial least squares (PLS) Approach to causal modelling: personal computer adoption and use an illustration. *Technology Studies*. 2. pp. 285-309.
- BISWAS, D., BISWAS, A., & DAS, N. (2006) The differential effects of celebrity and expert endorsements on consumer risk perceptions. *Journal of Advertising*. 35 (2). pp. 17-31.
- BISWAS, S., HUSSAIN, M. & O'DONNELL, K. (2009) Celebrity Endorsements in Advertisements and Consumer Perceptions: A Cross-Cultural Study. *Journal of Global Marketing*. 22. pp. 121-137.

- BONE, PF. (1995) Word-of-Mouth Effects on Short-term and Long-term Product Judgements. *Journal of Business Research*. 32. pp. 213-223.
- BROWN, TJ., BARRY, TE., DACIN, PA. & GUNST, RF. (2005) Spreading the Word: Investigating Antecedents of Consumers' Positive Word-of-Mouth Intentions and Behaviors in a Retailing Context. *Journal of the Academy of Marketing Science*. 33 (2). pp. 123–138.
- CACIOPPO, JT. & PETTY, RE. (1980) Persuasiveness of communications is affected by exposure frequency and message quality: a theoretical and empirical analysis of persisting attitude change. *Current Issues & Research in Advertising*. 3. pp. 97-122.
- CALLCOTT, MF. & PHILLIPS, BJ. (1996) Observations: Elves make good cookies: Creating likable spokes-character advertising. *Journal of Advertising Research*. 36. pp. 73-79.
- CARLSON, BD. & DONOVAN, DT. (2008) Concerning the effect of athlete endorsements on brand and team-related intentions. *Sport Marketing Quarterly*. 17. pp. 154-162.
- CARVÃO, S. (2010) Embracing user generated content within destination management organizations to gain a competitive insight into visitors' profiles. *Worldwide Hospitality and Tourism Themes*. 2 (4). pp.376 – 382.
- CHEN, YM., SU, YF. & LIN, FJ. (2011) Country-of-origin effects and antecedents of industrial brand equity. *Journal of Business Research*. 64. pp. 1234-1238.
- CHIN, WW. (1998) The partial least squares approach for structural equation modelling. In *Modern methods for business research*. pp. 295-336.
- CHO, B., KWON, U., GENTRY, JW., JUN, S. & KROPP, F. (1999) Cultural values reflected in the theme and execution: a comparative study of US & Korean commercials. *Journal of Advertising*. 28 (4). pp. 59-73.
- CHU, SC. & SUNG, Y. (2015) Using a consumer socialization framework to understand electronic word-of-mouth (eWOM) group membership among brand followers on Twitter. *Electronic Commerce Research and Application*. 14. pp. 251-260.
- CHURCHILL, GA. (1979) A paradigm for developing better measures of marketing constructs. *Journal of Marketing Research*. 16 (1). pp 64-73.
- COLE, C., LAURENT, G., DROLET, A., EBERT, J., GUTCHESS, A., LAMBERT-PANDRAUD, R., et al. (2008) Decisions marking and brand choice by older consumers. *Marketing Letters*. 19. pp. 355-365.
- COSTLEY, CL. & BRUCKS, M. (1992) Selective recall and information use in consumer preferences. *Journal of Consumer Research*. 18. pp. 464-474.

