



**The effect of UNICEF's brand ambassadors
on awareness, attitudes and donation
intentions towards UNICEF as a brand
among Generation Y**

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Abstract

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The aim of this dissertation is to investigate how UNICEF's brand ambassadors affect awareness, attitudes and donation intentions towards UNICEF as a brand among Generation Y. In order to answer this overall research question a number of research objectives have been developed focusing on: the awareness and perception related to the use of brand ambassadors, the effect of the brand ambassadors related to the perceived credibility and attractiveness of the brand ambassadors, the effect of the brand ambassadors related to the perceived transfer of meanings and the match-up between the celebrity and UNICEF as a brand, along with a focus on the perceived effectiveness of brand ambassador appeals compared to traditional non-endorsed charity appeals. Each of these objectives is rooted in a thorough review of existing literature and findings within the research area which presents a significant lack of qualitative research and inconclusive findings related to the importance of determining elements behind the effectiveness of celebrity endorsement as a branding strategy in the non-profit sector.

The research has been conducted through a qualitative method of semi-structured interviews with respondents belonging to Generation Y. The findings of the research provide new qualitative insight into the effect of brand ambassadors that contributes to and elaborate on existing findings. The research confirms the importance of celebrity credibility and attractiveness along with the importance of meanings transferred and the match-match between the celebrity and the non-profit brand. However, the factors determining for the individual perception of these elements provide new insights into why these elements are important and what makes the endorsement positively perceived and successful in the mind of Generation Y allowing professionals to optimise the use of this strategy.

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Chapter 1 - Introduction

In a world where consumers are exposed to thousands of advertising messages every day, it has become more important than ever before for marketers to be able to attract and hold the attention of consumers in order to effectively convey their advertising messages. Celebrity endorsement has proven to be a highly effective strategy to attract consumers' attention as well as gaining brand loyalty in a highly competitive and cluttered marketplace (Zipporah & Mberia, 2014). Studies have shown that the strategy can have a return rate of more than 20 times its cost, which underline the attractiveness of using celebrity endorsement as an advertising strategy (Hung, 2014).

Despite comprehensive literature and research within the area of celebrity endorsement in general, very little research has focused on the effectiveness of celebrity endorsement in a non-profit organisation (NPO) context. This is, however, an interesting and important area of research as the NPO sector is fast-growing and increasingly using traditional branding strategies to advertise and build their brands (Wheeler, 2009). Common to all research done within the area of the effectiveness of celebrity endorsement in NPOs is the application of a quantitative research method, which naturally limits deeper insight into the reasons behind and determining for the effectiveness of this strategy. Moreover, previous research within this particular area has been inconclusive when it comes to the actual factors behind the effectiveness. In addition to this, no existing research addresses the effectiveness from a brand perspective in terms of building brand awareness and brand attitudes through celebrity endorsement of NPO brands. Based on this, there is a need for further exploring and obtaining deeper insight into the effectiveness of celebrity endorsers in a NPO context from both a qualitative and brand related perspective in order to address the identified gaps in existing literature.

More specifically, this research will investigate the effectiveness related to Generation Y. This segment has been selected, as it constitute a significant part of the current and future potential contributors of NPOs due to their outnumbering of any other generation and massive spending power for decades to come (Wolburg & Pokrywczynski, 2001). Previous research has been conducted into the reasons for choosing celebrity endorsement as a communication strategy by NPO's to target Generation Y, but so far

no previous research has focused on the actual perception and effect of this strategy from the perspective of Generation Y.

UNICEF has been chosen as the NPO in focus of this research due to their status as a well-known international brand along with their extensive use of brand ambassadors. UNICEF was the first humanitarian organisation to use celebrity endorsement as a part of their advertising strategy when they in 1954 introduced Danny Kaye as their first brand ambassador followed by Audrey Hepburn. The overall purpose of these ambassadors both internationally and nationally is to attract attention, raise funds and support UNICEF's mission to ensure every child's right to health, education, equality and protection (UNICEF, 2015).

Based on the above, this research will address the overall research question of how UNICEF's brand ambassadors affect awareness, attitudes and donation intentions towards UNICEF as a brand among Generation Y.

1.1 Structure outline

Following this first chapter, **Chapter 2** will provide a literature review in order to set the academic context of this study by providing an overview of the most relevant literature and research within the area of celebrity endorsement effectiveness both from a for-profit and not-for-profit perspective. Additionally, the literature review will cover relevant branding theory that is important for understanding and answering the research question.

Based on the literature review, **Chapter 3** will present the methodology of the research including research question and objectives along with the research philosophy, strategy and design justifying the qualitative nature of the applied research method. Moreover, this chapter will include ethical considerations related to obtaining the research, limitation to the applied methodology and an introduction to thematic analysis as the chosen method of data analysis.

Chapter 4 will present the findings of the research centered on the essential themes identified through the data analysis of the collected qualitative data. This will provide the basis for new insight into the research area comparable to previous findings.

This will lead to **Chapter 5** which will provide a discussion of the findings in relation and comparison to previous research and findings related to each of the research

objectives leading to practical implication and recommendation for the future use of celebrity endorsement as a branding strategy used by NPOs to target Generation Y. Finally, **Chapter 6** will conclude on all of the previous chapters to provide a clear and concise answer to the research question and objectives based on the research obtained and discussed.

Chapter 2 - Literature review

The overall aim of this current study is to examine the role and the effectiveness of UNICEF's brand ambassadors on the awareness, attitudes and donation intentions towards UNICEF as a brand among Generation Y. In order to set the theoretical ground for the research, this chapter will assess the most relevant literature within the area of celebrity endorsement both in a general context and in the specific context of NPOs. Through an extensive review of theoretical frameworks and findings from previous research the purpose will be to uncover the elements of celebrity endorsement and its related effects as a branding strategy.

The review will be structured thematically starting with an introduction to celebrity endorsement from a brand management perspective with a focus on the importance of brand awareness and attitudes in creating a positive brand image related to UNICEF. This will be followed by a thorough introduction to celebrity endorsement in general in order to examine the most important elements, frameworks and principles behind the effectiveness of celebrity endorsement. This is important as the principles behind the effectiveness of celebrity endorsement, in general, will apply to the effectiveness of celebrity endorsement as a branding strategy in both a for-profit and non-profit context. After this celebrity endorsement will be related to relevant theory of attitude change, as the focus of this research will relate to the effectiveness of celebrity endorsement as a mean to affect the attitudes towards UNICEF among Generation Y. Finally, a thorough review of the academic literature covering the effectiveness of celebrity endorsement in the NPO sector will be conducted followed by an introduction to the characteristics and implications of Generation Y as a target group for NPOs.

2.1 The importance of brand awareness and brand attitudes

Based on the overall aim of examining the effectiveness and role of UNICEF's brand ambassadors when it comes to brand awareness and attitudes towards the organisation, it is relevant to establish what a brand is, why it is important, and what the elements of a brand are.

According to Kotler (1991) a brand is defined as ‘*a name, term, sign, symbol or design or a combination, intended to identify the goods, or services of one seller or group of sellers, and to differentiate them from those of competitors*’ (Kotler, 1991, p. 442). This relates mainly to the visual elements of the brand. However, a brand needs to be seen as more than just its simple visual appearance as it is proposed in Kotler’s definition. According to Farquhar (1989) a brand is further characterised by enhancing the value of a product beyond its functional purpose through manifestation of the brand equity that is the ‘added value’ with which a brand endows its products. In this way, a brand is not just physical and visual elements but intangible elements that add value to the brand in a way that differentiates the brand from its competitors. Based on this, it is essential to any for-profit or non-profit organisation to establish a brand that allows differentiation and competitive advantage in the market.

According to Keller (1993) brands can achieve positive customer-based brand equity by the formation of *brand knowledge*. There are two especially important elements of brand knowledge which is *brand awareness* and *brand image*. Brand awareness relates to the strength of the brand recognition and recall, whereas brand image relates to consumers’ perception of and attitudes towards a brand as reflected by the different types of brand associations that consumers hold in memory (Keller, 2009). The brand attitudes are especially important because they often form the basis for consumer behaviour. Based on this, the terms ‘brand awareness’ and ‘brand attitudes’ as elements of the brand image will be the focus of attention when it comes to the effectiveness of UNICEF’s brand ambassadors.

2.2 Celebrity endorsement as a branding strategy

The commercialised competitive landscaped characterising today’s world exposes consumers to thousands of marketing messages every day through various channels and media like magazines, newspapers, billboards, websites, television and radio. Because of the fragmentation and constant saturation of media, consumers are increasingly immune to traditional advertising messages and marketing techniques, making it increasingly difficult to attract and maintain the consumers’ attention (Zipporah & Mberia, 2014). From a branding perspective, it is essential for marketers to communicate effectively the distinctive differential advantage that provides the brand

with a competitive advantage and distinguish the brand from the products and services of competitors. Celebrity endorsement has been widely used as a branding strategy within various sectors and industries with the main purpose of attracting attention and creating positive associations to the brand in the mind of the consumers (Erdogan, 1999).

The phenomenon of celebrity endorsement is far from a new phenomenon, as prominent and public recognized personalities have been known to endorse products for hundreds of years (Kaikati, 1987). One of the earliest specific examples of celebrity endorsement was the British Queen Victoria, who was associated with Cadbury Cocoa in the late nineteenth century. Since then, the main premise behind celebrity endorsement has been to attract attention, create awareness and to positively affect consumers' attitudes towards advertising messages and the associated brand (Amos, Holmes & Strutton, 2008).

The idea of celebrity as a mean of attracting attention and creating awareness is a central aspect of its popularity as a branding strategy. According to sociologist van Krieken (2012), celebrities are social complex forms based on their status recognition and power in society, who constitute an important dimension in the operation of modern social and political life, especially when it comes to the trading of attention as a commodity. He argues that this attention is the most valuable resource in the modern information age, as consumers are constantly exposed to information and messages from various sources, whereby attention needs to be perceived as a commodity being traded. As celebrities have proved to be effective when it comes to distribution and exchange of visibility, attention and recognition, celebrity endorsement is often perceived as one of the most effective strategies to attract attention to a brand and create awareness (van Krieken, 2012). This is important in the context of this study as the effectiveness of UNICEF's brand ambassadors will depend on their initial success in capturing the attention of the target audience in order to subsequently create awareness and potential attitude change among Generation Y.

The idea of attention based on the recognition of the celebrity is closely connected to the most widely used description of celebrity endorsers in the literature. According to McCracken (1989), celebrity endorsers are known as individuals who enjoy public recognition, and who use this recognition on behalf of consumer goods by appearing

with them in adverts. Marketers can use this public recognition to attract attention to their brand and help consumers remember advertising messages connected to the brand the celebrity is endorsing, which will further contribute to the creation of the brand image. This is because, when a celebrity is paired and associated with a brand, this association helps shaping the image of the brand in the mind of the consumer (Agrawal & Kamakura, 1995). This underlines the opportunities and value of associating brands with celebrity endorsers as a branding strategy.

In relation to this, it is important to underline that the benefits of celebrity endorsement as a strategy for promoting positive brand association can also be associated with a high level of risk. Previous research highlight the risk of making a strong association between a celebrity and a brand as the behaviour and image of the celebrity will be directly transferred to and associated with the brand. This makes the brand vulnerable to undesirable behaviour from the celebrity endorsing the brand (Seno & Lukas, 2007).

The previous has briefly described the background of celebrity endorsement as a branding strategy along with the opportunities and potential risk of applying this strategy. The following will look into the actual elements that previous research has found to determine the effectiveness of celebrity endorsement. These elements will be important for the understanding and further research of the effectiveness related to UNICEF's brand ambassadors.

2.3 Elements of celebrity endorsement effectiveness

When reviewing existing literature and research on the effectiveness of celebrity endorsement, some characteristics and factors determining for the effectiveness are recurrent. The following will go through the four most commonly used frameworks for research within the area: *the meaning transfer model*, *the source credibility model*, *the source attractiveness model* and *the match-up hypothesis*. This will be done to highlight the mechanism behind the effectiveness of brand endorsement related to relevant research that supports the arguments. The identification and understanding of these important elements of celebrity endorsement effectiveness, in general, will contribute to a better understanding of the elements that influences the effectiveness of UNICEF's brand ambassadors from a theoretical perspective.

2.3.1 The meaning transfer model

The importance and opportunities of celebrity endorsement lie in the way celebrities can add value to the brand through their recognition and positive associations. The literature suggests that celebrities add value to brand through the process of meaning transfer, by transferring associations and meanings from the endorser to the brand (McCracken, 1989). The process involves three stages; *the formation of celebrity*, *transfer of meaning from celebrity to the product*, and *transfer of meaning from product to the consumer through consumption*. This implies that effective celebrity endorsement depends on the association and meanings that the endorser is bringing to the endorsement process from other areas of his or her life and profession such as acting or sports related achievements. These publicly known achievements or attributes contribute to the creation of the celebrity as a persona in the society based on the role they play and the way they are portrayed in the media (Amos, Holmes & Strutton, 2008). The transfer of these associations and meanings from outside the actual endorsement happens through repeated co-occurrence of the endorser and the brand together. This creates an associative link between the two in the minds of the consumer that leads to associative learning also known as classical conditioning. When identifying with a celebrity the consumer is more willing to purchase the product or services offered by the brand in the hope of claiming and benefitting from the transferred associative meaning in their own lives (McCracken, 1989).

The idea of meaning transfer has been empirically supported by numerous studies focusing on the difference in perception and ascribed meaning to endorsed products in contrast to products that are not endorsed along with the importance of the attributes associated with the specific celebrity endorser (Erdogan, 1999). This underlines the importance of choosing celebrity endorsers that have the desirable value and image profile to be transferred to and associated with the brand according to the target group of the message. The theory of meaning transfer will be used to investigate the importance of the meanings transferred from the brand ambassador to UNICEF as a brand as an element of the overall effectiveness of the strategy.

2.3.2 The source credibility model

The source credibility model suggests that the effectiveness of celebrity endorsement is influenced by the consumers' perception of the trustworthiness and expertise of the endorser (Ohanian, 1990). Information from a perceived credible celebrity source can influence the attitudes, beliefs and behaviour of individuals through the process of internalisation, if the receiver accepts the influence of the source in accordance with personal attitude and value structures.

Trustworthiness involves honesty, integrity and believability of the endorser, which depends on the perception of the consumer. Studies have found that the most important attribute of trust is likability, whereby marketers should choose celebrities who are found likeable by the desired target group (Friedman, Hershey & Friedman, 1978). This is, however contrasting to the findings of Ohanian (1991) who found that the trustworthiness of the celebrity is not significantly related to the intention of the customers to purchase the endorsed brand.

The expertise relates to the extent to which an endorser is perceived to be a valid source of information based on the knowledge, experience and skills possessed by the endorser (Erdogan, 1999). Studies have found that source credibility influences the perception of product quality, is more persuasive and increase the intentions to purchase the brand (Aaker & Myers, 1987). It is further important to underline that it is the consumer's perception of the level of expertise that is important and not whether or not the endorser is an actual expert.

The theory of source credibility will be used to investigate the importance of the perceived credibility of the UNICEF brand ambassador as an element of the overall effectiveness of the strategy.

2.3.3 The source attractiveness model

Marketers have a tendency to choose attractive people as endorsers of their brand in order to gain dual effects of the celebrity status and physical attractiveness (Erdogan, 1999). It is found that attractive people are more effective in generating attitude changes and purchase intentions compared to their less attractive counterparts (Petty, Cacioppo & Schumann, 1983; Kahle & Homer, 1985). It is, however, important to underline that attractiveness does not necessarily relate to physical attractiveness alone. According to

McGuire (1985), the effectiveness of an endorser relates to three elements of attractiveness: *similarity, familiarity and likability*. Similarity relates to the resemblance between the source and the receiver of the message, whereas familiarity relates to the knowledge of the source created through exposure, and finally likability involves the receiver's affection for the source based on the source's physical appearance and behaviour (McGuire, 1985). This means that attractiveness can also relate to for instance intellectuality, personality, lifestyle or physical performance. Based on this, the most important aspect related to the importance of physical attractiveness is identification, which occurs when a consumer accept information from an attractive source based on a desire to identify with and gain from the attractiveness of the source (Erdogan, 1999).

