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Exploring brands celebrity endorsement on Facebook

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Abstract

Purpose
Brands have different way of promoting and managing their product using the celebrity endorsement online. With the Facebook platform, the most popular social network in the world, brands have found the perfect place to attract people and manage their reputation online. The purpose of this paper is to explore how celebrity endorsed campaigns are developed in online platforms, what is their impact on users and how company manage users’ reaction.

Design/methodology/approach
To achieve our thesis, we made a qualitative approach collecting 3948 comments related to 93 posts on Facebook. To organize data, we made some charts to categorize them. These charts allowed us to create graphs and figures in order to bring out general attitudes and reveal tendencies which needed further research.

Findings
The common starting point for brands is to focus on the celebrity assets. According to their objectives, companies establish their post highlighting product and/or celebrity’s characteristics. These could be combining to improve the impact of posts on Facebook users. Even if the celebrity endorsement remains a good strategy to attract and catch people online, brands have to find the balance in order to avoid to be overshadowed by celebrities. Whatever the comments from users, brands have to take the opportunity to improve their campaign and to understand users.

Originality/Value
This paper fill the lack of knowledge regarding the literature gap related to the celebrity endorsement on social network like Facebook.

Keywords
Celebrity endorsement, Brand loyalty, Congruence, Social media, Advertising campaign, Advertising effectiveness, Facebook, Consumers interactions, Brand relationship, Posting, Commenting, Tag.
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1. INTRODUCTION

1.1. Background

Nowadays, researches in disciplines such as marketing and communication, service management and the study of the consumer behaviour along with an oversaturated market point to the necessity of finding new ways of promoting products. Furthermore, customers are aware and have a better access to the information (Rice 2014). In this way, companies need to learn again how to attract and catch people's attention. Furthermore, as the supply is higher than the demand, it becomes more and more difficult to make customers loyal to the brand (Kandampully et al. 2015). Most companies spend a lot of time building their brand image in order to highlight their values and their story. In order to reinforce this image and their credibility, companies have more and more recourse to the celebrity endorsement.

Historically, the celebrity endorsement is not something new (Erdogan 1999) and refers to a practice used by companies: a celebrity, previously selected by the brand, is taken on to promote products. This practice has to be realised carefully and the selection of the celebrity is especially important (Seno & Lukas 2007). Linked to the brand image, the celebrity has to match the brand and reinforce credibility for instance. Since the importance of the celebrity endorsement has been rising, new theories and concepts have also emerged to select the right celebrity and to manage the relationship between the brand and the celebrity endorser (Keller 2013; Keel & Natarajan 2012; Lohneiss & Hill 2014).

In recent years, a heightened awareness of most companies regarding new technologies and new digital media solutions and tools that they can bring has contributed to their development. New platforms like social networks and Facebook, in particular, provide new opportunities to companies (Gamboa & Gonçalves 2014). Nevertheless, companies have to adapt their way of working, train people in order that they become effective and update their tools. In constant evolution, companies have to stay aware in order to always be up-to-date.

In this way, celebrity endorsement is used more and more by companies. Facebook provides a great opportunity for celebrity endorsement campaigns. Available in the eyes of everyone, companies will take advantage of the platform and of the celebrity popularity to attract people (Gibson 2012). However, the literature doesn’t provide how these campaigns should be developed in order to be successful. The previous studies don’t explore the interaction
between brands and users on Facebook. As well, no books are related to the brand management of Facebook users’ reactions.

1.2. Problem identification

The existing literature related to celebrity endorsement and social networks, allows us to make a statement and an overview about actual research. It appears that the literature focuses on the way to put celebrity endorsement into practice (Erdogan 1999). In the same way, the literature related to social networks studies behaviours but most of the time on users interrelation, discussions and exchange of information (Shih 2009). Our first observation was that even if social networks have been in existence for more than ten years, we are only just discovering their potential in terms of communication and information share.

Moreover, the literature doesn’t link the celebrity endorsement and users' reactions to target brand advertising on social networks. Thus, we would like to link both fields: celebrity endorsement and social networks. In this way, we follow a three step study following the next research questions. First, we go into the campaign building to get information about how brands apply celebrity endorsement knowledge on Facebook. Secondly, we explore users' reactions in order to correlate marketing strategy and users' types of comments. The final aim of our research is to explore how brands manage all the different types of users’ comments.

In order to provide new opportunities for further researches, our thesis will be organized around the following research questions:

1: How does a company develop its celebrity endorsement campaigns on Facebook?

We will contribute to existing knowledge on celebrity endorsement campaigns but extending it to online communities, and particularly Facebook.

2: How do users comment on celebrity endorsement brand posts?

We will contribute to existing knowledge on Facebook users’ behaviour and extending it to the celebrity endorsement.

3: How do companies manage users’ reactions?
1.3. Motivation of the study

This section will underline why our thesis is significant not only to the business world, including both company and Facebook users, but also to scholars and students.

First of all, as said in the background, “celebrity endorsement” is not something new. Companies have used this practice for decades and the literature is, in this way, well developed about this topic. Surrounded in our daily life by brands and their advertisements, we would like to have a deeper understanding about this phenomenon. Then, we wanted to study current celebrity endorsement practices in order to update the literature knowledge in case of need.

Secondly, “celebrity endorsement” is widely used on social networks. Especially on Facebook, brands have their own fan page where they promote products helped by their celebrity endorser. Nevertheless, there is a dearth of relevant studies that explore celebrity endorsement in relation to Facebook. This lack of research constitutes the other reason for our motivation. As part of the Y generation, we have witnessed the appearance of Facebook and all its evolutions overtime. Even if we daily use Facebook, we don’t exploit all the available resources it provides. Hence, we would like to use Facebook as a platform for our research.

Thirdly, we would like to provide specific managerial implication for companies. Taking into account the celebrity endorsement on Facebook will engender some consequences towards companies’ organisation and their way of working. Our thesis could be interesting and relevant for companies solicitous over their effect on Facebook users.

Fourthly, as Facebook users ourselves, we would like to raise awareness among all others to this marketing process used by brands on Facebook. Companies employ some techniques to attract users and to maintain popularity of their brand. In this way, another aim of our thesis is to inform people about companies’ celebrity endorsement on Facebook.

To conclude, scholars and students interested in celebrity endorsement, brands which want to be on Facebook and internet users are as many people likely to be interested in our thesis. We would like to add to existing knowledge regarding the celebrity endorsement on Facebook and give an overview of the users’ behaviour about the brands campaign from different sectors.
1.4. Presentation of the Facebook platform

According to our problem of identification, we would like to focus on the campaign approach of the brands using celebrity endorsement online. In order to answer our research questions, we choose Facebook as a tool. Facebook is the most famous social network in the world and is more and more used by brands. Indeed, Facebook has become the perfect platform to interact and offer new business opportunities for brands to attract people online. By analysing the interaction that takes place on Facebook, we could have a deeper understanding of the campaign approach practices used by brands.

1.4.1. General Presentation

Launched in 2004, Facebook is an online social network created by Mark Zuckerberg. Originally addressing students from Harvard, it can be used, today, by anybody, who is at least 13 years old and allowed to become a registered user of the website. After registration, users can create and manage their user profile, add some other users, share messages, photos and videos. They could also join some groups and communities according to their interests. Nowadays, about 1,393 billion people use Facebook every month.

Vincos Blog (2014)
This success story is unprecedented. Mainly, Facebook makes profits thanks to advertising. In 2013, revenues were about $7,872 million with the operating profits of $2,804 million (MarketLine 2015). The strength of Facebook remains in its continuous research to be innovative. In this way, they regularly update the platform to offer the best way to surf online. In our case, what is interesting is the fan page. Indeed, Facebook gives the opportunity to brands to create their profiles and interact with users: “Fan pages are brand oriented profiles that provide additional functionalities like detailed analytics and better content and fans administration” (Sabate et al. 2014, p.1002). Users who are following the brand can see on their wall all the news posted by the brand. They can interact with it by liking, sharing or commenting: “Each of these actions potentially promotes the content to all the customer's friends’ walls” (Ibid., p.1002). Generally, brands publish news about their products using celebrities with pictures or videos. But each campaign using celebrity endorsement has its own approach and engenders different attitudes towards the users online. Using the Facebook platform, we could have access to these campaigns and collect data. Facebook provides us a timeline thanks to the date associated to each post. In this way, we can record our research over a long period of time. Furthermore, all the comments from Facebook users will remain available overtime. That is why Facebook appears like the most relevant tool for our research.

1.4.2. Celebrity endorsement at Facebook

Thanks to the fan page, celebrities and brands can choose what they want to publish online. When people like and follow the fan page, the brand becomes more popular. Today, we note that, on average, each user likes 89 fan pages (Shih 2009). Indeed, it becomes more and more common for brands to put messages, pictures or videos about their celebrity endorser. Furthermore, celebrities themselves could also publish posts about the brand they promote. Companies need to take advantage of this phenomenon and attract people regarding their interests. In term of attracting people, Facebook can be the perfect place to launch or support a campaign. With the endorsement from a celebrity, the visibility of the campaign to Facebook users could be higher, and in this way catch more people.

1.4.3. Brands and celebrities used for this case

For our study, we decided to analyse campaigns from three brands. In order to create a useful model for the future, we would like to study brands from different sectors using celebrities
with different positions. Indeed, we could take into consideration celebrities’ positions in order to show their congruence with the brand endorsed. It could also explain why the brand chose these celebrities. We wanted to choose famous brands endorsed by well-known celebrities to be more likely to find a lot of followers on Facebook Fan page. The more comments we find, the more relevant our analysis will be. Here are a few words about each company and celebrity endorser that we chose.