- COSTLEY, C., DAS, S. & BRUCKS, M. (1997) Presentation Medium and Spontaneous Imaging Effects on Consumer Memory. *Journal of Consumer Psychology*. 6 (3). pp.211-231.
- CRONBACH, L.J. (1951) Coefficient alpha and the internal structure of tests. *Psychometrika*. 16. pp. 297-334.
- DAILY MAIL. (2013) *Lindsay Lohan loses endorsement deal as hearing date is set for ANOTHER alleged hit-and-run.* [Online] Available at: <http://www.dailymail.co.uk/tvshowbiz/article-2315764/Lindsay-Lohan-loses-endorsement-deal-hearing-date-set-ANOTHER-alleged-hit-run.html>. [Accessed: 18th January 2016]
- DE CHERNATONY, L. & MCDONALD, M. (2003) *Creating Powerful Brands*. Massachusetts: Butterworth-Heinemann.
- DEBEVEC, K. & KERNAN, J. (1984) More evidence on the effects of a presenter's physical attractiveness: some cognitive, affective and behavioural consequences. *Advances in Consumer Research*. 11. pp. 127-132.
- DEIGHTON, J., HENDERSON, CM. & NESLIN, SA. (1994) The effects of advertising on brand switching and repeat purchasing. *Journal of Marketing Research*. 16. pp. 28-43.
- DHOLAKIA, R. & STERNTHAL, B. (1977) Highly credible sources: Persuasive facilitators or persuasive liabilities? *Journal of Consumer Research*. 3. pp. 223-232.
- DODDS, WB. & GREWAL, D. (1991) Effect of price, brand and store information on buyer's product evaluation. *Journal of Marketing Research*. 28 (3). pp. 307-319.
- DOMZAL, TJ. & KERNAN, JB. (1992) Reading advertising: the what and how of product meaning. *Journal of Consumer Marketing*. 9 (3). pp. 48-53.
- DOVE. (2016) *Dove Homepage*. [Online]. Available at: <http://www.dove.pt/pt/>. [Accessed: 16th January 2016].
- ERDOGAN, BZ. (1999) Celebrity Endorsement: A Literature Review. *Journal of Marketing Management*. 15. pp. 291-314.
- ESCALAS, JE. & BETTMAN, JR. (2003) You are what they eat: the influence of reference groups on consumer connections to brands. *Journal of Consumer Psychology*. 13 (3). pp. 339-348.
- ESCALAS, JE. & BETTMAN, JR. (2005) Self-Construal, Reference Groups, and Brand Meaning. *Journal of Consumer Research*. 32 (December). pp. 378-389.
- FORBES. (2015) *2015 Celebrity 100: #18 LeBron James*. [Online]. Available at: <http://www.forbes.com/profile/lebron-james/>. [Accessed: 13th January 2016].
- FRIEDMAN, HH. & FRIEDMAN, L. (1979) Endorser Effectiveness by Product Type. *Journal of Advertising Research*. 19 (October/November). pp. 66-71.

- FRIEDMAN, HH., TERMINI, S. & WASHINGTON, R. (1976) The effectiveness of advertisements utilizing four types of endorsers. *Journal of Advertising*. 5. pp. 22-24.
- FORNELL, C. & LARCKER, DF. (1981) Structural equation models with unobservable variables and measurement error: algebra and statistics. *Journal of Marketing Research*. 18. pp. 382-388.
- GARDNER, L. & ARONSON, E. (1986) Handbook of social psychology. New York: Random House.
- HA, HY. (2004) Factors influencing consumer perceptions of brand trust online. *Journal of Product & Brand Management*. 13 (5). pp. 329-342.
- HAIG, M. (2011) *Brand Failures: The Truth About The 100 Biggest Branding Mistakes of All Time: Volume 2*. London: Kogan Page.
- HAIR, JF., BLACK, WC., BABIN, BJ., ANDERSON, RE. & TATHAM, RL. (2009) *Multivariate Data Analysis*. Prentice Hall.
- HALONEN-KNIGHT, E. & HURMERINTA, L. (2010) Who endorses whom? Meaning transfer in celebrity endorsement. *Journal of Product & Brand-Management*. 19 (6). pp. 452-460.
- HASSAN, SR. & JAMIL, RA. (2014) Influence of Celebrity Endorsement on Consumer Purchase Intention for Existing Products: A Comparative Study. *Journal of Management Info*. 4 (1). pp. 1-23.
- HE, Y. & LAI, KK. (2014) The effect of corporate social responsibility on brand loyalty: the mediating role of brand image. *Total Quality Management & Business Excellence*. 25 (3-4). pp. 249-263.
- HOFSTEDE, G. (1994) *Cultures and Organisations: Software of the Mind*. London: Profile Books LTD.
- HOFSTEDE, G. (2016) Homepage of the Hofstede Dimensions. [Online] Available at: <http://geert-hofstede.com/>. [Accessed: 16th February 2016].
- HOLLENSSEN, S. & SCHIMMELPFENNIG, C. (2013) Selection of celebrity endorsers: a case approach to developing an endorser selection process model. *Marketing Intelligence & Planning*. 31 (1). pp. 88-102.
- HOVLAND, C. & WEISS, W. (1951) The influence of source credibility on communication effectiveness. *Public Opinion Quarterly*. 15. pp. 635-650.
- HOWARD, A. (1979) More than just a passing fancy. *Advertising Age*. 50 (July). pp. S-2.
- HUFFINGTON POST. (2014) *Dove 'Real Beauty' Campaign Turns 10: How A Brand Tried to Change the Conversation About Female Beauty*. [Online]. Available at: http://www.huffingtonpost.com/2014/01/21/dove-real-beauty-campaign-turns-10_n_4575940.html. [Accessed: 16th January 2016].

