CONSUMER WORLDVIEWS, SOCIAL CLASS DIFFERENCES, AND SOURCE ATTRACTIVENESS IN PROMOTION, ADVERTISING, AND MARKETING

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ABSTRACT
This paper examines the differences in worldviews exhibited by the different social classes, such as the working class and then describes the class differences that promoters, advertisers, and marketers should be aware of in targeting different classes of consumers. Included in this discussion are several major class distinctions such as the poor, the rich, old money, and nouveau riches. The author proceeds to discuss the concept of source attractiveness, explaining what source attractiveness entails by discussing the use of beautiful people, stars and celebrities, and nonhuman endorsers in promotion, advertising and marketing to create demand for products and services and attract and retain consumers. The author deliberates on the use of sources of attractiveness in promotion, advertising and marketing in contemporary contexts and discusses the relationship between consumer worldviews and source attractiveness. The use of source attractiveness to reduce various consumer buying risks is also examined as a method for increasing purchase decisions and behaviors. Finally, the author discusses the overall implications for promotion, advertising and marketing, and makes several recommendations.

KEYWORDS: Advertising, Brands, Branding, Buying decision, Buying motive, Buying risks, Celebrity endorser, Customer relationship management (CRM), Cross-sell, Culture, Economic risks, Marketing, Nouveau riches, Old money, Personal risks, Social class, Social media, Social mobility, Social risks, Source attractiveness, Integrated Marketing Communication (IMC), Reference groups, Retention, Upselling.

Introduction
Consumers’ demands, tastes, preferences, and purchasing and consumption patterns are shaped by their particular worldviews and sociocultural values and backgrounds when other factors such as income and product-service availability are considered. Consumers’ worldviews are broader and more socially complex than any model or marketers can depict and abstractly represent to optimally make use of such information in meeting ever changing needs and wants. Despite this, not understanding the various consumer worldviews and social class differences prevailing in national and global economies can dilute the intended impact and influence of advertising and promotional activities. Source attraction has powerful influence as a persuasive strategy in
marketing products and services in the 21st century. However, even source attractiveness’ impact depends highly on a variety of factors ranging from the product and service offer to the skills of the provider or employee and the influential others from which the consumer takes his or her purchasing and buying decision cues. Organizations in the 21st century are operating in a highly competitive marketplace and marketspace where they must delight and amaze their customers in order to excel above their competitors (Weinstein, 2012). Thus, creating value for customers is a key strategy to business success. This means that the marketing, promotional, and advertising activities of companies geared towards consumers must effectively communicate value to customers; value that reflects consumers’ worldviews, appeal to their social class tastes and preferences, as well as their lifestyles and social mobility needs. Thus, branding and brands are an important part of effective marketing and promotional efforts designed to change consumers’ perspectives about goods and services (Keller, 1998; Keller, 2003; Kapferer, 2004) regardless of their specific worldviews, social classes, and psychographic as well as demographic factors which impact consumer choices and decisions, and overall, determine their levels of buying risks (Solomon, 2004). Branding is a marketing strategy that functions as a heuristic as people form preferences for their favorite brands (Solomon, 2004). Branding is a process in which a firm uses a name, phrase, design, or symbols in product identification and differentiation (Kerin, Hartley & Rudelius, 2009). Brands create emotional connections with customers by capturing a high ground in a respective category of product or service (Duncan, 2005).

In fact, the promotional, marketing, and advertising tools and strategies that firms use to attract and retain customers must essentially function to reduce perceived buying risks; if not, they can be considered ineffective since they are not functioning to increase perceived value, quality, and satisfaction that lead to loyalty and retention. Creating a strong brand is the major goal of marketers who wish to grow and retain profitable customer bases, and the use of source attraction and a variety of integrated marketing communications tools are the most effective means of achieving this given consumers buying motives, attitudes, behaviors and their prevailing worldviews and social classes.

