

Applying management theory to build and sustain productive relationships with celebrity spokespeople

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ABSTRACT

Research published in Marketing Science in the March/April 2013 issue found that a celebrity endorser can significantly boost products sales (Chung, Derdenger and Srinivasan, 2013). “Celebrity endorsements can and often do work,” (Lustig, 2014). But, celebrity endorsements can also damage a brand as celebrity/product relationships are dynamic and function in a fickle consumer environment. Consider, the public will have an evolving perspective regarding the celebrity’s credibility (Schwab, 2015), celebrities can make mistakes in their professional and personal life (St. Martin, 2013) and as a celebrity’s popularity grows their persona can overshadow a brand (Dholakia, 2015). Despite the potentially unpredictable working relationship, organizations continue to sign endorsers because an effective celebrity endorser can decidedly increase sales and increase stock returns (Elberse & Verleun, 2012). With the hope of increased sales, organizations can spend millions upfront to sign a celebrity endorser and the outcome will be based on the future effectiveness of the partnership between the spokesperson and the product. Understanding the potential risk, it is advantageous to go beyond an endorsement contract to actively managing the celebrity spokesperson’s continued alignment with product goals. The following case will offer a review of literature regarding the value of celebrity endorsers and current management techniques, tools for managing celebrity spokespersons based specifically on the combined theories of Tuckman’s Stages of Team Development and Hershey-Blanchard’s Situational Leadership, case study questions and finally case study question analysis. The case is designed for use in upper-division undergraduate courses in general business, marketing, management and/or human resources.

Keywords: Management, Theory, Spokesperson, Spokespeople, Marketing, Endorsement

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INTRODUCTION

Many organizations hire celebrities to endorse their products as part of a comprehensive marketing strategy. For some brands, the incorporation of a celebrity spokesperson can increase sales by as much as 20% and Anita Elberse, associate professor at Harvard Business School, reports some companies have seen their stock increase by .25% on the day an endorsement deal is announced (Crutchfield, 2010). In fact, some of the all-time most popular marketing campaigns have featured celebrities. Campaigns like Lancôme with Julia Roberts, H&M Clothing with David Beckham, Chanel No. 5 and Nicole Kidman, Larry Bird and Michael Jordan with McDonalds and NFL player “Mean” Joe Green and Coca-Cola. Product campaigns and commercials with celebrities can appeal to the consumer’s desire to be like the people featured in the ads. Specifically, the celebrity can personify the product and ultimately bring product relevance to the intended audience. To personify means “to embody or symbolize” or even anthropomorphize, assign “real or imagined human characteristics, intentions, motivations, or emotions to nonhuman objects” (Connell, 2013, p. 462). When a celebrity spokesperson is used, often one goal is to create “brand personification,” where the brand itself has been anthropomorphized or changed in to a form with human-like characteristics (Cohen, 2014).

Consider the George Foreman Grill introduced in 1994. The indoor grill was created by Michael Boehm, but the Grill was made famous with George Foreman and his affable personality and unique infomercials. Foreman coined the tag line, “It’s so good I put my name on it,” or Red Bull’s partnership with Austrian daredevil Felix Baumgartner. Red Bull sponsored Baumgartner as he became the first person, without an engine, to break the sound barrier. Baumgartner flew, in a helium balloon, 39 kilometers into the stratosphere over New Mexico before free falling in a pressure suit to earth, landing in Roswell International Air Center in Roswell, New Mexico. With this partnership, the Red Bull brand was forever associated with the adventurousness and daredevil mindset, literally, engaging in the behaviors aligned with the product core values (Guerrero, 2015), Baumgartner, in this jump, personified, Red Bull. As with these two examples, when a celebrity endorsement is effective, in many ways, the spokesperson’s personality becomes congruent with the brand and when this congruency exists advertisements are perceived more positively with consumer’s attitude and purchasing intention (Skeie, 2015).

However, celebrity endorsement can also result in brand damage. As an example, what happens when celebrity endorsers make mistakes? Ben Curtis, Dell Computer’s “Dude You’re Getting a Dell,” was caught in 2003 trying to purchase Marijuana (Siek, 2017), Alan Alda, 1988, was hired by IBM to serve as spokesman for the computers and in 1988 he was observed purchasing a rival Toshiba laptop (Micelotta, 2007) or Cybill Shepherd, signed in 1986 as L’Oreal hair dye spokesperson only to state in an October 1986 interview that she did not use any hair color (Micelotta, 2007). The list goes on and on of potential spokesperson issues that can have negative consequences for a brand (Garfield, 2012).

When a celebrity endorsement goes wrong, is it due to a bad celebrity spokesperson? A poorly planned marketing campaign? Celebrities undermining their brand’s message? Likely, multiple issues are to blame, issues like, poor fit, poor planning and or poor communication. At celebrity fit, campaign planning and consistent communication is becoming increasingly challenging. Pattie Williams, marketing professor at Wharton describes how endorsement relationships have evolved, “Traditionally a celebrity would agree to be in an advertisement, and that was essentially the extent of the relationship,” she says, “Now, celebrities are encouraged to

engage with the firm's customers in other ways. This could be through the company's own media or through the celebrity's own media, like a Twitter or Facebook account. The nature of the celebrity endorsement is a 360-degree proposition and that's where many of the risks come from," (The K@W Network, 2013).

Americans love celebrities (Heflick, 2009) and in the last decade, a new type of "journalism" has evolved, focusing exclusively on watching every move celebrities make (Garfield, 2012). In the age of social media, consumers are watching every move and every word a celebrity makes and with social media and rapid transfer of information it is easy to understand Dr. William's point that celebrity endorsements are now a 360-degree proposition.

A celebrity endorsement was already a high stakes dynamic proposition. With increased exposure and access through social media the campaign return can significantly increase profit, or the endorsement can develop into a detriment to a brand. With clarity and acknowledgement of the potential risk and the potential gain, how can an organization maximize the benefits of celebrity sponsorship? One solution includes ongoing and active celebrity management. Specifically, for the partnership to be effective, celebrities will require increased understanding of their role and increased management to maintain alignment between their personal and product persona (Pan & Meng, 2018). The following case study will offer a review of literature regarding celebrity spokespeople, strategies for applying established management theory to support celebrity spokesperson product alignment, specifically Tuckman's Team Development and Hershey's Situational Leadership to manage celebrity spokespeople functioning in a 360-degree proposition, case study questions and case study question analysis.

REVIEW OF LITERATURE

Celebrity spokespeople are an interesting marketing tool and when the celebrity fits nicely with the product a true partnership, where the celebrity becomes synonymous with the brand, can occur. With this goal in mind, organizations continue to seek, pay and work with celebrity spokespeople. The following is a chronological review of literature examining the influence of spokespeople and suggested management strategies.

The spokesperson has been an important marketing strategy for decades. Consider that in the 1990 study, "Celebrity Spokesperson and Brand Congruence: An Assessment of Recall and Affect," as the researchers examine conventional wisdom regarding the matching of spokesperson and brand in advertising. In this study, celebrity-brand congruence is found to enhance effectiveness of advertising. Specifically, recall is found to be enhanced when the celebrity and brand are matched (Misra and Beatty, 1990). This research demonstrates that for decades, matching the spokesperson to the brand has been an important aspect of an effective celebrity/product partnership (Misra and Beatty, 1990).