HULLAND, JS. (1999) Use of partial least squares (PLS) in strategic management research. *Strategic Management Journal*. 20. pp. 195-203.

INC. (2016) Adidas Is About to Make Kanye West More Than Famous. [Online]. Available at: <http://www.inc.com/zoe-henry/adidas-kanye-extend-partnership-billion-dollar-deal.html>. [Accessed: 29th May 2016].

INTERBRAND. (2015) *Top 100 Best Global Brands*. [Online]. Available at: <http://interbrand.com/best-brands/best-global-brands/2015/ranking/>. [Accessed: 19th January 2016].

JONES, JP. (1999) *The Advertising Business: Operations, Creativity, Media Planning, Integrated Communications*. New Delhi: SAGE Publications.

JUNG, J. & SUNG, E (2008) Consumer-based brand equity, *Journal of Fashion Marketing and Management*, 12:1, pp 24 – 35.

KAHLE, LR. & HOMER, PM. (1985) Physical attractiveness of the celebrity endorser: a social adaptation perspective. *Journal of Consumer Research*. 11. 954-961.

KAIKATI, JG. (1987) Celebrity advertising: a review and synthesis. *Journal of International Advertising*. 6. pp. 93-105.

KAMINS, MA. (1990) An investigation into the "match-up" hypothesis in celebrity advertising: When beauty may be only skin deep. *Journal of Advertising*. 19. pp.4-13.

KAMINS, MA. & GUPTA, K. (1994) Congruence between spokesperson and product type: a matchup hypothesis perspective. *Psychology & Marketing*. 11. pp. 569-586.

KAPFERER, JN. (2012) *The New Strategic Brand Management: Advanced Insights and Strategic Thinking*. London: Kogan Page.

KEEL, A. and NATARAJAN, R. (2012) Celebrity Endorsements and Beyond: New Avenues for Celebrity Branding. *Psychology & Marketing*. 29 (9). pp. 690-703.

KELLER, KL. (1987) Memory factors in advertising: The effect of advertising retrieval cues on brand evaluations. *Journal of Consumer Research*. 14. pp. 316-333.

KELLER, KL. (2012) *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. Essex: Pearson Education.

KELLER, KL., PARAMESWARAN, MG. & JACOB, I. (2008) *Strategic Brand Management*. New Delhi: Pearson Education.

KICKSTARTER. (2015) *Pebble: E-Paper Watch for iPhone and Android*. [Online]. Available at: <https://www.kickstarter.com/projects/597507018/pebble-e-paper-watch-for-iphone-and-android>. [Accessed: 9th January 2016].

KINGSNORTH, S. (2016) *Digital marketing strategy: an integrated approach to online marketing*. Philadelphia: Kogan Page.

KOTLER, P. & KELLER, KL. (2006) *Marketing Management*. Essex: Prentice Hall.

LANE, R. (1996) Nice Guys Finish First. *Forbes*. 158 (14). pp. 236-242.