Research suggest that source attractiveness is important for and effective in generating positive attitudes towards a brand, but these positive attitudes do not necessarily translate into actual purchase intention (Till & Busler, 2000).

In relation to the use of celebrity endorsement as a branding strategy, Stride (2006) argues that celebrity endorsement can be seen as a 'brand as a mirror' metaphor. This metaphor is used to demonstrate how values that consumers identify with are 'mirrored' back to them via the brand image (Stride, 2006). This is most often done by the personification of the brand, which provides the brand with a brand personality that consumers can identify with. Aaker (1996) argues that consumers are able to derive both emotional and self-expressive benefits by associating with the brand personality at an emotional level. This is coherent with the source attractiveness model as it argues that attractiveness of the source is important for generating attitude change (Kahle & Homer, 1985). It further underlines the importance of markets to choose endorsers that the target group can identify with and perceive as credible and attractive sources of information.

In the context of this current study the theory of source attractiveness will be used to investigate the influence of the perceived attractiveness of the UNICEF brand ambassador as an element of the overall effectiveness of the strategy.

2.3.4 The match-up hypothesis

A significant amount of research within the effectiveness of celebrity endorsement focuses on how the perceived fit between the celebrity's image and the brand influences the consumers' brand attitudes and purchase intentions (Keel, & Natarajan, 2012). The match-up hypothesis was developed by Kamins (1990) and suggests that the higher perceived fit between the celebrity's image and the endorsed brand, the more persuasive the message will be. In this way, the message delivered by the celebrity source and the image of the product must be congruent in order for the message to be effective (Kamins, 1990).

The actual importance of a good fit between the celebrity image and the brand has been debated in research. The most significant and important argument of the effect relates to the degree of involvement, suggesting that the importance of a good fit is highest associated with low involvement and undifferentiated products (Callcott & Phillips, 1996). On the other hand, a more recent study made by Lee and Thorson (2008) found that the effects of the match-up is more profound when consumers are motivated to process the communicated stimuli in greater depth, which involve a higher level of involvement. Based on this the research within the importance of the perceived fit related to the level of involvement in previous research is inconclusive.

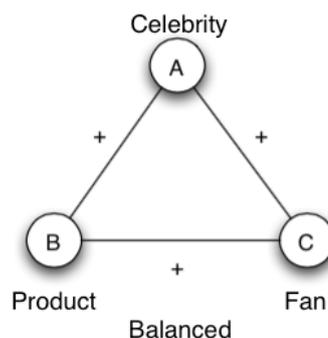
Just as relevant as a well perceived fit between the celebrity and the brand is the potential consequences of a poor fit. Erdogan (1999) found that when the image of the celebrity and the brand does not fit, consumers doubt the sincerity of the endorsement which has a negative effect on the effectiveness of the message. This further relates to the risk of the so called 'vampire effect' that occurs when consumers remember the celebrity better than the brand, whereby the celebrity eclipse the brand (Evans, 1988). This often happens if the celebrities do not have a distinctive relation to the brands they endorse or the attachment to the celebrity is much stronger than the attachment to the brand. This is important in the context of this current study as the match between the image of the brand ambassadors and UNICEF's brand will directly affect the effectiveness of the endorsement either positively or negatively based on this argument. In this current study, the match-up hypothesis will be investigated in order to understand the importance of the match between UNICEF as a brand and the brand ambassadors as a part of the overall effectiveness of this strategy.

The previous section has identified the most common and acknowledged frameworks covering the elements determining for the effectiveness of celebrity endorsement. The literature is mainly situated within a for-profit context based on celebrity endorsement of commercial products. It can, however, be argued that the same elements and mechanisms are determining for the use of and effectiveness related to celebrity endorsement in a non-profit context, as the intended outcome is the same when it comes to catching attention, creating awareness and affecting attitudes and behavioral intentions towards the brand. Based on this, these elements will be the foundation of the study of UNICEF's brand ambassadors' effectiveness in creating awareness and affecting the attitudes towards UNICEF as a brand among the Generation Y as the target audience.

The following section will look into attitudes and how celebrity endorsement as a branding strategy can be used to affect and change brand attitudes

2.4 Attitude change through celebrity endorsement

Most of the existing literature within celebrity endorsement focuses on credibility, attractiveness, product match-up, and transfer of meaning as the most important factors related to the effectiveness of celebrity endorsement (Samman, Auliffe & MacLachlan, 2009). In extension of this, *balance theory* suggests that consumers attitude towards a celebrity can directly influence and change their attitude towards the endorsed brand either positively or negatively (Heider, 1958). The theory has been used in association with celebrity endorsements as the positive relationship and the balance between the consumer, the celebrity and the brand is important for the effectiveness of endorsements (Peng, Bo & Hong-wei, 2010). The following model shows the ideal balance between the three elements as positively related.



The balance theory as presented above can be argued to conceptualise the overall logic behind celebrity endorsement in general. If a consumer likes and favours a celebrity and perceives that this celebrity likes and acknowledges a brand, then the consumer will be likely to like the brand as well due to the positive association between the two (Peng, Bo & Hong-wei, 2010).

Based on this, balance theory supports the idea that celebrities through their credibility, attractiveness and general positive associations can positively affect consumers' brand perceptions. If managed correctly, the consumer's association and impression of the celebrity will be directly transferred to the brand, which underlines the importance of choosing the right celebrity to act as endorser and ambassador of a brand in accordance with the desired perceptions of the target group.

Previous research has suggested three important considerations when it comes to choosing the right celebrity for the brand endorsement in order to achieve a positive balance between the three elements of the triangle (Peng, Bo & Hong-wei, 2010). First of all the celebrity needs to have a positive reputation to generate positive associations with the brand. Secondly, the celebrity personality needs to be coinciding with the brand personality to reinforce positively the brand image. Finally, the celebrity needs to be coinciding with the target market in order effectively reach and affect the intended consumers. These three considerations related to balance theory are overall coherent with the literature of celebrity endorsement presented in the previous sections of the review when it comes to the importance of source credibility, attractiveness and match-up. Furthermore, it adds that it is not only important to consider the match between the celebrity and the brand but also between the celebrity and the target group for the endorsement to be effective.

This section has contributed to a deeper understanding of the elements behind celebrity endorsement as a mean of affecting and changing attitudes. This current study will draw on this framework when examining the effectiveness of UNICEF's brand ambassadors as celebrity endorsers of UNICEF as a brand and how they affect brand awareness and attitudes through their endorsement.

2.5 Celebrity endorsement in NPOs

The previous sections have looked into the literature covering celebrity endorsement along with the elements and mechanisms of its effectiveness. This section will assess previous research within the specific area of celebrity endorsement in the non-profit sector. This will set out the academic context for this current study examining the effectiveness of UNICEF's brand ambassadors within the overall area of celebrity endorsement and more specifically celebrity endorsement in the non-profit sector.

While a comprehensive amount of research and literature covers the impact of celebrity endorsement on purchase intentions in the for-profit sector, less research has addressed the effects of celebrity endorsements in the NPO sector (De los Salmones, Dominguez & Herrero, 2013). This is, however, an important area to address due to the non-profit sector's position as a fast growing and increasingly competitive area of advertising.

The following will cover the most relevant research in this area to identify findings relevant for this current study.

2.5.1 Most significant studies of celebrity endorsement effectiveness in NPOs

The literature focusing on the effectiveness of celebrity endorsement in NPO's is to some extent inconclusive when it comes to the relative importance of the elements behind the effectiveness of celebrity endorsement in general. These elements were identified in the section of celebrity endorsement and include meaning transfer, credibility, attractiveness and match-up between the celebrity and the brand. These elements will here be discussed in relation to NPOs based on relevant literature and findings within the area. Especially credibility and match-up will be discussed, as these factors seem to be the most heavily researched related to the effectiveness of celebrity endorsement in NPOs.

According to a study by Wheeler (2009) celebrities who are well-matched to a non-profit organisation will generate a higher level of source credibility compared to less connected celebrity endorsers or connected but non-celebrity endorsers. In the study, credibility was measured based on trustworthiness, expertise and attractiveness as the most important factors of the perceived credibility. The research was conducted by using a quantitative method to explore how involvement, perceived connection between

celebrity and cause, and gender as independent variables affected the perception of source credibility and intentions to volunteer or donate money (Wheeler, 2009).

Overall the study concluded that well-matched celebrities generate a higher level of source credibility compared to less-connected or non-celebrity counterparts, which is coherent with the match-up hypothesis. However, the findings indicate that high source credibility does not lead to significantly higher intention to volunteer or donate money, which questions the actual effectiveness of using celebrity endorsement as strategy for more than generating attention and positive attitudes if the fit between the celebrity and the cause is good.

The findings presented by Wheeler are to a great extent coherent with and elaborated by research conducted by De los Salmones, Dominguez & Herrero (2013). Here the effect of celebrity endorsers was found to be stronger than the perceived credibility of the organisation, which underlines how powerful celebrities can be as transmitters of messages and how much they can influence consumers through peripheral routes of persuasion (De los Salmones et al., 2013).

The study was conducted through a quantitative method with focus on the effectiveness of UNICEF's brand ambassadors, by evaluating the respondents reactions to different endorsers as brand ambassadors according to level of awareness of the organisation and the celebrity, level of involvement with the social cause, perceived fit between celebrity and cause, behavioral intentions, personality traits of the respondent, motivation attribution, and demographic issues.

The study found that the most important factor behind the effects of celebrity endorsement is celebrity credibility (De los Salmones et al., 2013). According to the study, the credibility of the celebrity is directly conditioned by the perceived fit between the celebrity and the cause that is further related to the perceived expertise and trustworthiness of the celebrity. It was further found that when individuals perceive a high level of congruence between the celebrity and the NPO, they attribute more altruistic motives to the endorsement as opposed to self-interested motives. This perceived motivation attribution is important, as it also influences the credibility of the celebrity (De los Salmones et al., 2013). Moreover, the level of congruence and perceived fit was proven to be highly influenced by the individual's general perception of the celebrity. The more people liked the celebrity, the better perceived fit with the

social cause. This relates directly to McGuire's idea that the effect of celebrity endorsement relates directly to similarity, familiarity and likability as elements of attractiveness (McGuire, 1985).

Finally, the findings of this study are contrasting to the findings made by Wheeler, as it indicates that the attitude towards an ad as a result of celebrity credibility is significantly related to behavioural intentions. Wheeler findings, on the other hand, suggest that source credibility does not lead to significantly higher intention to volunteer or donate money. Based on this, the findings related to behavioural intention as a result of celebrity endorsement are inconclusive. This entails a need for further investigation within this area of research which this study seeks to address.

The previous two studies discussed had a focus on the effects of celebrity endorsement related to the endorsement of specific NPOs. The following quantitative study conducted by Samman, Auliffe & MacLachlan (2009), focuses on celebrity endorsement of international charities and causes in general in order to examine the awareness of and attitudes towards celebrities' involvement in charitable causes. According to the study, people expressed that they were generally not influenced by celebrity involvement in charity even when they found the celebrity to be credible. Moreover, the study found that even though respondents had some awareness of celebrities' involvement in international charity, they generally had difficulty in identifying the concrete causes that different celebrities endorsed. This makes it interesting to look into the actual awareness of UNICEF's brand ambassadors and their effectiveness in positively affecting the brand attitudes towards the organisation.

Finally, the study found that most respondents had an overall cynical view of celebrities' support of charities. 30% of respondents cited self-promotion and publicity as the main motive and intention of celebrities to engage in charities in contrast to a sincere and genuine commitment to the cause. However, celebrity involvement in charity was not perceived as a negative thing and most described it as a win-win situation as both the celebrity and the endorsed organisation was perceived to benefit from the association.

The findings of this study can be related to the importance of credibility based on the perceived match between the celebrity and the cause they endorse. The credibility did, however, not seem to be related to the source attractiveness proposed by McGuire

(1985), as attractive celebrities were not necessarily seen as having genuine motives. The cynicism that is clearly associated with celebrities' involvement in charities is important for NPOs to consider in relation to McCracken's meaning transfer model, presupposed that the cynicism and negative interpretation is transferred to the endorsed NPO.

This study is to a great extent contrasting to the findings made by Wheeler and Samman et al., as it questions the actual impact and effectiveness of celebrity endorsement in NPOs when it comes to attitude and behavioural intentions. It is thereby important to look further into this area to find more conclusive answers to these pressing questions.

2.5.2 From the perspective of the NPOs

The previous review of studies covering the effectiveness of celebrity endorsers in NPOs indicates inconclusive findings when it comes to the actual effect of using celebrity endorsers as a branding strategy. This makes it interesting to look into and understand the reasons for and the arguments behind the use of this strategy within the NPO sector.

Branigan & Mitsis (2014) examined how and why non-profit decision makers use celebrities to communicate about non-profit causes to Generation Y in Australia. The research was conducted through qualitative interviews with decision makers from Australian NPOs using questions framed around the utility, influence and implications of applying this strategy.

The strongest finding of the study was the importance that all decision makers placed on the genuine and authentic alliance between the celebrity and their organisational mission and values (Branigan & Mitsis, 2014). The decision makers further emphasised the importance of generating awareness through celebrities who are publically positioned as sharing the same values as the organisation. This is coherent with the importance of the match-up hypothesis for achieving celebrity credibility. Moreover, it was found that most NPOs were highly aware of the importance of segmentation by using different celebrities to reach different target groups.

In addition to this, it was reflected that the reasons for using this strategy was associated with the idea that celebrity endorsement helps building awareness, communicating a message and increased recognition of the NPO as a brand. Interestingly the study also

indicated that most of the decision makers did not think of celebrity endorsement as the ideal and most worthy form of communication for NPOs, as it is somehow contrasting the idea behind non-profit organisations. They did, however, acknowledge the need for this strategy as the ‘worthy stuff’ is unfortunately not newsworthy on its own and does not cut through and grab attention in the same way that celebrities do (Branigan & Mitsis, 2014).

This statement can be associated with overall identified risks of using celebrity endorsements as a strategy in NPOs. As previously mentioned celebrity endorsement is often associated with the risk of the ‘vampire effect’ occurring when consumers remember the celebrity better than the brand (Evans, 1988). In addition to this, there is some level of risk associated with the number of people who are found to perceive celebrity involvement in charities as self-promotion or publicity (Samman et al., 2009). These risks are important to understand in the context of this current study, as it can be potentially destructive for UNICEF as a brand if the brand ambassadors get more attention or negative attention associated with the brand. This study will seek to understand how the attention is allocated to UNICEF based on the brand ambassadors and how this attention translates into positive brand awareness and brand attitudes among Generation Y as the target population.

2.6 Generation Y

This research will focus on Generation Y as this is an important present and future target group for NPOs to consider. Within marketing research the approach to generational segmentation is mainly sociological by focusing on the idea of generational cohort, which is defined as: “*group of individuals who are born during the same time period and who experienced similar external events during their formative or coming-of-age years*” (Noble & Schewe, 2003, p. 979). The role of generational characteristics in marketing literature is often highlighted in terms of attitudes, values and consumption behaviour resulting from generational characteristics that are relevant for effectively targeting the segment.

There have been varying definitions of Generation Y in the literature, but most commonly it is defined as the generation born in the years 1977-1994/1995 (Wolburg & Pokrywczynski, 2001). Based on this, the consumers belonging to this generation

have a current age of 20-38 years in 2015. There are multiple reasons for the importance and attractiveness of this particular segment. Generation Y equals one quarter of the world's population covering both the developed and developing parts of the world (Branigan & Mitsis, 2014). This underlines the significance of this segment and the attendant need for non-profit marketers to obtain insight into the attitudes and behaviours of this generation.

In addition to the significance of the actual number of people belonging to Generation Y, research has found that this generation represents a highly unexploited source of new potential contributors, as people belonging to Generation Y contribute with less money and to fewer organisations compared to older generations. Only 56% of Generation Y gives to charities compared to 67% of the Baby Boomers and 79% of the Silent Generation (Bhagat & Rovner, 2010). This attests to a latent market of potential contributors within Generations Y that would be beneficial for NPO's to target.