We chose Nike endorsed by Cristiano Ronaldo. Nike is a corporation, started in 1968 in a small town in Oregon - USA. Today, it has developed into the largest Athletic Footwear and Apparel Company diversified into complex organizations, with one of the most recognized symbols in the world. Nike uses a continuous innovation that allows the company to create the biggest game-changing technologies and products in the sportswear industry. Born in 1985, Cristiano Ronaldo, also known as CR7, is a Portuguese professional footballer currently playing for the Spanish club Real Madrid. He won the “Fifa Ballon d’or” for the third time in 2014 and is the most expensive footballer in history. Respected by his peers and also appreciated for his attractive traits, Cristiano Ronaldo has always worn Nike shoes to play football. Since 2010, Nike has even made Ronaldo-signed boots.

Then, we selected Bobbi Brown Cosmetics endorsed by Kate Upton. Bobbi Brown Cosmetics was founded in 1991 by Bobbi Brown in New York City. Bobby Brown is a global beauty ambassador with the philosophy of marketing towards women who want a "natural but better" look with makeup. Today, Bobbi Brown Cosmetics is the #1 makeup artist brand founded by a woman. The brand is available in more than 60 countries and distributed at exclusive retail shops. Born in 1992, Kate Upton is an American model and actress. She was the cover model for famous magazines like Sports Illustrated Swimsuit Issue and Vanity Fair. Named sexiest woman alive by people magazine in 2014, she begins to be the new face of Bobby Brown Cosmetics in March 2014. More than her beauty known to everyone, Bobbi Brown sees in Kate Upton a smart and nice woman, who has made her own rules.

And finally, we decided to choose Jimmy Choo endorsed by Kit Harington. Jimmy Choo is a British luxury brand specialising in shoes, handbags, accessories and perfumes. The Jimmy Choo Company was founded in 1996, with Mr Choo’s niece, Sandra Choi. A pioneer in the art of celebrity dressing, Jimmy Choo was among the first to bring shoes and handbags to Hollywood. Today, Jimmy Choo can be seen on style icons from celebrities to royalty, musicians to heads of state. Jimmy Choo has a store network encompassing 167 stores in 35
countries. Born in 1986, Kit Harington is an English actor. Known for his role in the famous series “Games of Thrones”, he became the celebrity endorser of Jimmy Choo in June 2014.

1.5. Thesis objectives

The main objective is to explore how celebrity endorsed campaigns are developed in online platforms, what is their impact on users and how companies manage users’ reactions.

Using the “Fan Page” developed by each company and celebrity studied, we would like to understand how companies collaborate with their celebrity endorser to build an online campaign approach. In other words, we would like to explore how companies build their campaigns using celebrity endorsement. The point is to look at the campaign through brand pages and to get a deeper understanding about the celebrity endorsement effect on Facebook users.

Moreover, one objective of our thesis is to explore the attitude of Facebook users towards brand and celebrity online posts. We will focus and analyse their comments in order to get an understanding of their reactions to particular campaigns.

The celebrity endorsement marketing strategy involves some risks that the company needs to manage. With this thesis, we aim at highlighting also the importance of the endorser selection process and the congruency between the celebrity and the brand.

To conclude, brands have different ways of promoting and managing their product using the celebrity endorsement online. With the Facebook platform, the most popular social network in the world, brands have found the perfect place to attract people and manage their reputation online. In this way, the main aim of the thesis is to explore how brands manage consumers’ comments on Facebook campaigns.
2. LITERATURE REVIEW

Using the Facebook platform, the aim of our study is to explore brands celebrity endorsement on Facebook and its effects on Facebook users. Our paper will provide an analysis from the building of the campaign to the management of the users’ comments. Before talking and explaining our method, it appears crucial to clarify some terms in order to better understand this topic. In this literature review chapter, we will present the concept of celebrity endorsement and discuss its role in marketing communication. We will also converse about different ways of building an efficient celebrity endorsement and present the celebrity endorsement practises online. To conclude, the literature review will provide insights about how companies could improve the effectiveness of their advertising through celebrity endorsement.

2.1. Notion of Celebrity

Sinclair (1995, p.254) defines a celebrity as “someone who is famous, especially in areas of entertainment such as films, music, writing, or sport”. Formally, it could also correspond to the state of being famous (Rundell & Fox 2002). Despite of these definitions from dictionaries, some authors read into them and give other point of views. According to Friedman and Fiedmann (1979), the word celebrity makes reference to someone well known by people (sports person, singer, actor, etc.) for his talent in a specific field unconnected to the range of products endorsed. On the one hand, this term could refer to a person, recognized by everyone and who has a certain power of attraction and a capacity of reliability (McCracken 1989). On the other hand, Keel & Natarajan (2012, p.698), explained that the notion of celebrity begins to change: “Being a celebrity is more than being someone famous”. Indeed, the celebrity makes references to some values and attributes. A famous person is well known thanks to his acts of his own, while a celebrity is well known for his attitude and his behaviour. All in all, whatever the way a celebrity becomes famous and why she is popular, the relevant idea for our thesis is to understand how company will use its attributes to promote and sell.
2.2. **Notion on Endorsement**

The Federal Trade Commission also called FTC, regularly publishes Guides with laws regarding administrative interpretations. The aim is to inform people and business professionals. In this way, we can find among all the definitions, the one on endorsement: “an endorsement is defined as any advertising message that consumers are likely to believe, reflects the opinions, beliefs, findings, or experiences of a party other than the sponsoring advertiser, even if the views expressed by that party are identical to those of the sponsoring advertiser” (McKelvey 2013, p.60). The term of endorsement could also refer to a communication strategy using a celebrity as a brand ambassador in order to increase the approval rating and recognition with the aim to establish the position of the brand (Friedman & Friedman 1979).

2.3. **Definition of Celebrity Endorsement**

The expression “Celebrity endorsement” is a practice used by companies to amplify the capacity of consumers to generate and keep the brand in their memory. This brain recall mechanism produces a positive effect for the company, as it promotes and encourages consumers to choose and buy the products of the company (Misra and Beauty 1990; Petty et al 1983). In this way, marketers enforce the power of advertising using celebrity endorsement. Indeed, the aims of the celebrities are to convince consumers, to make the product more attractive, unforgettable, believable and appealing (Spielman 1981). Even if this expression becomes more popular nowadays, this has been used for decades: before becoming the American president, Ronald Reagan, was using different products, especially cigarettes during his acting days (Keller 2013). This was already a form of endorsement, in the 1950’s. The cinema, especially, has contributed to the development of “endorsement as an advertising technique” (Erdogan 1999, p.292). Some decades later, in the 1980’s 25% of advertisements used celebrities to promote their products in the United States of America (Ibid.). Nowadays, this practice is very common and companies don’t hesitate to allocate a budget to hire famous spokespeople to promote their product. In 2012, Keel and Natarajan argued that the impact on the consumers’ attitude and on their purchase intent is not different as the endorsement is done by celebrities or noncelebrities. Nevertheless, some research showed that the noncelebrity endorsement could be more successful than celebrity endorsers (Tom et al. 1992) while other authors find that the use of celebrity endorsement is more relevant and powerful.
in order to improve positively the brand attitudes and to raise the purchase intent (Atkin & Block 1983; Petty et al 1983). In this way, how do companies know which strategy to adopt? Indeed, even if the use of celebrities in advertising could be controversial, this process has significantly increased during these last decades. “The celebrity endorser is a ubiquitous feature of modern marketing” (McCracken 1989, p.310). But while it is a ubiquitous feature of modern marketing, many questions regarding this phenomenon have yet to be adequately answered: How do companies use their celebrity to promote their products? What are the celebrities’ attitudes expected by the brand? And what will be the consequences on consumers? In the following parts, our aim will be to answer these questions drawing on the literature.

2.4. How to build an efficient Celebrity Endorsement

2.4.1. Finding the suitable celebrity

First of all, a company has to find the suitable celebrity to promote its products. Erdogan and Drollinger (2008) argue that “Selecting celebrity endorsers can be a structured decision process rather than a chance event” (p.580). Like the process development of a new product, the selection process of the celebrity has to be managed and affected in a conscientious way. In this way, Keel and Nataraajan structured their research, in 2012, into three models which could be followed in order to make the selection: source credibility, source attractiveness, and the product match-up hypothesis. Indeed, the source credibility means that the celebrity has to be like an expert in order to improve the consumer's perception of the product. If the celebrity chooses this product, it is for good reasons, she/he is an expert! The attractiveness is, as often, an inspiration source for consumers who want to look like their model. Even if people are more and more informed and aware about all the software practices to improve the beauty of celebrities, attractiveness remains a relevant way of convincing people and increasing the consumer's purchase intent. Regardless of the type of endorser, this impact on consumers will be higher than an advertisement without any endorser (Friedman et al. 1976). Finally, the match-up hypothesis means that the celebrity needs to match with the product she/he promotes. Beyond the attractiveness and the credibility, the celebrity needs to match his whole image with the brand promoted and the target people (Erdogan 1999). In this way, the suitable perception between the celebrity and the brand will convince and make credible this relationship. Some studies found that the stronger the compatibility between the endorser and
the endorsed product, the more relevant the credibility and believability of the endorser (Kamins & Gupta 1994). In the case of a poor match between the celebrity and the product, there is a loss of “believability and attractiveness” (Ibid., p.569) for companies. Furthermore, the celebrity lost his credibility and his expert role. As a result, this could have an erroneous impact on consumers’ attitudes towards the brand.