In the article, "Sports Celebrity Influence on the Behavioral Intentions of Generation Y," the researchers examine teenager's response to athlete spokespersons. Teenagers are a significant consumer group spending, in 2004, an estimated \$153 billion a year on products from clothes to technology (Bush, Martin and Bush, 2004). This study examined the effect of athlete role models on teenager's purchase intentions and results from a survey of 218 found that athlete role models are perceived as important influences by teens, specifically, fostering purchases and brand loyalty (Bush, Martin and Bush, 2004).

In the 2009 study, "A Study on the Role of Spokesperson Communication Behaviors and Their Impact on Audience Perception of the Believability of Not-for-profit Organizational

Messages,” the researchers explore the role of spokesperson in nonprofit organizations. Spokespersons are often used to deliver persuasive messages to large audiences and this study specifically examines the impact of a spokesperson’s influence. Conclusions were based on data from a quasi-experimental design in which respondents viewed videotapes and completed questionnaires via an Internet-based survey site. It was concluded that spokesperson credibility and message believability are related not only to verbal message but also to nonverbal communication and how the message is communicated (Grantham and Flaschner, 2009).

In 2011, Van Der Walddt, van Loggerenberg and Wehmeyer, published their article, “Celebrity Endorsements Versus Created Spokespersons in Advertising: A Survey Among Students.” In this study, the researchers consider if students perceive celebrity endorsements differently based on the celebrity’s expertise and trustworthiness. With 185 respondents, the study found that organizations should carefully consider a potential spokesperson’s strengths and weaknesses when identifying a person to use in a long term organizational advertising campaign. Due to the potential risk, it may even be beneficial for organizations to create their own spokesperson to avoid possible celebrity characteristics changes or negative associations, as revoking advertisements after celebrity endorsers have received negative publicity or changed character can lead to financial loss (Van Der Walddt, van Loggerenberg & Wehmeyer, 2011).

In the 2012 article, “The Economic Value of Celebrity Endorsements,” the researchers seek to clarify the payoff of enlisting celebrity endorsers. In this study of athlete endorsements, it is concluded that endorsements are associated with increasing sales. Furthermore, sales and stock returns jump noticeably with each major achievement by the athlete. The researchers conclude that in general, signing a celebrity endorser pays off, the endorsing strategy should fit the marketing campaign, and these partnerships should be approached with care, seeking sustainability (Elberse and Jeroen, 2012).

Erica Harris, assistant professor of accounting at the Rutgers School of Business-Camden and Julie Ruth, a professor of marketing at the Rutgers School of Business-Camden are working to determine how much impact celebrity endorsements have on charitable donations and they share their findings in their article, “Analysis of the Value of Celebrity Affiliation to Nonprofit Contributions.” Harris and Ruth sample more than 500 charities with known celebrity affiliations and they conclude, “A brand that is able to break through the clutter of marketing messages by being associated with a well-known, attractive, and sometimes expert endorser is typically perceived to be more credible and more likable,” (Moorhouse, 2013). In other words, aspects of celebrity credibility and likeability add value to a brand, which in turn encourages purchases. The researchers suggest that this process is similar for celebrities, nonprofit organizations and donations (Moorhouse, 2013).

Considering that companies in the US spend over \$17 billion, annually, it is important to researcher the impact and strategy of using sport celebrity endorsers (Starr, Morris, Ko, Sutherland, Wanta, 2013, p. 1). In 2010, the article, “Sports-Celebrity Endorser: The Emotional Response,” the researchers review consumer response to celebrity endorses. “Never has it been so vital to find the right sports-celebrity because of the investment required. If the endorser is the right fit and continues to be popular, the brand flourishes. If not, the impact to the brand could be very devastating. Therefore, practitioners and companies must find meaningful methods to make the sports-celebrity endorsement process as successful as possible,” (Starr, Morris, Ko, Sutherland, Wanta, 2013, p. 1). This study sought to understand, individuals’ affective responses to six print ads with three different spokesperson conditions and it was concluded that

the unknown spokesperson was less effective compared to the celebrity spokesperson in attracting attention to the ad.

In 2013, the article, "Exploring the Impact of Ethnic Identity Through Other-Generated Cues on Perceptions of Spokesperson Credibility," the researchers investigate if social media avatar ethnic identity impacts perceived source credibility. To further explore this topic, the researchers created a quasi-experiment designed to manipulate the strength of the ethnic identity of an African American spokesperson promoting a health news story (Spence, Lachlan, Spates, Shelton, Lin and Gentile, 2013). The results indicate African Americans assign greater credibility to high ethnic identity spokespeople, while Caucasian respondents found low ethnic identity spokespersons more credible (Spence, Lachlan, Spates, Shelton, Lin and Gentile, 2013). The current study finds some evidence that increasing levels of ethnic identity may augment perceived credibility of spokespersons delivering health information across social media (Spence, Lachlan, Spates, Shelton, Lin and Gentile, 2013).

"Company Spokesperson Vs. Customer Testimonial: Investigating Quoted Spokesperson Credibility and Impact in Business-to-Business Communication," a 2013 article by Howes and Sallot, reviews if consumers perceive greater credibility in another consumer or a company spokesperson. This study compares the impact of quoting a company executive versus a customer testimonial in a business communication. When evaluated based on media credibility, the customer spokesperson rates higher than a company spokesperson. In addition, consumers with low business expertise consider both types of spokespersons as more trustworthy than a high-expertise consumer. In all circumstances the customer is considered more trustworthy than the company spokesperson. The study provides marketing professionals with information regarding the type of spokesperson that may be most meaningful when communicating to businesspeople (Howes and Sallot, 2013).

Malik and Gupta (2014) authored the article, "Impact of Celebrity Endorsements and Brand Mascots on Consumer Buying Behavior." The researchers examine celebrity and brand mascot endorsements and their effectiveness in marketing. Many marketers believe, when effectively applied, celebrity and brand mascot endorsements provide appeal, attention, and customer recall ability. The study concludes that celebrity endorsers do play a significant role in persuading people and at times a strong brand mascot can be more successful than a celebrity, specifically a brand mascot with emotional touch, attractiveness, trustworthiness, friendliness, loyalty, uniqueness and humor. Finally, the authors share recommendations for when a brand mascot and when a celebrity spokesperson will be more or less success (Malik & Gupta, 2014).

In the article, "Examining the Effect of Endorser Credibility on the Consumers' Buying Intentions: An Empirical Study in Turkey," the researchers test whether source credibility affects buying intentions and specifically whether perceived credibility differences between created spokesperson and celebrity endorser impact buying intentions. The endorser credibility dimensions were identified as trustworthiness, attractiveness and expertise. "The results showed that all of the three credibility dimensions for both celebrity endorser and created spokesperson have a positive relationship with purchase intention. Created spokesperson is perceived to be more trustworthy and competent whereas the celebrity endorser is found to be more attractive by the respondents," (Sertoglu, Catli, & Korkmaz, 2014 p. 1).

