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Title: The Impact of COVID-19 on Celebrity and Social Media Influencers' Branding Strategy

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Abstract: Celebrity endorsement has received academic attention since the 1970s and it has widely been used by companies in their marcom (marketing communications) activities as an effective strategic tool to promote their brands, companies, products and services. Instead of only being appointed as endorsers, this new phenomenon sees how celebrities have changed their roles as human brands and are now better known as celebrity brands. Celebrities, as they are known today, are progressively becoming brands in their own right (i.e. celebrity brand), have their own value, owning their own products and/or services and businesses/companies (i.e. corporate brand), and endorsing other corporate brands too. Companies use celebrity endorsements to position and communicate their individual/product brand image to consumers at large. However, due to the changing marketing environment (from traditional to digital marketing) and in particular, during the pandemic time, companies are finding that their communication through celebrity endorsements have become costly and less efficient when trying to project a coherent corporate image and reputation across various audiences. Rather, the new trending phenomenon of celebrity chefs may achieve the desired effect. Unlike other human brands such as CEOs, athletes or artists, which roles limit to either personal or corporate roles, celebrity chefs are unique as they encompass both. Furthermore, they also endorse other brands and corporate brands simultaneously, enabling them to project their own personal and corporate brand as well as the brand they are endorsing.

Hence, this study's novelty lies in the exploration and development of the celebrity chef concept at both the product and corporate brand level of their 'own' and 'endorsed' activities (termed as celebrity corporate brand or CCB in this study); and operationalises the CCB concept. The study aims to investigate whether a change in the celebrity brand roles by addressing both traits (human personality) and states (brand personality) and by associating it at the corporate brand level, given the best contextual setting, is one of the possible ways to strategically use celebrity brand beyond endorsement in marcom activities. The study has three objectives, which are: 1) to explore the concept of celebrity brand at a corporate brand level, known as Celebrity Corporate Brand – CCB; 2) to investigate the impact of CCB on attitudinal (identification, image and reputation) and behavioural (loyalty) outcomes (termed as corporate brand enhancement); and 3) to develop a holistic conceptual model to understand the consumers attitudinal and behavioural response and association impact of celebrity brand at corporate brand level named as Celebrity Corporate Brand Association Impact on Corporate Brand Enhancement Model.

The study uses population-based survey experiments - covering samples selection from the United Kingdom and Malaysia. In particular, the study follows a strict process of developing scales with pre-test, pilot and main data collection process with final and usable responses 423. A two-step structural equation modelling was utilised to test all developed hypotheses. The study finds that CCB represents and carries his Personal Brand, Product/Service Brand and Corporate Brand. CCB Product Brand refers to the celebrity chefs own developed products and services which are their foods, cookbooks, kitchen utensils. CCB Corporate Brand refers to the celebrity chefs' businesses, corporations and companies such as their restaurants, colleges and programs. The study tested hypotheses, relating CCB construct with CCB Id, CCB Image, CCB Reputation on the endorsed corporate brand image; and attitudinal and behavioural outcome on both CCB own and endorsed corporate brand loyalty.

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Theoretically, the research is novel in four different ways: 1) it offers a fresh insight to scholars and practitioners in celebrity endorsement, human or celebrity brand, into how to address the new phenomena of changing consumer and celebrity roles by going beyond the celebrity endorsement concept (i.e. via CCB); 2) it explores, develops, defines and provides measures for the newly developed CCB concept; and 3) it extends the nascent literature on celebrity brand, which explores mainly at product brand level, to corporate brand level (celebrity with personal brand also owning corporate

brand), and 4) it test CCB empirically and further investigates its relationship in terms of both attitudinal and behavioural outcomes in an effort to enhance corporate brand (corporate brand enhancement process). Previously, studies on celebrity endorsement only look at the use of celebrity as an endorser and discussion in this area is made based on the Source Model which only discusses the personality traits of the celebrities. In addressing the changing roles of celebrities (having personal brands, product brands and corporate brands), this study defines CCB by including both the celebrity brand personality traits and states and researching its impact on corporate brand enhancement. Furthermore, this study looks at both the attitudinal and behavioural outcome of the CCB on multiple stakeholders (celebrities, consumers and endorsed corporate brands). Methodologically, the study contributes in two ways: (1) a new context (celebrity chefs) is chosen to add new insights to celebrity branding literature; and (2) the inclusion of multiple stakeholders as the samples.

The study proposes marketers to select a new type of celebrity: one that has a personal brand, product brand and/or corporate brand to increase the promotional marketing campaign success. Both parties need to work together to build upon their brand strategy to ensure that the consumer identifies closely with them, thereby enhancing their image and reputation and subsequently increasing brand loyalty to the advantage of both parties. Interestingly, once CCB has built upon reputation, this guides the business and marketers to carefully select them in the hope of enhancing its corporate brand. It is essential to address various audiences in this new era by designing an appropriate positioning and communication strategy. The results will assist businesses and organisations in the context of defining and developing strategy alongside celebrity chefs (as the CCB) with their businesses and the endorsed corporate brands.

Title: Business Resilience in COVID-19: Characteristics and Strategies from Subscription-based Over the Top Media platforms in India

Authors: Emmanuel Elioth Lulandala and Kavita Sharma

Abstract: The COVID-19-related stay-at-home, lockdown, and social distancing measures disrupted the business ecosystem of the Over the Top (OTT) platforms. Media production was halted, subscriptions surged, competition increased and internet infrastructure strained. Thus, the current paper explores the resilience characteristics and strategies adopted by subscription-based OTT media platforms to maintain business resilience in an uncertain pandemic moment. The paper used Eisenhardt's multiple case study approach to collect data from the purposively sampled cases of five topmost performing subscription-based OTT platforms in India. Data were cross-analysed until saturation point. These analyses were run in MS Excel 2010. The study identified two characteristics of a resilient business model in the OTT marketplace; innovation and technology leverage. It also derived seven strategies used by OTT platforms in maintaining resilience during the pandemic; these included competitive low pricing, enhancing customer experience, launching innovative service plans, media content localisation, strategic collaboration, flexibility in technology adoption, and proactive sales promotion. The findings may suffer from the inherent limitations of Eisenhardt's multiple case study approach, the sole focus on the OTT segment, and purposive sampling. Hence, a multiple-segment (heterogeneous) study is encouraged. To maintain resilience post-pandemic, the paper calls for marketing managers to focus their strategies on customisation (leverage subscribers' data by using analytics and artificial intelligence tools), convenience, flexibility in technology adoption, and proactive service innovations. This paper identified characteristics of resilient business models and derived the strategies for maintaining resilience during a pandemic.

Title: What matters most for online-personalized ads: The effect of product and brand personalization on eye-movements

Authors: Manel Mzoughi and Emna Cherif

Abstract: Online advertisements are a promising option for both advertisers and host websites. The advanced development of technology allows advertisers to design high-personalized advertisement in order to capture consumers' attention online. This study investigates the effects of the product and the brand ad personalization on attention, according to four experimental conditions: full personalization (same product and same brand); product personalization (same product and different brand); brand personalization (different product and same brand), and the control condition (different product and different brand). Results show that the ad personalized according to the product capture more attention (time to first fixation, fixation duration, number of fixations and number of entries) than the full-personalized ad. That is, consumers would be more attracted by the product personalization as only the product was relevant to their needs.