2.4.2. Managing the relationship between the brand and the celebrity endorsed

After the selection process, the second stage of celebrity endorsement is the development of the relationship between the celebrity and the brand. A company has to fix its relation with the celebrity. Seno and Lukas (2007, p.123) present several endorsement types: “explicit ("I endorse this product"), implicit ("I use this product"), imperative ("You should use this product"), or co-presentational (merely appearing with the product)”. According to Motion et al. (2003), cooperation is created between the brand and the celebrity when the endorser promotes a product. The money that the celebrity will bring back is like an exchange for his image transmission toward the product. In this way, all the involved parties take advantage of this partnership. The respective advantage is built around a constant exchange with an intentional strategy of image ascribes in “an exclusive and dynamic process” (Seno & Lukas 2007, p.123). With this type of process established by the company, it becomes very difficult and complicated for competitors to imitate it (Keller 2013). Finally, the relation between the celebrity and the brand has to fit logically. The solution in order to reduce confusion in the consumer’s mind is to avoid that the celebrity will be already linked to numerous other brands or exposed too much (Ibid.). This has to be controlled and checked by the company when it selects the suitable celebrity during the step one seen in the previous part.

2.4.3. Transferability from the celebrity to the product

When the company is using a celebrity, it has to do it for two reasons: it has to show why their partnership is relevant and it has to ensure the transferability from the celebrity to the product endorsed (Keller 2013). Indeed, if the company proves its contribution to the celebrity, by making him/her more attractive for a beauty product advertising for instance, his/her credibility toward the consumer is higher. Another example: if an athlete promotes a pair of sport shoes and demonstrates that they improve his performance, people will be more likely to
be convinced. Then, the celebrity will put on the performance during the advertisement in order to apply his transferability. He/she will bring all his own characteristics and values to the product. This transferability brings “reinforced meaning to the product” and proves that the celebrity endorsers have pertinent features in common with the product (Seno & Lucas 2007, p.127). In the same way, the reverse could also happen. Indeed, all the values around a brand and especially a product could be transferred toward the celebrity. If an endorser promotes a luxury product where elegance and class are highlighted, for instance, this could improve the celebrity’s image (Seno & Lucas 2007). Till & Shimp, presented in 1998, *The associative network memory models*. The authors highlight that “negative information about a celebrity resulted in a decline in attitude toward the endorsed brand only for the fictitious celebrity” (Ibid., p.67). However, they precise that the connection between brand and celebrity could be moderated by some factors such as “association set size, timing of the negative information, and the strength of the link” (Ibid., p.67) between them. In this way, it shows the bi-directional aspect of the “image influence from endorsers to endorsed brands and vice versa” (Yonghwan et al. 2014, p.256).

### 2.4.4. How companies deal with problems regarding celebrity endorsement

Even if celebrity endorsement is becoming more and more popular and is increasingly used by companies, this communication strategy is not without risks (Till & Shimp 1998). In his article, Erdogan (1999) presents some potential risks and explains how to avoid them.

First, the celebrity, while he/she increases the attention of consumers, could sometimes overshadow the brand. This phenomenon, also called eclipse, happens when celebrities apply a sort of domination in an advertisement. In this way, it decreases the connection between the endorser and promoted brand (Ilicic & Webster 2014). In order to avoid this sort of problem, the company could “pre-test and carefully plan” its approaches (Erdogan 1999, p.295).

The second risk is that the celebrity could cause some damages to the brand image in case of bad attitude in his daily life. This obstructive information concerning the celebrity could engender bad attitudes toward the promoted brand (Till & Shimp 1998). The brand could meet scandal and “public controversy” (Erdogan 1999, p.295). To stay away from this sort of business, companies have to ensure that they have some insurance and protection clauses in the contract with the celebrity (Ibid.). Nevertheless, even if companies take insurance against
this sort of scandal, people are more and more aware and informed. In this way, companies couldn’t avoid consequences on customers’ perception and judgements regarding the news. In spite of everything, Lohneiss and Hill (2014, p.171) presented in their article that even if a celebrity has “misbehaved as endorser” and could decrease the brand image, he/she will continue to increase sales. Furthermore, sometimes, just a small segment of the market could be touched by the bad attitude of the celebrity. The company has to take it into consideration before breaking its contract with the celebrity (Lohneiss & Hill 2014, p.190).

Thirdly, in the same idea where the brand image could be touched and changed, the overexposition of the celebrity could cause some problems. For example, in the same day, if someone sees a celebrity several times endorsing a different product each time, which product(s) will the person be able to recall at the end of the day (Kelting & Rice 2013)? According to Erdogan (1999), to avoid this, the company has to explain from the beginning to the celebrity his/her role and make specific clauses in order to limit endorsements for other brands. At the same time, the company has to be sure about the motivation which pushes the celebrity to endorse their product. The higher the congruence between the celebrity and the product, the higher will be the perception of believability and attractiveness of the celebrity. In this way, the attitude toward the product will be positive (Kamins & Gupta 1994).

Another risk for the company is that more and more celebrities want to launch their own brand. This new line of products could be in real competition with the company that the celebrity promoted before (Keel & Nataraajan 2012). In this case, as well, companies have to be cautious and put some restrictive clauses to avoid this.

All considered, the collaboration with the celebrity has to be regulated with the help of a contract form with restrictive clauses. The communication between the company and the celebrity is also crucial in order to be sure that the value promoted by the brand is well understood by the spokesperson. Finally, the selection of the celebrity remains most important and the company has to be sure about all the celebrity’s characteristics beforehand.
2.5. The celebrity endorsement practices online

2.5.1. From traditional information sources to a new media information sources

The advent of internet with the growth of the tools necessary to access it has changed and moved the sources of celebrity information from the traditional toward new media (Leslie 2011). Indeed, the fast access to information has been facilitated by internet to the great displeasure of all the traditional information sources such as magazines and newspapers. This change has had a huge impact on celebrity endorsement. Celebrities still appear in fashion magazines but their image and their format have extremely changed with the new media thanks to internet (Gibson 2012). “Traditionally, celebrity news has been only a small part of the information provided by print newspapers”. (Leslie 2011, p.63) Compared to the other news, the celebrity appeared not very important and editors had to make a new selection, space not being unlimited. On the contrary, with Internet, as information is unlimited, creating a section is enough online to list all the information related to the celebrity endorsement (Leslie 2011).

2.5.2. Social Media

In his book, Burns (2009, p.xii), defines social media as “the collaborative process that creates meaning and community online through the exchange of text, photos, or videos”. This also includes blogs, social network, video-sharing, etc. The main difference compared to other media is the power of the internet users: they control, manage, choose and select the content and what they want to share online (Leslie 2011). This evolution engenders, in this way, some changes regarding the celebrity discussion. People are free to comment what they want every time (Ibid.). That’s why, in a certain way, a celebrity can manage his image on social media. The word “groundswell” is used by Bernoff and Li (2008, p. 37). They define this impact as “a social trend in which people use technologies to get the things they need from each other, rather than from traditional institutions like corporations”. Therefore, companies will use their celebrity endorser in their brand page on social networks like Facebook. Wing and Si (2015, p.48) studied that “satisfied followers of a brand page are more likely to spread positive word of mouth about the brand to connected friends”. Jin and Phua (2014, p.192) made a research on Twitter, another social network, and demonstrated that “a celebrity endorser with a high
number of followers was significantly associated with higher ratings on source credibility compared to a celebrity endorser with a low number of followers. By posting their daily story online, internet users can get to know the brand endorsed by the celebrity, understand how to use the products and all its characteristics. After his victory in the Olympics Games in Vancouver, Lindsey Vonn, the famous American skiing athlete, directly put on Facebook: "This is the BEST day of my LIFE!!!!!!!!!!" (Lenard 2012) with a picture of herself having her ski endorsed by the Head brand. This creates proximity with fans and increases credibility both for the celebrity and the brand.

All considered, whatever the way to share news and emotion with people online (video, picture, text, etc.) chosen by celebrities, this will automatically raise the consumers’ intention to build an online friendship with the celebrity” (Jin & Phua 2014, p.192) and improve the brand visibility online.

2.5.3. Relationships marketing

Relationship marketing is “the development of mutually beneficial long-term relationships between suppliers and customers” (Buttle 1996). In order to be closer to their customers, brands use celebrities as spokespeople to reach and communicate with customers. Indeed, the customers’ aim is to acquire closer relations with a celebrity through consumption activities (O’Guinn 1991). In this way, people could use different means of communication to be in contact with their favourite star. Over time, tools to communicate with celebrities have changed. Nowadays, the consumer–celebrity relationships are strongly affected by new sorts of interaction opportunities: social networks (Banister & Cocker 2014). With Facebook or Twitter, for instance, fans have new ways to get in touch with their idols. Brands using celebrity endorsement give opportunity to their fan to follow them in their daily life, with their fan pages. Nevertheless, the boundary between the best celebrity friendship and enslavement is thin (Fournier 1998). Actually, “the active role brands can play as repositories of meaning in the construction of self” (Banister & Cocker 2014). From the brands’ point of view, in his book, Buttle (1996) presents some keys for successful relationship marketing. First, brands have to follow a supportive organizational culture and create a mutual partnership and interdependence with the consumer (p.11). Then, internal marketing is important and employees have to understand why it is crucial to “develop and implement relationship marketing strategy” (p.12). The company needs to manage their work team to accomplish objectives of the relationship marketing, the customer retention, especially (p.13).
Finally, brands have to take into consideration and understand, with conscientiousness, customers’ expectations. In the same idea, brands have to make and keep updated “a detailed customer database” (p.13). With the Facebook platform, brands have the opportunity to observe potential customers, see their interests and act in order to attract them.

All in all, in order to get the best friendship celebrity relation and to apply a good relationship marketing strategy, Fournier (1998) underlines “the importance of reciprocity”. The relation has to be maintained continuously, on both sides, by the celebrity and the fan.