Researchers, Ahmed, Kumar, Kumar and Kumar (2015) published the article, "Impact of Celebrity Endorsement on Consumer Buying Behavior." Their study focuses on the celebrity endorsement and its impact on the customer's buying behavior specific to the consumer's perception regarding the product or brand of the company. A quantitative method is used,

collecting data from 200 respondents through a questionnaire, to investigate the impact of celebrity endorsement on buying behavior. Finally, the results of the study further proved that there is a significant impact of celebrity endorsement on the buying behavior of customers (Ahmed, Kumar, Kumar, Kumar, 2015).

In 2015, researchers, Yoon and Kim, discuss brand messaging in their article, “The Roles of a Spokesperson and Brand-Message Congruity in Advertising, Effectiveness of Coffeehouse Brands.” Their study aim is to examine the impacts of spokesperson type, celebrity vs. non-celebrity, and brand-message congruity status, congruity vs. incongruity, on consumer responses (Yoon & Kim, 2015). The researchers gathered responses from 366 consumers and the results show that a celebrity spokesperson generates more positive ad attitudes than a non-celebrity spokesperson (Yoon & Kim, 2015).

In the study, “Analysis of the Value of Celebrity Affiliation to Nonprofit Contributions,” Harris and Ruth investigate if celebrity spokespersons can impact contributions for nonprofit organizations. Using a sample of more than 500 industry-diverse charities with known celebrity affiliations, the researchers found that celebrity-affiliated nonprofits are associated with higher donations. Additionally, celebrity affiliation has a substitution effect such that fundraising expenses are lower at celebrity-affiliated organizations (Harris and Ruth, 2015).

Celebrities frequently endorse products, brands, political candidates, or health campaigns and in the article, “The Effectiveness of Celebrity Endorsements: A Meta-Analysis,” Knoll and Matthes, question the effectiveness of such endorsements by meta-analyzing 46 studies published until April 2016 involving 10,357 participants. Applying multilevel meta-analysis, the researchers analyzed celebrity endorsements in the context of for-profit and non-profit marketing. Findings revealed the most positive attitudinal effect appeared for male actors who match well with an implicitly endorsed object and the most negative effect was found for female models not matching well with an explicitly endorsed object (Knoll and Matthes, 2016).

From this chronological review of literature, it can be concluded that celebrity endorsements, have the potential to encourage consumer product interest and consumer sales. The research also indicates it is important that there is alignment between the celebrity spokesperson persona and the product, it is also important to offer the spokesperson support as they work to maintain this alignment. Finally, there is no set formula that will result in sales when a spokesperson is added to a campaign, rather there must be strategic planning that is continually assessing the match between spokesperson and product and effectiveness of the partnership. The review of literature main ideas are summarized in the table below.

Table 1: Summary of Review of Literature

Misra and Beatty	1990	Consumer recall is improved when the celebrity and brand are well matched.
Bush, Martin and Bush	2004	Athlete endorsers are perceived as important influences by teens, specifically, fostering purchases and brand loyalty.
Grantham and Flaschner	2009	Spokesperson credibility and message believability are related not only to verbal

		message but also to nonverbal communication and how the message is communicated.
Van Der Waldt, van Loggerenberg & Wehmeyer	2011	Prior to entering into a spokesperson agreement, careful consideration of the spokesperson's strengths and weaknesses must occur. In addition, created endorsers can provide an organization with greater marketing control.
Elberse and Jeroen	2012	Sales and stock returns increase noticeably when an athlete spokesperson experiences an achievement.
Howes and Sallot	2013	When evaluated based on credibility, a customer endorsement rates higher than a company spokesperson.
Spence, Lachlan, Spates, Shelton, Lin and Gentile	2013	The results indicate African Americans assign greater credibility to a high ethnic identity spokespeople than Caucasian respondents.
Starr, Morris, Ko, Sutherland, Wanta,	2013	In terms of attracting attention to the ad, sports celebrity spokespeople will be more effective compared to an unknown spokesperson.
Moorhouse	2013	Spokesperson credibility and likeability add value to a brand, which in turn results in greater consumer interest. This equation is consistent in both non-profit and for-profit organizations.
Sertoglu, Catli, & Korkmaz	2014	A spokesperson is perceived to be more trustworthy and competent and in contrast the celebrity endorser is found to be more attractive by the respondents.
Malik and Guptha	2014	Celebrity endorsers play a significant role in persuading people in both personal care

		and food product categories.
Harris and Ruth	2015	The study supports the celebrity-lift hypothesis, that celebrity-affiliated nonprofits are associated with increased contributions.
Ahmed, Kumar, Kumar, Kumar	2015	There is a significant impact of celebrity endorsement on the buying behavior.
Knoll and Matthes	2016	The most positive consumer attitude effect appeared for male actors who match well with an implicitly endorsed object (Knoll and Matthes, 2016). In addition, the most negative effect was found for female models not matching well with an explicitly endorsed object (Knoll and Matthes, 2016).

CURRENT SUGGESTIONS FROM EXPERTS

Celebrities are brands and obtaining a great celebrity endorsement will require an investment. For this reason, the investment must be managed. With a review of current industry practices, a consolidation of tips and strategies based on suggestions from the expert are listed below.

Table 2: Summary of Expert Suggested Spokesperson Management Tips and Strategies

Expert	Role/Organization	Tip/Strategy
Antonia Mantonakis	Marketing Professor Brock University's Goodman School of Business	Identify a celebrity spokesperson that is aligned with the product but not obvious. "Somewhere in the middle is where consumers are intrigued," she says, "They want to reconcile how this is working -that engages them" (Aarts, 2013).
Martin Roll	Professor at Nanyang	Constant monitoring of

	Business School (Singapore), business owner, published author and speaker.	the celebrity's behavior is recommended, and this can be accomplished by making sure the contracts are effectively drafted (Roll, 2010).
Kathy Button Bell	CMO for Emerson a Global Technology Manufacturing Company.	Understand the marketing goal and find a spokesperson that naturally has the same goals as the product (Rooney, 2015).
Andy Howard	CMO for Wingstop.	The organization should seek to team with the spokesperson and the organization should include an exit clause in case the celebrity is determined to be detrimental (Oches, 2011)
Martine Reardon	Macy's CMO	A celebrity spokesperson cannot be controlled, and the spokesperson will not relate to all possible consumers, but as long as the customer is still voting by wanting to buy the product, the is the measure to maintain a spokesperson (Stampler, 2012).
Steven Fund	CMO Intel	Fully integrated marketing campaign, like the partnership with Jim Parsons and Intel can be very effective. Seek a partnership and

		teaming (Loria, 2016).
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With the review of literature and an assessment of recommendations from marketing professionals, it is apparent that careful selection of the celebrity, specifically, seeking to understand the fit between the celebrity and the brand is essential (Simmers, Damron-Martinez & Haytko, 2009)(Oches, 2011)(McNeilly, 2013)(Aarts, 2013)(Texter, 2013)(Rooney, 2015)(Bulik, 2015)(Loria, 2016). The forming of an effective spokesperson partnership requires time (Bouzeos, 2014)(Loria, 2016) and a partnership with the spokesperson and the organization will require, monitoring, communication and ongoing adjustment (Crutchfield, 2010)(Roll, 2010)(St. Martin, 2013)(Dholakia, 2015). These celebrity spokesperson recommendations can be categorized into thoughtful selection, ongoing communication and management, ongoing goal alignment and meaningful adjournment. And these categories have long been recognized as significant management and organizational behavior strategies.

