“A Study of various Leadership Styles and their Importance for Celebrities in Brand Endorsements”

Mr. Anil Kumar (LLB, MBA, MPhil.)
Research Scholar, Singhania University
Faculty Amity University, Noida UP.

INTRODUCTION

In recent years organizations have gone through dramatic changes, including flatter and looser structures, downsizing, and horizontal approaches to information flow. On the one hand these changes are due to rapid technological developments, global competition, and the changing nature of the workforce. On the other hand these organizational transformations and innovations are triggered by interventions such as total quality management and business process reengineering. Leadership is regarded as a critical factor in the initiation and implementation of the transformations in organizations. If leadership wants to engender a positive impact on individuals, teams, and organizations, both practitioners and researchers have argued that earlier leadership paradigms such as directive versus participative leadership, consideration versus initiating structure, autocratic versus democratic leadership, and task versus relations-oriented leadership should be broadened (see, for example, Avolio & Bass, 1995; Bass & Avolio, 1990; Conger, 1993; Ekvall & Arvonen, 1991, 1994; Puffer & McCarthy, 1996). With respect to the management of transformation processes in organizations, there is a strong need for leaders who are more change-centered. These leaders place value on the development of a clear vision and inspire followers to pursue the vision. In this way they provide a strong motivational force for change in followers. Anderson and King (1993) also concluded that besides a participative leadership style, a clear vision or mission is most likely to foster innovation. Leaders who enhance followers’ confidence and skills to devise innovative responses, to be creative, and to take risks, can also facilitate the changeover processes in organizations (Howell & Avolio, 1989). Resulting from this, a paradigm shift occurred in the past decade with the emergence of “new leadership” theories such as transformational and charismatic leadership (Bryman, 1992).

Although the terms “charisma” and “transformational leadership” are often used interchangeably, Bass makes a distinction between them, with charisma forming a subdimension of transformational leadership (Bass, 1985; Bass & Avolio, 1993). As promoters of change, transformational leaders elicit performance beyond expectations by instilling pride, communicating personal respect, facilitating creative thinking, and providing inspiration.

Many of today’s companies use celebrities in marketing campaigns in order to effectively reach out with a message to the target group. Those celebrities that are used as endorsers of the product/service are mostly movie stars or athletes. This type of marketing has become very popular. Today’s businesses are pressured more than ever to reduce costs, operate efficiently and grow the business. The objective of businesses is to run effectively and strategically while meeting customer expectations, achieving business objectives and posting positive results.
This leads to our main aim of analyzing the charismatic leadership style and majorly the celebrities’ plays as Brand Ambassadors in increasing the profit and growth of the Company as whole.

**Objectives of Research Study**

The primary objective of this study is to investigate the role and influence of Charismatic leadership style of celebrities on the organizational growth and distinctive competence. The secondary objectives include:

1. Understanding the basic concepts of Leadership, Importance of Leadership and Styles of leadership.
2. Highlighting the Transformational Leadership style specifically the charismatic style.
3. Scrutinizing the role that leadership plays in organizational growth.
4. Investigating the importance of charismatic leadership style in consumer buying behavior and purchase decisions.
5. Making recommendations on how an organization can increase their product preference and overall growth through Brand Ambassadors.
6. Analyzing the role of celebrities in promoting organization product and increasing organization image.

**Understanding the basics**

**Leader**

A leader is an individual.

- One that leads or guides
- One in charge or command of others
- One who has influence, especially of a political nature

**Leader:** A person who guides, directs, induce, inspires, influence and also responsible for branding. A leader is "a person who influences a group of people towards the achievement of a goal". A mnemonic for this definition would be 3P's - Person, People and Purpose as illustrated by the following diagram.
Person
Is leadership a position of office or authority? Or, is leadership ability in the sense that he is a leader because he leads? We all may know or hear of people who are in positions of leadership but who are not providing leadership. A position of office is no guarantee of leadership but it helps in the sense that a leadership position usually commands a listening ear from its people and that is a good starting point for anyone who desires to be a leader.

A leader by its meaning is one who goes first and leads by example, so that others are motivated to follow him. This is a basic requirement. To be a leader, a person must have a deep-rooted commitment to the goal that he will strive to achieve it even if nobody follows him.