2.5.4. Commenting

In his book, Shih (2009), shows and explains some practices that a company has to use in order to build and manage successful relationships on Facebook. The author describes three components: “passive notification, active classification, and communication media” (p.189). With the purpose of interacting with their followers, among other tools, brands could use commenting. Indeed, every post on Facebook can be commented. The brand, posting a message on Facebook, gives opportunities to users to make self-promotion sharing their point of view “on controversial topics and posts” for instance (Kabadayi & Price 2014, p.217). The brand could start a conversation, give more explanations and satisfy the needs. In some cases, brands can also take advantage of these comments using them like effective publicity of their product (Ibid.). The interaction between the brand and Facebook users through commenting will increase their relationship and improve the involvement of users (Shih 2009). Indeed, the engagement and Facebook use are related (Junco 2012). A study on students shows that those who “spend more time commenting on Facebook also score higher on the engagement scale” (Ibid., p.169).

2.6. How do companies improve the effectiveness of their advertising through celebrity endorsement?

When a company uses celebrity endorsement, several practices exist in order to take advantage of the spokesperson and promote products in a better way. In his book, Keller (2013) presents some practices that companies could use in order to fully exploit their connection to a celebrity. In the following section, we will describe these practices with the support of other researchers.
In order to increase the congruence between the celebrity and the brand, the spokesperson has to control and supervise the brand elements according to Keller (2013). Even if all the celebrities don’t have automatically a logo, or a slogan, they can always manage their appearance and, in this way, create a brand identity. Furthermore, the endorser’s attitude can bring to the consumers some motivation and experiences related to the brand identity (Hung 2014).

For Keller (2013), most of the actions realized by the celebrity and the brand remain intangible. If the company really wants to be in the minds of consumers, it needs to create a “high brand recalling for celebrity and a high celebrity recalling for brands” (Gnanapragash & Sekar 2013, p.49). Indeed, the company will be sure to produce a “strong brand image or personality in the minds of consumers” (p.49). Moreover, companies have to repeat their action with the celebrity to be fixed in the customer’s mind.

Keller (2013) also highlighted that the endorsed needs to apply some strategic partnership. With using secondary associations, the brand becomes more popular and the brand equity is significantly improved. “Secondary associations are linked to other information in memory that is not directly related to the product” (Okada & Reibstein 1998, p.349). For instance, Nike, the famous suppliers of athletic shoes and apparel has sponsored “Ohio State players and athletic department personnel” (Carbasho 2010, p.42). In other words, the soccer team has received equipment’s from the brand with the aim to increase his popularity in this successful sport school. Furthermore, Nike has also created the “Nike academy”: a soccer school with two objectives. They want to hire potential future famous soccer players at a young age and show the ethic of the brand by recruiting from every social class. In this way, these associations add values to the brand. Then, these secondary associations could be affiliated to spokesperson (Okada & Reibstein 1998). When the celebrity is part of the association, he/she acts as a booster to generate a significant impact on community. Hence, a secondary association such as an external structure will help the brand/celebrity couple to promote products and make the brand more popular to the players and future potential buyers.

If the company could use celebrities like experts, it is because they appear credible to the consumer. Their reliability is important in the purchasing process. Nevertheless, another important element is emotion according to Keller (2013). Companies want to use celebrities for their sympathy and their attraction. In their study, Zhang et al. (2014,
p.2105), showed that an emotional advertising attraction can result in a greater “purchase intention in the experience service condition”.

- For Keller (2013), companies don’t have to hesitate to use different sorts of media channels to broadcast their products endorsed. In this way, more people will be touched by the advertisement. Nowadays, the online media is particularly relevant in order to generate some “social networking and community building” (Keller 2013, p.283). Managers are more and more focused on this use and take advantage of it building a long term alliance with consumers. As a result, “this social relationship among community members can positively influence consumer behaviour” (Köhler et al. 2011, p.93). We will have a deeper understanding regarding the topic of the community online in a following part.

- In Keller’s (2013) mind, when companies use a celebrity endorser, they always have to do it in a relevant way and not be afraid of constantly innovating. They have to invest and highlight the endorser’s characteristics that have to show and reinforce the company values. The consumer will deduce the company personality and values from the characteristics and specificities associated and link to the celebrity endorser (Aacker 1997).

- Keller (2013) adds that the endorser, before promoting the brand, needs to understand and consider values and characteristics sharing with the company. In this way, with the help of the spokesperson, the company could create and have a unique identity in the market, compared to the opponents. Let’s take a look at the partnership between Roger Federer, the famous Swiss tennis player, and Credit Suisse, the famous Swiss Bank. This endorsement is based on the excellence and roots shared by both partners. Indeed, being from the same country, they have the same national values. For the customer, this makes reference to the quality and reliability. Furthermore, Roger Federer and the Credit Suisse aspire to excellence. Their credibility being up to, customers identify them as the transcription of excellence (Roşca 2010).

- In his study, Keller (2013) shows that the celebrity endorser has to understand the brand structure in order to respect its values. However, the celebrity can bring his capacities and characteristics and, in this way, permits a brand extension. Raf Simons, Dior’s artistic director, explains why he is interested in the famous singer, Rihanna. She will give a “new form” to the brand, breaking free from the brand classic code and, in this way, show a new Dior facet (Karen 2014). More than simple values, Rihanna will bring the image of the modern black woman assumed and independent.
• When companies select a celebrity to endorse their product, they have to be sure he/she will be up to it, according to Keller (2013). Indeed, companies need several years to build their image and reputation. Hence, they have to control and manage their celebrity. Damages or even destructions of the brand status can occur in few days and recovering could be sometimes impossible. In their article, Carrillat et al. (2013) explained some cases where sportspeople ended up in scandals, with drug charges, especially. The risks linked to this partnership could become troubling for the company image, durably.

• Acting as expert, the spokesperson could be used by the company as the perfect advocate for the brand, as Keller (2013) said. In this way, a celebrity could change the mind of consumers and delete the erroneous idea related to the brand.

2.7. Summary of the literature review

In the literature review, the main themes broached are the notion of celebrity endorsement, the different ways to build an efficient celebrity endorsement and online practises. In the following thesis, these themes will be further explore and discuss. We also presented in the literature review how companies can improve the effectiveness of their advertising through celebrity endorsement. In our case, we will see, for instance, if brands apply same processes seen in the literature review.
3. RESEARCH METHODOLOGY

In this chapter, we will start describing the approach that we took. Then, we will present a general knowledge about academic research methods in order to justify our choices. To finish, we will show an ethical consideration part before mentioning validity and limitation of our study.

3.1. Motivation of the case study design

The aims of our thesis is to explore how companies develop celebrity endorsement campaigns online, what is their impact on users and how companies manage users’ reactions within the Facebook social network sphere. In order to achieve our objectives, we would like to realize a qualitative approach. Indeed, we would like to go inside the meaning of users’ comments. Nevertheless, in the analysis we needed to code and categorize our data: with more than two thousand comments on ninety-three posts to study, a qualitative study would be too long to conduct respecting the project timeline. Elaborate on the data collection, we created categories in the aim to get tendencies and answer to the research questions. Some categories came from the literature review such as the “credibility” or the “transferability” but in some cases we needed to create news categories to be able to classify the rest of data. For instance, we created the “product efficiency” category. Then, we needed to examine campaigns building and the ability to go into users' reactions to study the influence of each other. Following this step, we made some graphs and diagrams. From this results draft, we would like to interpret tendencies and specifics behaviours qualitatively doing links with data on posts directly.

3.2. Literature review

In order to build a relevant literature review and to get knowledge related to our field of study, we used articles, papers and books extracted most of the time from online databases. In this way, we used Business source premier, Emerald and Google Scholar. To refine and focus our researches, we selected key words such as: “Celebrity endorsement”, “Social media”, “Advertising campaign”, “Facebook”, and “Digital Advertising”. Each one relates to a specific field of the study and allows us to find the adequate literature. Then, we made our
research in specific journals like Journal of advertising to get best articles. Our study refers to several topics combined in order to understand celebrity endorsement on social networks. On one hand, we reviewed the literature related to existing celebrity endorsement practices. On the other hand, we studied practices on new social medias. Finally, the aim is to combine these topics to extend the existing knowledge about celebrity endorsement practices on social networks. It explains why we have a lot of keywords and journals from different fields.

3.3. Qualitative data collection

In the collection of the qualitative data on Facebook, we adopted a specific method:

Firstly, we made a Facebook exploration on brands fan pages in order to have an idea of the available data amount. We focused on brands using celebrity endorsement, their number of followers and posts including celebrity. Further to this exploration, we selected three different brands from different sectors, with different working experience celebrities each time.

Secondly, it was necessary to determine the period studied. In order to explore some complete campaigns based on a sufficient number of data, we decided to collect data from June 2014 to March 2015. With this adequate data amount, we will not exceed the threshold of repetitive data.

Thirdly, we scanned the Facebook brand historic to extract and collect every post related to the spokespeople: through the photos record and album, the videos record and on the wall of the brand page. We wanted to collect all posts including the celebrity on the ten month period.

Fourthly, in order to collect data, we systematically gathered, categorized and coded the data. In other words, we looked at every comment from every post we extracted and categorized them depending of their nature. This categorization will help us to provide the analysis and to discuss about what we observed.

All in all, even if our analysis is based on a qualitative approach, we used graphs and diagrams to categorize, code the data and go deeper into every phenomenon.
3.4. Organization and analysis of data

In order to organize qualitative data, we made some charts to categorize them. This approach included some categories from the literature review, but we needed to create some other to be able to classify every data. These charts allowed us to create graphs and figures in order to bring out general attitudes and reveal tendencies which needed further research. Our study explores three different approaches according to our three research questions. In this way, we divided our data in three areas. The first one relates to the celebrity endorsement campaign building, where we collected data from the fan page. The second one is about users’ reactions to brand posts. We considered different users’ feelings and behaviours. The third one studied how brand manage to users’ reactions. We explored how brand adapt their campaign on Facebook.

3.5. General knowledge about research methods

There are two different types of research method. They could be descriptive or explorative. A descriptive research aims at establishing characteristics through the group variables’ analysis. Then, an explorative research will get new inputs and, in this way, leads researchers through literature and investigation experience (Murthy & Bhojanna 2009, p.3). We chose to make an explorative research. Indeed, the focus of our study is to update existing knowledge and to come out new practices from the data collected.