Another important aspect is that Generation Y has been identified as a critical and coveted consumer segments. According to Wolburg & Pokrywczynski (2001), Generation Y is characterised as attractive consumers due to four main factors including their spending power, trendsetting capacity, receptivity to new products and ideas, along with significant potential of becoming lifetime customers. This represents profound opportunities for for-profit as well as non-profit organisations as the retention of customers or contributors is more profitable than attracting new ones (Kotler et al., 2009).

Despite these profound opportunities associated with Generation Y, this particular generation also presents some significant challenges that needs to be considered when targeting this segment. It has been argued that Generation Y's response to advertising messages is different from previous generation's due to the massive exposure to marketing messages making them more resistant and sceptical to advertising messages (Branigan & Mitsis, 2014). This entails that the communication and advertising activities of NPOs are critical for establishing awareness and call for action.

2.7 Conclusion to literature review

This chapter has provided a critical review of relevant literature within the overall area of the effectiveness of celebrity endorsement as a branding strategy in general and in the

specific context of NPOs. Celebrity endorsement was approached from a branding perspective that provides the adequate terminology and understanding of brand elements important for this current study in terms of brand awareness and attitudes among Generation Y.

Based on previous literature it was found that the effectiveness of celebrity endorsement relies on four main frameworks covering the most important elements determining for the effectiveness of celebrity endorsement. The first framework identified is the meaning transfer model suggesting that celebrities can add meaning to a brand by transferring positive meanings and associations derived from their public recognition directly to the brand they are endorsing.

In addition to this, both source credibility and attractiveness were identified within existing literature as important elements for the effectiveness of celebrity endorsement. Credibility relates to the consumers' perception of the trustworthiness and expertise of the endorser, whereas source attractiveness relates overall to the similarity, familiarity and likability of the endorser.

The fourth important framework identified is the match-up hypothesis suggesting that the higher perceived fit and congruence between the celebrity's image and the endorsed brand, the more persuasive the message will be.

These four frameworks will be drawn on in the research design in order to address the importance and effectiveness of the elements when it comes to the actual effectiveness of UNICEF's brand ambassadors in generating brand awareness and creating positive brand attitudes and donation intentions.

The area of celebrity endorsement was also approached through an attitude change perspective identifying that celebrities have proved to be an effective mean of changing attitudes. The logic behind celebrity endorsement can be explained based on balance theory focusing on the balance of positive association between the consumer, the celebrity and the brand as interrelated and mutually affecting each other.

As the review of the most current and relevant studies within the field of the effectiveness related to the use of celebrity endorsement in the NPO sector indicates, it has been difficult to find conclusive answers to the actual effectiveness. It can, however, be concluded that celebrity credibility and the match between the celebrity and the NPO

is important factors when it comes to transfer of adequate meaning from the celebrity to the NPO brand.

In addition to this, most previous research of celebrity endorsement in general and in a NPO context has been conducted through a quantitative approach, which can be argued to be insufficient in achieving a deeper understanding of the qualitative perceptions, attitudes and opinions behind the effectiveness.

Moreover, no previous research has approached the use of celebrity endorsers in a NPO context from a brand perspective focusing specifically on the effectiveness related to generating brand awareness and positive brand attitudes. This is an interesting and relevant perspective as the creation of a strong brand is the added value, that makes consumers able to differentiate between and develop preferences for different offerings (Keller, 1993). NPOs are increasingly acting as and employing the same advertising strategies as for-profit organisations, which justifies the need for an understanding of NPOs from a corporate brand perspective. This is further supported by the fact that UNICEF refers to their celebrity endorsers as ‘brand ambassadors’, which underlines the relevance of applying a branding perspective to this area of research.

This study will seek to investigate these gaps within existing literature by approaching the effectiveness of celebrity endorsement from a branding perspective through a qualitative research approach with the purpose of elaborating on existing findings within the literature.

Chapter 3 - Methodology

This chapter provides an outline of the research question and objectives along with the methodology used to obtain the research. Initially, the chapter includes a presentation of the research question and related objectives. This will be followed by an introduction to the overall research philosophy that guides the research approach and data collection. This provides the basis for an outline of the research strategy and the research design related to the data collection. After this, the chapter presents an overview of the sampling method, related ethical consideration and limitations of the chosen methodology for this research. Finally, the method of data analysis will be presented.

The reasoning behind choosing UNICEF as the organisation in the focus of this study is multiple. First of all, UNICEF is a well-known and acknowledge international brand whereby it was assumed that all people within Generation Y are familiar with the organisation. This eliminates the risk of respondents that are not aware of the brand, which ensures that focus will be on the awareness and associations related to the brand ambassadors rather than the organisation itself. Moreover, UNICEF is known as the first NPO implementing celebrity endorsement as an integrated part of their branding strategy, which underlines the appropriateness of focusing specifically on this NPO. In extension to this, it should be underlined that focus is on the international Goodwill Brand Ambassadors who endorses the brand internationally as opposed to the regional brand ambassadors who are mainly regionally known and used as endorsers of the brand. The international ambassadors have been chosen as the focus of this study, as these are the most frequently used to communicate through a diverse range of media vehicles to promote the brand message.

3.1 Research question and objectives

Based on the previously identified gaps within existing literature covering the effectiveness of celebrity endorsement in the NPO sector, this research is focusing on investigating these gaps and elaborate on existing findings. The research will be guided by one overall research question and related research objectives that will work as sub-questions to the overall research questions.

Research Question: *How do UNICEF's brand ambassadors affect awareness, attitudes and donation intentions towards UNICEF as a brand among Generation Y?*

Objective 1: To examine the awareness and perception related to the use of brand ambassadors among Generation Y.

Objective 2: To understand how the effect of the brand ambassadors relates to the perceived credibility and attractiveness of the brand ambassadors.

Objective 3: To understand how the effect of the brand ambassadors relates to the perceived transfer of meanings and the match-up between the celebrity and UNICEF as a brand.

Objective 4: To understand the perceived effectiveness of brand ambassador appeals to donate compared to traditional non-endorsed charity appeals.

Each of the research objectives aims to contribute to the answering of the overall research question. Each of the objectives will work as guidelines for the research design and will be the center of discussion in the discussion chapter which will lead to a deeper understanding of the effectiveness of UNICEF's brand ambassadors on Generation Y.

3.2 Research philosophy

This current study is based on interpretivism, as it seeks to develop a deeper and more elaborated understanding of the findings from previous more positivistic studies within the area of the effectiveness of celebrity endorsement in the NPO sector.

The strategy of every research is influenced by the adopted research philosophy that contains important assumptions about the way the world is perceived (Saunders, Lewis & Thornhill, 2007). The research philosophy can be described in the overall terms of *epistemology* and *ontology*. Epistemology is concerned with the question of what is regarded as acceptable knowledge in the field of study, whereas ontology is concerned with the nature of reality and social entities (Bryman & Bell, 2007). Each of these terms contains important differences in assumptions about the world that will influence the research method and process.

Epistemology can overall be divided into positivism and interpretivism. A key issue in the context of what constitutes acceptable knowledge in a field of study involves whether or not the social world can and should be studied according to the same principles and procedures as the natural sciences (Bryman & Bell, 2007). The position advocating for the imitation of the same principles in social and natural sciences is *positivism*. Positivism presumes that logic exists and tends to apply a highly structured methodology with emphasis on quantifiable observations and data that lend itself to statistical data analysis resulting in law-like generalisations similar to those produced by physical and natural scientists (Remenyi, Williams, Money & Swartz, 1998).

As opposed to positivism, interpretivism is critical towards the application of scientific models to study the more complex social world and advocates that it is necessary to understand differences between humans in their role as social actors (Saunders et al., 2007). In this way, interpretivism focuses on the interpretations and meanings ascribed to our social roles, which makes it essential for the researcher to enter the social world of the research subjects and understand the world from their perspective. As the focus of interpretivism is to capture the complexity of social situation, generalisability is not perceived as of crucial importance, as the value of generalisation is lost in the ever-changing and unique aspects of the social world (Saunders et al., 2007).

The epistemological approach applied in this study is to a great extent related to the ontological perspective. Overall, research can be approached and conducted based on *objectivism* suggesting that social entities exist in a reality external to social actors or *subjectivism* suggesting that social phenomena are constructed from the perceptions and actions of social actors (Saunders et al., 2007).

In accordance with interpretivism as the epistemological approach guiding for this research, the overall ontological approach is subjectivism. This study seeks to identify the awareness and underlying attitudes towards UNICEF's brand ambassadors and the resulting attitudes towards UNICEF as a brand. This research focus naturally adopts interpretivism by focusing on interpretations and meanings ascribed to celebrity endorsement as a social phenomenon and subjectivism by viewing the role and influence of UNICEF's brand ambassadors as socially constructed by social actors. This is essential in order to address the gaps within the existing literature including a predominantly quantitative approach and inconclusive findings when it comes to the

actual perception and importance of source credibility, attractiveness, meaning transfer and match-up as elements determining for the effectiveness of celebrity endorsement in NPOs.

3.3 Research strategy

According to Bryman and Bell (2007), the research strategy refers to the general orientation of the conduct of the research that reflects the epistemological and ontological considerations of the research philosophy. By this, there are two distinctive clusters of research strategies characterised as quantitative and qualitative research. In line with positivism and objectivism, the quantitative research strategy seeks to quantify data and generalise from the sample to the population of interest leading to conclusive findings which embodies a view of social reality as external and objective (Malhotra, 2009). Qualitative research, on the other hand, seeks to gain a qualitative understanding of the underlying reasons and motivations of individuals based on how they interpret the world, whereby the social world is viewed as constructed and constantly changing (Malhotra, 2009). This is in line with interpretivism and subjectivism as the philosophical approach to research which is applied in this current study in order to understand the interpretation, perception and related effectiveness of UNICEF's brand ambassadors in generating awareness and affecting brand attitudes and donation intentions among Generation Y towards UNICEF as a brand. Thereby this study applies a qualitative strategy to conduct the research in order to answer the research question and objectives.

3.3.1 Justification for qualitative research strategy

Besides being in line with the overall philosophy behind the research approach, the qualitative research strategy is chosen based on the gaps in existing literature. As it was identified through the literature review, previous research covering the effectiveness of celebrity endorsement in NPOs has been conducted through a quantitative research approach. As a consequence of this, the existing findings within the research area draw overall generalisation on the effectiveness without any examination of the qualitative reasons and motives behind these findings. The weakness of the quantitative approach is that does not allow the respondents to elaborate and explain their answers, whereby

valuable information and understandings may be left unattended (Malhotra, 2009). Moreover, the findings within the area are inconclusive with regards to the actual effectiveness of celebrity endorsement in NPOs when it comes to the different elements driving celebrity endorsement effectiveness as an effective branding strategy.

In order to address these gaps, this study applies a qualitative approach that allows the respondents to elaborate on their interpretation and perception related to the effect of source credibility, attractiveness, mat-up between UNICEF and the brand ambassadors as well as elaborating on the perceived meanings the celebrities transfer to the brand. This contributes to the understanding of the effectiveness of celebrity endorsement in the NPO sector from a more qualitative perspective than previously applied. It was further considered applying a mixed method approach by combining quantitative and qualitative data to answer the research question. It was, however, decided that quantitative data would not add any specific value to the research as quantitative findings from existing literature are highly elaborated and referenced during the literature review. A mix of quantitative and qualitative method was therefore deselected, in order to focus more thoroughly on investigating the gap of missing qualitative insight from existing literature within this area of research.

3.4 Research design

When it comes to the actual design of qualitative research, the researcher has different primary methods available for conducting the research and collecting the data. The data collection methods involve observation, individual interviews and focus group interviews for collection of primary qualitative data.

As this study has the purpose of examining the effectiveness of UNICEF's brand ambassadors from a more elaborated and qualitative perspective, individual in-depth interviews have been chosen as the method of data collection. In-depth interviews are an either unstructured or semi-structured way of obtaining information on a one-to-one basis (Creswell, 2009). This method was chosen as it allows deeper insights into the underlying motives, interpretations, perceptions and attitudes towards a topic than it is possible to obtain through observation and focus group interview.

The data collection of this current study was obtained through semi-structured interviews. Semi-structured interviews follow a prepared list of themes and questions

that needs to be covered during the interview by the interviewer. However, the themes and questions do not need to follow a sequential order but can vary in order to maintain the natural flow of the interview (Bryman & Bell, 2007). Moreover, semi-structured interview allows the researcher to ask additional in-depth questions to elaborate on important aspect of the respondents' answers to the questions asked. This is beneficial in order to qualitatively elaborate on the elements determining for the awareness and attitudes of Generations Y related to UNICEF's brand based on the effectiveness of the brand ambassadors. In this way, the research addresses the gap in existing literature when it comes to a more qualitative understanding of the effectiveness of celebrity endorsement in the NPO sector.

3.4.1 Conceptual framework of research design

To ensure that the research leads to valid and reliable data, the research was based on an existing conceptual framework that has been approved through its publication in an international academic journal. In a study investigating the factors determining for the effectiveness of celebrity endorsed advertisements, Ibok (2013) developed a conceptual framework of celebrity endorsement effectiveness as determined by four factors (Appendix 1). These four factors are *celebrity expertise, trustworthiness, attractiveness and credibility*. All of these factors were found to affect the effectiveness of celebrity endorsed advertisement. In accordance with this framework, this current study seeks to investigate influence related to the four factors of celebrity credibility, attractiveness, match-up between the celebrity and the brand, and transfer of meaning from the celebrity to the brand. These factors are all related to the factors proposed by Ibok, as both the match-up and meaning transfer relates to credibility and attractiveness of the celebrity, which was found through the review of previous literature in the area.

Based on the applicability of the developed and acknowledged framework, it can be argued that it is possible to conduct a valid and reliable study of the relationship between the four determining elements of celebrity endorsement effectiveness in focus of this current study and the effectiveness of UNICEF's brand ambassadors. Therefore, the interviews were structured around these four elements as the overall themes for the questions.

3.4.2 Design of interview questions

Based on the conceptual framework of the four factors determining for the effectiveness of celebrity endorsement, the interview questions was developed to effectively cover the perceived effectiveness of the elements of celebrity credibility, attractiveness, match-up and meaning transfer. These themes followed the initial question covering the level of awareness and perception of the brand ambassadors, which worked as a basis for the understanding and ability to answer the subsequent questions.

In the case, that some of the respondents were not aware of or unable to identify any of UNICEF's brand ambassadors, pictures of David Beckham in a UNICEF brand ambassador context were presented to respondents (Appendix 2). David Beckham was chosen based on his position as one of the most prominent UNICEF brand ambassadors, and he is assumed to be a well-known celebrity among the Generation Y. The use of pictures to identify the brand ambassadors as a presupposition for the understanding of the following questions is inspired by the study made by De los Salmones et al. (2013) In this study pictures of UNICEF's brand ambassadors with a related donation appeal were also used to investigate the determinants of the effectiveness related to celebrity endorsement in NPOs.

The actual phrasing and formulation of questions was developed based on Saunders et al.'s (2007) recommendations regarding the use of open questions and probing questions. Open questions were initially designed to encourage respondents to provide extensive and elaborated answers in their own preferred way to reveal attitudes and opinions. Each of the questions were followed by a number of probing question that are used to explore responses that are significant to the research topic by requesting a particular direction or focus (Saunders et al., 2007). The open questions and the following probing questions were all focused on the awareness and perception of UNICEF's brand ambassadors as well as the perceived importance and effect of credibility, attractiveness, match-up and transfer of meaning between the brand ambassador and UNICEF as brand.

In addition to this, a final question was added to identify the effectiveness of a brand ambassador appeal to donate compared to a more informational and non-endorsed appeal to donate to UNICEF. A donation appeal from the UNICEF brand ambassador and actor Liam Neeson was chosen together with a more traditional charity appeal

picturing a child with factual information on the number of children dying from preventable causes (Appendix 2). This was also inspired by the study made by De los Salmones et al. (2013), who also used different advertised appeals to quantitatively determine the effectiveness of brand messages coming from brand ambassadors versus non-endorsed appeals.

As the interviews progressed each of the questions and their order were adjusted to the specific person and situation as well as the answers given. Also, some additional questions were added to the prepared list in some of the interviews to elaborate on interesting views presented by the respondents. Based on this, deeper insight was developed which contribute to a more elaborate understanding of the effectiveness of UNICEF's brand ambassadors when it comes to affecting awareness, attitudes and donation intentions towards UNICEF as brand among Generation Y.