Purpose
A requirement for leadership is personal vision - the ability to visualize your goal as an accomplished fact; a thing already achieved. Achievable ... realistic yet faith stretching Inspiring ... challenging your people to give of their best Measurable ... quantifiable Shared ... declaring your conviction in and commitment to the goal

People
To be a leader one must have followers

Types of Leader
- Leader by the position achieved
- Leader by Personality, Charisma
- Leader by moral example
- Leader by power held
- Intellectual leader
- Leader because of ability to accomplish things

Leadership
Leadership: A mean and ability to direct, lead inspire and it is also a charisma, sacrifice, courage, vision and different things to different people. According to Ordway Tead, “Leadership is an act that influences.” Carroll Shartle says that leadership is an act that influences others in a shared direction. Franklin S. Haiman asserts that in the broadest sense “leadership refers to that process whereby an individual directs, guides, influences or controls the thoughts, feelings, or behavior of other human beings.” Leadership is an influence process; therefore, leaders are people who, by their actions, encourage a group of people to move toward a common or shared goal. A leader is an individual; leadership is the function that the individual performs. Individuals within an organization who have authority are often referred to as leaders, regardless of how they act in their jobs. But just because someone is supposed to be a formal leader in an organization, he or she may or may not exercise leadership. In fact, informal or emergent leaders can exhibit leadership even though they do not hold formal leadership positions.
Harvard’s John Kotter compares management and leadership. Management, he says, is about dealing with complexity: drawing formal plans, designing organizational structures, and monitoring outcomes. Leadership, in contrast, is about coping with change. Leaders establish direction by developing a vision; then they communicate this vision to people and inspire them to overcome obstacles. Robert House of the Wharton School of Business concurs and says that managers use formal authority to obtain compliance from organizational members. Management consists of implementing the vision and strategy provided by leaders, coordinating and staffing the organization, and handling day-to-day problems.

While both management and leadership promote organizational effectiveness, most companies are over-managed and under-led.

Thus Leadership is
- Leading people
- Influencing People
- Commanding People
- Guiding People

**Role of Leaders**

Following are the main roles of a leader in an organization:

1. **Required at all levels**- Leadership is a function which is important at all levels of management. In the top level, it is important for getting co-operation in formulation of plans and policies. In the middle and lower level, it is required for interpretation and execution of plans and programmes framed by the top management. Leadership can be exercised through guidance and counseling of the subordinates at the time of execution of plans.

2. **Representative of the organization**- A leader, i.e., a manager is said to be the representative of the enterprise. He has to represent the concern at seminars, conferences, general meetings, etc. His role is to communicate the rationale of the enterprise to outside public. He is also representative of the own department which he leads.

3. **Integrates and reconciles the personal goals with organizational goals**- A leader through leadership traits helps in reconciling/ integrating the personal goals of the employees with the organizational goals. He is trying to co-ordinate the efforts of people towards a common purpose and thereby achieves objectives. This can be done only if he can influence and get willing co-operation and urge to accomplish the objectives.

4. **He solicits support**- A leader is a manager and besides that he is a person who entertains and invites support and co-operation of subordinates. This he can do by his personality, intelligence, maturity and experience which can provide him positive result. In this regard, a leader has to invite suggestions and if possible implement them into plans and programmes of enterprise. This way, he can solicit full support of employees which results in willingness to work and thereby effectiveness in running of a concern.
5. **As a friend, philosopher and guide**- A leader must possess the three dimensional traits in him. He can be a friend by sharing the feelings, opinions and desires with the employees. He can be a philosopher by utilizing his intelligence and experience and thereby guiding the employees as and when time requires. He can be a guide by supervising and communicating the employees the plans and policies of top management and secure their co-operation to achieve the goals of a concern. At times he can also play the role of a counselor by counseling and a problem-solving approach. He can listen to the problems of the employees and try to solve them.

**IMPORTANCE OF LEADERSHIP**

Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. The following points justify the importance of leadership in a concern.

1. **Initiates action**- Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts.

2. **Motivation**- A leader proves to be playing an incentive role in the concern’s working. He motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates.