There are two major methods to drive a research. Bryman and Bell (2013) explain that a study could be quantitative and then, come out with a general reflection about a specific topic through statistics interpretation. However, Maxwell (2005) explains that with the aim of studying specific behaviour and attitude, researchers could realize interviews, or observations as we did, in order to interpret words and feelings. This is a qualitative approach. Despite this, in some cases, these methods separately are not enough and can't answer all research questions. For example, Storey et al. (2002) use a quantitative research complimenting a qualitative research in order to address their problem. The use of both methods combined allows the authors to get a general knowledge and then provide a deeper insight on the examined phenomenon. In our study, a single qualitative research was not enough to treat the mass of data collected. So, we used graphs and diagrams to categorize, code the data and go deeper into every phenomenon.
Our research questions aim at exploring how companies use celebrities to promote their brand on Facebook, what impact this has on users and how they interact based on the promotion campaigns. In this way, our study needed a global knowledge about celebrity endorsement on Facebook in order to explore and explain attitudes of users.

3.6. Ethical consideration

3.6.1. Data access on social network

When users comment a post on social network such as Facebook, they know that their comments will become public and accessible for everyone. However, are all users ready to share all the information that they post online? From an ethical point of view, we can wonder if data on online media should be treated as public or not. On one hand, some authors, such as Kozinets in 2010 (p.138), argue that online environments should be treated as any other context and access should be asked and granted. On the other hand, others argue that this is not the case: like everything is available online, researchers should be able to use it as data (Perryman & Coughlan 2014). Conducting our research as inactive users on public Facebook pages, it is ethically justifiable to make our study such as researchers. As an explorative approach, we are not saying anything embarrassing about Facebook and its users. We are not criticizing and judging users online. Our role is to observe the celebrity endorsement process watching the Fan Page on Facebook. The aim is to use the social network Facebook only such as a tool for our thesis. “The European Commission (2012) suggests that open access to research data will improve the quality of research results and foster scientific progress and innovation” (Andreoli-Versbach & Mueller-Langer 2013). In a certain limit, in the respect of the private life and as part of an academic work, researchers can use data online.

3.6.2. Private data protection

During the data collection, we focused on comments posted by Facebook users. In order to guarantee the respect of private life, we decided to hide the users’ names. In this way, on the following screen shots with comments, the users’ names will be blackened. Then, we collected some comments where Facebook users are tagging and putting the name of other users. These names will hide by a white line.
3.7. Discussion of validity and reliability

According to Krishnaswami and Satyaprasad (2010) “validity refers to the extent to which the recorded observations accurately reflect the construct they are intended to measure”. In order to get valid data, researchers need to meet observations with alternatives measures based on the same object. Then, “reliability entails consistency and freedom from measurement error” (Ibid.). The reliability can be assessed with two or more independent observers agree in their results for the same event or can be tested over time with comparisons.

To assess the quality of our research and in order to tackled issues in our thesis regarding the validity, we had three different approach organized in three research questions for one topic. In this way, we used different kind of tools in our observation and in our analysis as well. Indeed, in the analysis, we used tools as graphs, diagrams and charts. These different tools enable us to have the better view of our results and to valid our data. The reliability of our thesis faces different limits inherent to our method. According to Riege (2003), the subjectivity of a research is linked to the different sources used and the risk of misinterpretation. Moreover, the author explains that exploratory research results are rarely acceptable immediately because of their nature (Ibid.). On the other hand, LeCompte and Goetz in 1982 explain how to ease these difficulties. They highlight the importance of following the literature review as we do by transposing the literature on Facebook and examining the gap between existing knowledge and current practices. Following their advice, we based our results on a ten month period to reach a higher level of congruence between concepts and exploration. To interpret and classify data, we used a coding process. Further presented, the coding process is made with characteristics from the literature review and the collected data. In this way, this will contribute to improve the validity of the paper. Then, the interaction between us, the two researchers, helps us to find a consensus when analysing the data. Indeed, the numerous discussions between us allow us to have two different points of view and enhance our thoughts. These guidelines enable us to provide an accurately analysis and discussions according to our research questions.
4. PRESENTATION OF THE RESULTS AND ANALYSIS

In this chapter, we will present our results and provide an analysis from the building of the campaign to the management of the users’ comments. Indeed, in order to answer the research questions from the problem identification section, we need to analyse all the data organized in three steps following the three research questions. It should be noted that in the entire thesis, we use the “Nike football” fan page for Nike and the “Bobby Brown Cosmetics” fan page for Bobby Brown. Indeed, many brands establish many fan pages online to attract specific audience. We would like to focus on “Nike football” and “Bobby Brown Cosmetics” as they are the more relevant and popular. In the aim to light our writing, the authors will use “Nike” and “Bobby Brown” all along the thesis even if for talking about their fan page.

4.1. Build a campaign over time on Facebook

In this section, we would like to describe how campaigns are built from June 2014 to March 2015. Chronologically, brands can organize their posts in different ways and use different formats. Brands plan their posts following their campaign strategy in order to launch a new product or share a special event highlighting their celebrity. In this way, we will analyse, especially, how brands build their campaign according to all the objectives they want to achieve and their timeline. As we mentioned in the methodology chapter, we established five post characteristics coming out from the literature review and the data to qualify them from the fan page. Nevertheless, our findings take into account the combination of these characteristics and the fact that one post can have more than one of them.

- Nike

From June 2014 to March 2015, the Nike campaign using Cristiano Ronaldo consisted of twenty-six pictures, five videos, and five teasers including descriptive texts. Each post is followed by a descriptive text. The next graph presents all the posts collected from Nike’s Campaign using Cristiano Ronaldo during the period from June 2014 to March 2015.
Figure 1: Posts’ frequency from June 2014 to March 2015 - Nike

The campaign is built following sport events (like the World cup in June) and the launching of new products. Posts are more frequent during January, February and March because of the launching of a new jacket and especially because of Cristiano Ronaldo’s shoes made by Nike. As Nike has a lot of endorsing celebrities, Ronaldo is also presented with other sportspeople that endorse Nike. We note that some periods are empty of Cristiano Ronaldo posts (July, September, November and December). Indeed, Nike chose to post pictures or videos about the Nike Academy and other sportspeople:

Rooney posts and Nike Academy on the Nike page in November and December

Cristiano Ronaldo is presented as an icon and a model to follow for a lot of users. In this way, the brand posts some videos about him showing his performance and skills, not putting necessarily a direct link to the Nike products. For instance, on the next screen shot, Nike posts a video presenting Cristiano Ronaldo’s kick. Even if the Nike logo is shown at the end of the video, the focus stays on the celebrity’s skills.
On most of the videos Ronaldo appears confident and sure of himself while he is wearing Nike clothes. The brand wants to be associated to his performance. On the next screen shot, Nike shows the perfect kick of Cristiano Ronaldo on an animated video. After his “perfect kick”, Ronaldo scores his goal as usual (his arms are open along his body) and makes a wink to the camera. This demonstrates his self-confidence and his personality.

Nike wants to reach different objectives with these posts. The following graph shows characteristics used in posts according to the literature review: “Transferability from the celebrity to the brand”, “Celebrity attractiveness”, “Congruency between celebrity” and “brand and celebrity credibility”. However, there is one characteristic: the “Product efficiency” which has been added by the authors. Coming out from the data, this new category
corresponds to the representation of the product on a post. According to the space taken by the product on the post, his representation can be dynamic or static. In this way, reactions from Facebook users could be different. Indeed, we could know if the product still has a huge impact on users.

![Combination of characteristics per post – Nike](image)

*Figure 2: Combination of characteristics per post – Nike*

Transferability and congruency are strongly present on Nike posts. Even if the brand shows its products, worn by the celebrity, it also posts some videos and pictures to show Cristiano Ronaldo's performance/skills to prove his credibility. Moreover, it is also a way of saying that successful players wear Nike. If consumers buy Nike, they will become better athletes. This form of transferability shows an interconnection between characteristics. Furthermore, the celebrity’s attractiveness is highlighted. Cristiano Ronaldo bears all the qualities to be the perfect brand ambassador for Nike.

In other words, the brand combines different sorts of dimensions in their post. Indeed, “transferability” and “congruency” are the two characteristics the most used by the brand. We can even note that both appear in every post. The only campaign in January, where these characteristics are not used, is presenting a new product where Cristiano Ronaldo's head is deliberately hidden. Nike wanted to focus on the product but explicitly make it clear that the one who is wearing it is Cristiano Ronaldo. Then, the product “efficiency” comes into the third position. Highlighting Cristiano Ronaldo turns out more important than the product itself. As the product comes to support the famous player’s performances, “transferability” and “congruency” become determining for the brand. The brand knows that when it highlights
Cristiano Ronaldo, it showcases its products also. In June, for the World Cup 2014, Nike spent time promoting this event and Cristiano Ronaldo without highlighting the Nike products. In last position, the “credibility” and “attractiveness” of the celebrity are the two characteristics the least used by the brand. It appears that it doesn’t have to prove and show Cristiano Ronaldo’s credibility. All the other media take care of making public his skills and achievements. Even if we mention before how Ronaldo is a model and showed confident by the brand, Nike doesn’t really use his attractiveness in order to promote products. It prefers to focus on his winner and fighter personality and in this way incite the transfer form Cristiano Ronaldo towards the brand. For instance, from post 19 to 33, where Nike is launching the “CR7” range of products, Nike highlights the transferability, the congruency and the efficiency of the product to the detriment of the “credibility” and the “attractiveness”.