3.4.3 Pilot questioning

In order to ensure that the questions used as a basis for the interview would be effective in achieving quality data for the subsequent analysis, a pilot question test was conducted with two respondents who matched the demographic profile of Generation Y. This ensured that all questions were clear and easy to understand among the members of the Generation Y as the target segment.

The pilot question test led to slight changes in the wording and phrasing of the open questions and adjustment to the probing question to reflect and more effectively elaborate on the responses provided by the respondents of the test. Moreover, the test resulted in a restructuring of the open questions to obtain a better flow of the interview. It is important to underline that the pilot testing could have been allocated more time, which might have led to further adjustments of the interview questions and structure due to the qualitative nature of the research method. It was, however, assessed that the interview question and structured was adequately tested for its purpose on a relatively small sample after the first pilot question test with two respondents from the target population.

3.5 Sample selection

When conducting qualitative research, there are two overall approaches to sampling characterized as probability sampling and non-probability sampling. When using probability sampling the researcher can claim that the selected sample of the total population is representative for the population (Quinlan, 2011). In this way, the researcher can claim that the findings of the research are generalisations applicable for the entire target population. This requires that each member of the target population has an equal probability of being selected for inclusion in the sample, which further enquires that the researcher has an adequate list of all member of the target population.

As this study focused on Generation Y as the overall target population, it was not possible to apply probability sampling and make a precise representation of Generation Y and subsequent generalisation that applies to all members of this target population. Based on this, the respondents for this study were selected through non-probability sampling that is said to represent the population, even though it is not representative for the entire population in a statistical sense (Quinlan, 2011). The emphasis of non-probability sampling is, on the other hand, on the ability of a relatively small sample to clearly and adequately illustrate the phenomenon investigated.

The actual selection of respondents by non-probability sampling was based on judgement sampling and convenience sampling (Bradley, 2010). In this way, the respondents were selected based on their perceived fit with the purpose of the study as well as convenience with regards to proximity and initial contact with respondents. A total of five respondents were chosen as this number was found adequate to provide the data needed for the research in order to sufficiently answer the research questions. All respondents were aged between 24 and 31 whereby they all fit the demographic profile of Generation Y.

3.6 Ethical consideration

Research ethics relates to considerations of how the research topic is clarified, how the research is designed and how data is collected and stored in a moral and responsible way (Saunders et al., 2007). This research intended to investigate the effectiveness of UNICEF's brand ambassadors from a consumer perspective. The interview questions created to conduct this research were created to promote non-sensitive answers and the

responses sought were of a non-sensitive nature. However, each respondent was asked to sign a declaration of consent to avoid any misunderstanding and fully inform the respondent about the purpose of their participation in the research (Appendix 3). Moreover, the declaration of consent ensured that each respondent was informed about their rights and the opportunity to get full access to any individual response and recording in case they would prefer this. In addition to this, each respondent were assured that their responses are confidential, anonymous and securely stored after being recorded and transcribed for the use in the final dissertation. All respondents signed this declaration and agreed to all terms before the interviews were conducted.

3.7 Limitations to methodology

The choice of a qualitative research strategy entails some general issues related to the quality of the data collected through semi-structured in-depth interviews. These issues relate to the generalisability of the findings from qualitative research based on the small and no fully representative number of respondents (Saunders et al., 2007). The fact that only five people participated as respondents in this study can be seen as a limitation to the findings as more respondents would automatically have resulted in more data for analysis and subsequently more comprehensive findings. However, the nature of qualitative research entails that no ultimate truth will be found through the research, as the focus is on obtaining a deeper understanding of underlying reasons and motivation that are subjective in nature. This means that more respondents might have resulted in slight changes in the themes occurring, but it would not necessarily have led to more accurate and generalizable findings. In this way, the aim of this research has been to find particularity rather than generalizability.

In addition to this, it important to underline that the qualitative methodology and semi-structured approach entails some issues related to the subjectivity of the researcher. The interpretation formed during the research and analysis of the collected data may be shaped by personal biases, values and the background of the researcher (Creswell, 2009). By openly acknowledging this risk and reflecting upon own assumptions, values and related factors that might influence the objectivity, this risk was sought to be avoided or at least reduce as much as possible.

Finally, it would have been interesting to interview people from UNICEF's organisation to get their perspective on their use of brand ambassadors. This would have provided an opportunity for comparison of the specific reasons for using brand ambassadors and the actual perception of this strategy from the perspective of Generation Y. This was, however, deselected due to difficulty in connecting with UNICEF decision makers and due to the purpose of this study which is to investigate the effect of celebrity endorsement in the NPO sector more generally by using UNICEF as the specific case.

3.8 Method of data analysis

As no other research within the area of celebrity endorsement effectiveness in NPOs has been conducted through a qualitative method, the data analysis will not be directly rooted in existing methods of data analysis within the field. However, existing literature has focused on the overall elements of credibility, attractiveness, meaning transfer, and match-up as the factors determining for the effectiveness of celebrity endorsements in NPOs (De los Salmones et al., 2013; Samman et al., 2009; Wheeler, 2009). These can be seen as the overall themes that have been found to influence the effectiveness of celebrity endorsement within existing research. Based on this, it makes sense to apply a thematic analysis approach to the data collected from the qualitative interviews with the purpose of identifying similar or contrasting themes. The collected data from the interviews was recorded on a Dictaphone and later transcribed in order to carry out the thematic analysis process.

Overall thematic analysis can be described as the process of identifying analysing and reporting themes or patterns within collected data. More specifically, Creswell (2009) argues that the process of analysing qualitative data thematically should follow six steps. These six steps involve organising and preparing the data for analysis by sorting and arranging the data in a logic manner followed by a careful review of the data to generate a general sense from it (Creswell, 2009). This should be followed by a detailed analysis based on coding of the data to organise the data into categories. Based on these identified categories the researcher will generate a small number of key themes that appear to be the major findings from the collected data. Finally, the themes should be represented in an interrelated and descriptive manner leading to the final step of analysis

which involves interpretation of the actual meaning and implications of the data in the light of previous literature (Creswell, 2009)

These steps have been the basis for the analysis of the data collected through the qualitative semi-structured interviews conducted for this research. The following chapter will present the findings of this analytical process related to previous research within the effectiveness of celebrity endorsement in the NPO sector.

Chapter 4 – Findings

This chapter presents the findings from the qualitative semi-structured interviews conducted based on the methodology presented in the previous chapter. The analysis of the data collected through the interviews was analysed through a thematic analysis process leading to emerging themes and patterns within the data relevant for answering the overall research question and related objectives.

The interview questions were designed from the research objectives based on the elements discovered during the literature review to be influencing the effectiveness of celebrity endorsement in general and in a NPO context. These elements are *credibility*, *attractiveness*, *meaning transfer* and *match-up between the celebrity and the endorsed cause*. Moreover, the level of *awareness and perception* of brand ambassadors along with the perceived effectiveness of *brand ambassador appeals to donate compared to traditional non-endorsed charity appeals* were investigated. Based on this, the themes emerging from the interviews inevitably centre on the questions asked within each of these categories, whereby these pre-determined categories will set the structure for the presentation of the findings. However, within each of the categories, themes have emerged from the responses to the questions. The following will present these emerged themes structured around the overall categories of awareness, credibility, attractiveness, meaning transfer and match-up along with brand ambassadors appeal compared to non-endorsed appeals. This representation will constitute the overall findings related to the effectiveness of UNICEF's brand ambassadors when it comes to affecting the awareness, attitudes and donation intentions towards UNICEF as a brand among Generation Y

Throughout this chapter, each of the respondents has been referred to by fictive names to ensure their anonymity. Each of the themes discovered within the overall categories will be supported by supporting quotes from the respondents. The full transcripts of each interview can be found in the appendices with additional elaborate information on each respondent's demographic profile (Appendix 4). A detailed and robust linkage between the findings and the previous literature and research introduced in the literature review will take place in the next chapter. Therefore, this chapter will only lightly touch upon the theory related to the findings within each category of questions.

4.1 Awareness and perception

Previous literature has shown that the awareness of celebrity involvement in charity is low, and that many consumers are sceptical towards the association between NPOs and celebrities (Samman et al., 2009). Based on this, respondents were asked about their overall awareness of UNICEF's brand ambassadors and their perception of the fact that UNICEF uses these ambassadors to advertise their cause.

Two overall themes emerged from this category of questions. The first theme suggests that the general awareness of the brand ambassadors is low among Generation Y. The other theme implies that the overall perception of celebrities as brand ambassadors for NPOs is positive.

Theme: General awareness of brand ambassadors is low

When asked about the actual awareness of UNICEF's brand ambassadors only three out of the five respondents were able to identify any UNICEF brand ambassadors. Moreover, each of these three respondents was only able to identify one out of the numerous brand ambassadors that UNICEF uses both internationally and regionally to advertise their cause. This indicates that UNICEF's use of brand ambassadors has not been effective in reaching people within Generation Y as respondent were only able to identify either none or one ambassador of the brand. This further indicates that brand ambassadors are not a fully integrated and effective part of the overall branding strategy. This is exemplified in the following statement from one of the respondents when elaborating on his awareness of Rory McIlroy as the only ambassador he knows:

“He went off to Haiti after the earthquake a few years ago. That’s probably the first time I was aware of this sort of brand ambassadors for UNICEF. To be honest, since then I haven’t come across more of them. So Rory McIlroy is the only one I know.” –

Darren

Theme: Positive attitudes towards the use of celebrities as brand ambassadors

When respondents were asked about how they perceived the fact that organisations like UNICEF use celebrities as brand ambassadors, all respondents conveyed positive perceptions of the cooperation between NPOs and celebrities as a mean of advertising and supporting a cause.

When asked to elaborate on the positive perception, respondent mentioned things like their ability to raise awareness and reach many people with their communication as many celebrities are seen as role models and often has millions of followers of social media.

“Well I think it’s a good idea because celebrities are seen as role models, so it’s a good way of reaching out to people – especially younger people to make them aware of what you are doing and how you are doing it.” – Kevin

Along with this, most respondent also conveyed that the endorsements were only beneficial as long as the celebrities were not associated with anything bad as this would potentially affect the brand negatively.

“...it puts a big responsibility to those brand ambassadors, for instance if they do something bad or act in a way that is against the message that UNICEF is trying to send.” – Daniel

4.2 Credibility

Previous research within the area of celebrity endorsements effectiveness in NPOs, suggest that the perceived credibility in terms of expertise and trustworthiness of the celebrity is related to the effectiveness of the endorsement (Wheeler, 2009; Sammen et al., 2009; De los Salmones et al., 2013). To further investigate this, respondents were asked about the overall credibility of the brand ambassadors and more specifically about the trustworthiness and expertise of the ambassadors along with the perceived impact of the credibility related to the attitudes towards the organisation.

From this category of questions, two overall themes emerged. The first theme suggests that the credibility of the celebrity positively affects the attitudes towards the brand, whereas the other theme suggests that this credibility and formation of positive attitudes are not directly related to the perceived trustworthiness and expertise of the celebrity.

Theme: Celebrity credibility positively affects brand attitudes

The respondents were presented with pictures of David Beckham in the context as a brand ambassador for UNICEF, and all respondents found him to be overall credible in

this role. This credibility mainly relied on his professionalism, family life, and previous involvement in charitable causes.

“Well, I think he is a great ambassador because he is well-known and much respected as a football player, and he has engaged in a lot of other causes as well.” – Nicole

When asked about how this credibility affected their attitudes towards UNICEF it was clear that the high level of credibility positively affected the brand perception and attitudes. Also, it was seen as some kind of acknowledgement of UNICEF as an organisation that a celebrity like David Beckham would offer his name as a proof of the good work the organisation is doing.

“I think it enhances their reputation, because as I said he is such a likable guy and a role model and people recognise him instantly. So you know, very few people would have a bad thing to say about him. So I think, you know, bringing him in only enhances their reputation.” – Kevin

Theme: Credibility and formation of positive attitudes are not directly related to celebrity trustworthiness and expertise

After stating their perception of the credibility, each respondent was asked to elaborate on the perceived trustworthiness and expertise of David Beckham as a brand ambassador for UNICEF. From this, it was clear that even though all respondents found him to be credible as an ambassador, the credibility was not necessarily related to the perception of his trustworthiness and expertise within the area of charity work.

All respondents found him trustworthy but not related to the actual cause. Instead, they put more emphasis on this trustworthiness as a person based on his overall reputation and personality.

“Because I see him as an empathetic and sympathetic guy who cares about the world, I would say that it makes him very trustworthy.” – Daniel

More interestingly, most respondents were openly sceptical about the actual expertise of David Beckham as a brand ambassador for UNICEF. However, this did not seem to have any negative effect on the perception of his overall credibility as an ambassador. Instead, most respondents emphasised the fact that he is his willing to make a difference

and use his famousness to contribute to a good cause as more important than his actual expertise.

“I don’t think he is too familiar with what happens in certain countries and what they need. But I don’t think that’s a hindrance to it when you take the fact that he is actually willing to go out there and help the children.” – Darren

4.3 Attractiveness

In accordance with the importance of the perceived credibility of the celebrity proposed by previous research and the above findings, the perceived attractiveness in terms of similarity, familiarity and likability has also been proved to influence the effectiveness of celebrity endorsement in the NPO sector (Wheeler, 2009; De los Salmones et al., 2013). However, previous findings covering the importance of perceived attractiveness has not been conclusive (Sammen et al., 2009) Based on that, respondents were asked about their perception of the attractiveness of the brand ambassador overall and more specifically in terms of how they associated themselves with him, whether or not they were familiar with his beliefs and values, and how they perceived his likeability. In addition to this, respondents were asked about how this perceived attractiveness affected their perception of and attitudes towards UNICEF. From this category of question, one overall theme was evident based on the answers from respondents.

Theme: The attractiveness and related effect on the brand attitudes is related to the perceived association with and connection to the celebrity

Respondents did not agree on the actual effectiveness of David Beckham as a brand ambassador for UNICEF based on his attractiveness. Even though all respondents found him likeable, the individual responses to this category of questions revealed very different levels of personal associations with David Beckham along with different levels of perceived connection to him based on knowledge and interests.

The respondents that found him most attractive as an ambassador associated themselves with his personal values like family orientation and willingness to give back to society.

“Well I think he has some qualities, you know like being a family man, he tries to give back as much as he can and I kind of consider myself quite similar.” – Kevin

Also, they felt connected to him based on their knowledge of his football career that they admired and respected him for, which can be seen as adding a sense of perceived similarity based on shared interest. One of the respondents emphasised the importance of the personal connection in the following way when asked how the attractiveness of David Beckham affected his attitudes towards UNICEF:

“I think that it is very positive and I feel that I know him for something good. If you had shown me another sports star that I did not feel as connected to, I am sure I would care less.” – Daniel

Again others did not find him as attractive as an ambassador, as they did not know much about him in general or had difficulty in relating to him on a personal level. For instance, one respondent felt that the attractive did not make any difference to her when asked whether she associated herself with him.

“No, not really. I mean he is famous, but there are just other people that I would be more impressed with I think. So there are other people where I would be more like ‘Oh my gosh is that person standing for this’.” – Jessica

4.4 Meaning transfer

As suggested in the literature review, the effectiveness of celebrity endorsement relates to the value they add to the brand through the transfer of positive meanings and association from the celebrity to the brand (McCracken, 1989). Respondents were asked to elaborate on their general associations related to the brand ambassador David Beckham and how they saw any of these associations reflected in UNICEF as a brand. This was asked in order to investigate what meanings and associations David Beckham as one of the UNICEF brand ambassadors brings with him into the endorsement of the brand and if these meanings are effectively transferred to the brand. From this category of questions, two overall themes emerged adding to the knowledge of meaning transfer between brand ambassadors to UNICEF as a brand.

Theme: Positive association towards the celebrity contributes to positive attitudes towards the brand when there is a relation between the two

From all of the respondents it was clear that positive meanings associated with David Beckham were effectively transferred to UNICEF as a brand. However, this only seemed to be the case when the specific meanings could be directly related to UNICEF's work. Most respondents said that they associated David Beckham with things like football, fashion, underwear modelling, own perfume brand, and his celebrity wife. But when asked how the things they associated him with affected their perception of UNICEF, most respondents emphasised positive associations in terms of personality traits such as his family values, reliability and professionalism to be representative for UNICEF based on the endorsement.