3. **Providing guidance**- A leader has to not only supervise but also play a guiding role for the subordinates. Guidance here means instructing the subordinates the way they have to perform their work effectively and efficiently.

4. **Creating confidence**- Confidence is an important factor which can be achieved through expressing the work efforts to the subordinates, explaining them clearly their role and giving them guidelines to achieve the goals effectively. It is also important to hear the employees with regards to their complaints and problems.

5. **Building morale**- Morale denotes willing co-operation of the employees towards their work and getting them into confidence and winning their trust. A leader can be a morale booster by achieving full co-operation so that they perform with best of their abilities as they work to achieve goals.

6. **Builds work environment**- Management is getting things done from people. An efficient work environment helps in sound and stable growth. Therefore, human relations should be kept into mind by a leader. He should have personal contacts with employees and should listen to their problems and solve them. He should treat employees on humanitarian terms.

7. **Co-ordination**- Co-ordination can be achieved through reconciling personal interests with organizational goals. This synchronization can be achieved through proper and effective co-ordination which should be primary motive of a leader.

**Leadership Styles - Important Leadership Styles**

All leaders do not possess same attitude or same perspective. As discussed earlier, few leaders adopt the carrot approach and a few adopt the stick approach. Thus, all of the leaders do not get the things done in the same manner. Their style varies. The leadership style varies with the kind of people the leader interacts and deals with. A perfect/standard leadership style is one which assists a leader in getting the best out of the people who follow him.
Types of Leadership Styles

In the past several decades, management experts have undergone a revolution in how they define leadership and what their attitudes are toward it. They have gone from a very classical autocratic approach to a very creative, participative approach. Somewhere along the line, it was determined that not everything old was bad and not everything new was good. Rather, different styles were needed for different situations and each leader needed to know when to exhibit a particular approach.

Four of the most basic leadership styles are:

Autocratic Leadership Style

This is often considered the classical approach. It is one in which the manager retains as much power and decision-making authority as possible. The manager does not consult employees, nor are they allowed to give any input. Employees are expected to obey orders without receiving any explanations. The motivation environment is produced by creating a structured set of rewards and punishments.

This leadership style has been greatly criticized during the past 30 years. Some studies say that organizations with many autocratic leaders have higher turnover and absenteeism than other organizations. Certainly Gen X employees have proven to be highly resistant to this management style. These studies say that autocratic leaders:

- Rely on threats and punishment to influence employees
- Do not trust employees
- Do not allow for employee input
- Yet, autocratic leadership is not all bad. Sometimes it is the most effective style to use.

These situations can include:

- New, untrained employees who do not know which tasks to perform or which procedures to follow
- Effective supervision can be provided only through detailed orders and instructions
- Employees do not respond to any other leadership style
- There are high-volume production needs on a daily basis
- There is limited time in which to make a decision
- A manager’s power is challenged by an employee
- The area was poorly managed
- Work needs to be coordinated with another department or organization

The autocratic leadership style should not be used when:

- Employees become tense, fearful, or resentful
- Employees expect to have their opinions heard
- Employees begin depending on their manager to make all their decisions
- There is low employee morale, high turnover and absenteeism and work stoppage
Bureaucratic Leadership Style

Bureaucratic leadership is where the manager manages “by the book”. Everything must be done according to procedure or policy. If it isn’t covered by the book, the manager refers to the next level above him or her. This manager is really more of a police officer than a leader. He or she enforces the rules. This style can be effective when:

- Employees are performing routine tasks over and over.
- Employees need to understand certain standards or procedures.
- Employees are working with dangerous or delicate equipment that requires a definite set of procedures to operate.
- Safety or security training is being conducted.
- Employees are performing tasks that require handling cash.
- This style is ineffective when:
  - Work habits forms that are hard to break, especially if they are no longer useful.
  - Employees lose their interest in their jobs and in their fellow workers.
  - Employees do only what is expected of them and no more.