**Bobby Brown**

From June 2014 to March 2015, Bobby Brown’s campaign using Kate Upton consisted of twenty-three pictures, eleven videos and thirty-one descriptive texts. Each post is followed by a descriptive text apart from the cover picture. Indeed, cover pictures just represent the celebrity. We can note that among our three celebrities, Kate Upton is the only one to be regularly used as cover picture by the brand. Then, Bobby Brown chooses to make its campaign with videos combined with pictures. The next graph presents all the posts collected from Bobby Brown’s Campaign using Kate Upton during the period from June 2014 to March 2015.

![Figure 3: Posts’ frequency from June 2014 to March 2015 - Bobby Brown](image-url)
All videos last around 30 seconds and are built in the same way: first the logo appears. Then, we can see a short product presentation with Kate Upton in action with it. The logo appears again to finish with a picture of the celebrity with the product which will become a cover picture later. Overtime, the celebrity takes up more space and her role becomes more important. She appears more confident and close to the brand which wants to turn her into an ambassador and advocate. With the hashtag “#askkate”, users can interact with the celebrity and directly ask for advice from her. Regarding the campaign strategy, the brand chooses to establish its campaign in different ways: sometimes, it seems to follow a specific process: product - video - cover picture. But this strategy is not always the same and sometimes there is a single post to promote their range of products and surprise users in order to attract them to the fan page.

![Figure 4: Combination of characteristics per post - Bobby Brown](image)

On the last graph, representing combination of characteristics per post, most of the pictures and the videos show Kate Upton more than the product. With the transferability, the brand becomes associated to the values embodied by the celebrity such as her beauty, class and youth. Furthermore, as the celebrity is beautiful and attractive, it highlights the product's efficiency and proves the brand's credibility. In this case also, it was necessary to create a category like “product efficiency” in order to classify some data. In this way, the transferability is very important for the brand. The brand wants strongly to show the congruency and the perfect match between the celebrity, who is a famous model, and the
product which makes her more beautiful. For that, the brand posts most of the time pictures of Kate Upton’s face. Close up, the users can see all the details and precisely how she uses make up. With the descriptive text under each post, the brand gives information about the collection promoted. On the next picture, we can see the descriptive text given by the brand.

Moreover, brand posts some pictures of awards won by Kate Upton: she is the sexiest woman alive according to people magazine. The brand doesn't try to justify its celebrity choice all the time, but wants to show her credibility and all she embodies.

Bobby Brown built its campaigns using three main characteristics each time: “transferability”, “congruency” and “attractiveness”. Indeed, these three criteria appear in every post except in one post where Kate Upton is just quoted in the descriptive text attached to the products picture. As a model, Kate Upton has been chosen by Bobby Brown for her personality, her youth and mostly for her beauty. In this way, it looks logical to find these three characteristics
every time. Then, the “product efficiency” and “credibility” of Kate Upton are employed in different ways by the brand. First, as the makeup is always shown on Kate Upton’s face, the brand doesn’t need to present the product alone in the post. With Kate Upton, the brand will directly show the effect that the product has on her face. Sometimes, it becomes complicated to see the power of the product as it is not clarified and quoted in the text description. For instance, twice, in June (post 1) and in September (post 10), in cover pictures the brand doesn’t give any description. The “credibility” is the characteristic the least used by the brand. This may be because her position as model is enough to convince users about her credibility. Nevertheless, Bobby Brown sometimes posts pictures or videos in order to remind users about Kate Upton’s credibility as Bobby Brown endorser.

- **Jimmy Choo**

From June 2014 to March 2015, Jimmy Choo’s campaign using Kit Harington consisted of eighteen pictures, five videos and twenty-two descriptive texts. Each post is followed by a descriptive text except the cover picture. We can note that Jimmy Choo used two different formats for its posts. The following graph shows the number of videos posted from July to October. On the contrary, from December to March, the majority of the posts were pictures.

![Figure 5: Posts’ frequency from June 2014 to March 2015 – Jimmy Choo](image)

The campaign is built following the launching of the brand’s collection (Spring/Summer, Autumn/Winter). We notice that the majority of videos and pictures come from the same shooting with the same atmosphere, scenery and actors. Furthermore, the brand adds posts whenever an event takes place and the celebrity joins in. On the following picture, during the
Golden Globes Awards, we can see that Jimmy Choo posted a picture of Kit Harington wearing clothes from the brand. This product placement strategy increases the brand popularity using the attractiveness power of Kit Harington, their brand ambassador.

Despite Jimmy Choo having several endorsing celebrities, especially women, Kit Harington appears either in pictures or in videos every month and has even been chosen for the cover picture of the brand:
The brand takes advantage of values embodied by Kit Harington with posts that try to exhibit and highlight specific characteristics of him: class, virility, manliness. When Kit Harington wears the product, the brand wants to ensure the transferability and the congruency. Showing his participation in the Golden Globe Awards, the brand demonstrates his credibility. Then, the brand shows Kit Harington when he is shooting with a movie camera in order to remind users who he is.

On the last graph, representing combination of characteristics per post, Jimmy Choo employs four different characteristics on each post. Indeed, we note that “transferability”, “attractiveness”, “congruency” and “product efficiency” are used every time. Well known as an actor, Kit Harington is especially appreciated for his role in Games of Thrones where he is a brave hero, son of a nobleman. As Jimmy Choo did during the shooting with the video camera, the brand takes advantage of it and wants to be associated with his values. Famous for his role in the series, the aim is to increase the transferability and the congruency from Kit Harington towards Jimmy Choo. Then, the brand wants to highlight the attractiveness of Kit Harington and strongly shows his actor’s position during the campaign. For the Autumn/Winter collection presentation in July, for instance, Jimmy Choo posted a video showing all the class and the elegance of Kit Harington. The brand's aim is to increase his attraction power linked to the fact that he is wearing Jimmy Choo’s clothes as shown in the next picture:
In this case, we can note the product efficiency on posts as we see it. Indeed, clothes are worn by Kit Harington. The brand specifies the clothes collection’s name in quotations next to the post. The following screen shot presents a picture posted in January by the brand showing Kit Harington with a Jimmy Choo pair of shoes in his hand, like a trophy. The product is highlighted by Kit Harington and the brand who decided to put it in the foreground. The product efficiency is also linked to the transferability: the fact that Kit Harington wears the shoes demonstrates a quality guarantee.
The only characteristic, which is not used on every post, is the “credibility”. Having achieved international fame due to his participation to the series “Games of Thrones”, the brand doesn’t need to show or to explain why it chose him as ambassador. Nevertheless, Jimmy Choo published some pictures about a shooting, in March for instance, where Kit Harington is filming. With this post, Jimmy Choo makes directly a link with the acting career of the endorser.

**4.1.1. Post characteristic per Format**

Brands can use different sorts of format when it wants to publish a post. Our findings demonstrate that depending on the format chosen by the brand, the characteristic highlighted will be different. However, results finally showed that there is no distinct difference among all the formats. In our cases, we don’t notice any significant choices of format for special characteristic neither with Nike nor Bobby Brown nor Jimmy Choo. Despite this, the choice of the format is done in another perspective. Indeed, the teaser is used to introduce shortly a product and, in this way, stimulate interest by remaining cryptic. Generally posted for the launching of a new product, it will be followed by some videos and/or pictures. It aims to catch people's attention in order to make them want to return to the fan page. In our case, only Nike use teasers. After a teaser, the video will be an expansion of it. Longer than a teaser, the video will give more details about the article and spotlight the celebrities using the product.

Regarding the picture, we could make a distinction between photos posted in album, one shot pictures and cover pictures. Pictures from albums generally belong to the campaign and are quoted with a descriptive text. Their aim is to present the product highlighted by the celebrity. Then, one shot pictures will be posted to show something special: awards, taking part in an external event, a victory, etc. This increases the credibility of the celebrity or shows the congruency between the celebrity and the brand for example. The cover pictures directly highlight the celebrity. The brand shows the celebrity’s popularity, credibility and ambassador power. Without any descriptive text, it takes advantage of the transferability from the celebrity.

**4.2. Comments from Facebook users and reactions from the brand**

In this section, we will present our results regarding comments from Facebook Users. As explained in the methodology chapter, after collecting data, we gathered and categorized them. In some cases, we collected reactions from the brand regarding these users’ comments.
• Nike

In the following graph, we can see the number of comments from Facebook users on each post. In this way, we can analyse more precisely why some posts are strongly commented while others are not.

![Figure 7: Comments number from Facebook users by post - Nike](image)

Posts number 19 and 11 related to the CR7 shoes and number 2 on the world Cup have generated the most comments, as we can see on the following screen shot. Every time, it is about the launching of a new product or about the coming of an event.

![Post 11: Screen shot of the video of the launching of the CR7 shoes](image)
Usually, Nike uses teasers to announce something new and then posts videos and pictures in order to build the campaign. Videos are still the most commented in comparison with teasers and pictures. During this campaign studied, videos generated the same scope as all pictures together. It means that the video posts are more attractive and will generate interest and viewings. Then, people comment more posts about Cristiano Ronaldo himself than about Nike products. The purpose of Nike is to present Ronaldo with a strong personality. In the video of the launching of the CR7 shoes, the brand highlights it. In this way, a lot of users either really appreciate or complain about the Nike endorser. On the one hand, some users show their affection towards Ronaldo. On the other hand, some users who like Nike don’t appreciate Ronaldo and would prefer another sportsperson for Nike. The following screenshots show these two different points of view.

Comments from users in favour of Cristiano Ronaldo

Comments from users supported Nike but others players than Cristiano Ronaldo

Then, we note some empty comment periods. We could explain that saying just the album cover is commented, not each picture of it. The picture which is put to give an album overview remains important. Indeed, more than being the first picture users will see, this is most of the time the only picture users will pay attention to.
Most Facebook users comment in order to share the post tagging someone else in the comment. In this way, this generates a lot of discussions about the product, the celebrity or the brand directly on the post.