“Well... I think that he is a reliable guy, and I think that UNICEF is a reliable organisation, so I think that the values are quite similar.” – Nicole

“Well as I said, I am very interested in sports so I have seen a couple of documentaries about him, and I see him as a very sympathetic guy, so that is what I associate UNICEF with when I see him.” – Daniel

In addition to the transfer of positive associations and meanings from the brand ambassador to the brand, it is also important to mention that correspondingly negative meaning would have been transferred to the brand. This potentially damaging effect was highlighted by all respondents as the potential negative consequence of brand ambassadors.

“I think if he did something bad it would probably have a negative effect on my opinion about UNICEF.” – Jessica

Theme: Perceived credibility of the celebrity is transferred to perceived credibility of the NPO

A very interesting theme emerging from the responses to the transfer of meaning is the idea that the perception of the celebrity as credible and reliable is directly transferred to and reflected in the attitudes towards the brand. One respondent expresses it in the following way when adding to the fact that he found David Beckham credible:

“So the fact that he is linked with a brand like UNICEF, you sort of think that it must be a good organisation when he sort of offers his name as a help to them.” – Darren

This underlines how the brand ambassadors as endorsers of an NPO brand can add reliability and credibility to the cause and the work of the organisation.

4.5 Match-up

Previous research has found that the perceived match between the celebrity and the cause is important for the perceived credibility of the celebrity as an endorser and the related effect on attitudes and donation intentions (Wheeler, 2009; Sammen et al., 2009; De los Salmones et al., 2013). In order to understand what is determining for the perception of the match between the celebrity and the cause and how this match affects the attitudes towards the brand, respondents were asked about their perception of the fit between the brand ambassador and the cause and how this fit affected their attitudes towards UNICEF. One overall theme emerged from this category of questions.

Theme: The perceived match is a result of the perceived credibility and attractiveness of the celebrity and the related meanings transferred to the brand.

When asked about the actual match between David Beckham and UNICEF, respondents tended to refer back to the arguments coming from his credibility and attractiveness as an ambassador as well as the association and meanings that they positively transferred from him to the brand. Most respondents were unable to mention a direct and explicit link between David Beckham and UNICEF other than his role as a father and previous involvement in charity. However, all respondents seemed to find him a good and effective brand ambassador mainly based on his likeability, ability to attract attention to the cause, and the positive meaning and values he adds to the brand. The following three statements from respondent exemplifies how the match is perceived as good and beneficial even when there is no actual like between the brand ambassador and the cause:

“So I think as far as ambassadors go you are not going to find many people who are quite as likeable as David Beckham and quite as well-known. And the fact that he has so many million followers on Instagram. I think just the kind of guy he is and what he has done in the past corresponds well with UNICEF.” – Kevin

“I think the only fit is that he is quite an obvious person to go for because everyone knows who he is and he is a popular guy. Everyone seems to like him. Therefore, I think

there can only be positive things coming from associating him with the brand.” – Darren

“I think it’s great because he is a very responsible person... But also some of the things that David Beckham is very well-known for is his role as a father. So he has always been very involved with his kids and I think that matches very well with UNICEF as working with kids mainly” – Daniel

These statements from respondents indicate that the perception of the match between the celebrity and the cause does not necessarily have to be based on a direct and explicit link between the two. Based on this the perception of the match can also be based on the overall perception of the credibility and attractiveness of the celebrity as an endorser of the brand as well as the meanings transferred to brand.

4.6 Brand ambassador appeal vs. non-endorsed appeal

In order to understand the actual effectiveness of UNICEF’s brand ambassadors among Generation Y, it was relevant to investigate how brand ambassador appeals affected the respondents compared to non-endorsed and more traditional charity appeal to donate to a cause. Based on this, respondents were presented with two different pictures. One displaying the brand ambassador Liam Neeson encouraging people to donate and another picturing a little child along with factual information on the number of children dying from preventable causes every year. Respondents were asked which picture they found most effective in catching their attention, affecting their attitudes towards UNICEF and the cause, and which one was most likely to make them donate. From this category of question one overall theme emerged.

Theme: Brand ambassador appeals are most effective in generating attention and awareness whereas non-endorsed charity appeals are most effective in affecting attitudes and donation intentions.

Even though respondents had different approaches to answering these questions and slightly disagreed on which picture was the most effective in affecting their intentions to donate, an overall theme emerged which was quite clear. All agreed that the picture of the brand ambassador would be most effective in getting their attention and creating

awareness. When asked which one was most effective in catching her attention one respondent stated:

“Okay, this sounds bad because I should say the one with the child. But because I am a very big fan of movies and actors I would probably stop and look at the one with Liam Neeson, because I really like this actor and I would listen to what he has to say.” – Nicole

Moreover, all respondents mentioned and underlined the fact that they are exposed to so many messages similar to the one with the child from different organisations, which has made them somehow immune to this kind of messages. In this way, brand ambassadors are more effective in catching the attention, as they stand out from the numerous traditional non-endorsed charity appeals. To the same question another respondent stated:

“Probably Liam Neeson. Because as bad as it sounds, we see messages like the other one every day on television and billboards. We see it so much it doesn’t really register... So that would definitely catch my attention more. It’s more unique and eye catching, whereas you see the other message all the time from different organisations.” – Darren

On the other hand, most respondents agreed that the picture of the child was more effective in affecting their opinion, changing their attitude and their intentions to donate to the cause. In this way, most respondents agreed that the picture of the child had a bigger effect on them and would be more likely to reflect on the actual message and make them donate.

“I think I would be most likely to stop and look at the left one because I know the actor who is on the picture. But if I actually read what is on them and should form an opinion from that, I am very sure that the right one with the child and the information would have the biggest effect on me.” – Daniel

4.7 Limitations to findings

In addition to the limitations presented in the methodology chapter related to the relatively small number of respondents participating in this research, there are other limitations more directly related to the findings of the research.

It is important to highlight the limitations of the findings related to the actual research design. The findings might have been different if the design of the research and questions asked had been conducted differently, especially when it comes to the brand ambassadors presented to the respondents and discussed during the interview. David Beckham and Liam Neeson were chosen due to their assumed broad recognition among Generation Y, which eliminated the risk of respondents being unfamiliar with the presented brand ambassadors. It would, however, be interesting to look into the effectiveness of less well-known ambassadors, and how these may impact the awareness and attitudes towards the endorsed NPOs differently.

Moreover, it is also important to mention that the intentions to donate cannot necessarily be equalised with actual donation behaviour as people might say that they intent to donate based on an appeal regardless of their actual donation behaviour. To investigate this further, it would be necessary to conduct more comprehensive research combined with quantitative methods measuring consumers' statements of intentions compared to actual behaviour over time.

4.8 Conclusion to findings

In this chapter, the findings from the qualitative semi-structured interviews have been presented in terms of the most important themes emerging from the different categories of questions. Overall, these themes can be seen as answers to the research objectives defined in order to answer the overall problem statement concerning the effectiveness of UNICEF's brand ambassadors in affecting the awareness and attitudes towards UNICEF as a brand and related intentions to donate.

Under the overall category of awareness and perception of brand ambassadors it was found that the general awareness of the brand ambassadors among Generation Y is low, but that the perception of celebrities as brand ambassadors for NPOs is positive. When it comes to the importance of celebrity credibility, it was found that celebrity credibility

positively affects brand attitudes, but that the credibility and formation of positive attitudes are not necessarily related to celebrity trustworthiness and expertise. In addition to this, the celebrity attractiveness and related effect on the brand attitudes is related to the perceived association with and connection to the celebrity.

When it comes to the importance of meanings and associations transferred from the celebrity to the brand, it was found that positive associations towards the celebrity contribute to positive attitudes towards the brand. Moreover, the perceived credibility of the celebrity seems to be directly transferred to perceived credibility of the NPO.

All of this can be related to the findings within the importance of the match-up between the cause and the celebrity, as the match-up was found to be a result of the perceived credibility and attractiveness of the celebrity and the meanings transferred to the brand. Finally, it was found that brand ambassador appeals are most effective in generating awareness whereas non-endorsed traditional appeals are more effective in affecting attitudes and donation intentions.

All of these findings add to the understanding of how UNICEF's brand ambassadors affect the awareness, attitudes and intentions to donate towards UNICEF as a brand among Generation Y. Moreover, the findings are in line with the conceptual framework, which was guiding for the research design (Ibok, 2013). In this way, the different elements related to the effectiveness of celebrity endorsement discovered in the literature review were found to influence the effectiveness of the brand ambassadors.

In the following chapter, the findings will be discussed in the context of previous research and literature within the area of celebrity endorsement in the NPO sector and the subsequent future implications of the findings both academically and practically.

Chapter 5 - Discussion

This chapter will discuss the findings of this study based on each of the research objectives provided in the methodology chapter and link the findings back to previous literature and findings within the research area. In this way, this chapter will compare and discuss the findings of this study in the context of previous findings and literature in order to obtain a thorough understanding and adequately answer the overall research question ‘*How do UNICEF’s brand ambassadors affect awareness, attitudes and donation intentions towards UNICEF as a brand among Generation Y?*’

5.1 Discussion based on research objectives

Objective 1: To examine the awareness and perception related to the use of brand ambassadors among Generation Y.

Previous literature suggests that even though consumers have some awareness of celebrities’ involvement in charity causes, they have difficulty in identifying the concrete causes that different celebrities endorse (Samman et al., 2009). Based on this, it was important for this research to initially investigate the actual awareness of UNICEF’s brand ambassadors, as this is an important and obvious precondition for the effectiveness of the endorsement when it comes to attracting attention to UNICEF as a brand and creating positive brand attitudes and intentions to donate. In addition to this, it is evident from previous research that people do not perceive celebrity involvement in charities as a negative thing even though many people question the motives behind the involvement as anything else than self-promotion (Samman et al., 2009). In this way, previous research indicated that most people perceive the association between celebrities and NPOs to be beneficial for both parties.

When it comes to the level of awareness and actual perception of UNICEF’s brand ambassadors, the findings of this research is in line with previous findings. The analysis of the data collected through the interviews found that the *general awareness of the brand ambassadors is low* but that there are overall *positive attitudes towards the use of celebrities as brand ambassadors*. In this way, there is a high coherence between the previous findings suggesting that consumers in generally have difficulty in identifying

celebrities' involvement in different charitable causes, but that most people perceive the association between NPOs and celebrities as positive and beneficial for both parties.

On the other hand, the findings contradict the findings of Branigan & Mitsis (2014) where decision makers in the NPO sector emphasised the reasons behind using this strategy as associated with the idea that celebrity endorsement helped building awareness, communicating messages and increased recognition of the NPO as a brand. Based on this, it seems that brand ambassadors would be effective in achieving these goals if they were more visible to the target audience.

In addition to this, the findings to some extent contradict the idea introduced in the literature review of Generation Y as very sceptical about marketing and branding messages due to their massive exposure to marketing messages (Branigan & Mitsis, 2014). The findings indicate that Generation Y is overly positive when it comes to the use of celebrities as brand ambassadors for NPO brands.

Practical implications and recommendations: These findings are interesting as they entail some obvious and relevant issues related to NPO's current use of brand ambassadors. The findings of this current study and previous research agree that celebrity endorsement in NPOs is perceived as a positive thing as it has the potential of raising awareness and reaching many people through the famousness of the celebrities, whereby the brand message can be spread fast and effectively to many people. However, the issue arising from these findings is that the general awareness is low, whereby the positive perception is not fully utilised as an opportunity to generate positive brand attitudes. Based on this, it is relevant for NPOs to consider and improve the use of brand ambassadors to more successfully utilise this celebrity endorsement as a branding strategy. To do this, more focus needs to be on making the brand ambassadors more visible through different channels like social media that has the potential of reaching and engaging Generation Y.

Objective 2: To understand how the effect of the brand ambassadors relates to the perceived credibility and attractiveness of the brand ambassadors.

As described in the literature review the source credibility model suggest that the effectiveness of celebrity endorsement is influenced by consumers' perception of the trustworthiness and expertise of the endorser (Ohanian, 1990). In line with this,

previous research found that celebrity credibility is one of the most important factors when it comes to the effectiveness of celebrity endorsement in NPOs (Wheeler, 2009; Samman et al., 2009; De los Salmones et al., 2013). Based on this, it was important for this research to investigate the importance of the perceived credibility as a factor affecting brand attitudes towards UNICEF.

The credibility can be seen as closely related to the attractiveness of the endorser, as the source attractiveness model suggests that the effectiveness of celebrity endorsement relates directly to the perceived similarity, familiarity and likeability of the celebrity (McGuire, 1985). In line with this, previous research covering the effectiveness of celebrity endorsement in the NPO sector has found that the attractiveness in terms of the general perception of the celebrity is very important for the related perception of the credibility of the celebrity (De los Salmones et al., 2013). Other research suggests that the attractiveness is not always that important, as attractive celebrities are not necessarily seen as having genuine motives (Samman et al., 2009).

The importance of the perceived *celebrity credibility was found to positively affect the brand attitudes towards UNICEF*. In this way, the findings of this research correspond with the importance of credibility evident from previous literature. However, the findings contradict the idea that the level of credibility depends on the perceived trustworthiness and expertise related to the endorsed cause put forward by Ohanian (1990). The findings imply that *the credibility and formation of positive attitudes are not directly related to celebrity trustworthiness and expertise*. Instead, the credibility seems to be based predominantly on the perception of the overall reputation and personality of the celebrity.

When it comes to the effectiveness of the brand ambassadors related to the level of attractiveness, the findings from this research suggest that the *attractiveness and related effect on the brand attitudes is related to the perceived association with and connection to the celebrity*. In this way, this study agrees with the previous literature suggesting that the attractiveness of celebrities does have an importance for the effectiveness of the endorsement, and elaborate on these finding by suggesting that the perceived attractiveness depends on the level of consumers' association with and connection to the specific brand ambassador. This corresponds with the findings of Branigan & Mitsis (2014) who found that decisions makers in NPOs are well aware of the importance of

segmentation by using different celebrities to reach different target groups. This further explains why organisations like UNICEF have a broad variety of celebrities as brand ambassadors when it comes to age, profession and other factors that target different segments of potential contributors.

Practical implications and recommendations: These findings add relevant knowledge to the area of celebrity endorsement in the NPO sector when it comes to choosing the right ambassadors for the causes. Based on the findings, the choice of brand ambassadors needs to be rooted in the target segment that is intended to be addressed through the endorsement strategy. By ensuring that the celebrity is perceived as credible when it comes to reputation and personality and is closely associated and connected to the target group on a personal level, the endorsement will be more effective in affecting attitudes towards the brand. This underlines the importance of bringing different celebrities in as endorsers of the brand to target different segments with different demographic profiles and interest.

Objective 3: To understand how the effect of the brand ambassadors relates to the perceived transfer of meanings and the match-up between the celebrity and UNICEF as a brand.

In the literature review it was explained how celebrities add value to brands through the meaning transfer process where associations and meanings are transferred from the celebrity endorser to the brand based on the recognition of the celebrity (McCracken, 1989). Thereby it is important that the endorser brings positive association and meanings into the endorsement that is desirable to transfer to the brand.

The transfer of meanings is related to the match-up hypothesis which suggests that the higher perceived fit between the celebrity's image and the endorsed brand, the more persuasive and effective the endorsement will be (Kamins, 1990). This can be seen as interrelated with the perceived meanings and associations related to the celebrity as these need to correspond with the brand image. Previous research within the field of celebrity endorsement in the NPO sector has found that the perceived match between the celebrity and the cause is important for the perceived credibility of the celebrity as an endorser and the effectiveness related to attitudes change and donation intentions (Wheeler, 2009; Sammen et al., 2009; De los Salmones et al., 2013).