- LEUTHESSER, L. (1988) *Defining, measuring and managing brand equity: A conference summary*. Report #88-104. Cambridge, MA: Marketing Science Institute.
- L'Oréal Paris. (2016) *Elvive: Arginina Resist X3*. [Online]. Available at: <http://www.beautylorealparis.com/arginina>. [Accessed: 16th January 2016].
- MAJUMDAR, R. (2010) *Consumer Behaviour: Insight from Indian Market*. New Delhi: Phi Learning Private Ltd.
- MALIK, G. & GUPTHA, A. (2014) Impact of Celebrity Endorsements and Brand Mascots on Consumer Buying Behavior. *Journal of Global Marketing*. 27. pp. 128-143.
- MALIK, A. & SUDHAKAR, BD. (2014) Brand Positioning Through Celebrity Endorsement - A Review Contribution to Brand Literature. *International Review of Management and Marketing*. 4 (4). pp. 259-275.
- MCCRACKEN, G. (1986) Culture and consumption: a theoretical account of the structure and movement of the cultural meaning of consumer goods. *Journal of Consumer Research*. 13 (January). pp. 71-84.
- MCCRACKEN, G. (1989) Who is the Celebrity Endorser? Cultural Foundation of the Endorsement Process. *Journal of Consumer Research*. 16 (December). pp. 310-321.
- MILLENNIAL MARKETING. (2010) *Millennials Becoming 'Minimalists'*. [Online]. Available at: <http://www.millennialmarketing.com/2010/05/millennials-becoming-minimalists/>. [Accessed: 19th January 2016].
- MISRA, S. & BEATTY, SE. (1990) Celebrity spokesperson and brand congruence: an assessment of recall and affect. *Journal of Business Research*. 21. pp. 159-171.
- NORRIS, DG. (1993) "Intel Inside" branding a component in a business market. *Journal of Business & Industrial Marketing*. 8 (1). pp. 14-24.
- OHANIAN, R. (1991) The impact of celebrity spokespersons' perceived image on consumers' intention to purchase. *Journal of Advertising Research*. 31. pp. 46-54.
- PACKARD, V. (2007) *The hidden persuaders*. New York: Ig Pub.
- PARK, DC. & GUTCHESS, AH. (2004) Long-term memory and aging: A cognitive neuroscience perspective. In R. Cabeza, L. Nyberg & DC. Parks. *Cognitive neuroscience of aging: Linking cognitive and cerebral aging*. pp. 218-248. New York: Oxford University press.
- PEBBLE. (2015) *All in One & One for All: Pebble Home Page*. [Online]. Available at: <https://www.pebble.com/>. [Accessed: 9th January 2016].
- PHILLIPS-MELANCON, J. & DALAKAS, V. (2014) Brand Rivalry and Consumers' Schadenfreude: The Case of Apple. *Services Marketing Quarterly*. 33. pp. 173-186.
- POCKETNOW. (2013) *Wristwatch, Redefined: Life on a Pebble Smart Watch*. [Online]. Available at: <https://www.youtube.com/watch?v=G0VUYyNgEEY>. [Accessed: 9th January 2016].

PRINGLE, H. (2004) *Celebrity Sells*. West Sussex: John Wiley & Sons Ltd.

PODSAKOFF, PM., MACKENZIE, SB. & LEE, JY. (2003) Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies. *Journal of Applied Psychology*. 88 (5). pp. 879 - 903.

QUALCOMM. (2016) Qualcomm Snapdragon homepage. [Online]. Available at: <https://www.qualcomm.com/products/snapdragon>. [Accessed: 10th March 2016].

ROMÁN, S. & CUESTAS, PJ. (2008) The Perceptions of Consumers Regarding Online Retailers' Ethics and Their Relationship with Consumers' General Internet Expertise and Word of Mouth: A Preliminary Analysis. *Journal of Business Ethics*. 83. pp. 641-656.

SHIMP, TE. (1997) *Advertising, Promotion and Supplemental Aspects of Integrated Marketing Communication*. Texas: The Dryden Press.

SMART PLS. (2016) SmartPLS homepage. <https://www.smartpls.com/smartpls2>

SUNG, Y. & KIM, J. (2010) Effects of brand personality on brand trust and brand affect. *Psychology & Marketing*. 27. pp. 639-661.

TAJFEL, H. & TURNER, JC. (1979) An integrative theory of intergroup conflict. In W. G. Austin & S. Worchel's - *The social psychology of intergroup relations*. pp. 33-47. Monterey, CA: Brooks Cole.

TAYLOR, CR. & LEE, DH. (2007) *Advances in International Marketing Volume 18: Cross-Cultural Buyer Behaviour*. Bingley: Emerald.

Taylor, C. R., Miracle, G. E., & Wilson, R. D. (1994). The impact of brand differentiating messages on effectiveness in Korean advertising. *Journal of International Marketing*, 2 (December). pp. 31-52.