Democratic Leadership Style

The democratic leadership style is also called the participative style as it encourages employees to be a part of the decision making. The democratic manager keeps his or her employees informed about everything that affects their work and shares decision making and problem solving responsibilities. This style requires the leader to be a coach who has the final say, but gathers information from staff members before making a decision. Democratic leadership can produce high quality and high quantity work for long periods of time. Many employees like the trust they receive and respond with cooperation, team spirit, and high morale. Typically the democratic leader:

- Develops plans to help employees evaluate their own performance
- Allows employees to establish goals
- Encourages employees to grow on the job and be promoted
- Recognizes and encourages achievement.

Like the other styles, the democratic style is not always appropriate. It is most successful when used with highly skilled or experienced employees or when implementing operational changes or resolving individual or group problems.

The democratic leadership style is most effective when:

- The leader wants to keep employees informed about matters that affect them.
- The leader wants employees to share in decision-making and problem-solving duties.
- The leader wants to provide opportunities for employees to develop a high sense of personal growth and job satisfaction.
- There is a large or complex problem that requires lots of input to solve.
- Changes must be made or problems solved that affect employees or groups of employees.
- You want to encourage team building and participation.
Democratic leadership should not be used when:

- There is not enough time to get everyone’s input.
- It’s easier and more cost-effective for the manager to make the decision.
- The business can’t afford mistakes.
- The manager feels threatened by this type of leadership.
- Employee safety is a critical concern.

**Laissez-Faire Leadership Style**

The laissez-faire leadership style is also known as the “hands-off” style. It is one in which the manager provides little or no direction and gives employees as much freedom as possible. All authority or power is given to the employees and they must determine goals, make decisions, and resolve problems on their own.

This is an effective style to use when:

- Employees are highly skilled, experienced, and educated.
- Employees have pride in their work and the drive to do it successfully on their own.
- Outside experts, such as staff specialists or consultants are being used.
- Employees are trustworthy and experienced.

This style should not be used when:

- It makes employees feel insecure at the unavailability of a manager.
- The manager cannot provide regular feedback to let employees know how well they are doing.
- Managers are unable to thank employees for their good work.
- The manager doesn’t understand his or her responsibilities and is hoping the employees can cover for him or her.

Other than these basic leadership styles the following new styles have emerged:

a) **Transactional:** These types of leaders focus on rewards in exchange for motivation, productivity and effective task accomplishment.

b) **Charismatic:** Charismatic leaders have a combination of charm and personal magnetism that contribute to a remarkable ability to get other people to endorse to their vision and promote it passionately.

c) **Transformational:** These types of leaders work on influencing attitudes and assumptions of staff. Building commitment to the mission and always try to achieve the objective of the organization.
Transformational leadership

Transformational leadership blends the behavioral theories with a little dab of trait theories. Transactional leaders, such as those identified in contingency theories, guide followers in the direction of established goals by clarifying role and task requirements. However, transformational leaders, who are charismatic and visionary, can inspire followers to transcend their own self-interest for the good of their organizations. Transformational leaders appeal to followers' ideals and moral values and inspire them to think about problems in new or different ways. These leaders influence followers through vision, framing, and impression management.

Vision is the ability of the leader to bind people together with an idea. Framing is the process whereby leaders define the purpose of their movements in highly meaningful terms. Impression management is an attempt to control the impressions that others form of a leader by practicing behaviors that make him or her more attractive and appealing to others.

A transformational leader instills feelings of confidence, admiration, and commitment in his or her followers. This type of leader is charismatic, creating a special bond with followers and articulating a vision with which his or her followers identify and for which these followers are willing to work. Each follower is coached, advised, and delegated some authority. The transformational leader stimulates followers intellectually, arousing them to develop new ways to think about problems. This leader uses contingent rewards to positively reinforce performances that are consistent with his or her wishes. Management is by exception. Transformational leaders take initiative only when problems occur and are not actively involved when things are going well. He or she commits people to actions and converts followers into leaders.

Research indicates that transformational, as compared to transactional, leadership is more strongly correlated with lower turnover rates, higher productivity, and higher employee satisfaction.

Transformational leaders are relevant to today's workplace because they are flexible and innovative. Although it is important to have leaders with the appropriate orientation defining tasks and managing interrelationships, it is even more important to have leaders who can bring organizations into futures they have not yet imagined. Transformational leadership is the essence of creating and sustaining competitive advantage.