APPLYING MANAGEMENT THEORY, TUCKMAN AND HERSHEY-BLANCHARD

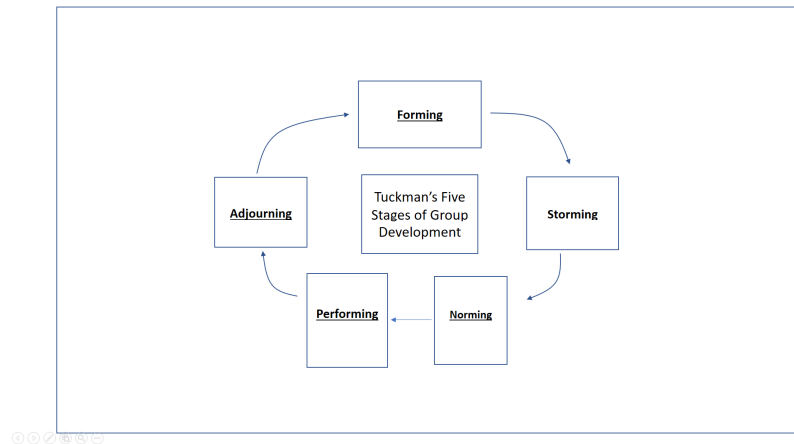
Based on the review of literature, it is clear there is a potential financial gain from a celebrity spokesperson partnership. Also, from the literature, it is important to find a celebrity that is naturally aligned or interested in the product, that has a positive reputation and seeks to team with the organization to meet mutually interesting goals. Currently, organizations are applying several management strategies to build a team partnership between a spokesperson and the product. Some current spokesperson management suggestions include:

- Careful selection of the spokesperson for alignment and intrigue.
- Explain the marketing goal and ensure the spokesperson understand the marketing plan.
- Provide ongoing management for the spokesperson.
- Build consumer perceived relatability between the spokesperson and the product.
- Create an exit plan in case the partnership must be dissolved.

The author proposes a spokesperson management plan that incorporates the above listed recommended by applying a combination of the Tuckman's Stages of Team Development and/or Situational Leadership management strategies.

Tuckman's Stages of Team Development

Bruce Tuckman developed four stages of team development in 1965 and added a fifth stage in 1977. Tuckman's Five Stages of Team Development include Forming, Storming, Norming, Performing and Adjourning (Tuckman, 1965)(Tuckman and Jenson, 1977).

Figure 1: Tuckman's Five Stages of Team Development***Stage 1: Forming***

In the Forming Stage, new team members form personal relationships that are characterized with dependence. In addition, group members seek safe patterns of behavior and group members look to group leaders for guidance. Rules for acceptable behavior are established and serious topics are often avoided. The major functions of forming include orientation to the group, to the tasks and to the team members. Conversations will focus on the scope of the task, procedures and planning. To move beyond this stage, each member must be willing to move beyond the comfort of non-threatening topics and risk the possibility of conflict.

Stage 2: Storming

Stage Two, Storming, is characterized by conflict, competition and task-functions dimension. As the group members begin to organize based on tasks, conflict results and for the group to move forward, members must adjust their beliefs, feelings, attitudes, and ideas to support the group. There will be an increased focus on defining the team structure and demonstrating team commitment. Although conflicts may or may not be visible, they likely exist. Questions arise about who will accept responsible for which tasks, what are the rules and how will success be measured. To move beyond this stage, group members must shift from testing boundaries to a problem-solving.

Stage 3: Norming

In Tuckman's third stage, the Norming Stage, interpersonal relations are characterized by cohesion. Group members actively acknowledgment of all members' contributions, there is attention towards community building and group members seek to be part of solving team issues. Members are willing to adjust their preconceived based on information exchanged by other members. Leadership is shared supporting growth in trust and cohesion. It is during the norming stage that members begin to value a sense of group belonging. A major characteristic of this phase is that data begins to flow freely between group members. In this environment, creativity can flourish. Group members often enjoy being part of this group. One danger is that in this phase, group members can resist change.

Stage 4: Performing

The fourth stage, Performing, is not reached by all groups. If group members can evolve to stage four, the team members will move to a deep personal relationship that functions on interdependence. Team members can work within they dynamic group adjusting based on the needs and environment changes. The team should be productive, group members are self-assured, and members are valuing both group tasks and group members. The group is characterized by unity, high morale, loyalty and genuine problem solving. The overall goal, shared by all members, is productivity through problem solving and work.

Stage 5: Adjourning

Tuckman's final stage, Adjourning, involves the conclusion of group project and the disengagement from relationships. A planned conclusion usually includes recognition for participation and the beginning of relinquishing control of group project and experiencing loss of group identity. Team members should engage in activities that facilitate the conclusion of the tasks and support efficient team disengagement.

Managing a Celebrity Spokesperson with Tuckman's Five Stages

Anytime organizations seek to enter into an agreement with a celebrity spokesperson, the organization should expect to move through phases of team development and likely the phases of Tuckman's Team Development, Forming, Storming, Norming, Performing and Adjourning. The following will describe the process of developing a partnership between a spokesperson and an organization.

- **Forming**
 - Careful selection of the candidate based on candidate's natural alignment with the product, personal goal alignment with product goals, vetting of personal background and agreement to contract that supports organizational goals.
 - Characterized with team member dependence, seeking safe patterns of behavior and desire for leadership. Assignment of project scope is important.
- **Storming**
 - Development of professional relationship where communication becomes streamline between organizational management contact and the spokesperson, trial and error results in improvements, naturals aligned strengths of the spokesperson are identified.
 - Characterized with conflicts in the personal-relations and task function dimensions. Assignment of tasks, rules and rewards is important.
- **Norming**
 - The spokesperson is aware and in agreement with the desired actions, behaviors and communications.
 - Characterized by team cohesion, group members acknowledging all member's contributions, building of their community, ongoing community maintenance and all members participating in solving group issues. Team members enjoy being part of this group.