TECHNOBUFFALO. (2014) *Pebble Steel Review - King of the Smart Watch?*. [Online]. Available at: <https://www.youtube.com/watch?v=g7zfxJzVnT8>. [Accessed: 9th January 2016].

THE ECONOMIST. (2014) The rise of cheap smartphone. [Online]. Available at: <http://www.economist.com/news/business/21600134-smartphones-reach-masses-host-vendors-are-eager-serve-them-rise-cheap>. [Accessed: 22nd April 2016].

THE GUARDIAN. (2006) Who's in, who's out: new index measures celebrity appeal. [Online]. Available at: <http://www.theguardian.com/world/2006/feb/17/media.advertising>. [Accessed: 31st January 2016].

THE HOFSTEDE CENTRE (2016) Countries - Hofstede's Dimensions for each country. [Online]. Available at: <https://geert-hofstede.com/countries.html>. [Accessed: 20th March 2016]

TELEGRAPH. (2016) <http://www.telegraph.co.uk/goodlife/11751851/Facebook-is-the-most-popular-social-network-for-the-over-50s.html>

- THE VERGE. (2012) *The Windows logo is evolving backwards*. [Online]. Available at: <http://www.theverge.com/2012/7/4/3136851/windows-logo-backwards-evolution>. [Accessed: 19th January 2016].
- THOMSON, M. (2006) Human brands: investigating antecedents to consumers' strong attachments to celebrities. *Journal of Marketing*. 70. pp. 104-119.
- TILL, BD. & SHIMP, E. (1998) Endorsers in advertising: the case of negative celebrity information. *Journal of Advertising*. 27. pp. 67-82.
- TOM, G., CLARK, R., ELMER, L., GRECH, E., MASETTI, JJ. & SANDHAR, H. (1992) The Use of Created Versus Celebrity Spokespersons in Advertisements. *Journal of Consumer Marketing*. 9 (4). pp. 45-51.
- TSM PLUG. (2014) *Nike's Top 10 Highest Paid Endorsement Deals to Sports Players*. [Online]. Available at: <http://www.tsmplug.com/richlist/nike-highest-paid-endorsement-deals/>. [Accessed: 16th January 2016].
- WANG, JS., CHENG, YF. & CHU, YL. (2013) Effect of Celebrity Endorsements on Consumer Purchase Intentions: Advertising Effect and Advertising Appeal as Mediators. *Human Factors and Ergonomics in Manufacturing & Service Industries*. 23 (5). pp. 357–367 (2013).
- WARD, MR. & LEE, MJ. (2000) Internet Shopping, Consumer Search and Product Branding. *Journal of Product & Brand Management*. 9 (1). pp. 6-20.
- WEI, PS. & LU, HP. (2013) An examination of the celebrity endorsements and online customer reviews influence female consumers' shopping behavior. *Computers in Human Behavior*. 29. pp. 193-201.
- WHEELER, A. (2013) *Designing brand identity: an essential guide for the whole branding team by Alina Wheeler*. New Jersey: John Wiley & Sons.
- WIKIA. (2016) Logopedia: Microsoft Windows. [Online]. Available at: http://logos.wikia.com/wiki/Microsoft_Windows. [Accessed: 15th February 2016].
- WINER, RS. & NESLIN, SA. (2014) *The History of Marketing Science*. London: World Scientific Publishing.
- WOOD, L. (2000) Brands and brand equity: definition and management. *Management Decision*. 38(9). pp 662 – 669.
- WORLD METERS. (2016) Population of India. [Online]. Available at: <http://www.worldometers.info/world-population/india-population/>. [Accessed: 15th February 2016].
- YOO, B., DONTU, N. & LEE, S. (2000) An examination of selected marketing mix elements and brand equity. *Journal of the Academy of Marketing Science*. 28 (2). pp. 195-211.

YU, CC. (2005) Athlete endorsement in the international sports industry: a case study of David Beckham. *International Journal of Sports Marketing and Sponsorship*. 6 (3). pp. 45-55

ZHANG, Y & GELB, BD. (1996) Matching advertising appeals to culture: the influence of products' use conditions. *Journal of Advertising*. 25 (Fall). pp. 29-46.