Charismatic Leadership Style

Charisma is, literally, a gift of grace or of God (Wright 1996: 194). Max Weber, more than anyone, brought this idea into the realm of leadership. He used ‘charisma’ to talk about self-appointed leaders who are followed by those in distress. Such leaders gain influence because they are seen as having special talents or gifts that can help people escape the pain they are in (Gerth and Mills 1991: 51 – 55).
Celebrities

A celebrity can be considered as the source of the message a company seeks to send to their target audience. According to Belch & Belch (2001), the term source, when talking about the involvement in communicating a marketing message, can occur either directly or indirectly. Celebrities are people who enjoy public recognition by a large share of a certain group of people here as attributes like attractiveness, extraordinary lifestyle are just examples and specific common characteristics cannot be observed though it can be said that within a corresponding social group celebrities generally differ from the social norm and enjoy a high degree of public awareness (Schlecht, 2003). (Anonymous, Business Standard, Dec, 2003) This is true for classic forms of celebrities like actors (Sharukh Khan, Amitabh Bachchan), models (John Abraham, Malaika Arora, Diya Mirza) Sports athletes (Sachin Tendulkar, Sania Mirza) entertainers (Barkha Dutt, Shekhar Suman) And Pop Stars (Mika, Dailer Mehndi) but also for less obvious groups like businessmen (Dirubhai Ambani) or politicians (Laloo Prasad Yadav) Besides these there are fictional celebrities like Ronald McDonald, Fido dido, gattu, Amul Girl, Pillsbury doughboy and the like. Celebrities appear in public in different ways. First, they appear in public when fulfilling their profession e.g. Sachin Tendulkar is loved by millions for his wonderful performance in the cricket fields. Furthermore, celebrities appear in public by attending special celebrity events e.g. Film fare star awards, Videocon screen awards etc. In addition they are present in News, Fashion magazines and tabloids, which provide second source of information on events and private life of celebrities through mass media channels. Last but not the least celebrities act as spokes people in advertising to promote products and services. (Kambitsis et al, 2002, Tom et.al., 1992).

A firm that decides to employ a celebrity to promote its products or services has a choice of using the celebrity as:

Testimonial: If the celebrity has personally used a product or service and is in a position to attest its quality, then he or she may give a testimonial citing its benefits. For instance Aishwarya Rai endorses Lux by testifying the quality of the product as it forms a part of her consumption basket.

Endorsement: Celebrities often lend their names to ads for product or services for which they may or may not be the experts For instance Sachin Tendulkar has been endorsing the Palio brand of Fiat. Actor: A Celebrity may be asked to present a product or service as a part of character enactment rather than personal testimonial or endorsement. For instance Sweta Tiwari of “Prema fame” (Kasuati Zindagi) enacts as a housewife for Nirma’s ad campaign. It has nothing to do with her on screen or off-screen image. In fact she just enacts the character and expectations of a normal housewife from a detergent bar.

Spokesperson: A celebrity who represents a brand or company over extended periods of time often in print and TV ads as well as in personal appearances is usually called a company’s spokesperson. (Schiffman and Kanuk, 1997) The reason for using celebrities a spokesperson goes back to their huge potential influences. Compared to other endorsers, types, famous people achieve a higher degree of attention and recall. They increase awareness of a company’s advertising create positive feelings towards brands and are perceived by consumers as more entertaining (Solomon, 2002) Using a celebrity in advertising is therefore likely to positively affect consumer’s brand attitude and purchase intentions.
Brand Ambassadors

A Brand Ambassador is someone that represents a Brand in a positive way and carries the brand message out to the public which in turn will help the organization inflate the business and sustain in market. Brand ambassadors ideally listen and learn from ongoing conversations and then engage in them, forming bidirectional interactions. The brand ambassador position has become more common because a brand ambassador can promote the brand in many ways and many places where many people can discuss the brand.

Brand Ambassadors serve as the face of their client company at promotional events. They offer the company a chance to make a good impression on prospects. An effective brand ambassador is one who is interested in the product they are promoting, who can easily connect with the product. Passion, personality and presence are key characteristics for a strong Brand Ambassador. Those characteristics help to better persuade potential customers.