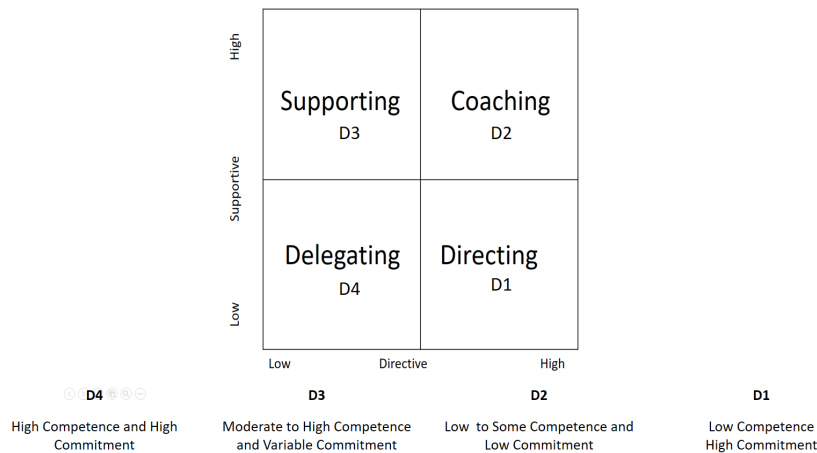
- Performing
 - Organizational management and the spokesperson are effectively generating interest and productivity for the product.
 - Characterized by team member true interdependence. Team members can work independently, productivity is evident, and team members are self-assured. The team is focused on productivity.
- Adjourment
 - The professional relationship between the spokesperson and the corporate brand has a natural end, prescribed end or re-invention for a new contract and specified period.
 - Characterized by disengagement from the relationships and movement towards a planned conclusion.

Hershey-Blanchard Situational Leadership Theory

Paul Hershey and Ken Blanchard developed the Situational Leadership Theory in the early 1970s and 1980s. Situational Leadership Theory is really the short form for "Hersey-Blanchard Situational Leadership Theory" and is recognized by contingency thinkers. Hershey and Blanchard believe leadership depends upon each unique situation, and no single leadership style can be considered the best. A good leader will be able to adapt their leadership style based on the goals or objectives that must be accomplished. The theory is effective for many reasons, it is simple, the leader can test the environment to make decisions and maturity and competence are valuable leadership traits with this strategy. However, this leadership strategy will not be applicable to all managers and some situations are more aligned with Situational Leadership than others.

The Hersey-Blanchard Situational Leadership Theory has four quadrants, Supporting, Coaching, Delegating and Directing.

Figure 2: Hershey-Blanchard’s Situational Leadership Model



The X Axis signified the level of directive behavior that must be applied by the leader, the Y Axis signifies the level of support behavior that must be applied by the leader, and the D1-D4 rankings clarify the development of the employee, moving from low competence and low commitment to more competent and more confident in their job:

- D1 - Low competence and low commitment, needing high direction and low support. A new employee would likely fit this category.
- D2 - Low to some competence and high commitment, needing high direction and high support. This is generally an employee who has is new to their work tasks, they understand what they should be doing but still lack confidence.
- D3 – Moderate to high competence and variable commitment, needing high support and low directive behavior. This is an employee who is somewhat experienced and has competence and commitment but lack the experience to make all the decisions on their own.
- D4 - High competence and high commitment, needing low supportive and low directive behavior. This will best describe an employee that is seasoned, highly competent, committed and needs little direction.

The leader has the responsibility of identifying the employee's readiness and in understanding the employee's readiness, the leader can determine which leadership style will be most effective in working with the individual employee. The leadership style, itself, manifests based on the needs of the employee. An employee with low competency and low commitment will benefit from a leader that offers direction or "telling" them specifically what and how to accomplish tasks. An employee with low to some competence and high commitment, will have questions and benefit from two-way communication seeking Coaching or "selling" of best practices and desired behaviors. An employee with moderate to high competence and variable commitment will no longer need to be told what to do but will still need leadership to make "significant" decisions, this type of employee benefits from a participatory leader that is supporting learning through group decision making. The fourth type of employee has high competency and high commitment, the type of employee is fully developed, needs little to no direction and benefits from a leader that offers delegation and observation, simply allowing the employee to do their job.

In conclusion, the theory is about understanding employee and their work environment. With this information the leader adjusts to offer guidance in a way that best supports the employee. The leader has the responsibility of adjusting their leadership style to support the team and goal achievement. The leader must evolve with the unique needs of the developing employee.

Managing a Celebrity Spokesperson with Situational Leadership

Celebrity endorses will come to an organizational partnership with varying levels of experience with the product and varying levels of knowledge about acting as an organizational spokesperson. A skilled manager is needed to carefully examine the individual and based on an assessment of the spokespersons competency and commitment, the leader should apply one of the four types of situational leadership, supporting, coaching, delegating or directing management.

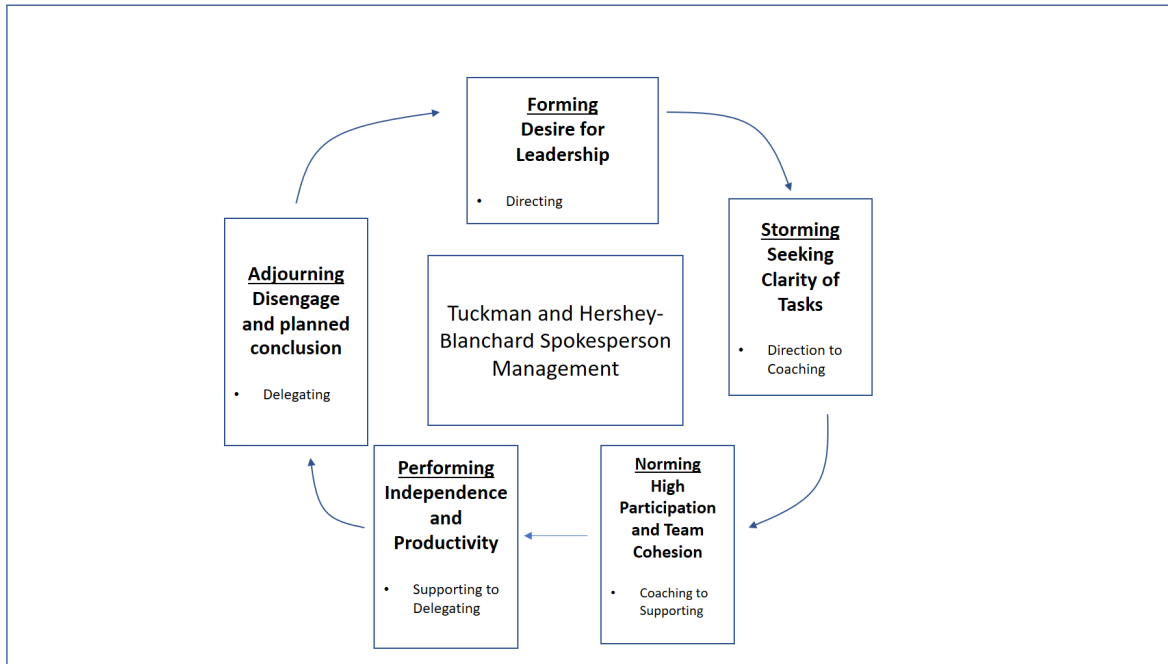
- D1- Direction or Telling
 - Used for spokespeople with low competence and high commitment.