The findings related to the importance of the transfer of meanings and associations from the celebrity to the brand show that *positive association towards the celebrity contributes to positive attitudes towards the brand when there is a relation between the two*. In this way, the findings of this study agree with the meaning transfer model suggested by McCracken (1989). Moreover, the findings show that not only meanings and associations are transferred from the celebrity to the brand as also the *perceived credibility of the celebrity is transferred to perceived credibility of the NPO*. This indicates the effectiveness and advantages related to the use of celebrity endorsement as a branding strategy as the credibility of a brand ambassador will be directly transferred to the credibility of the brand based on these findings. It is, however, important to underline that alternative negative meanings will be equally transferred to the brand, whereby it is essential to choose the right celebrities as brand ambassadors. The transfer of either positive or negative meanings can be related to the balance theory introduced in the literature review suggesting that consumers' attitudes towards a celebrity can directly influence and change their attitudes towards the endorsed brand either positively or negatively in order to achieve balance (Heider, 1958). This underlines the logic behind celebrity endorsement in general and the importance of the meanings and associations transferred from the celebrity to the brand.

When it comes to the perceived match-up between the celebrity and the endorsed brand the findings of this study suggest that the *perceived match is a result of the perceived credibility and attractiveness of the celebrity and the related meanings transferred to the brand*. Moreover, the findings indicate that the perception of the match between the celebrity and the cause doesn't necessarily have to be based on a direct and explicit link between the two, as the match can also be based on the overall perception of the credibility and attractiveness of the celebrity as an endorser of the brand as well as the meanings transferred to brand. In this way, the findings slightly contradict previous findings within this area when it comes to which factors influence the others. The findings agree that the match-up is important for the effectiveness of the brand ambassador, but in contrast to previous research the match-up is not seen as determining for the perceived credibility as the perceived credibility seems to be more determining for the perception of match between the celebrity and the NPO brand. In this way, the

findings indicate that there does not necessarily have to be a direct and explicit link between the celebrity and endorsed cause for it to be perceived as a good match.

Practical implications and recommendations: The findings covering the importance and effect of meaning transfer indicate that NPOs can benefit from using celebrities as brand ambassadors in order to transfer positive meanings and credibility from the celebrity to the brand and thereby positively affect brand attitudes. However, the actual effectiveness of this meaning transfer happens through repeated co-occurrence of the endorser and the brand together to create an associative link between the two in the minds of the consumer. This can be an issue in the light of the findings related to the level of awareness, as the low awareness indicates that consumers within Generation Y have not been continuously exposed to the celebrities as brand ambassadors whereby they have not successfully created this associative link. Based on this, it is worth to consider more focus on the awareness and level of exposure, as this is a hindrance to the effectiveness and advantages related to the transfer of positive meanings and credibility from the celebrity to the brand.

In addition to this, the findings of this study underline the importance of NPOs to choose adequate celebrities with a good match to the brand image and values. However, this match does not have to be based on a direct and explicit link, as previous research indicate, as long as the celebrity is found credible and attractive on an overall and more personal level. Moreover, NPO professionals needs to be highly aware of the consequences of choosing the wrong ambassadors for the brand, as transfer of negative meanings or a negative perception of the match will have an equivalent negative effect on attitudes towards the brand.

Objective 4: To understand the perceived effectiveness of brand ambassador appeals to donate are compared to traditional non-endorsed charity appeals.

This research has predominantly focused on the effectiveness of UNICEF's brand ambassadors based on awareness, perceived credibility, attractiveness, meaning transfer, and match-up between the celebrity and the cause when it comes to affecting awareness and attitudes towards the organisation and the brand. In addition to this, it was important to obtain an understanding of the effectiveness of the brand ambassadors

related to actual donation intentions compared to more traditional fundraising strategies that does not involve celebrity endorsement.

The findings within this area suggest that *brand ambassador appeals are most effective in generating attention and awareness whereas non-endorsed charity appeals are most effective in affecting attitudes and donation intentions*. This indicates that the use of celebrities as brand ambassadors might not always be effective depending on the aim of the strategy. This adds important knowledge to the area of the effectiveness of celebrity endorsement in the NPO sector, as it does not only question the overall effectiveness but more specifically what areas the effectiveness relates to.

Another interesting aspect arising from these findings is the fact that all respondents seemed to be somehow resistant to traditional brand appeals when it comes to allocating attention, due to the massive exposure of traditional charity appeals. This corresponds well with the characteristics and main challenges related to Generation Y as described in the literature review indicating that more creative brandings strategies is required in order to catch the attention of this segment due to their massive exposure to marketing messages in general (Branigan & Mitsis, 2014).

Practical implications and recommendations: These findings have some interesting implications for NPOs to consider when using celebrities as ambassadors of their brand. Based on the findings, it does not seem optimal to use only one type of appeal as the brand ambassador appeals will mainly create awareness without changing attitudes and intentions, whereas the non-endorsed appeals will not be allocated adequate attention in spite of its positive effect when attention is actually allocated. In this way, a combination of both types of appeals seems more appropriate in terms of creating awareness and affecting attitudes and intentions to donate. This is important for decisions makers in NPOs to consider as it entails both opportunities and limitations to the use of celebrities as brand ambassadors. If the ambassadors are too heavily used to create awareness, but with a lack of supporting traditional and informational appeals it will not affect the brand attitudes and intentions to donate sufficiently. On the contrary, if the use of celebrities as brand ambassadors are effectively combined with more traditional appeals it will be effective in creating awareness and subsequent positive brand attitudes and intentions to donate. However, it is important to highlight that the suggested effectiveness of the brand ambassadors in catching attention and creating

awareness is not currently fully utilised due to the low awareness of the ambassadors. Based on that, it is important not only to combine the two types of appeal, but also to understand how Generation Y can be reached more effectively by the brand ambassadors through various channels especially due to the challenges of this particular segment based on the high level of exposure and general immunity to marketing messages as described in the literature review.

5.2 Limitations and future research

As it has been mentioned throughout the different chapters, there are different limitations related to the methodology and findings of this current study which opens up for new areas of potential research that will be beneficial in order to elaborate and contribute the findings.

As it was underlined in the methodology chapter, this study has some limitations in relation to the relatively small sample selected as respondents for the qualitative interviews. Based on this, it will be relevant to expand the scope of the research to include more respondents from Generation Y to further elaborate and validate the insights obtained. In relation to this, it might also be relevant to investigate the effectiveness of brand ambassadors related to other generations and segments to compare the effectiveness according to different demographic target groups.

In additions to this, the limitations of this study lie in the design of the research in terms of the questions asked to respondents related to specific UNICEF brand ambassadors based on their assumed familiarity among Generation Y. As stated in the findings chapter it might be relevant to elaborate the findings of this study by investigating the relative effectiveness of less well-known but more targeted UNICEF brand ambassadors related to different target groups.

It is furthermore important to underline that this study has a main focus on the perceived effectiveness when it comes to awareness, attitudes and donation intentions towards UNICEF as a brand based on qualitative data. Consequently, no insights into the actual level of awareness, attitude change and donation intention is gain from this research. This would entail more comprehensive research conducted over a long time period to compare the qualitative statements of perception and to the actual level of behavior change based on more quantitative measures.

Based on that, this current study opens up for new research opportunities that can elaborate on the current findings and obtain a more thorough understanding of celebrity endorsement effectiveness and related practical implications with the potential of improving the use of celebrity endorsement as a branding strategy in the NPO sector.

Chapter 6 - Conclusion

The aim of this research has been to investigate the overall research question ‘*How do UNICEF’s Brand Ambassadors affect awareness, attitudes and donation intentions towards UNICEF as a brand among Generation Y?*’. In order to answer this overall research question, four research objectives were established to guide the research focusing on the relative effect of awareness and perception, credibility and attractiveness of the brand ambassadors, along with the importance of meaning transfer and match-up between the celebrity and the brand. Moreover, focus was on investigating the effect of brand ambassador appeals to donate compared to traditional charity appeals. Each of these objectives was rooted in a thorough review of existing literature and findings within the research area which presented a significant lack of qualitative research and inconclusive findings related to the determining elements behind the effectiveness of celebrity endorsement as a branding strategy in the NPO sector.

Based on these gaps, this research was conducted through a qualitative approach using semi-structured interviews with respondents belonging to Generation Y to collect qualitative data that was subsequently analysed through thematic analysis in order to identify recurring themes and patterns. The analysis of the qualitative data led to some interesting findings contributing to a deeper understanding of how UNICEF’s brand ambassadors affect the awareness and attitudes towards UNICEF as a brand among Generation Y and how it affects the intentions to donate.

Overall it can be concluded that the effectiveness of the brand ambassadors depends on the overall aim of using this as a branding strategy. The findings of this research indicate that the brand ambassadors are most effective in generating awareness and attention towards the brand, whereas more elaborated and informative brand appeals are needed in order to affect the actual attitudes and intentions to donate. This implies that the ambassadors have a significant effect when it comes to attracting attention towards the brand but a more limited effect when it comes to changing brand attitudes and intention to donate as a result of brand ambassador appeals.

This has some interesting implications for NPO professionals as it underlines the need to balance this strategy with the use of more traditional charity appeals. The findings related to each of the research objectives further add valuable knowledge to the research

area that is highly relevant for NPO decision makers to consider in order to improve the use of this strategy.

In relation to the awareness and perception of the brand ambassadors it was found that the awareness of the brand ambassadors among Generation Y is low despite overall positive attitudes towards the use of celebrities to support UNICEF as a brand. In addition to this, it was found that both credibility and attractiveness contributes to the formation of positive brand attitudes in line with previous research findings. However, the qualitative data revealed that the perceived credibility and attractiveness is not necessarily related to the perceived expertise of the celebrity but depends more on the perceived association with and connection to the celebrity. Moreover, the findings imply that celebrity credibility and positive association are directly translated from the celebrity to the brand which underlines the advantages of using well-known and acknowledged celebrities as brand ambassadors. Also, this further underlines the importance of a positively perceived match-up between the celebrity and the cause in accordance with previous research.

The findings add to the existing research in the area by not only underlining what elements are important but also why these elements are important for the celebrity endorsement of NPOs to be effective within Generation Y, and how the strategy can be improved. Most importantly, the findings indicate a significant need for making the use of the brand ambassadors more visible due to the low level of awareness of brand ambassadors among Generation Y. This is important in order to achieve repeated co-occurrence of the endorser and the brand necessary to create an associative link between the two in the mind of the consumer and successfully transfer positive meanings from the celebrity to the brand. In addition to this, the findings underline the importance of bringing different celebrities in as endorsers of the brand in order to target different segments with different demographic profiles and interest as the personal connection was found to be important for the effectiveness of the endorsement. Finally, the findings imply that the use of brand ambassadors needs to be successfully integrated with traditional charity appeals in order to be effective as the celebrities on their own will create attention and awareness but be less successful in affecting brand attitudes and intentions to donate without integration with traditional appeal. This underlines the importance of implementing an integrated communication effort in which there is a

balance between endorsed and informative brand appeals. All of these implications drawn from the findings of this study are relevant for NPO decisions makers to consider in order to improve the use of celebrities as endorsers of their brands future on.

The findings also lead to possibilities for future research that can elaborate and further advance the understanding of this research area. It will be relevant to broaden the scope of the research by expanding the number of respondents in order to extend the insight and validity of the findings. Also it might be relevant to include other segments to compare and elaborate on the effectiveness related to different demographic profiles potentially compared to specific and more targeted brand ambassadors. Finally, it would be interesting to combine the qualitative findings obtained through this study with quantitative measures of the actual behaviour resulting from the perceptions and insights uncovered through the interviews. This will provide a more thorough understanding of the donation behaviour based on awareness, attitudes and intentions resulting from the use of brand ambassadors.

This research has clearly underlined the potential and usefulness of applying celebrity endorsement as a branding strategy in the NPO sector. Most importantly, it indicates that the strategy is not currently fully utilised within the sector whereby the importance of celebrity endorsement in this sector can be even more significant in the future which underlines the need for more research within this area. Ultimately, a better understanding of the determining elements behind the effectiveness of celebrities as brand ambassadors in the NPO sector will lead to better possibilities for NPOs to achieve their overall missions translating into improvements of both humanitarian and environmental issues worldwide. Overall, it can be concluded from this and previous research that celebrities as brand ambassadors represent a huge value and potential opportunity for UNICEF as well as other NPOs as a differentiating factor in the increasingly competitive non-profit sector.

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Appendix 1 – Conceptual framework

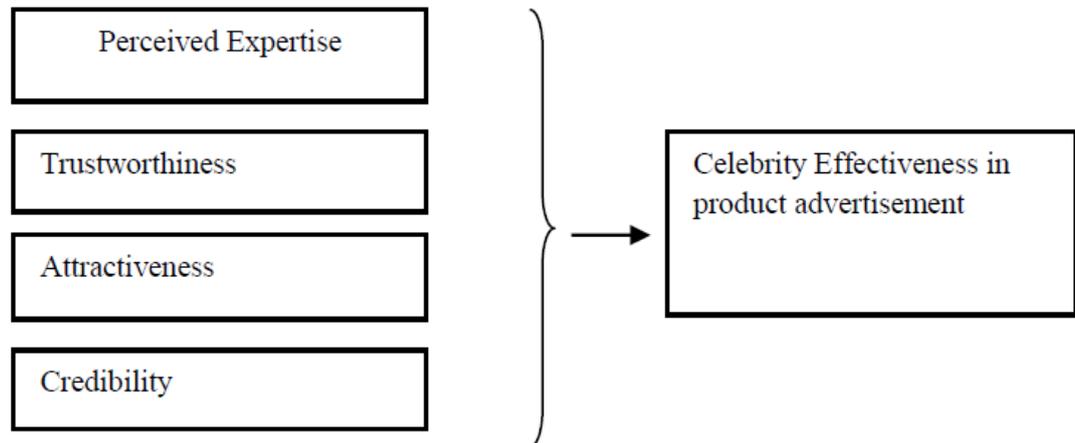


Figure: Schematic Framework of the proposed model

Purpose of framework

The purpose of this model in the context of this study is to provide a conceptual framework for the research design. This current study will focus on the relation between the four factors of credibility, attractiveness, meaning transfer, and match-up in order to investigate how these factors influence the effectiveness of UNICEF's brand ambassadors. By using this existing and academically acknowledged framework, validity is drawn the findings of this current study due to the similarity between the elements and the related effectiveness.

From: Ibok, N. I. (2013) 'Factors Determining the Effectiveness of Celebrity Endorsed Advertisements: The Case of Nigerian Telecommunication Industry'. *American Journal of Business and Management*, 2(3), pp. 233-238.

Appendix 2 – Interview visuals

David Beckham – UNICEF Band Ambassador



Liam Neeson – UNICEF Brand Appeal



Liam Neeson, UNICEF Ambassador, © 2014

I believe in zero

kids left unimmunized against disease.

21,000 kids die every day from preventable causes. I believe that number should be zero. Which is why I support UNICEF. UNICEF has saved more young lives than any humanitarian organization in the world. With your help, UNICEF's lifesaving work can continue. Until the number of kids dying from preventable causes is what it must be: zero. What do you believe in? Share. Learn. Give. At believeinzero.org

unicef
united states fund

21,000

UNICEF Traditional Donation Appeal

EVERY 4 SECONDS A CHILD UNDER 5 DIES



WITH YOUR HELP
WE CAN CHANGE THIS

unicef 
Denying child rights
is wrong. Put it right.

Appendix 3 - Declaration of consent

Declaration of consent

My Name is Mette Hansen, and I am a MSc in Marketing student at National College of Ireland. This research is a part of my final dissertation and intends to explore the effectiveness of UNICEF's Brand Ambassadors.

Before you agree to take part in this research, I would like to highlight that:

- Your participation is voluntary and anonymous
- You can withdraw from the interview at any time
- You are free to skip any of the questions
- Your answers may be directly and anonymously quoted in the final dissertation
- Any data recorded will be securely stored and deleted after use

If you would like access to your individual response and recordings, you are welcome to request this by emailing mette.hansen@student.ncirl.ie

Thank you for your participation.

Respondent name: _____

Date: _____

Appendix 4 – Interview transcripts

Interview 1 – 2nd July 2015

Respondent: 'Darren'

Age: 27

Occupation: Student

Nationality: Irish

Key: I = Interviewer, R= Respondent

I: The overall aim of this study is to investigate the effectiveness of UNICEF's brand ambassadors as celebrity endorsers of UNICEF as brand.

UNICEF is a part of the United Nations and works to provide long-term humanitarian and developmental assistance to children in developing countries. The organisation was established in 1946 and is now working in more than 190 countries.