**Differences in the Worldview of Different Social Classes**

A social class is an open group of individuals with similar social rank in a society or community. Social class differences exist in every society and the degree to which they are a part of the social fabric and affect individual lives daily depends on several factors. These factors include the history and development of the society, the number and variety of cultures, ethnicities, and languages existing in that society, social and political constitutions, economic wealth and the degree of equality in income and employment distribution, educational level of the populace and certain groups, among other demographic and psychographic or social factors. Social class segmentation represents both an opportunity and challenge for marketing specialists as they seek to bring across messages about their products and services. They must understand the factors that create and sustain these social classes, as well as the differing values, attitudes, needs, and tastes and preferences, income and other market viable factors.

According to Solomon (2004) major social class differences involve the worldview of consumers. Social distinctions are complex across societies and the factors that go into categorizing social classes also vary across cultures and society and can range from very simple,
to very complex and overlapping social, economic, and political issues. For better distinction and
discussion, it is generally fundamentally good to distinguish social classes on three levels or by
three types: upper class, middle or working class, and lower class. America and many other
societies across the globe are class-based and status societies. According to Bell (1976), a class-
based society is one in which the central concerns of individuals are economic, e.g. getting a job,
having enough to eat, finding a home, etc. A status society is “one where the social approval of
others, or the adoption of different styles of dress or costume, becomes the signature of a
declared individualism” (p. ixxv). Bell tells us that class is associated with a mass-production,
mass-consumption society in which the effort is to lift the standards of living from needs and
wants to the levels of discretionary income. Social classes are relatively permanent and ordered
divisions of people whose members share similar values, interests, and behaviors (Manning &
Reece, 2004). Given the above definitions, it is obvious how complex social class distinctions
are, given the degree to which people have accomplished, are accomplishing, and differ in their
places on these scales.

Class differences act as stimuli for what Bell (1976) calls the change from class to status. The
importance of the differences in social classes serves both those in the differing social classes
and marketing specialists who must work on the psychological; desire of class members who
“social mobility refers to the passage of individuals from one social class to another” (p. 448).
Consumers’ perceptions of how much a product constitutes to the opportunities for social
mobility will affect perceived value and demand. Three components of social class create the
differences in worldview among social classes: occupational prestige, income, and educational
attainment. Solomon (2004) believes that the world of the working class compared to the upper
and lower class is more intimate and constricted; meaning, compared to the upper class, working
class men for example, are more likely to have local sport figures as heroes and are less likely to
take long vacation trips to far exotic places. Most lower class people simply cannot afford the
luxury of vacations, near or far, and their world of heroes is likely to be even more constricted –
even relegated to family members, for example, mom and dad, or close relatives or community
heroes. The upper class because of tremendous wealth, education, and even political connections
often have heroes that reflect their own great achievements, social standing, and their aspirations
to be seen above all others as belonging to the upper echelon of societal institutions.

Solomon (2004) in an effort at goal comparison as part of social class difference constituting
worldviews, argues that the higher classes or upper classes tend to direct their attention and focus
to long-term goals such as college and retirement, while the middle and lower classes are
constantly preoccupied with more immediate needs. This stems from motivational states perhaps,
and Maslow’s Theory of Needs tends to lend some explanations, as we could say that the upper
class has a worldview centered more on the higher level needs of actualization since they are not
preoccupied with basic necessities. However, the middle and lower classes must view the world
in terms of how it impacts their ability to survive and meet these basic needs. Thus, differences
in motivation emerge as factors in constituting to the different worldviews among the social
classes. Solomon (2004) believes that working class consumers depend more heavily on relatives
for emotional support and tend to be more community than world-focused. Thus, there is
implication of a narrower worldview on the parts of the middle and lower classes. This is subject
to debate because educational attainments and life philosophies vary among people from all
classes. Solomon (2004) also believes that compared to the upper or higher classes, the working or middle class members are more family-oriented and conservative and that they focus more on maintaining appearances of home and property. As far as the lower classes are concerned, they often do not have the disposable income for investing in such “luxuries.”