(This page was intentionally left blank)

8. Annexes

The English version of the Survey:

Survey conducted by Victor Popa, Instituto Politécnico de Leiria student



SURVEY

CONCERNING CELEBRITY USAGE IN THE ADVERTISEMENT OF FAMOUS BRANDS

THANK YOU FOR AGREEING TO ANSWER THIS SURVEY!

The purpose of the questionnaire is to help in developing a master degree level focused on determining the impact of celebrity endorsement on the consumers. Thank you very much for willing to help out. The survey can take up to 5 minutes to finish and contains a number of easy questions which are meant to detect your preferences while viewing advertisements.

WILL I HAVE TO DISCLOSE ANY PERSONAL INFORMATION?

The survey is anonymous and confidential. You are not asked to place down any personal info, but your age, sex, degree of education and country of origin.

WHAT IS CELEBRITY ENDORSEMENT?

A form of advertising campaign of a brand that involves a well-known person using their fame to help promote a product or service.

As an example you can see the photo on the right →



HOW TO START ANSWERING THE QUESTIONS?

Think of a brand you remember most vividly, which has used a famous celebrity in its advertising campaign, and it caught your attention. This can be a brand you like very much and follow, or it can be a brand well-known overall which you simply know and don't follow as much.

WRITE BELOW HELPFUL INFO:

Age:

Sex:

Country of origin:

Degree of education:

Turn the page to answer the questions →

Think of a brand (X brand) that has lately used a celebrity (X Celebrity) in their advertising campaign to promote the products of the company. It should be a brand you know and a celebrity which is famous enough to be well known in the area where you live.

Indicate the brand you have selected: _____

Indicate the celebrity used in the ad of this brand: _____

Please answer the following questions having in mind the brand and celebrity mentioned above:

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
1. My opinion towards the X brand is positive.					
2. My opinion towards the X celebrity used in the advertisement of the company is positive.					
3. I would be more likely to purchase the X brand's product due to the usage of X celebrity in the advertisement of the company's product.					
4. The advertisement where X celebrity appeared would make me feel more favourable towards the products of X brand.					
5. The usage of X celebrity in the advertisement would improve my perception of the X brand.					
6. X brand is of high quality.					
7. The likely quality of X brand is extremely high.					
8. The likelihood that X brand is reliable is very high.					
9. X brand must be of very good quality.					
10. X brand appears to be of very poor quality.					
11. The name of X brand is well-known in my area.					
12. X brand is a leading company in its area of business.					
13. I know what X brand looks like.					

14. I can recognize X brand among other competing brands.					
15. I can quickly recall the symbol or logo of X brand.					
16. Some characteristics of X brand come to my mind quickly.					
17. I have difficulties in imagining X brand in my mind.					
18. I feel positive about X brand.					
19. I feel positive about the advertising campaign of X brand where X celebrity is featured.					
20. When someone criticizes X brand, it feels like a personal insult.					
21. When someone praises X brand, it feels like a personal compliment.					
22. X brand's successes are my successes.					
23. It makes sense to buy X brand instead of any other brand, even if they are the same.					
24. Even if another brand has same features as X brand, I would prefer to buy X brand.					
25. If there is another brand as good as X brand, I prefer to buy X brand.					
26. If another brand is not different from X brand in any way, it seems smarter to purchase X brand.					
27. I would recommend X brand to my friends and relatives.					
28. I encourage my friends to check out the X brand.					
29. After seeing the advertisement I think the product is worth purchasing.					
30. The usage of the X celebrity bring more trust and make me like the X brand more.					
31. This brand has an					

acceptable standard of quality.					
32. This brand helps me feel acceptable.					
33. This brand makes me leave a good impression on other people.					
34. This brand improves my social relations.					
35. After seeing this advertisement I feel interested in the product.					
36. After seeing this advertisement I like the product.					
37. After seeing this advertisement I have a good impression of the product.					
38. After seeing this advertisement I have a good impression of the X brand.					
39. I think this advertisement is impressive.					
40. After seeing this advertisement I can recall its content.					
41. I consider myself loyal to brand X.					
42. Brand X would be my first choice.					
43. I would not buy other brands if brand X is available at the store.					

Thank you for taking part in this survey and for your useful contribution in developing a master degree level focused on determining the impact of celebrity endorsement on the consumers!