The brand can take advantage of it and take part in the discussion. For that, the brand finds a way of interacting with people. Depending on the subject, it talks about the product, what it
will bring to the user and try to motivate people to buy it. The brand promotes, also, its website and app:

**Nike Football takes part in the discussion**

Furthermore, these discussions between Nike and users improve the brand image regarding its availability to consumers, especially. We notice that users ask some questions (about product, price, place to find the product, etc.). The brand can decide whether or not to respond to them. In this way, Nike usually proposes to refer to another specialized Nike page or to their Nike app. A sort of discussion could also be generated as said before.

**Examples of discussions between Nike and users**
Then, users have almost the same feeling about the rejection and the approval towards celebrity and brands. Indeed, regarding the celebrity, Cristiano Ronaldo generates a lot of talks, both positive and negative. Sharing the role of the best soccer player in the world with Lionel Messi, some people wish to point out their support to their favourite.

**Discussion Ronaldo versus Messi**

As for the brand, most criticisms are about the way of promoting product or event. Nike presents a Ronaldo caricature about his physical aspect and its skills. Users criticize the animated movies making a bad representation of Ronaldo. For them, this representation is too far from reality and appears overestimated and absurd.
All in all, a lot of users stay loyal and want to show it. In general, comments are in favour of the posts published. The majority of users on the Nike fan page appreciate Nike. Even if they can complain about Nike and Ronaldo, they remain close to the brand. To finish, some people continue to post some advertisements and take advantage of the popularity of the brand and the celebrity.

- **Bobby Brown**

In the following graph, we can see the number of comments from Facebook users on each post.

*Figure 9: Comments number from Facebook users by post – Bobby Brown*

There are two major comments periods representing spring and winter season. Post number 3, that generated the most comments, makes reference to a picture showing the new product: Lipstick: “Crazy for colours”, with the celebrity. For the first time in this campaign, we can see both, celebrity and product, on the same picture.
Post 3: “Crazy for colours” with Kate Upton and the lipstick

Users directly link the celebrity's attractiveness to the product which makes her beautiful. Then, Bobby Brown begins the New Year launching two different campaigns from post number 28 to post number 34. We note that these posts are well commented by users. Users, little by little, accept Kate Upton as the brand ambassador and the transferability becomes effective.

Figure 10: Feelings from the comments- Bobby Brown

Katie Holmes (a famous actress) was the previous brand ambassador and people have difficulty in accepting the new one at the beginning:
Comments in favour of Katie Holmes, the previous Bobbi Brown Ambassador, in June 2014

But, users begin to accept her and we see that it doesn’t affect the global trend of comments which are in favour of the brand. In the same way, there are many tags which cause a lot of discussion and help make posts popular.

Comments in favour of Kate Upton, in January 2015

Most rejections toward the brand are about animal protection. Users accuse the cosmetic brand of using animals in testing products.

User’s accusations towards the brand
Then, generally, questions are from users asking for more details about products. Globally, the brand answers users' questions with a small text and a link to the specialized page of the brand.

**Answers from the brand**

A comment from a user asking for information about the way to apply makeup has encouraged the brand to make a tutorial with the celebrity. In this way, we can see that Bobby Brown takes into consideration comments and remains open minded about new ways of promoting products including Kate Upton.
• Jimmy Choo

In the following graph, we can see the number of comments from Facebook users on each post.

![Graph showing comments number from Facebook users by post - Jimmy Choo](image)

**Figure 11: Comments number from Facebook users by post - Jimmy Choo**

Post number 7 is the most commented post. It is a video presenting the new collection:

**Post 7: Men’s Autumn Winter 2014 campaign featuring Kit Harington**

Some pictures present Kit Harington with some other stars or in a photomontage. Kit Harington is not highlighted and that explains the small number of comments from users.
Photomontage, in July 2014

The launching of the Autumn/Winter collection causes, on the contrary, a lot of comments. Videos have a huge impact on the users. But with pictures, the brand is able to generate comments and maintain the attraction around it.

Figure 12: Feelings from the comments - Jimmy Choo
In general, we observe that most comments approve and express good feelings towards both: celebrity and the brand. We can note that good feelings towards the celebrity are sensibly higher than towards the brand. His position as an actor, especially in the famous series "Games of Thrones" brings some values to the brand appreciated by users.

![Comments from users in favour of John Snow, the character played by Kit Harington in the “Games of Thrones” series](image)

Numbers of people who tag someone else in the comment show the tendency to share the post and its relevancy. Furthermore, all these tags generate comments and discussion about the brand and/or celebrity.

![Examples of tags](image)

Regarding the rejection, we can see a tiny part of people who dislike the brand and the celebrity. But most of the time, it is a question of lack of understanding. Indeed, people want to see the celebrity play his part as an actor instead of doing this sort of shooting.
Complain from users

Even if Jimmy Choo didn't provide any answer, some people ask questions about the product. Then, some people want to use the brand’s popularity to post some advertisement and promote their own page.

4.3. Brand management towards comments from users

In this section, we will analyse our results about brands management towards comments from users. Indeed, each brand can react in different ways and build his own strategy to communicate via Facebook. First, from users’ comments, brands can choose to answer and give explanations. We will see what will make them answer and interact with people. Second, we will see how a brand manages its fan page in order to always be up-to-date and keep a high viewing level. Finally, all will define the campaign strategy of the brand.

• Nike

As said in the previous section, there are different kinds of comments from users: Approval, Good feeling towards the celebrity, towards the brand, Rejection towards the celebrity, Rejection towards the brand, Tag someone else, Question and Advertisement. While some people give their opinion, others take advantage of the opportunity to interact with Nike on its fan page. During the campaign promoted by Cristiano Ronaldo, these questions are often about the products. Users want to know more details about products, their price and the place where they can find them. On the next screen shot, we can see that a user asks a question regarding the price of a pair of shoes. Two days later, Nike doesn’t give a price explaining that they are sold out but guides the user towards the rest of the collection.

Screen shot about an interaction between Nike and a user (1)
On the next post, a user asks when the new collection will be available. Then, Nike answers and guides the user towards the website where he can find the collection. Furthermore, we can see in the next comments that the user thanks Nike for his answer and mainly that he got two pairs of shoes. In this way, Nike decides to answer people when they estimated that is relevant. Sometimes, as in the next post, it could be useful: people appreciate to communicate directly with the brand and buy products.

In other cases, Nike decides to interact with people even if there is no question. They take the opportunity to interact with people, to know their preferences and to show their availability.
On the post above, even if there is no question from the user, Nike congrats the user for his choice of shoes and asks him what he thinks of them. Nike shows that it is concerned and interested in the users’ opinion. Moreover, we can note that Nike checks regularly comments from users as the brand answers fast. Indeed, its answers are always on the same day or the day after the comment from the user. Then, Nike clearly says, most of the time, the name of the user to whom it is answering. This reinforces the relationship between the brand and users.

Screen shot about an interaction between Nike and users (4)

On the screen shot above, Nike takes part in the discussion between users and takes the opportunity to guide people towards its app and even talk about the Nike Academy: the soccer school founded by Nike.

Most of the time, Nike takes the opportunity to publish and promote the Nike Football App, as we can see on the following screen shot.
Bobby Brown

To a lesser extent than Nike, Bobby Brown also answers questions from users. Indeed, the brand answers occasionally. Nevertheless, when Bobby Brown answers, this is the same day or two days after the comments from users. On the next picture, we can see that they ask questions especially to have more details about products.

Screen shot about an interaction between Bobby Brown and a user: The brand is answering to a request (1)
Screen shot about an interaction between Bobby Brown and a user: the brand answer in
details to the questions (2)

On the last picture, we can see that Bobby Brown takes time in answering the questions in
detail. Furthermore, the brand always guides users towards its Bobby Brown website. More
precisely, as it is a cosmetic brand, users want to have an explanation or advice regarding the
makeup as we can see on the next picture:
Screen shot about an interaction between Bobby Brown and a user: The brand give advice to Facebook users (3)

On the screen shot below, we can see that the user asks for a video in order to have a better understanding about the way to wear the makeup. Bobby Brown thanks the user for his opinion and assures her to communicate it to the appropriate department. Then, the brand adds that it organizes online chat sessions and advises the user to take part. It also puts the link towards this session. With this discussion, Bobby Brown becomes closer to users, promotes this sort of session and appears more available for users. Moreover, we note that Bobby Brown explicitly says, every time, the name of the user to whom it is answering in order to reinforce and establish a personal relationship between the brand and users.

Screen shot about an interaction between Bobby Brown and a user: The brand is answering a request (4)
Most of the time, Bobby Brown guides users towards its website and uses the “bet.ly” platform. This URL shortening service allows them to have an ergonomic link and get statistics about the number of users using the link.

We also note some other sort of comments from users. We collected some complaints about toxic products used in making the makeup. In this way, on the next post, we can see that users explain their disappointment and ask why Bobby Brown is doing this. Each time, Bobby Brown provides e-mail and/or telephone number where consumers can contact the Consumer Care team.

*Screen shot about an interaction between Bobby Brown and a user: the brand answers complaint about toxic product (5)*

*Screen shot about an interaction between Bobby Brown and a user: the brand answers to complaint about toxic product (6)*
• Jimmy Choo

On all posts studied during the campaign with Kit Harington, we can’t see any answer from Jimmy Choo. We thought that Jimmy Choo, positioning as a luxury brand, decided to not answer on its fan page. But after looking at other posts not included in the campaign, we saw some answers from the brand. Generally, Jimmy Choo answers users who are complaining about products or service. With no complains about product or service on the campaigns using Kit Harington, the brand doesn’t take part in the discussion. This choice from the brand could be explained in different ways. As a luxury brand, Jimmy Choo highlights and attaches importance to the consumer service in store. Even if the brand is present on Facebook, this lack of contact institutes a distance between users and the brand. Superficial relations that this sort of social network creates are not in the luxury brands' habits.
5. DISCUSSION OF THE CASES STUDY ANALYSIS

In this section we will present how the gathered data and subsequent analysis of the data relates to each specific research question of our study. Then, the conclusion and the contribution will end the chapter.