Upper class people are characterized by materialistic view of the world in many cases as their material wealth gives them political and social influence in many spheres and above others. The working class, Solomon (2004) argues, is desirous of more material goods, but not envious of the upper class. The lower class is not desirous of, but absolutely needs more material goods, and thus much effort is placed into this, and their view of the world is as a jungle in which they need to survive among lions (upper class) and hyenas (middle class) which they see as having a willful investment in keeping them down, oppressed, and disadvantaged. This is where Karl Marx’s work excels and is indispensable in understanding social class and class struggles as the basis of social order.

While many advertisers are aware of the subtle distinctions among the different social classes, they often underestimate the overlapping factors that complicate how they must address the needs of these classes, especially middle and lower classes. There are several differences highlighted by Solomon (2004) that become important for advertisers to be aware of in targeting the different classes of people. These include status consistency, intergenerational mobility, subjective social class, aspirations of individuals to change their social class [social mobility], and the social status of working wives or mothers. Four specific groups demonstrating class distinction come into play: the poor, the rich, old money, and nouveau riches. According to Solomon (2004) about 14 percent of Americans live below the poverty line – a segment ignored by marketers. Marketers tend to forget that these people have the same basic needs as others. This segment can be especially lucrative for basic provisions such as milk, orange juice, and other products. Thus, marketers need to act not only on profit motive, but social responsibility in catering to this group. The rich is seen as the source of lucrative spending and most marketers target them. However, they must be aware of the varying needs in terms of what are important to the rich and how they view luxury relating to goods and services – as reward, function, or as indulgence. This will better help marketers to be more effective and efficient in selecting sources, texts, and media. Old money families are those living primarily on inherited funds (Solomon, 2004). Marketers must understand that these people are secure in their status and that programs built on philanthropy and public service appeal to this group, rather than simple selling to reach social peak. Finally, the nouveau riches are consumers that have achieved extreme wealth and have relatively recently become members of the upper class (Solomon, 2004). These consumers are interested in products and services that reduce status anxiety. Marketers can also capitalize on their symbolic consumption. Products and services that cement their newly established class status are therefore a big sell.

**Principles and Elements of Source Attractiveness**
Marketers and advertisers are constantly seeking more effective and efficient ways to get their messages across to consumers. This task has become even more difficult in the global economy of the 21st century where extreme and increasing competition from businesses in the global marketspace and marketplace creates problems and challenges for consumers and producers alike. Consumers are bombarded by an unbelievable amount of information daily, and businesses
must think about how to ensure that their messages are not filtered out in the process where consumers search for avenues to meet their ever changing demands. One method or strategy that businesses can use to address this challenge is ensuring quality source attractiveness. Sources can be chosen for various characteristics; perhaps because they are experts, famous, attractive, or even average or reflect the typical consumer ideals (Solomon, 2004). Attractiveness is an important source characteristic and when used in advertising to bring messages to consumers, it is called source attractiveness. According to Solomon (2004), “Source attractiveness refers to the source’s perceived social value” (p. 261), and can derive from factors such as a person’s physical appearance, social status, personality, or his or her similarity to the receiver.

Three important endorsers used in source attractiveness today are beautiful people, stars and celebrities, and nonhuman endorsers. Our society is fascinated with beauty and the number and kinds of products and services dedicated to creating, promoting, and maintaining beauty in this country annually attest to this cultural preoccupation. Our views and attitudes are affected by perceptions of beauty in others, and beautiful people are powerful in influencing our values, tastes, mannerisms and attitudes because we want to be beautiful as well. According to Solomon (2004) our society indeed places a very high premium on physical attractiveness. Thus many marketing specialists tend to use beautiful people such as models and others who are physically attractive to persuade us to buy or do something (Kerin, Hartley & Rudelius, 2009). In fact, there is a universal tendency to associate beauty with good and thus, the principal assumption of “what is beautiful is good” is a powerful stereotype that has millions of consumers emptying their pocket books on products and services annually. Solomon (2004) argues that a physically attractive or beautiful person accomplishes the marketer’s objective of bringing the message that leads to desirable actions, such as an order or sale because a physically attractive source facilitates attitude change. This is not just attitude change, but what is best called “positive attitude change” as that is what the aim is, to facilitate a “buying” or “acquisition” attitude to the object in the message. An attractive or beautiful person is especially effective in messages selling products and services that sell beauty to a young class-conscious society.