Awareness

I: Are you aware that UNICEF use brand ambassadors to support their brand and advertise their cause?

R: I am. I know one in particular for UNICEF Ireland, its Rory McIlroy. He went off to Haiti after the earthquake a few years ago. That's probably the first time I was aware of this sort of brand ambassadors for UNICEF. To be honest, since then I haven't come across more of them. So Rory McIlroy is the only one I know.

I: What do you think about the fact that UNICEF as a non-profit organisation use celebrities like singers, actors, sports stars to advertise their cause?

R: I think it does raise awareness because, as I was saying, it made me aware of UNICEF's work abroad so in that way it served its purpose I guess and made me more aware of the overall brand.

I: So would you say that it increased your awareness of UNICEF and the work of the organisation?

R: Yes definitely – a 100%

I: So would you say that you are overall positive about the use of brand ambassadors?

R: I would, but then there is probably a bit of scepticism towards it in wondering 'do they get any money at all for endorsing it'. They more than likely don't but you wonder where the money goes that you donated.

I: *So would that be a scepticism about the whole non-profit idea more than the brand ambassadors?*

R: Yes, like Rory McIlroy, was there some sort of fee involved.

I: *So you are somehow sceptic about the motive? Would you see that as the negative side of the brand endorsement?*

R: Yes I suppose that obviously from his point of view he wants to improve his image in the public as the guy who cares.

Credibility

I: *So now I am going to show you a picture of one of the most famous ambassadors, David Beckham. What do you think of the credibility of David Beckham as a Brand Ambassador for UNICEF?*

R: I think he brings huge credibility to UNICEF as one of the most famous men in the world. No matter where you go everyone knows who David Beckham is, so he certainly adds a huge sense of credibility to it. And he is a likeable sort of guy as well. So the fact that he is linked with a brand like UNICEF, you sort of think that it must be a good organisation when he sort of offers his name as a help to them.

I: *So what do you think about his trustworthiness as a brand ambassador for UNICEF?*

R: It's hard to say. Again I would sort of think, is he in it for the right reasons? Maybe that's just me but I would think, is he just trying to improve his image or does he actually want to help the kids in Asia or wherever he goes. So yeah, I would be a bit sceptical towards his trustworthiness.

I: *Okay, so what do you think about his expertise as a brand ambassador for UNICEF?*

R: Expertise towards?

I: *Towards UNICEF's cause. Do you find him knowledgeable of charity work?*

R: Probably not. I would say they would have to keep him up to date with what's going on around the world. I don't think he is too familiar with what happens in certain countries and what they need. But I don't think that's a hindrance to it when you take the fact that he is actually willing to go out there and help the children, then I don't think his expertise is too important.

I: *So how would you say that his credibility affects your attitudes towards UNICEF? In a positive or negative way?*

R: I would say a positive way. Definitely, like the fact that he is willing to travel all around the world to add a huge sense of credibility giving his status, giving he doesn't really have to do it. So I would say that it adds a huge sense of credibility.

I: *So you think he is both good at attracting attention and creating awareness and at the same time creates positive attitudes towards UNICEF?*

R: Definitely yes. The fact that if he went to a certain country you are guaranteed that it is going to be in every paper all over the world.

Attractiveness

I: *What do you think of the attractiveness of David Beckham as a brand ambassador for UNICEF?*

R: How do you mean?

I: *For instance, how do you associate yourself with David Beckham?*

R: Well he is a very, you know, likeable guy. Nobody really has a bad word about him, all men like him and all women like him. So I think in terms of attractiveness he is probably the perfect guy to get involved for any sort of brand.

I: *Do you feel like you know him? Like what he stands for and believe in?*

R: Well not really, I don't think I would know. I don't feel like I know the real David Beckham – the only one I know is the public persona. Like the whole fashion and aftershave. But I don't know what the real David Beckham is like.

I: *How does his attractiveness affect your attitudes towards UNICEF?*

R: It is probably the fact that he launches so many different products and seems to be involved in everything, so this feels like just a little part of his public persona. So it contributes to his positive public persona as a lovely guy. So I think it is this part of his persona that he brings towards the brand.

I: *So would you say that the fact that he endorses so many different things limits his credibility?*

R: Somewhat, because he is not like, I mean he is a footballer who has got a million things going on, like I said aftershave, clothes and things he endorses – everything. So this might be just one thing for him.

Meaning transfer

I: *Okay so what things do you associate David Beckham with in general?*

R: Sort of stereotypical celebrity – celebrity wife, fashion shows, modelling for Calvin Klein. I wouldn't really associate him with football anymore it has more to do with everything else. Like his life in LA with Hollywood, premieres and that sort of stuff. So definitely more fashionable.

I: *How do you think these associations affect UNICEF as a brand?*

R: I suppose all of that is the opposite of what UNICEF stands for, so when he is going out wearing suits that cost 2000 euros it goes against what 2000 euros might have done of huge difference in certain countries. And riding cars that costs 200 grands, so it sort of polar opposite to what it is. So I don't know.

I: *So does that affect your view on UNICEF – that he represents different things?*

R: Hmm. Not overall. Like it would be in my mind but I think the overall goodwill is there from Beckham's work in terms of thinking about UNICEF. I don't think so because they seem to do a lot of good work there. There hasn't been any real scandal associated with them compared to some Irish charities. So my overall view on UNICEF would be positive. Definitely compared to the Irish charities where there has been a lot of scandals over the years. So I think that in spite of my scepticism about their motives my overall view of UNICEF would be good.

Match-up

I: *So based on that, how would you say that the fit is between David Beckham and UNICEF?*

R: Hmm. I think the only fit is that he is quite an obvious person to go for because everyone knows who he is and he is a popular guy. Everyone seems to like him. Therefore I think there can only be positive things coming from associating him with the brand.

In terms of a natural link, I don't think there is. As I said he is a celebrity in Hollywood driving around in cars that most people couldn't afford. So I don't see a link really between the two other than he has a sense of credibility for the vast majority of people.

I: *Could you come up with another celebrity that would be a better fit?*

R: Ehm, actually I am not too sure if she is already involved. Is Angelina Jolie involved in UNICEF? No, but she has a huge amount of history within charity and has adopted children from conflicted nations. So I think someone like that who is again well-known all over the world which you associate with it and who in fact has an actual history of being involved in charitable causes. There are probably several like that that is maybe not as well-known as Beckham but has a certain history attached to it, whereas Beckham doesn't. So someone like that I think.

Brand ambassador vs non-ambassador appeal

I: So now I am going to show you two different pictures from UNICEF 'I believe in zero' Campaign. From these two pictures which one would you say is most effective in catching your attention and why?

R: Probably Liam Neeson. Because, as bad as it sounds, we see messages like the other one every day on television and bill boards. We see it so much it doesn't really register. Whereas with Liam Neeson there is a sense of, you don't see him endorsing too many things or be involved in too many other things than movies. So that would definitely catch my attention more. It's more unique and eye catching, whereas you see the other message all the time from different organisation.

I: From these two pictures which one gives you the most positive impression of UNICEF and why?

R: I would say the same one. I mean if an A-list Hollywood star is associating himself with this it must be good. Even if he is associating himself just to boost his own profile, he wouldn't go near it if there were any way it wasn't reputable or completely doing a good cause. So yeah I would go for the Liam Neeson add again. He overall definitely add trustworthiness to UNICEF

I: Okay, so from these two pictures which one is most likely to make you choose UNICEF next time you donate to a charity and why?

R: Again the Liam Neeson one. The other one, I feel like I have seen it a million times before and it doesn't really register. Again I think he adds a sense of credibility, so I would be more inclined to donate by the fact that Liam Neeson is involved. Because you never really know where the money is going, so the fact that he is involved does add a sense of it must be a trustworthy organisation and that the money will be used to help the right people.

Interview 2 – 2nd July 2015

Respondent: ‘Daniel’

Age: 24

Occupation: Working

Nationality: Danish

Key: I = Interviewer, R= Respondent

I: The overall aim of this study is to investigate the effectiveness of UNICEF’s brand ambassadors as celebrity endorsers of UNICEF as brand.

UNICEF is a part of the United Nations and works to provide long-term humanitarian and developmental assistance to children in developing countries. The organisation was established in 1946 and is now working in more than 190 countries.

Awareness

I: Are you aware that UNICEF use brand ambassadors to support their brand and advertise their cause?

R: Yes I am aware of that

I: Do you know any of the brand ambassadors?

R: Yes, I know that David Beckham is a brand ambassador. I am very interested in sports, so maybe my view on the brand ambassadors has mainly been around sports. So for instance, I also know that the football club Barcelona has been a partner for UNICEF. But if you ask for a specific person I would say that David Beckham is the best known.

I: What do you think about the fact that UNICEF as a non-profit organisation use celebrities like singers, actors, sports stars to advertise their cause?

R: Well I think it’s a good thing because they can benefit from their network and ability to communicate. But I also see some challenges in terms of it puts a big responsibility to those brand ambassadors, for instance in they do something bad or act in a way that is against the message that UNICEF is trying to send. But in general if see it as a good thing, because I assume that the brand ambassadors for free and voluntarily.

Credibility

I: So you mentioned David Beckham. Here I have some pictures of him in the context as a brand ambassador for UNICEF. What do you think of the credibility of David Beckham as a brand ambassador for UNICEF?

R: Well as I said, I am very interested in sports, so I have seen a couple of documentaries about him, and I see him as a very sympathetic guy, so that is what I associate UNICEF with when I see him. And also when I see him here in the picture with the kids, it definitely gives me positive associations towards UNICEF.

I: *So how do you see his trustworthiness associated with the brand?*

R: Because I see him as an empathetic and sympathetic guy who cares about the world, I would say that it makes him very trustworthy.

I: *And what do you think of his expertise as a brand ambassador for UNICEF?*

R: Hmm. I used to be a business student myself, so looking from the brand side I think he is probably one of the best sports celebrities that you could choose because he was probably one of the first football players to really take advantage of all the commercial opportunities why it is also nice to see that he is using his famousness to contribute to UNICEF.

I: *So would you say that his credibility affects UNICEF as a brand?*

R: Yes definitely – because it's him. As I said before it could bring some challenges if it was a less well-behaved person. Like for instance some of the football players who drive with alcohol in their blood or are involved in sexual scandals or something like that would not bring credibility. But because it's him I would say it does.

Attractiveness

I: *Okay, so what do you think of the attractiveness of David Beckham's as a brand ambassador for UNICEF?*

R: Well I think I highlighted that. As a sports star he is probably in my personal top 5. So I think he is a great choice.

I: *And how would you say that you associate with David Beckham?*

R: Well I associate with him as he is very professional and a very sympatic guy. I think he has been more famous for his personality than for being the best footballer.

I: *So do you feel like you can relate to him?*

R: Yes definitely!

I: *And how do you feel like you know him when it comes to his values and believes?*

R: I said before I think he is one of the best there has ever been to take advantage of the opportunities within sports, because he also brings a lot of personality into it. He is not just doing sponsorships he is also very open to media and such things, so I feel I know him very well.

I: *And how would you say that this affects your attitudes towards the brand?*

R: So from my perspective, I think that it is very positive and I feel that I know him for something good. If you had shown me another sports star that I did not feel as connected to, I am sure I would care less.

I: *So it means a lot that he is that well known?*

R: Yes definitely. And also I would say that he has been one of the best in the world. If it was just an average sports star it might not have had the same influence on me.

Meaning transfer

I: *What things do you associate David Beckham with in general?*

R: Football of course, but I would also say fashion because he has a lot of fashion activities like underwear, perfume and stuff like that. So yes if you asked me, I would not associate him with work like this.

I: *And how do you think these associations affect UNICEF when using David Beckham as an ambassador?*

R: I think it makes it easier for people outside to relate to the organisation

I: *So It affects you view on UNICEF?*

R: Yes definitely.

Match-up

I: *What do you think of the fit between David Beckham and UNICEF?*

R: I think it's great because he is a very responsible person. Every time he has made something that hasn't been popular he has been very good at being honest and managing it. But also some of the things that David Beckham is very well-known for is his role as a father. So he has always been very involved with his kids and I think that matches very well with UNICEF as working with kids mainly.

Brand ambassador vs non-ambassador appeal

I: *So now I am going to show you two different pictures from UNICEF 'I believe in zero' Campaign. From these two pictures which one would you say is most effective in catching your attention and why?*

R: The one with the kid. Because it has some actual information that I can relate to and a picture to support this message.

I: So if you saw these two pictures as posters on the street which one would you be most likely to stop and look at?

R: Well I think there is a difference there. I think I would be most likely to stop and look at the left one because I know the actor who is on the picture. But if I actually read what is on them and should form an opinion from that, I am very sure that the right one with the child and the information would have the biggest effect on me.

I: So in terms of attracting attention the one with the actor is most effective and in terms of affecting your attitudes the one with the child in it would be more effective?

R: Yes I would say that.

I: Okay, so which one of the two gives you the most positive impression of UNICEF?

R: Then I would say the right one with Liam Neeson. Well because I think we have all seen these terrible pictures of kids almost dying.

I: Okay and then which one of the two will you say is most likely to make you donate?

R: Then I would say the one with the kid. Again because it actually tells me about the cause both through the picture and through the text.

Interview 3 – 3rd July 2015

Respondent: ‘Nicole’

Age: 25

Occupation: Student

Nationality: Danish

Key: I = Interviewer, R= Respondent

I: The overall aim of this study is to investigate the effectiveness of UNICEF’s brand ambassadors as celebrity endorsers of UNICEF as brand.

UNICEF is a part of the United Nations and works to provide long-term humanitarian and developmental assistance to children in developing countries. The organisation was established in 1946 and is now working in more than 190 countries.

Awareness

I: Are you aware that UNICEF use brand ambassadors to support their brand and advertise their cause?

R: No not really.

I: What do you think about the fact that UNICEF as a non-profit organisation use celebrities like singers, actors, sports stars to advertise their cause?

R: Well I think that it’s a really good idea because it will spread the message, definitely.

Credibility

I: Okay so now I am going to show you some pictures of David Beckham as a brand ambassador. What do you think of the credibility of David Beckham as a Brand Ambassador for UNICEF?

R: Okay let me think. Well I think he is a great ambassador because he is well-known and much respected as a football player, and he has engaged in a lot of other causes as well.

I: What do you think of David Beckham’s trustworthiness as a brand ambassador for UNICEF?

R: Well I think he is much respected and he has not been involved in any scandals or anything so I think he has a good credibility. He also has three kids himself and a wife during many years so I think he is very trustworthy for sure.

I: Okay, and what do you think about his expertise as a brand ambassador for UNICEF?

R: Well yeah, that can be discussed. I think that he has travelled all over the world because of his career as a football player, so I guess he has visited a lot of countries and maybe seen some of the countries that UNICEF is working with. Well again he is a football player but like any other person he knows that there are problems in the world. So yeah I don't know.

I: *How does the credibility affect your attitudes towards UNICEF?*

R: Hmm, I think it's a good strategy to use people like him because then you think 'Oh yeah that's probably a good cause to be involved with' and maybe everybody want to help but it can work like a reminder for some when you see that famous people are engaged in such projects.

Attractiveness (4.37)

I: *What do you think of the attractiveness of David Beckham as a Brand Ambassador for UNICEF?*

R: Well he is a very attractive man, so I think he is definitely very good at attracting women's attention. But actually also guys because they see him as a cool guy, and if he supports these kinds of project then maybe other guys will do it too because they maybe look up to him as a kind of role model and an idol. Maybe it can also make some of the younger guys who are interested in football and such things, maybe when they see that he is involved in projects like this it will reflect on them too.

I: *How do you feel that you know David Beckham, what he stands for and what he believes in?*

R: I don't really think I know what he stands for and believe in. But I feel like I know that he is a good guy based on the fact that he has children and a wife. He is not one of these guys who have dated all kinds of movie stars. I think he is a reliable guy because of his family life and his career.

I: *So would you say that he is likable?*

R: Yes very likeable.

I: *How does his attractiveness affect your attitudes towards UNICEF?*

R: Well I like that UNICEF do things in order to get some attention towards the projects. So yes I think that UNICEF becomes more attractive for me.