- For a spokesperson in the Direction category, the spokesperson does not have comprehensive product understanding or experience as an organizational spokesperson. While the individual is committed to doing the job, they are struggling to be successful. In this scenario the manager must tell the spokesperson how to perform their role often with structure and detailed steps.
- D2- Coaching or Selling
 - Used for spokespeople with some competence and some commitment.
 - For a spokesperson in the Coaching category, the spokesperson is knowledgeable but maybe over-confident about their product knowledge and endorsement abilities. In this scenario, the manager must “sell” or coach the spokesperson into another way of working as telling the spokesperson what to do may de-motivate.
- D3- Supporting or Participating
 - Used with spokespeople with high competence and variable commitment.
 - For a spokesperson in the Supporting category, they are competent in the product knowledge and spokesperson role, so the manager does not need to show the spokesperson about the product or how to communicate about the product. Rather, this spokesperson still needs experience to be fully developed, so the manager should increase communication and support the spokesperson in further developing their related knowledge and skills.
- D4- Delegation or Observation
 - Used for spokespeople with high competence and high commitment.
 - For a spokesperson in the Delegation category, the spokesperson has high product knowledge, understands their role as a product endorser and is motivated to perform necessary representation tasks. The manager largely trusts the spokesperson and will allow autonomy and mostly observe the spokesperson in action.

Likely over the course of the professional partnership, the spokesperson will need some support, some coaching, some delegation and some direction. A talented manager will have the ability to switch leadership styles based on the needs of the spokesperson, the environment and the organization.

TUCKMAN AND HERSHEY-BLANCHARD FOR CELEBRITY SPOKESPERSON

Figure 3: Tuckman and Hershey Spokesperson Management Model



The author proposes a structured management plan to increased effective long-term relationships with celebrity spokespersons. The manager or leader and the spokesperson should be prepared to move through Tuckman's Five Stages of Team Development, Forming, Storming, Norming, Performing and Adjourning. And within each stage, an effective manager will assess the celebrity spokesperson's level of expertise as it relates to the current working environment. As an example, the spokesperson will likely have greater competence and commitment during the forming stage and more competence and commitment during the performing stage. Also, not all partnerships move through all five stages of Tuckman's Team Development and not all spokespersons will become seasoned moving from direction to delegation. The above model shows the ideal spokesperson development process. In an effective campaign, with a developing spokesperson, the manager must have the ability to assess the celebrity spokesperson's comfort with the brand partnership and based on the spokesperson's current competence with the environment and current commitment to the organization, the manager should engage in either supporting, coaching, delegating or directing the spokesperson. The proposed management system is dynamic and requires ongoing communication and planning between the spokesperson and the organizational manager that is leading the spokesperson product partnership.

CASE QUESTIONS FOR CLASS DISCUSSION**Consider the following celebrity successful spokesperson endorsements.**

- Sheryl Crow named Hologic's National Celebrity Spokesperson for New Breast Cancer Educational Campaign, 2016.
- Brenda Strong is The American Fertility Association's National Spokesperson, 2012.
- Rachel Bilson, actress, ChapStick Spokesperson, 2016.
- James Earl Jones the voice of Verizon & Bell Atlantic, 1995.
- William Shatner, "The Negotiator," Priceline.com, 1998.
- James Garner and Polaroid, 1981.
- Brooke Shields and Calvin Klein Jeans, 1980.
- Martha Raye and Polydent, 1980.
- Michael Jordan and Nike, 1984.
- Colonel Harland David Sanders and Kentucky Fried Chicken, 1952.
- George Steinbrenner and The New York Yankees, 1973
- Steve Jobs and Apple, 1976

Consider the following failed spokesperson endorsements.

- Oprah and James Frey's *A Million Little Pieces*, Frey fabricated key parts of his book.
- 1992 Olympics Dan O'Brien and Dave Johnson Reebok spent \$25 million on an ad campaign "Dan Vs. Dave," Dan did not win a medal and Dave captured a bronze.
- Bode Miller, 2006 Downhill Olympic Skier. Visa and Barilla invested \$4 million in ads prior to the Olympics and Miller did not win a single medal and after the Olympics, in a 60 Minutes interview he said he competed in some events "wasted."
- Michael Jackson, 1984, was burned filming a commercial for Pepsi.
- Fred Astaire, post humus commercial with Dirt Devil in 1997 Super Bowl.
- Kirstie Alley and Jenny Craig, 2005
- Madonna's Pepsi commercial pulled within 24 hours of release, 1989.

CASE QUESTIONS

1. Select one of the successful celebrity spokesperson relationships and describe how the spokesperson relationship was managed through Tuckman's Five Stages of Team Development. Next identify the Situational Leadership Style that would likely be most effective for the identified celebrity within each stage of the celebrity/product endorsement team development.
2. Select one of the failed celebrity spokesperson relationships and describe how the spokesperson relationship was managed or mismanaged through Tuckman's Five Stages of Team Development. Next identify the Situational Leadership Style that was applied or should have been applied to be most effective for the identified celebrity within each stage of the celebrity/product endorsement team development.

BRIEF ANALYSIS OF CASE QUESTIONS

1. Select one of the successful celebrity spokesperson relationships and describe how the spokesperson relationship was managed through Tuckman's Five Stages of Team Development. Next identify the Situational Leadership Style that would likely be most effective for the identified celebrity within each stage of the celebrity/product endorsement team development.

Steve Jobs and Apple

Steve Jobs had a long relationship with Apple. The company began in the 1970s with 21-year-old Steve Job, Steve Wozniak and Mike Markkula. Together, the team designed and marketed the Apple II series of computers, Apple Lisa in 1983, the first commercially successful line of personal computers. In 1985, at 30, Steve Jobs was let go, from his company. He says, "I was out- and very publicly out," he recalled in a commencement speech at Stanford University. "What had been the focus of my entire adult life was gone, and it was devastating." He added, "I was a public failure" (Siegel, 2011). Jobs moved on and began working to build Lucasfilm Ltd and Pixar. And as a seasoned leader, in 1996, Jobs was asked his to return to Apple as an executive. He was interim CEO from 1997 to 2000 and permanent CEO from 2000 until his resignation in August of 2011. During his tenure, beginning in 1996, Apple was a niche computer platform, however with the introduction of iPod in 2001, the Apple corporation was suddenly famous. Jobs introduced, marketed and led the introduction of a product that literally changed the way music was played and shared and then in 2007 the iPhone, overnight, reinvented cell phone technology. Steve Jobs became an admired leader speaking at college graduation and leading a global technology revolution. The following will review the development of the spokesperson, Steve Jobs, through Tuckman's Five Stages of Development and Hershey-Blanchard's Situational Leadership Theory.