Establishing a Perfect Match

Research proves that a spokesperson especially for a service product or organization (ICICI-First Amitabh Bachchan, now Shahrukh Khan) interacts with the type of brand being advertised. These stars communicate the value of the product and transform an ordinary service into a miracle solution for all problems of an ordinary customer.

According to Friedman and Friedman (1979), a famous relative to a 'normal' spokesperson is more effective for products high in psychological or social risk, involving such elements as good taste, self-image, and opinion of others. Several research studies have examined the congruency between celebrity endorsers and brands to explain the effectiveness of using famous persons to promote brands.

In India, a brand called Reid & Taylor presented its perfect example when they first launched their advertising campaign featuring James Bond fame of the time Mr. Pierce Brosnan along with the tagline 'BOND WITH THE BEST' but the James Bond idea did not worked and the company was not happy with the results.

After the debacle of the first campaign, company introduced a family ad where children are celebrating their parent’s silver wedding anniversary and they are out with their father to purchase a suit for him. Even this commercial did not work and it was taken off the air. As a last resort, company introduced Mr. Amitabh Bachchan as Reid & Taylor man, a man propagating the brand for special occasion and for very special people in life. The commercial from the initial days got good response and did extremely well as people were able to connect with Mr. Bachchan and the values he was propagating.

For the masses, there was a perfect match of an ideal Indian family man, a star and a good quality but bit highly priced brand reserved especially for special occasions and for very special people.

Second example that can be quoted is of Vishwanathan Anand, who endorsed NIIT. NIIT adopted a very smart strategy by roping in Vishwanathan Anand an international chess wizard for their advertising campaign. As chess is considered to be a game full of strategies
and a game for smart people and when one of the greats of the game is asking people to join NIIT it was suppose to have a positive influence on the people and actually it had. There was complete congruency and compatibility between the celebrity endorser, the product and the message.

Contrary to only favorable outcomes, there are several examples where the product, even the entire campaign collapsed due to heavy weight celebrity as the agency or the ad failed to establish the relationship between the endorser and the product. Keeping the focus only on success, where the product and the celebrity were a perfect match, following are few examples:

<table>
<thead>
<tr>
<th>Celebrity Endorser</th>
<th>Company / Product</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Amitabh Bachchan</td>
<td>* Dabur</td>
</tr>
<tr>
<td></td>
<td>* Cadbury</td>
</tr>
<tr>
<td></td>
<td>* Reid and Taylor</td>
</tr>
<tr>
<td></td>
<td>* Parker</td>
</tr>
<tr>
<td>2. Shahrukh Khan</td>
<td>* Santro</td>
</tr>
<tr>
<td></td>
<td>* Videocon</td>
</tr>
<tr>
<td></td>
<td>* Sunfeast</td>
</tr>
<tr>
<td></td>
<td>* Pepsi</td>
</tr>
<tr>
<td>3. Juhi Chawala</td>
<td>* Kurkure</td>
</tr>
<tr>
<td>4. Ustad Zakir Hussain</td>
<td>* Taj mahal tea</td>
</tr>
<tr>
<td>5. Aamir Khan</td>
<td>* Titan</td>
</tr>
<tr>
<td></td>
<td>* Coke</td>
</tr>
<tr>
<td></td>
<td>* Toyota Innova</td>
</tr>
<tr>
<td>6. Aishwarya Rai</td>
<td>* Nakshatra</td>
</tr>
<tr>
<td></td>
<td>* Lux</td>
</tr>
</tbody>
</table>

The campaigns are not only basking with the glory of success stories, but there is considerable number of failures as well. Assuming that a person just have to be famous to represent a successful brand, however, would be incorrect and may turn out to be a very dangerous preposition resulting into a big calamity for the entire advertising campaign or the brand.

Very well accepted and attractive super stars like Abhishek Bachchan and Amitabh Bachchan failed in turning their endorsements into success i.e. Maruti Versa similarly Virendra Sehwag also failed to deliver Reliance Telecommunication with the master stroke of his cricketing genius.