Meaning transfer

I: *What things do you associate David Beckham with in general?*

R: One of the best football players. One of the most... no I can't remember where he is from in England, but I think he is a very big personality from that country. So yes I also associate him with England. And his wife from Spice Girls. It's like he has become an icon in some way. I don't know much about his values and stuff, but I think when he chose to work with UNICEF, I believe he thinks that it is a good cause.

I: *So these things that you associate David Beckham with, how does it affect your view on UNICEF?*

R: Well... I think that he is a reliable guy, and I think that UNICEF is a reliable organisation, so I think that the values are quite similar. So I think it's a good match.

Match-up

I: *Okay that is very interesting, can you elaborate on why you think there is a good fit between UNICEF and David Beckham as a brand ambassador?*

R: Well as I said I think it's a very good match. It wasn't something I had thought about could be a good match, but I am surprised it is, and I think it is very good that UNICEF uses ambassadors like him. I think it's a good way to attract the young people by making the message fresher and less boring. So yes it is a good move and a good match especially to attract the younger audience.

Brand ambassador vs non-ambassador appeal

I: *So now I am going to show you two different pictures from UNICEF 'I believe in zero' Campaign. From these two pictures which one would you say is most effective in catching your attention and why?*

R: Okay, this sounds bad because I should say the one with the child on. But because I am a very big fan of movies and actors I would probably stop and look at the one with Liam Neeson, because I really like this actor and I would listen to what he has to say. I mean I have seen the message with the child so many times before, and of course it touches me, but I would be more likely to stop and see what he has to say about the cause.

R: Also can I add something to that? When you see the picture of the child you feel kind of bad, and most times you don't want to feel bad or guilty because you don't feel like you can do something about it right now. But when looking at the actor, it's like you can get the message without feeling so guilty but still acknowledge the problem.

I: *So do you think it makes the approach to the issue more light and positive?*

R: Yes and that is good because most people don't want to feel sad and guilty. The other picture of the child is just too sad.

I: Okay so from these two pictures which one gives you the most positive impression of UNICEF?

R: Well that's a difficult question, because if they only used actors then I didn't want to put my money in it. I would think it was too superficial. So I think it is great that they use brand ambassadors to some degree, but I still think the children should be in the centre of the branding because otherwise it gets too superficial. And when it comes down to it, who are they to know about it. So my point is that you can use the actor a little to catch the attention, but don't do it too much.

I: Okay so there need to be some kind of balance between the use of famous people and more information about the cause and what they do?

R: Yes definitely.

I: From the two pictures which one is most likely to make you choose UNICEF next time you donate to a charity and why?

R: I think the actor is kind of reminding me that it's a good cause, but I think it would still be the child and the information that would make me actually donate. So I think the actor is good for just getting my attention but still it is the children that I want to support. I think I would be most likely to support based on a personalised message about the children, so that you would know the story behind this child in the picture. So we feel like we get to know the children and their situation.

Interview 4 – 6th July 2015

Respondent: ‘Kevin’

Age: 28

Occupation: Working

Nationality: Irish

Key: I = Interviewer, R= Respondent

I: The overall aim of this study is to investigate the effectiveness of UNICEF’s brand ambassadors as celebrity endorsers of UNICEF as brand.

UNICEF is a part of the United Nations and works to provide long-term humanitarian and developmental assistance to children in developing countries. The organisation was established in 1946 and is now working in more than 190 countries.

Awareness

I: Are you aware that UNICEF use brand ambassadors to support their brand and advertise their cause?

R: No I wasn’t.

I: Okay, so you don’t have any knowledge of any UNICEF brand ambassadors?

R: No

I: What do you think about the fact that UNICEF as a non-profit organisation use celebrities like singers, actors, sports stars to advertise their cause?

R: Well I think it’s a good idea because celebrities are seen as role models, so it’s a good way of reaching out to people – especially younger people to make them aware of what you are doing and how you are doing it.

I: Okay, so would you say that it has overall positive effects and why?

R: I think so yes, because I am sure that people like Beyoncé and Kim Kardashian have so many million followers, so if they are tweeting on social media then it’s is going to reach so many people.

Credibility

I: So now I am going to show you a picture of one of the most famous ambassadors, David Beckham. What do you think of the credibility of David Beckham as a Brand Ambassador for UNICEF?

R: As a brand ambassador, I mean he is such a well-known figure – I mean he is just instantly recognisable. I wouldn't be too familiar with a lot of his work, but I know that towards the end of his football career he signed out a contract with Paris to donate every bit of his wages to, I think it was underprivileged children in Paris.

I: *So you also associate him with other charitable causes?*

R: Yeah he is a quite likable guy.

I: *So what do you think about his trustworthiness as a brand ambassador for UNICEF?*

R: I think apart from very minor incidents during his football career, he has been seen as the perfect role model both on and off the pitch. And he is a family man too which I also think appeal to a lot of people.

I: *Okay, so what do you think about his expertise as a brand ambassador for UNICEF?*

R: Well I am not sure about his actual expertise but he is a well-travelled guy and he has seen a lot of the world, so he knows what it's like out there. I am pretty sure I have seen him on the BBC Comic Relief going to bad parts of Africa and that. I mean that probably wasn't UNICEF. But you know even the kids down there who don't have food and clothes they still know who he is.

I: *And how do you think this credibility affects UNICEF as a brand?*

R: I think it enhances their reputation, because as I said he is such a likable guy and a role model and people recognise him instantly. So you know very few people would have a bad thing to say about him. So I think, you know, bringing him in only enhances their reputation.

Attractiveness

I: *What do you think of the attractiveness of David Beckham as a brand ambassador for UNICEF?*

R: Well I don't really know how his attractiveness plays in as a factor.

I: *Okay so when I say attractiveness, do you feel like you can associate with him as a person?*

R: Well I think he has some qualities, you know like being a family man, he tries to give back as much as he can and I kind of consider myself quite similar. But haven't grown up watching football my whole life and seen what that is like, I would say it has its negative points too.

I: *Do you feel like you know him? Like what he stands for and believe in?*

R: No not really.

I: I think you said that you find him to be a likeable guy already – can you elaborate on that?

R: Yeah I think he is a really likeable guy. As I said he is a role model and not many people would have a bad thing to say about him with regards the person he is and the way he has carried himself over his career. And of course he is doing a lot of good things like giving money back too, like to the kids in Paris. And you know, especially when he was going through his troubles with Manchester United in the 2003, he still put his family before the club, and I think it is important to be seen as a person who holds on to your family more than anything else.

I: So the fact that you see him as a likeable guy, how would you say it affects your attitudes towards UNICEF?

R: Well I think that if he walked up to me on the street and asked me to donate 2 euros a month to UNICEF I probably would. I think that is the difference between David Beckham and a stranger on the street that you have never seen them before and you don't know what their values and morals are. So I think that just because you know him and like him it would be more reliable. You feel like you can trust him because he has done good work in the past.

Meaning transfer

I: Okay so what things do you associate David Beckham with in general?

R: Football, underwear model, now UNICEF. Just stuff like being a family man, and again having good morals and ethical values. He strikes you as the kind of person who would get on with a lot of people, and I guess that is just something you need as a brand ambassador – for any company, but especially for an organisation who is trying to get through to people and get them to donate some of their hard-earned money to other underprivileged people who don't have food and clothes and proper education. And I think that having someone like him is very important if you are going to get through to people and get them to spend, because I think the reality of it is that most people don't have time for charity. You see in any major city, I have noticed, if you are going down the street there will be charities wanting money, and you are guaranteed that people will just walk by and ignore them.

I: So do you think it is a good way to make people differentiate UNICEF from other charities?

R: I think so yeah, because he is such a well-known guy.

I: So how would you say that these things that you associate him with in general affect your attitudes towards UNICEF?

R: Well most of his traits and the things he is known for are positive things, so when it corresponds with what UNICEF is doing then it can only be a good thing. If it was contradicting then nobody would take him serious.

Match-up

I: *So based on that, how would you say that the fit is between David Beckham and UNICEF?*

R: I think with all the good work he has done in the past, and they are trying to make people donate to worthy causes. So I think as far as ambassadors go you are not going to find many people who are quite as likeable as David Beckham and quite as well-known. And the fact that he has so many million followers on Instagram. I think just the kind of guy he is and what he has done in the past corresponds well with UNICEF, you know.

I: *So he is a good match?*

R: Yeah like I said earlier on, there is very little bad being said about him and he is a good role model.

I: *Is there anyone else in particular you think would be a good match?*

R: Well I think that many from the music world like Beyoncé or Lady Gaga , people that you know have quite many followers and who are not afraid to stand out and voice their opinion whether it's the popular opinion or not. And if what UNICEF is doing is something that match to their own personality and if they believe that the right thing to do is to donate money every month or even just to become aware of what UNICEF is doing then they are good people to have. Because they are so outspoken and are not afraid to say what they think is right – and people listen to what they have to say.

I: *How does this match affect you attitudes towards UNICEF?*

R: Well like I said I would be more likely to donate to the cause based on it. But I think at the end of the day if someone approaches me with a cause that I might have been affected by I would be more likely to donate to them. So I think overall the cause is more important than the ambassador – it's not about the ambassador but the cause they are trying to put forward to me.

Brand ambassador vs non-ambassador appeal

I: *So now I am going to show you two different pictures from UNICEF 'I believe in zero' Campaign. From these two pictures which one would you say is most effective in catching your attention and why?*

R: I think the picture of the child.

I: So If you so these two pictures as posters on the street, which one is most likely to make you stop and look?

R: Then I think I would be more likely to look at the picture with the actor Liam Neeson. But having them in front of me, I think the picture with the child is definitely more effective because nobody like to see a child in misery. But that being said, there are so many different charities who are trying to do similar things with raising money for underprivileged children. No matter what cause it is you see so many of them that you are less likely to stop and look at it on the street, whereas when you see Liam Neeson who is quite a popular figure in the acting world you will be more likely to stop and look at that. But I think when having both of them up close the child has a much stronger effect.

I: Okay, so from what you are saying, is it right that the one with Liam Neeson is the best at getting your attention, whereas the one with the child is more effective in affecting the way you see things and maybe more likely to make you take action and do something?

R: Yes I think so, because no child that is born into poverty and maybe hasn't got any food for weeks, they don't deserve that, whereas for instance some of the homeless people you see might have been affected by decisions they have made themselves, whereas the child is complete helpless. So you would be more likely to want to help

I: From these two pictures which one gives you the most positive impression of UNICEF and why?

R: I would say the picture of the child because it clearly shows that they are trying to help young children. And it tells you that 'every second a child under five dies'. So that is more likely to make me donate.

I: So the message with the picture has a strong effect on you?

R: Yeah it really has.

I: Do you have anything you would like to add?

R: I think the message they are trying to portray is a good one, and bringing people like David Beckham and Liam Neeson onto you team to get the message out there it's a great thing to do. But you know you listen to it all the time and nothing seems to be happening, so you are sceptical in that sense. Just you know there are so many charities and they are all trying to raise money for kids but nothing seems to be changing.

I: So do you think it works to use these ambassadors?

R: Well I think it does in some way, but I wouldn't be able to say how because I don't see where the people are actually going and I don't see the people who are actually benefitting from the donations.

Interview 5 – 7th July 2015

Respondent: ‘Jessica’

Age: 31

Occupation: Working

Nationality: American

Key: I = Interviewer, R= Respondent

I: The overall aim of this study is to investigate the effectiveness of UNICEF’s brand ambassadors as celebrity endorsers of UNICEF as brand.

UNICEF is a part of the United Nations and works to provide long-term humanitarian and developmental assistance to children in developing countries. The organisation was established in 1946 and is now working in more than 190 countries.

Awareness

I: Are you aware that UNICEF use brand ambassadors to support their brand and advertise their cause?

R: Like movie stars?

I: Yes

R: I know the guy from – the Irish dude, Liam Neeson. I think so.

I: What do you think about the fact that UNICEF as a non-profit organisation use celebrities like singers, actors, sports stars to advertise their cause?

R: Ehm, I don’t know. I guess it doesn’t really add any value to me.

I: So do you think that is an overall positive or negative think that they use these brand ambassadors?

R: Yeah I think it’s positive. But the only time I have come across it is on the airplane. They play it on I think it is Aer Lingus when you fly long distance, when there is a TV and when you get the earphones they play a video for you where Liam Neeson say that everything you pay for the earphones go to UNICEF.

Credibility

I: Here I have some pictures of him in the context as a brand ambassador for UNICEF. What do you think of the credibility of David Beckham as a brand ambassador for UNICEF?

R: I don’t think it makes that much of a difference to me.

I: *So what do you think about his trustworthiness as a brand ambassador for UNICEF?*

R: I would say he is very trustworthy – I don't have anything bad to say about him.

I: *Okay, so what do you think about his expertise as a brand ambassador for UNICEF?*

R: I don't know. I don't really know much about him other than his football career and his wife.

I: *So how would you say that his credibility affects your attitudes towards UNICEF? In a positive or negative way?*

R: I think if he did something bad I would probably have a negative effect on my opinion about UNICEF. But otherwise I think I am just neutral.

Attractiveness

I: *What do you think of the attractiveness of David Beckham as a Brand Ambassador for UNICEF?*

R: I don't really think it makes any difference to me

I: *Do you feel like you can associate yourself with David Beckham and in what way?*

R: No not really. I mean he is famous, but there are just other people that I would be more impressed with I think. So there are other people where I would be more like 'Oh my gosh is that person standing for this'

I: *Do you think he is a likeable guy and why?*

R: Yes I would say so. Again I don't have anything bad to say about him.

I: *And how would you say that this likeability affect your view on UNICEF?*

R: I think it has an effect because it shows what UNICEF's values are.

Meaning transfer

I: *Okay so what things do you associate David Beckham with in general?*

R: Football and Posh Spice and underwear commercials

I: *So does that affect your view on UNICEF – that he represents different things?*

R: No not really. I don't see any association between the two. The only association I have is that he has a lot of money.

I: *Okay, would you say that the fact that he has a lot of money is contradiction the cause?*

R: No not really. I think when people have money and are able to do things like that it's a good thing.

Match-up

I: *How would you say that the fit is between David Beckham and UNICEF?*

R: Well I don't know, because I didn't know about this before. I mean I know a lot of people out there who are involved in charity work, and I just never thought of him as one of those people.

I: *Okay is there anyone then you would think could be a better match?*

R: Yeah Angelina Jolie, because of all the good work she has done. I think there is a whole movie about it, Beyond Borders. So it's just a part of her image, all the movies she does, the causes she is for and the editorials she writes really shows what her beliefs are. It's almost like you recognise her more for being a humanitarian than for being an actress.

Brand ambassador vs non-ambassador appeal

I: *So now I am going to show you two different pictures from UNICEF 'I believe in zero' Campaign. From these two pictures which one would you say is most effective in catching your attention and why?*

R: The first one with the child because it's sad. I think it touches your heart more, and is more like a negative stat, whereas the other one with the actor is more of a positive stat which is less than a call for action for me.

I: *From these two pictures which one gives you the most positive impression of UNICEF and why?*

R: So I think the second one is more positive, because it not conveying that you need to act because bad thing will happen. So it's kind of contradictory I see. But to be honest I think that even though the first one with the positive message would translate to the brand as working towards hopes and dreams, I feel like the fist add because it has a negative image and stats that are very bad it would be more likely to make me act. So based on that, the first one will actually make me take action, whereas the other one with the actor would just make me aware of what UNICEF does and believes in.

I: *With the picture of the child, would you be able to say that is UNICEF? Or does it flow in with all of the similar organisation that want similar things.*

R: Yeah I think the first one flow in with other messages. Actually I often get UNICEF confused with other brands. I wouldn't be able to remember what campaigns are from UNICEF or other organisation. For instance the one with cliff clips – was that UNICEF.

I: *So do you think the picture of Liam Neeson differentiates UNICEF more from other organisations?*

R: I think he does differentiate it, but I don't really see why it's problem to be confused – for me it's not an issue. Usually when I donate money I look more at the credibility of the organisation. So I will look everything up online, like where the money is actually spread out to. If it is an established organisation I will be more likely to donate, but that is because they need less money for operational cost. So for UNICEF I think it doesn't matter what kind of add I see because I know UNICEF as a brand. So the actors and stuff don't really make a difference to me.