- Forming
 - Steve Jobs was a co-founder and representative for Apple in 70s. This relationship formed naturally and certainly Mr. Job's goals were naturally aligned with the organization's goals. Jobs was the spokesperson, the leaders and the visionary for the developing company. He wanted the company to be successful and grow.
 - During the forming phase of Apple, Mr. Jobs competence with computers was high and his commitment was high. However, Mr. Jobs was learning to represent the brand and learning to work in teams of highly intelligent individuals. It is said, he was a visionary, but needed development as a business man (Siegel, 2011). He would benefit from Directing regarding leading and representing his brand, but as he was not willing to be directed at this time, his development as a spokesman was stalled.
- Storming
 - During the 70s and early 80s, Mr. Jobs was known for having differences of opinion with many co-workers and the board. Through the storming process, Wozniak left Apple and Jobs even left Apple for a period. "For much of its first decade, Apple was riven by internal conflicts, many of them initiated or

exacerbated by Steve,” (Tetzeli, 2015). Andy Hertzfeld, one of the original members of the MAC development team also recalled that Jobs never suffered fools gladly and he became very difficult to work with, employees in every part of the company began to approach executives with complaints about Steve’s behavior (Apple History, 2010). His understanding of representing his brand was low, his understanding of leading his brand was not the best during this time (Fox News, 2013). Jobs was ultimately let go by the Apple Board of Directors.

- During the storming phase of Apple, Mr. Jobs competence with computers was high and his commitment was high. However, Mr. Jobs was still developing his understanding of how to represent Apple, how to motivate Apple’s team members, how to communicate his vision to internal stakeholders and how to build teams of high tech professionals. As his working relationship became strained, Jobs would likely benefit from Directing to Coaching, clarity about how to represent the vision of Apple in a collaborative and motivating manner. But, at this time, Jobs was not ready to be collaborative or directed and his development as a spokesperson was stalled.
- Norming
 - In 1996, Jobs had experienced success with a second company Pixar, married and was asked to return to Apple as an executive. When Jobs returned, he had a different perspective, he viewed the perspectives of other professionals as important and potentially significant for the organization. As an executive and spokesperson, Steve Jobs, learned the art of under-promising and over-delivering (Kalb, 2013). “Despite his reputation as a tyrannical micromanager, Jobs maintained an excellent and relatively stable executive team during his second tenure at Apple,” (Tetzeli, 2015). Jobs was settling into a leadership role with trusted advisors, he was willing to not only be open to the talent of others, he was inspired and challenged by their talent (Tetzeli, 2015). He accepted coaching and support from his team. “Job’s executive team repeatedly steered him away from trouble and in the right direction,” (Tetzeli, 2015). And Jobs repeatedly listened.
 - During the norming phase of Apple, Mr. Jobs competence was high, and his commitment was high. Further, Jobs was beginning to listen to the ideas of others, accepting coaching and support from his executive team and gaining insight into how best to represent the Apple Brand. Jobs, was developing as a spokesperson with coaching and support.
- Performing
 - During the introduction of the iPod (2001) and iPhone (2007), Jobs was not only the Chief Executive, he became the globally recognized as the spokesperson or the “face” of Apple. Jobs had a prominent role in every big Apple presentation and product announcement and literally became a Rockstar among his legion of fans (Reisinger, 2017). As a spokesperson, Jobs became a story teller, understood his strengths and was an inspiring figure both within internal and external customers. One apple employee said in 2011, “Steve Jobs is revered at the company (Crum, 2011).

- During the innovative and growth phase of Apple, Jobs was aligned performing as his most effective self, representing the brand as allowing any consumers access to freedom and innovation. At this time, 2001 – 2010, Mr. Jobs' competence was high, his commitment was high, and he was a highly skilled and respected spokesperson. During this phase, Mr. Jobs, as a spokesperson simply needed Support to lead and communicate the vision of the brand.
 - **Adjourning**
 - Jobs led the organization until he became too sick with cancer to continue his role in 2011. The adjournment of Jobs was planned and the organization, the employees and the public were aware that Jobs would eventually step down. In 2008, in preparation for his departure, Steve hired Joel Podolny to create Apple University. Apple U was designed to create a corporate set of decision making values to build a business that would support collaboration and thrive with or without a charismatic spokesperson.
 - During the adjourning phase, Mr. Jobs began to disengage, his competence was high, his commitment was high, and this seasoned spokesperson simply needed Observation and support as he transitioned out of his role as the “face” of Apple.
 - **Summary**
 - In reviewing Steve Jobs experience as the Spokesperson of Apple, there are several unique aspects. One, Jobs was the founder of Apple, making his uniquely knowledgeable about the product and likely needing less guidance throughout the entire spokesperson process than a traditional spokesperson. Two, Jobs, relationship and representation of Apple went on for several decades, during this time there were highs and lows, but Jobs was so committed to the company and to the products, he was able to change as needed to return and lead his organization.
2. Select one of the failed celebrity spokesperson relationships and describe how the spokesperson relationship was managed or mismanaged through Tuckman's Five Stages of Team Development. Next identify the Situational Leadership Style that was applied or should have been applied to be most effective for the identified celebrity within each stage of the celebrity/product endorsement team development.

Dan vs Dave 1992 Olympics in Barcelona

“Dan and Dave,” was an advertising campaign by American shoe manufacturer Reebok as a build up to the summer 1992 Olympics in Barcelona. Reebok invested \$30 million into this spokesperson led marketing project (Maese, 2017). The promotion was to generate excitement and support for the Olympics through a publicized and somewhat humorous competition between American decathletes Dan O'Brien and Dave Johnson. The promotion began with television commercials during the Super Bowl XXVI in Jan of 1992 and O'Brien and the general theme was who will be the world's greatest athlete, Dan or Dave? The “Dan and Dave” campaign quickly moved the two obscure athletes from unknowns to household names in the US. However, the campaign did not follow the expected trajectory as five weeks before the game; O'Brien failed to qualify during the Olympic Trials in New Orleans. With one of the

spokespeople not competing in the Olympics, Reebok had to modify the commercials to show Dan O'Brien cheering for Dave Johnson as he went on to compete in Olympics without O'Brien. Johnson did win a bronze in Barcelona Olympic Games but even the bronze fell short of expectations as Johnson was favored to dominate the Decathlon. While the Athletes later went on to success, O'Brien winning a gold medal in the 1996 Summer Olympics and both being inducted into the Oregon Sports Hall of Fame in 2005, the campaign "Dan and Dave," is often considered a marketing failure. The following will review where management errors may have occurred in the development of the spokespersons, Dan and Dave through Tuckman's Five Stages of Development and Hershey-Blanchard's Situational Leadership Theory.