Among the possible reasons identified by several authors, including overexposure and identification, the 'match-up hypothesis' specifically suggests that the effectiveness depends on the existence of a 'fit' between the celebrity spokesperson and endorsed brand.

Empirical work on the congruency of brand with the celebrity often has concentrated on the physical attractiveness of the endorser. Results show that an attractive spokespersons are more effective in terms of attitude change when prompting brands that enhance one's attractiveness i.e. cosmetics; health drinks or fashion wear.
Primary data states, for celebrity spokespersons to be truly effective, they should be knowledgeable, experienced, mature, and a benchmark in their respective field and qualified to talk about the product.

Transferring the Meaning

After watching an advertisement the consumers try to find the meaning of the advertisement and associate the same with the endorser and eventually transfer to the brand. To understand this phenomenon Mc Cracken (1989) suggested a comprehensive model known as Meaning Transfer Model. This three-stage model suggests how the meaning associated with the famous person moves from the endorser to the product or the brand. Thus, meanings attributed to the celebrity become associated with the brand in the consumer's mind. Finally, in the consumption process, the customer acquires the brand's meaning. The third stage of the model explicitly shows the importance of the consumer's role in the process of endorsing brands with famous persons.

In contrast to anonymous endorsers, celebrities add value to the image transfer process by offering meanings of extra depth and power, what is complemented by their life style and personalities. Therefore, to transfer the correct meaning to the consumer the company should select a celebrity that will produce the most favorable response for consumers and for the purpose the celebrity should have, the appropriate set of characteristics and the public should be able to visualize and comprehend the same. The company should consider the consumer's needs while developing their communication strategy and selecting an appropriate celebrity to transmit the same, i.e. Kurkure used actress Juhi Chawala with the punch line 'Masti Bole To Kurkure' and the actress on screen and off-screen personifies the masti and helps the brand in communicating the same easily.

Compatibility of the celebrity's persona with the overall brand image is very important, as a celebrity imparts credibility and inspirational value to a brand and his or her image should perfectly match the brand's image. A good brand campaign idea and an intrinsic link between the celebrity and the message are must for a successful campaign.

Certain elements that generate a perfect match or compatibility between the celebrity and brand image are:

* Celebrity's fit with the brand image along with celebrity-target audience match.
* Celebrity associated values and celebrity-product match.
* Costs of acquiring the celebrity and his or her popularity along with controversy risks associated with the celebrity.
* Credibility, availability and physical attractiveness of celebrity.

The above points can be put to perspective by using two examples, first Kapil Dev's 'Palmolive da jawaab nahin' and second Nakshatra's brand recall due to its endorser, the gorgeous Aishwarya Rai Bachchan. Both brands have edged out and carved out their niche in consumer's mind due to image and credibility of their endorsers. These were the cases of perfect match between the brand image and the image or persona of the celebrity endorser.
A brief assessment of the current market situation indicates, that celebrity endorsement advertising strategy can under the right circumstances indeed justify the high costs associated with this form of advertising. The use of celebrity for endorsements creates a very favorable impact on the consumer and it creates a connection which forces a consumer to purchase a product.

It has been proved from the discussion that celebrity endorsements are a powerful and useful tool that magnifies the effect of a campaign but the word of caution to be followed seriously; celebrities alone do not guarantee success nor does a great advertising campaign or the best possible product. Modern day consumers are well educated and smart, they know celebrities are being paid for these endorsements and this knowledge makes consumers rather more cynical about the product and celebrity endorsements. Indian companies both advertising and product offering companies have top make an effort to overcome this ever-mounting challenge.

In the end different leadership styles adopted and exhibited by some celebrities in brand endorsement make them different from other common endorser for the same product and same company. Majority of the consuming population also knows what is advertising and how it actually works and this knowledge of consumer makes the task of celebrity endorsement all the more difficult and challenging for the advertising companies and the sponsors. It is the combination of several factors and elements that work together for the success of a brand and its acceptance in the minds of consumers as well as for its market offering.

References

• Till, B.D and Busler, M (2000), ‘The match-up hypothesis: physical attractiveness, expertise, and the role of fit on brand attitude, purchase intent and brand beliefs,’ Journal of Advertising, 29(3), p1-13