One of the most powerful sources of attractiveness is star and celebrity endorsers. The Source Attractiveness Model explains that a celebrity endorser “adds value to the product because they are well received by the general public. Their attractive physical features increase the products appeal, and as a result, persuades consumers to purchase the product and/or service” (Hosey, Lee, Martin, & Miloch, 2008, p. 1). This is essentially because majority of stars and celebrities are also beautiful people, and even when nonphysical beauty is a measure of evaluation by fans and other consumers that are powerfully influenced by the fame of stars and celebrities, psychologically, they want to associate with them. Solomon (2004) argues that star power works because celebrities embody cultural meanings as “they symbolize important categories such as status and social class, age, and even personality types” (p. 263).

Nonhuman endorsers are another source attractive group used by marketing specialists to communicate their messages or persuade consumers to buy their products. These nonhuman endorsers include cartoon characters, mascots, and avatars. Many of these nonhuman endorsers are popularized in cultural contexts through socialization and childhood experiences, and are especially powerful with the young – teenagers and children, as well as young adults that are into technology, science fiction, video games, and the like. The new venture in technology is
especially critical with the use of virtual models or avatars by marketing specialists to persuade consumers to buy something or take some desired actions. The flexibility of avatars in terms of changing them to meet the changing needs and perspectives of the audience is seen by Solomon (2004) as a powerful advantage of this source attractiveness group. The growth of new social media has made the use of nonhuman endorsers even more powerful today as computer technology has been advanced to imitate human attitudes and emotions. Source attractiveness holds very powerful promises for improving the ways in which marketing specialists use the power of beauty, celebrity, and nonhuman endorsers to persuade consumers. The most powerful underlying factor in using source attractiveness will be the ability of marketing specialists to draw from a variety of talents – beautiful people, stars and celebrities, and nonhuman avatars such as cartoon characters, mascots, avatars and other science fiction nonhuman endorsers to match the changing and diverse needs of audience and environments. The use of celebrities is especially interesting in today’s marketing efforts as what seems to be quality in the number and types of celebrities decline. For example, more and more Hollywood celebrities are becoming less of appropriate role models for society, especially children. Solomon (2004) agrees with this concern as he points to three major disadvantages of celebrity endorsers that should remain a challenge to marketing companies in the next several years. These challenges are: (i) the gap between the celebrity, product-place, situation and the audience; (ii) dealing with celebrity scandals and bad behaviors that effect negative attitudes in customers; and (iii) dealing with prima donna celebrities that potentially costs advertisers more than they bargain for.

According to Subhadip (2006) study shows that although celebrities may endorse several brands, their personality does not fit well with the personality of the brand they endorse. The gap between the rich and the poor; between the ordinary man and those living dream lives and on top of the economy and world is widening. As the world becomes increasingly hostile and survival more difficult, celebrity appeal for some products and services will not matter. Source attractiveness will then need to change to embrace a new reality approach as marketers themselves struggle in an increasingly difficult world. We are slowly regressing to a point where no amount of star power or source will change our attitude or spending patterns as we will have increasingly less to survive on and dispose as income and resources.

