

Theresa Gominah

**GUIDE FOR BUILDING A SUCCESSFUL SPORT MARKETING
STRATEGY**

Case study GBK Football Club Kokkola

Thesis

CENTRIA UNIVERSITY OF APPLIED SCIENCES

Degree Programme in Business Management

April 2014

ABSTRACT

CENTRIA UNIVERSITY OF APPLIED SCIENCES	Date April, 2014	Author Theresa Gominah
Degree programme Degree programme in Business Management		
Name of thesis GUIDE FOR BUILDING A SUCCESSFUL SPORT MARKETING STRATEGY Case study GBK Football Club Kokkola		
Instructor Birgitta Niemi		Pages 45+ 7 Appendices
Supervisor Birgitta Niemi		
<p>This thesis aims at providing a sport marketing strategy guide for GBK football club. The practical aim is to improve GBK FC marketing strategy and brand image by providing the necessary information. GBK needs to regain its true value by knowing what a brand stands for, by ensuring that all elements within the association work in the same direction. This thesis will also provide some information on brand strategies that can assist in the development of GBK FC in regaining its value.</p> <p>There are many opportunities in the sport marketing world today, but it takes an organisation with a powerful strategy to take advantage of and explore in the competitive world of sport business, even though GBK FC does not intend to compete in sport marketing aspect but it still has to accomplish its aims and objectives.</p>		
Keywords Customers, Marketing Strategy, Organisation, Sports marketers, Strategy		

ACKNOWLEDGMENT

Firstly, I want to sincerely appreciate God Almighty for his divine grace and intervention in all aspects of my life and the ability he has given me to the level I am today.

I would like to appreciate and thank my loving and understanding husband Paul Lihu, who encouraged and supported me through out this thesis. Without his presence and his sense of humor the thesis would have been less interesting and boring.

Honest gratitude goes to my parents Mr & Mrs Gominah and my sister Mrs Veronica Gominah Ajibade who have inspired and made sure I am able to complete my education and obtain a degree.

I also want to acknowledge and thank my instructor and supervisor Birgitta Niemi who has been enthusiastic to tell me specifically what to do to write up this thesis, her full support and encouragement all through the writing of this thesis has been able to bring out the best in me and to all my teachers of Centria University of Applied Sciences God bless them all for bringing out my educational potentials.

Finally, I also want to thank the secretary of GBK FC Fred Kallström and the manager of the Kokkola cup tournament of GBK FC, Stefan Thylin for their aid and support in providing the necessary information for the case study of this thesis.

TABLE OF CONTENTS

ABSTRACT

ACKNOWLEDGMENT

1 INTRODUCTION	1
1.1 Purpose of the thesis	2
1.2 Methodology	3
1.3 Gamlakarleby Bollklubb (GBK FC) background	4
2 MARKETING STRATEGY	6
2.1 What is strategy?	6
2.2 The management process	7
2.2.1 Planning	7
2.2.2 Clarify and define goals in an organisation	8
2.2.3 Implementation	9
2.2.4 Controlling	10
2.2.5 Evaluation	11
2.3 Creating market objectives	12
2.4 The 4P's of the marketing mix	14
3 DEVELOPING A VALUE PROPOSITION	17
3.1 Value proposition and marketing offers	17
3.2 Define product and service	18
3.3 Differentiate product and service	19
3.4 Core product and service extention	20
3.5 Brand management	21
4 TARGET MARKET	25
4.1 Market and customers/fans	25
4.2 Determine market size	27
4.3 Research on customers and fans	27
4.4 Marketing segmentation	29
4.5 Benefit segmentation	30
4.6 Database marketing	31
4.7 Behaviour of consumers and fans	32
4.8 The opinion leaders	34
5 ORGANISATION STRUCTURE	35
5.1 GBK advisory board	35
5.2 Portfolio	35
5.3 Kokkola cup tournament	36
5.4 Vision and set of values	37

5.5 GBK brand	37
5.6 Foundation and business idea	38
6 SUGGESTIONS AND CONCLUSION	40
REFERENCES	44
APPENDICES	

1 INTRODUCTION

In today's world sports have become confidentially entwined with development issues. Organizations, companies and individuals now capitalize on sports in achieving their goals and objective. Sport has the capability to transform the world, to inspire and to unite people from all over the world, and is fast growing business wise. Sport has a dynamic effect in the world as it unites people from all over the world reducing racism and promoting business internationalization.

Many people travel out of their country or city to watch some important games, it shows the love and passion people have for sports. Sports play a significant role in the daily life of people all over the globe, for those who participate actively or those who are just fans and supporters. It has become a vast entertainment, occupation, profession and lifestyle and even a great business deal. Nowadays, sport is bound up in a universal network of inter-reliance chains for cross-border transactions, for instance the concept of sport event consumption.