5.1. Discussion of Research Question 1: How does a company develop its celebrity endorsement campaigns on Facebook?

The aim of our first research question was to understand how companies build celebrity endorsed campaigns on Facebook. From our research, during the ten month period, Nike, Bobby Brown and Jimmy Choo adopt different strategies in their way of posting their information on their fan page. The format, the frequency and the way of highlighting the product using a celebrity are different. In this way, we deduce that the campaign strategy is not the same depending on the brand sector. Nike, which is part of the sport sector, focuses its campaign on Ronaldo’s performances. Bobby brown, in the beauty sector, wants to create a closer relation and makes Kate Upton interact with users. Jimmy Choo, in the luxury clothes sector, structures its campaign around a movie with Kit Harington and fashion events where the celebrity is taking part. The common starting point for each company is the celebrity endorsement. They all have hired a well-known celebrity, all experts and recognized in their field. Even if the celebrity endorsement is part of the marketing process (Erdogan & Drolling 2008), along the campaign, the brand and the celebrity will develop a relation which appears natural and credible to Facebook users. On the social network Facebook, campaigns follow a directive line using celebrities’ characteristics linked to values shared with the brands. Brands take advantage of the celebrities’ success in order to promote and develop their products campaigns. More precisely, as we saw in the literature review, brands want to reach some objectives when publishing posts: transferability, congruency, credibility and attractiveness (Keller 1998). However another characteristic came from the data. Indeed, during the data categorization, some of them didn’t match any of these categories. Thus, we created a new one: the product efficiency. The creation of this criterion complements the literature about celebrity endorsement. This new criterion will help to understand better the celebrity endorsement strategy and the consideration of the relationship between the product and the celebrity. Even if results show that the celebrity catches more attention than the
product, the product efficiency is something seen in a large number of posts and remains crucial for the brand. All in all, the brand has to manage its relation with the celebrity (Seno & Lukas 2007) in order to find the balance between celebrity attraction and product representation.

5.2. Discussion of Research Question 2: How do users comment on brand posts?

In the literature review, Kabadayi and Price (2014), present online commenting like a way for users to show their opinion on posts on Facebook. We expected that users will comment in order to show their support or their dissatisfaction towards the brand and/or the celebrity endorser. Even if this behaviour from users has been confirmed, another type of reaction has prevailed in the comments. Indeed, we have been surprised to note a higher level of comments including tags. Indeed, there are two tools to share a post: the “share” button and the tag used in comment. By using this, users found a new way of spreading information. Furthermore, the “share” button turns out to be unreliable since it doesn’t take into account this other sort of sharing with the tag. When someone tags someone else, the consequence is that this user will have access to the fan page without being a follower. This will encourage him to become a fan and discover the brand, the celebrity and products. In this case, users become brand missionaries (McAlexander et al. 2002) promoting and encouraging others users to follow the brand. The impact of the celebrity in the campaign is also defined by comments from users. Indeed, as we said in the results section, there are two different sorts of approval: one towards the brand and another one towards the celebrity. In this case, as well, brands have to find the balance in order to avoid being overshadowed by celebrities (Ilicic & Webster 2014). Complains and questions show another kind of behaviour from users. Even if they support and like the fan page, they also give their positive or negative opinion about the brand, the celebrity and the product. All in all, comments also depend on the posts’ format and brands have to think about the consequences of their posts. In the aim to collect a lot of comments and to create a discussion, the brand should post impressive and playful contents such as videos or animated movies made by Nike for instance. On the opposite, if the brand wants to have an informative approach in order to announce a special event, it should post a message to encourage users to wait until the event to interact directly with the celebrity, as Bobby Brown did it. In the literature review, Leslie (2011) explained the user’s power on Facebook. Nevertheless, it is up to the brand to act and to post in order to provoke a reaction from users.
5.3. Discussion of Research Question 3: How do companies manage users’ reaction?

In the literature review, we saw some problems that brands can meet in this collaboration with celebrities. In the case where the celebrity overshadows the product (Ilicic & Webster 2014) the brand can take part in the discussion. According to the present study, more than focusing again on the product, this will show the brand’s availability and creates a closer relationship between the brand and users. Regarding the other problems mentioned in the literature: management of the celebrity daily life (Till & Shimp 1998), the over exposition of the celebrity (Kelting & Rice 2013) and the launching of the own celebrity brand (Keel & Natarajan 2012), we noticed that they don’t appear on comments on the fan page. Nevertheless, users make some complaints and ask questions on comments. Brands have to consider these comments in a positive way and interact with users. The brand should take the opportunity to have a deeper understanding about users’ desires and not only promote its app and web site. Facebook should not be seen as just a promotional tool but as a means of connecting to users/consumers/customers. When brands engage in a conversation with users and answer questions, users feel that they are taken into consideration. Based on our own data, we saw it will reinforce the proximity link between the brand and users.
5.4. Discussion of managerial involvement in celebrity endorsement

When a company decides to use celebrity endorsement, it has to know that it will engender some consequences not only on the customers but also on the brand management. In the literature review, we saw how it is important to take on the suitable celebrity and to manage the relationship between the endorser and the brand. However, the company shouldn’t forget to promote the product itself, and not only the celebrity. Even if celebrities are at the service of the product, their strong personality can attract people more than the product and overshadow the brand. According to our results, the combination of characteristics has more impact on users. Hence, companies shouldn’t consider each post characteristics independently. Furthermore, some dimensions such as transferability and congruency will most of the time go together and can’t be considered separately. Thus, companies should consider creating campaigns that include more than just one of these. Then, when a company wants to measure its post popularity, it has to take in account the “share” button and the comments where people are tagged as well. Finally, in order to keep a high viewing level and to attract people on their fan page, companies have to increase users’ curiosity. In this way, they have to interact with users taking part in discussions and use different formats for their posts such as video, picture, teaser and text. The content has to be relevant, captivating and innovative to surprise users and avoid repetitive and annoying posts. Every reaction from users regarding posts, either positive or negative, is an opportunity for brands to improve their campaigns and have a deeper understanding of users’ expectations.

5.5. Limitation of the study

Given the short time period of four months, we focused on three companies to conduct our study. If this period had been longer, the analyses would be based on more companies in order to give a deeper knowledge regarding the celebrity endorsement on Facebook. In spite of this, the consideration of three companies from different sectors with three different sorts of celebrities’ endorsement gives us a tendency about this phenomenon on Facebook and opens the door to other researches regarding this topic. Moreover, the inherent popularity of the celebrity could bias results regarding the campaign and users’ comments. For example, we saw that the Cristiano Ronaldo’s popularity is higher than Kit Harrington and Kate Upton. This explains also the difference amount and data collected from each fan page. Then,
Facebook is an available platform where everyone can post comments. In this way, we saw some crude and off topic comments. A necessary selection was made in order to make a relevant analysis. When brands manage the reaction from users, their answers seem formatted. It used same wording, sentences construction and posted links towards its app and website. The closer relationship created thanks to these discussions would be finally superficial and futile. Nevertheless, we note that brands use the user’s name when they talk to them in order to customize their message. These formatted answers could also just result from a marketing choice which is to adopt a lexical field respecting its brand identity. Furthermore, different approaches could have given richer data and options for further analyses. Indeed, we could interview brand representatives or users and collect their point of view directly. Another limitation could be the use of Facebook. It kind of restricts the results to this specific social platform. It could be interesting to know, especially, if there are some similarities and differences with Facebook campaigns compared to other social media such as Twitter or professional networks such as LinkedIn.

5.6. Conclusion

The main objective was to explore how celebrity endorsed campaigns are developed in online platforms, what is their impact on users and how companies manage users’ reactions. In order to achieve this thesis, we organized our work around three research questions through the Facebook platform.

We found that companies have different kinds of strategy to develop their campaign on Facebook. The common starting point is to focus on the celebrity assets. According to their objectives, companies establish their post highlighting product and/or the celebrity’s characteristics. These could be combined to improve the impact of posts on Facebook users.

We explored that Facebook users comment posts in order to give their opinion and to show their agreement or dissatisfaction towards the brand and the celebrity. We notice the communication between users is higher thanks to the tag which allows them to spread the information. Even if the celebrity endorsement remains a good strategy to attract and draw people online, brands have to find the balance in order to avoid being overshadowed by celebrities.
Considering reactions from users, we observe brands will turn in different ways their management. In most cases, brands will take part in discussions with users and interact with them in order to create a closer relationship. Whatever the comments from users, brands have to take the opportunity to improve their campaign and to understand users.

5.7. Contributions

After presenting the results regarding our three research questions, we will present now our contributions of the thesis. All of them are linked to the first research question. Indeed, all the results that we found for the research question two and three are observations and need further research to come out with contributions.

The first research question relates to the celebrity endorsement campaign development on Facebook. The first contribution for this thesis is to consider the post characteristics together and not separately. Not highlighting in the literature review, we explored and found that brands combine characteristics in their post. Indeed, we found in our data that transferability goes hand in hand with congruency and both are the most used characteristics for brands. This relation could be because both of them are related to the brand and the celebrity. Then, credibility and attractiveness, even if they are managed independently, remain two characteristics related to the celebrity. Based on our data, it is up to the brand to highlight these characteristics. Finally, the “product efficiency” which is the only characteristic not related to the celebrity, allows the users to link the product and the celebrity. Not highlighting in the literature review, we found this characteristic thanks to data during the analysis. Thus, as we saw in our data, these characteristics could be combined by the brand and in this way attract and draw more people.
6. REFERENCES