The Relationship between Consumer Worldviews and Source Attractiveness
Consumers develop their worldviews based on social class experiences, education, the particular values and social classes they associate themselves with, their social and cultural characteristics and experiences, and the people they emulate in the social learning process. Social learning or modeling makes sources attractive and is the major factor that contributes to the effective use and application of celebrity power and symbols in advertising, promotion, and marketing. People in general and as consumers strive to change their social class or transcend from one social class to the next because of perceived greater and better economic, political, and social privileges (Bell, 1976). The worldview that a particular consumer or individual holds will determine how attractive a source is to that him or her. Consumers that value and seek social mobility as a priority will be attracted to those sources that reinforce this desire and point them in that direction, and most likely, will also strive to obtain those products and services that bring them closer to their desired and aspired-for social classes and lifestyles. The type of worldview an
individual consumer holds shapes his or her tastes and preferences and affects buying patterns and purchasing decisions. Consumers or individuals who are materialistically-oriented will no doubt be attracted to sources, especially in the form of celebrity endorsers who live lavish lifestyles and value and to consumer products and services that attest to their extravagance, wealth, prestige, taste, and their desire to have only the finest and best in terms of luxury and status products and services.

A source will only be effective in promotion, advertising, and marketing if it fits into the consumer’s schema or worldview, and will only be attractive if it appeals to a specific or particular desire. This desire most often represents a future point in time since desires are most often future states of satisfaction which individuals and consumers strive to attain. The complex relationship existing between consumer worldviews and source attractiveness is difficult to map because consumers’ views of the world and the social contexts and variables that influence their buying and purchasing decisions are equally evasive. Changing demographic, legal, social, economic, cultural values and changing and emerging technology affect how consumers see themselves relative to their current social statuses and their desired social statuses, as well as their ability to achieve their desired end-states or satisfaction.

Consumers are extremely diverse in their tastes and preferences and businesses are constantly seeking ways and means to capture their diverse desires and attention. Consumers’ worldviews are so diverse that it is extremely difficult to develop a comprehensive and complete understanding and listing of these. With constantly emerging and changing knowledge and understanding of technology, resources and their availability and distribution, environmental awareness and the new green movement, consumers are asserting values not only based on widely known social class differences, but based on even less obvious and sometimes less understood ideological constructs. Consumers are embracing a new understanding of sustainability and the need for personal strategic considerations in buying decisions and this changes their utility desires, as well as levels of needs and wants. Thus, companies seeking to attract consumers in this age of environmental and personal sustainability consciousness need to recognize that consumers desire self-preservation as much as environmentalists seek environmental preservation. Thus, sources that provide examples of sustainability and continuance in consumption practices while still communicating maximum utility from advertised products and services are of particular interest. The new language of consumers regardless of worldviews is becoming more unified in jargons and interpretation.

Consumers’ worldviews are either dominantly political, religious, cultural, legal, social, economic or ethical, but more often a combination of several or all of these factors, making individual consumers quite unique in their desires, tastes and preferences to a certain degree. Thus, business organizations can only customize their advertising, marketing, and promotional strategies and campaigns with certain generalizations to groups of consumers, and still based on the general social class categories existing in societies. As such, sources that reflect the dominant general themes, desires, needs and wants of consumers are typically the most effective, especially where mass advertising, marketing and promotion are concerned, and where the development of an integrated marketing communications (IMC) campaign or program proves effective.
Using Source Attractiveness to Reduce Consumer Buying Risks

Consumers are “dollar-maximizers” and as such, consumers want to get maximum value for their money and the incidence of buying risk reduces that possibility or potential. Thus, product and services promoters, advertisers, and marketers must seek to increase value perceptions by reducing buying risks. This can be achieved through effective use of source attractiveness in integrated marketing communication (IMC) campaigns (Duncan, 2005; Kerin, Hartley & Rudelius, 2009; Peppers & Rogers, 2004). When buying risks exist and are strong in consumers’ minds they negatively affect purchasing decisions and behaviors. There are several types of buying risks that consumers fear and source attractiveness can function to reduce perceived risks and uncertainty in buying decisions. Buying risks describe the perceived risks associated with the purchase of products or services from the perspective of consumers. In other words, buying risks are the threats to perceived and real value and satisfaction, and effective marketers and advertisers tune their strategies to reduce these perceived risks in the minds of consumers.