In the world today, sport marketing is becoming the fastest growing industry. The interest of those who participate either actively or as fans, spectators or even players in different sport events has make prospect for the marketing of an organisation's goods and services. In most sport businesses today, sport marketing strategies are essential for the development and advancement of the organisation. For any organisation to achieve their aim and objective in the long run, there is a need for marketing strategy.

Today in the sport industry, for example, in the English premier football league, the sport marketing in the English premier league sport industry has enabled companies and organisation to invest millions of money in some players, specific teams, and sporting event in order to have their product exhibited to consumers.

Athletes today are universal icons regardless of the country they represent or the sport they participate. The power and influence of sport marketing is the fact that we see posters, photos and billboards of athletes in a country where they have not been and may never be.

Sport marketing is the process of creating and planning of actions for production, value, advertisement and distribution of a sports company product for the satisfaction of customers consumption in order for the company to accomplish their aim and purpose of the organisation (Pitts & Stotlar 2007, 69). Sport marketing centers on both the organisation and consumer but the priority is reaching out to the needs and requirements of the consumers. As mentioned by Farris, Bendle, Pfeifer and Reibstein (2006, 45) that the making, creation and gathering of customer is the reason for business.

The latest idea for an organisation is to be market or customer oriented that is, to trade what the organisation produce. This idea centres at the concept that the system to reaching out and pleasing customer and keeping them is marketing. According to Mullin, Hardy, and Sutton (2007, 12) the organisation should concentrate on production and sales of goods somewhat than recognizing and pleasing customers desires and requirement. In a sport context, sport marketing is applying the 4Ps to reach the sport consumers needs and requirement.

1.1 Purpose of thesis

This thesis aims at providing a sport marketing strategy guide for GBK football club. The practical aim is to improve GBK FC's marketing strategy by providing the the necessary information. GBK needs to regain its true value by knowing what a brand stands for, by ensuring that all elements within the association must work in the same direction and purpose of the organisation.

There are many opportunity in the sport world today, but it takes an organisation with a powerful planning and strategy to take advantages and explore in the competitive world of sport business, even though GBK FC does not intend to compete in sport marketing aspect but they still have to accomplish their aims and objectives for the successful continuous existence of the club.

Sports have surface as a profitable business and industry, with many opportunities for sports marketers to prosper and flourish in the world of sport marketing. This thesis will look into GBK Football Club and its operations, the author will commence by exploring the nature of strategy criteria, then examine the ways in which an organisation objective can be purposeful and achieved, for if one does not seem to know where one is going, any route will get one there .

Next, the author will discuss about developing a value proposition, the chapter addresses the exclusive characteristics of an organisation's product and service, fitting it into the market. Further more, the author will also analyse the target market segment of the marketing strategy, the target market segment chapter presents the description of the consumer base. This details the customers who are potential buyers of the sport marketer's or organisation's products. Basically, this target market segment analysis information connected to the buying habits of the consumers, as well as the data of the consumer characteristics. Lastly, the author will identify the present situation of GBK FC, address the issues and conclude by giving some suggestions to GBK FC.

1.2 Methodology

The author has been priviledged to be a player of GBK FC for three years and getting information from the club was pretty effortless. During this research the author had the opportunity to speak with the management of GBK FC by interviewing them. Some of the interviews were made by face-to face in the club

office, phone calls, and then emails. Other information used throughout the thesis is gathered from eBooks, materials from the library, eJournals, articles from newspapers, and different websites from the internet.

Collecting information from GBK FC and using own personal experience in research based on the activities in GBK FC also helped collecting the right information for this thesis. Basically the privilege of the author being a player of GBK FC and the material from the library were more helpful for collecting a variety of information for this thesis.

1.3 Gamlakarleby Bollklubb (GBK FC) History

Gamlakarleby Bollklubb (GBK) was founded in 1924 in Kokkola and consequently one of oldest football clubs in Finland. Its operation is basically based on football, but the club has also played in ice-hockey activities when they merged their operations with Hockey Hermes Kokkola (now Hermes HT) until the 1950s.

GBK men's team has played in the past few years in the second division, but once secured a place in the first division in September 2007. GBK has also played in the highest division on several different occasions in 50's, 60's and 70's (but not in the current betting league). In 2000 GBK became the first women's champion in Finland and the following year a new team championship.

GBK men's team currently plays in the second division and the organisation operates a very large-scale football action and football tournament. The operation comprises of men's football team, women's football team, reserve football team, youth football, football knob from school, tournament operations and soccer camps. The club has a total of about 30 teams involved in different series. The number of registered players is about 600.

In each year GBK football club organized an International Kokkola Cup youth tournament and football schools, which brings to the tournament about 300 football teams from all over Finland and the world. The first Kokkola cup was held in 1981 and is Finland's second largest youth tournament after Helsinki Cup which is a big deal to GBK football club. Kokkola Cup is held mainly by volunteers, operators in the club and the players' family. The tournament is not only about football but its is a venue for people from various part of the globe to come together in a friendly manner and also a market place where GBK have the opportunity to sell products and services as their way of market strategy.