- Forming
 - The "Dan and Dave" campaign was one of the biggest sports' marketing campaigns to date and it featured two virtually unknown track and field athletes (Maese, 2017). These two athletes became household names overnight. However, the relationships between Reebok, Dan and Dave were likely entered too quickly. Dan, in 2017, reflecting on the partnership recalling that when Reebok proposed the partnership both he and Dave were saying to Reebok, "Well, neither one of us have made this team yet. Do you understand this?" (Maese, 2017). Rather, a better formation might be for Reebok to observe the athlete's performance through the Olympic trials and possibly even waiting to sign the athletes after the Olympic Games. The formation of this spokesperson team was rapid.
 - During the forming phase of the "Dan and Dave" campaign, both men had the highest competence of athletic knowledge; however, their competence with being a celebrity spokesperson was low. Their commitment to the campaign was high when the project began. This would place Dan and Dave in category of needing Directing or telling how to represent the brand. Both athletes, likely needed more information about the process, their roles and how their spokesperson responsibilities may impact their training schedules. Dave recalls in a 2017 interview, "It was big stuff, equal to the top athletes: "Bo knows," all the Michael Jordan stuff. We just couldn't believe they were going to use us," (Maese, 2017).
- Storming
 - The project was hectic and took a toll on the athletes. The "Dan and Dave" campaign involved 5AM call times and waiting hours and hours to change camera positions for commercials, both athletes felt this detracted from their training (Maese, 2017). The campaign, even before the Olympic Trails, was saturating the market with Dan and Dave commercials. As the campaign launched, Dan and Dave were not only preparing for the Olympics, there were adjusting to rapid fame.
 - During the storming phase Dan and Dave remained committed to the partnership as they both gave significant amounts of time to creating the commercials. However, their competence with the process of being a celebrity spokesperson was still low. The partnership, itself, was beginning to impact their ability to train or remain effective athletes and ultimately effective spokespersons. During this phase, Dan and Dave were still gaining competence with the spokesperson process and their commitment was high, they continued to need Direction to Coaching leadership from Reebok. They need clarity of the spokesperson tasks as expected or needed from them and how the campaign might impact their careers and lives.

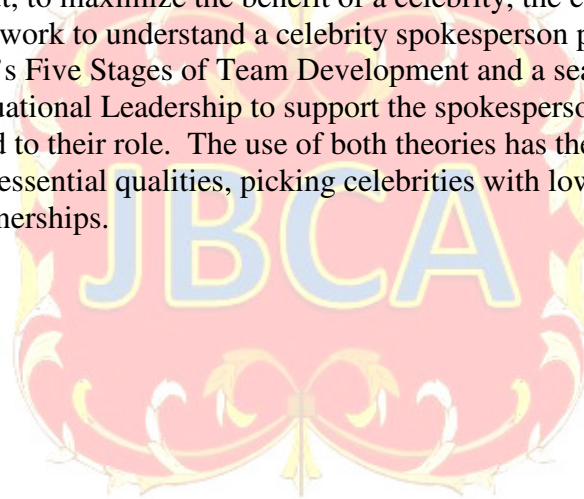
- Norming
 - The Reebok, “Dan and Dave” contracts were formed prior to the Olympic Trials. It was not expected that O’Brien would fail to qualify for the Olympics. Upon reflection in a 2017 interview Dan said the commercials were a bit more of a distraction that built some additional pressure and Dave said once he arrived at trials the media wanted to tell the story and it was a big distraction that added extra pressure (Maese, 2017). While Dan and Dave had high participation in the campaign, based on these comments, the team struggled to move into norming or cohesion.
 - With increasing pressure and results not meeting expectations, Dan and Dave remained in the low to some spokesperson competency category and moved to some commitment as the partnership was not developing as expected. This placed Dan and Dave in the category needing ongoing Coaching and Support. What would happen next and how would this impact what was required of each team member?
- Performing
 - Dave describes the experience at the Olympics as, “While we’re sitting around, cameras are in our face. They’re following us wherever we go, and I remember just thinking how distracting that was,” (Avirgan, 2017). The marketing campaign did not fully normalize, or move to cohesion, as Dan O’Brien did not make the Olympics and Dave Johnson underperformed expectations. Through the Storming and Norming phases the reality of the partnership showed to be different than the expectation. Reebok was not sure what to do, at first pulling the ads and then replacing the ads showing O’Brien laying on a lounge chair drinking from a glass with an umbrella while Johnson ran wind sprints (Chase, 2016). Both were exceptional athletes, but the campaign team performing did not ever align with the marketing campaign.
 - In the expected performing stage, Dan and Dave had to redevelop their roles within the campaign. Dan did not qualify for the Olympics and to remain in the campaign he shifted from competitor to cheering for Dave. The pressure of celebrity combined with competing and a foot injury made the Olympic challenging for Dave. O’Brien says, “I was able to get over it in a couple of days, but the toughest part was dealing with the people around me- family and friends who were disappointed,” (Rovell, 2008). Both remained in the low spokesperson competence category as their spokesperson role was continually changing and both remained at some commitment to the partnership as again the partnership was dynamic rather than building. This placed Dan and Dave still in the category requiring Coaching for successful spokesperson actions and expectations.
- Adjourning
 - Still, twenty years later the “Dan and Dave Campaign” is discussed and Dan and Dave are linked to Reebok, but Reebok stopped planning more commercials with the alternative outcomes during the Olympics. O’Brien eventually left Reebok for Nike and Johnson summed up the whole experience as, “We were supposed to be on Johnny Carson,” he said, “Instead we ended up on Arsenio Hall,” (Chase, 2016).
 - The partnership did not evolve as expected. Both Dan and Dave remained with the Reebok to the conclusion of the campaign, so their commitment remained throughout. Their ever-changing roles did not allow them to grow into seasoned spokesperson with this marketing experience, so their spokesperson competency was low. Dan

signed with Nike in 1993. Dan says, of the switch, “Nike snatched me at like five times the amount of money that Reebok was paying me and in the end, they did it so that nobody else could use me because I wasn’t in much advertising heading into 1996. Nike supports me to this day, which I am grateful for (Rovell, 2008).

- Summary
 - The “Dan and Dave” campaign did not evolve as planned and the team struggled to redefine. With the changing environment the Dan, Dave and Reebok team did not clearly move through all five phases of team development and Dan and Dave did move to a place of expertise in representing Reebok allowing them to fully develop as Reebok spokespeople. Not all teams move through all phases and not all spokespeople develop into expert representatives with each product opportunity.

CONCLUSION

Organizations must increasingly compete for global attention in a dynamic consumer environment. Celebrity endorsements sell products and it is a popular advertising method, from, Argentina to Zambia. But, to maximize the benefit of a celebrity, the celebrity must be managed. A seasoned manager can work to understand a celebrity spokesperson partnership as the team moves through Tuckman’s Five Stages of Team Development and a seasoned manager can apply Hershey-Blanchard’s Situational Leadership to support the spokesperson as they become competent and committed to their role. The use of both theories has the purpose of aligning celebrities to the brand’s essential qualities, picking celebrities with lower risk lifestyles and building longer term partnerships.



OPTIONAL CASE STUDY CONCLUSION WORKSHEET

Successful Celebrity Experience		
Tuckman	Yes	No
Did the relationship allow for forming?		
Did the relationship allow for storming?		
Did the relationship allow for norming?		
Did the relationship allow for performing?		
Did the relationship allow for adjourning?		
Situational Leadership		
Was the relationship managed according to supporting?		
Was the relationship managed according to coaching?		
Was the relationship managed according to delegating?		
Was the relationship managed according to direction?		
Failed Celebrity Experience		
Tuckman	Yes	No
Did the relationship allow for forming?		
Did the relationship allow for storming?		
Did the relationship allow for norming?		
Did the relationship allow for performing?		
Did the relationship allow for adjourning?		
Situational Leadership		
Was the relationship managed according to supporting?		
Was the relationship managed according to coaching?		
Was the relationship managed according to delegating?		
Was the relationship managed according to direction?		

according to direction?		
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