The three major types of risks to consumers in their purchasing decisions are personal risks, economic risks, and social risks. Personal risks occur where a purchase of a particular product or service poses danger to a consumer’s personal health, well-being or happiness because the product fails to meet some needs or has a negative effect on that consumer. This means that marketers, advertisers, and promoters of goods and services need to understand what personal safety means to consumers and must collaborate with producers to ensure that they are putting safe products on the market. Furthermore, they must strive to educate consumers on product use and other relevant information as required to reduce personal risks. Economic risks stem from the perceived financial risks that are associated with the purchase of goods and services. For example, when consumers purchase goods and services they think are overpriced, inferior, or which are inferior substitutes, or have limited use, they risk losing their money or obtaining less value for the sacrifice in terms of cost and money. Here, we can remember that consumers are “dollar-maximizers” as they strive to obtain the greatest and maximum value out of each additional dollar spent on goods and services. Economic risks are the most traditional and prevalent for consumers because they face the economic theory of scarcity in the form of opportunity costs. When consumers purchasing a good or service they are foregoing the opportunity to purchase and obtain a comparatively or relatively equal or better good or service, and they also forgo the opportunity to save money for a larger purchase or for future wealth. Their sources of wealth and resources are considered reduced, especially if the product or service does not have a lasting psychological value.

Marketers and advertisers can reduce perceived economic risks for consumers by using authoritative sources on products such as scientists, product users who are famous, and credible public personalities who will put their reputations and names behind the products. Finally, the other major type of risk, social risk, results when consumers hold a fear that purchasing and consuming a particular product or service will affect their image and social affiliations. That is, consumers are overly concerned about how socially influential others see them and will not purchase goods and services that create negative perceptions and image for them. Consumers have names, images, and reputations to uphold and protect just as business organizations and therefore, using a celebrity endorser who is revered and respected would be the most effective strategy in reducing perceived buying risks for consumers in marketing and promoting products. The use of sources to influence consumers’ purchasing behaviors must be part of the customer
relationship management (CRM) strategies that organizations pursue since source attractiveness not only functions as a means of getting and growing profitable customer bases, but as a strategy for retaining customers.

**Implications for Promotion, Advertising, and Marketing**

The dynamics of the customer-enterprise relationship have changed dramatically over the past several decades (Peppers & Rogers, 2004), and consumers’ new and changing attitudes toward buying and social pressures that influence buying behavior have changed significantly (Solomon, 2004), and as a result of increased awareness, education, and the availability of goods and services on a wider scale. Organizations must now dedicate themselves in understanding even more about consumers and how they react to broader and personal changes relative to their demands for products. Changing income, changing and emerging family status, aspirations, and broader economic, political, and legal challenges shape consumer worldviews. The new aspiration of individual consumers and society toward green and the green movement have created a new variety of environmentally conscious and economy-efficient customers who are more prepared to question not only product and service claims, but also the strategies and tactics behind the promotional, marketing, and advertising efforts meant to influence their purchasing choices and decisions. In fact, the use of source attraction entails a complex of sociological and psychological considerations as consumers are now more value-conscious and will only be moved by a source that reflects their ideals.

The buying motive of consumers; the aroused need, drive or desire to buy (Manning & Reece, 2004) can be significantly affected by source attractiveness where the source represents a role model for the consumer or someone with the same or similar worldview, social class, or a social class to which the consumer aspires. For example, we like to emulate celebrities in terms of their clothing and other behaviors, and even imagine ourselves one day reaching that status. Consumers who are overly aspiring toward such an ideal will no doubt find such a source more attractive or influential in their buying decisions. Such a source also represents credibility and trust and serves to reduce perceived buying risks for consumers. The reasoning is that a celebrity has a reputation to protect and would not knowingly endorse a product or service unless it meets certain high quality standards. Our perceptions influence and shape our behaviors (Manning & Reece, 2004). Marketers, advertisers, and promoters fully understand this and therefore, they aim to work on our potential buying motives to influence those in the direction that they desire.

Marketers, advertisers, and promoters of goods and services must gain additional insights into customers’ motivations by studying the group influences that affect buying decisions: role influences, reference groups, social class, and culture and subculture (Manning & Reece, 2004). Social influences are the forces that other people exert on one’s buying behavior (Kerin, Hartley & Rudelius, 2009). The reference group impact of source attractiveness is a powerful factor driving consumer buying or purchasing motive. Reference groups are categories of people that consumers identify with as they see themselves as belonging to these groups, and they habitually compare themselves to these groups (Solomon, 2004; Manning & Reece, 2004). When a source belongs to this group it can have significant impact on consumers as such promotes greater perceived trust, confidence, and credibility to consumers. For example, an octogenarian used in an advertisement about a new kind of surfboard would be seen by surfers as less credible than a known surfer who is not only younger but looks like the typical surfer. Thus, reference groups
represent a package of ideal values and perceived physical and other psychographic characters that consumers see as their own. This means that marketers must be careful in choosing sources when using source attractiveness as a major advertising and promotional method for their goods and services.

The diversity of today’s society has created new and increasing challenges for today’s marketers, advertisers, and promoters because of subculture-influences. Consumers are now classed into multiple subcultures which affect their buying decisions and motives. Subcultures are groups of individuals whose characteristic values and behavior patterns are similar and differ from those of the surrounding culture (Solomon, 2004). In the United States, marketing has decisively been subcultural because of the many different groups of people represented in society. Marketers must consider what celebrity to use to capture the attention of a particular target market. In some cases, they must consider choices of source attraction according to nationality, culture, race, and ethnicity factors. For example, in appealing to a Hispanic audience, it would probably be wiser to use Jennifer Lopez as a celebrity endorser rather than Lindsay Lohan. However, markets can also find celebrities that are sometimes culture-bias-free as far as their race, nationality, ethnicity and other group-exclusion-inclusion criteria are concerned.

Conclusion
The function of any business, once you understand all its activities and processes, is to get, keep, and grow customers (Peppers & Rogers, 2004); that is, to acquire profitable customers, retain these profitable customers for as long as possible, and to add to these profitable customers overtime through upselling additional products, cross-selling other products to these profitable customers, and gaining business through referral while reducing service and operational costs (Peppers & Rogers, 2004; Weinstein, 2012). Achieving this goal is no easy task, especially in an environment where consumers’ choices and decisions are influenced by a variety of factors that are oftentimes difficult to understand and to model. The variety of marketing, promotional, and advertising tools that are used to capture the attention of consumers must therefore be diversely connected to their buying motives (Manning & Reece, 2004), as well as to their need for greater and better value (Weinstein, 2012).

Today’s consumers fully understand that the new paradigm shift which encompasses a shift of power away from producers or buyers (Weinstein, 2012); marketers to consumers, means that they have more choices and can exercise those choices in ways that cause business organizations to make desired changes to service quality, the quality of products and services offered, and the prices they command, or in this case, request for their goods and services. Thus, companies have become more interested in seeking ways to reassert their power in directing consumer needs and wants or buying motives in their favor. As a result, they have employed a variety of methods and strategies including source attractiveness approaches based on celebrity endorsers, and have also amassed significant technologies in an era of new social media to interact with consumers and co-create value with them. After all, “Customers want fair prices and good quality, solid value, and their business to be valued, innovativeness and image status, physical goods and value-added services…” (Weinstein, 2012, p. 14). They also seek only those goods and services providers who are able to meet their needs when and how they desire. Those companies that can deliver above and beyond their value propositions; above and beyond what they promise to offer to consumers, are those that will eventually emerge as market leaders as they win consumer loyalty.
by successfully changing their perceptions and positively affecting their buying motives and decisions.

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