2 MARKETING STRATEGY

2.1 What is strategy?

"Strategy is the grand design or a dynamic action-oriented formal general plan to accomplish a company's mission, basic objective as well as functional objective" (Sherlekar, S.A. Sherlekar & Virendra Sharad 2010, 210). Objective sets end, strategy creates desired methods to achieve the end mission. Creating objective later in this chapter stress's the state of being there while strategy stress's the means of getting there. Strategy figures out the best way in which an objective can be accomplished. It does not only connote with objective development but with the ability to make the objectives happen, as shown in Graph 1.



GRAPH 1. Strategy Criteria (<http://www.visionsforireland.com/strategy/>)

As analysed in this graph and according to Sherlekar, S.A. Sherlekar and Virendra Sharad (2010, 211). Strategic includes:

1. Mission, vision and objective awareness: This creates the essential notion for planning, indicating what is our business? who are our customers? what kind

of good and services shall we offer? This relates to marketing segmentation in which the author will be discussing more in chapter 4 of this thesis.

2. Recognizing the uncertainty of activities and indicating business environment.

3. A need to consider probable behaviours of others in general. For instance strategic sport marketers or organisations should take note of the customers or fans behaviour, suppliers, dealers and so on, these customers or fans behavior will be mentioned later.

2.2 The management process

Strategy and planning cannot function excellently without starting from inside the organisation. In every organisation, management has a distinct and a leading role to play in the organisation. Management is a dynamic element in every businesses, the quality performance of management determines the survival and the success of the business (Drucker P.F 2007, 3). For plans and strategies to be effective and implemented there is a need for cooperation within management other wise plans and strategy cannot commence and be achieved. In a customer oriented organisation, marketing management is needed to formulate plans and strategies, provide purposeful plans, assess business opportunity, implement marketing programme and controlling of the marketing activities. It is the responsibility of the management to inspire and motivate the personnel to obtain the set objective.

2.2.1 Planning

Planning is deciding in advance, what to do, how to do it, when to do it and who is to do it (Sherlekar, S.A. Sherlekar & Virendra Sharad 2010, 207). In some companies the management department is sometimes too busy to carry out a

strategy plan especially when there are too many unnecessary tasks. Planning is not so easy but it is very crucial in marketing and should be considered for implementation of goals and objectives, as someone said according to Gary Armstrong and Philip Kotler (2003, 44) "if you fail to plan you are planning to fail" . Planning is the first step in a marketing strategy, it reveals the kind of business the organisation will function and assist the organisation to define a clear mission.

Companies who take advantage of strategic planning can make the most of opportunities in a regularly changing situation. Without planning, goals and objectives cannot be accomplished, when an organisation does not know a desired performance, how is it possible for the organisation to know the actual performance? According to Planning Sherlekar, S.A. Sherlekar and Virendra Sharad (2010, 207) Planning is an analytical thought process which covers:

1. Analysis of the situation or environment
2. Assessment of the future opportunity and threat
3. Determination of objectives and goals
4. Selection of the best strategy from among the alternative strategies to achieve the objectives.

2.2.2 Clarify and define business mission in an organisation

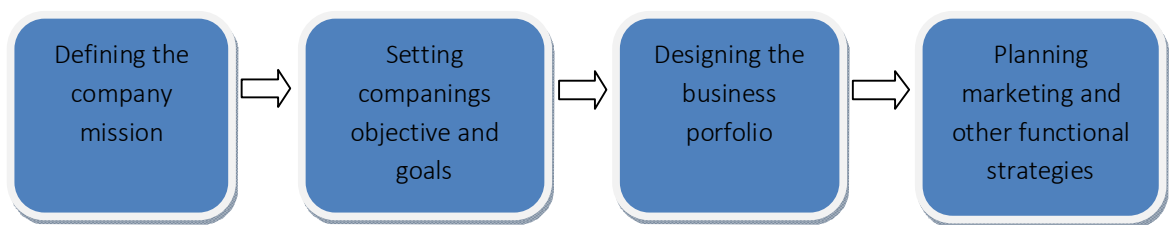
The purpose of an organisation is to achieve an aim. Initially, an organisation may have a purposeful goal but as time goes on, the goal may become uncertain as the organisation advances, includes new products and sales, or confronts challenges in the surroundings. Management should be sensitive to know when the organisation goof and renew a purposeful search, this is when to ask questions, according to Armstrong and Kotler (2003, 45)

- What business are we into?
- Who are our customers?

- What will be the value of our customers?
- What should be the nature of our business?

Sport marketers today find it difficult to answer these relevant questions, market and customer oriented sport marketers that desire to be progressive and thriving in the sport market should constantly ask this question and answer them watchfully as they progress in achieving their mission and goal.

Some organisation today provide a formal mission statement that gives a response to those question (Armstrong Gary & Philip Kotler 2003, 45) "A mission statement is a statement of an organisation's purpose of what it want to accomplish in the larger environment" as shown in Graph 2.



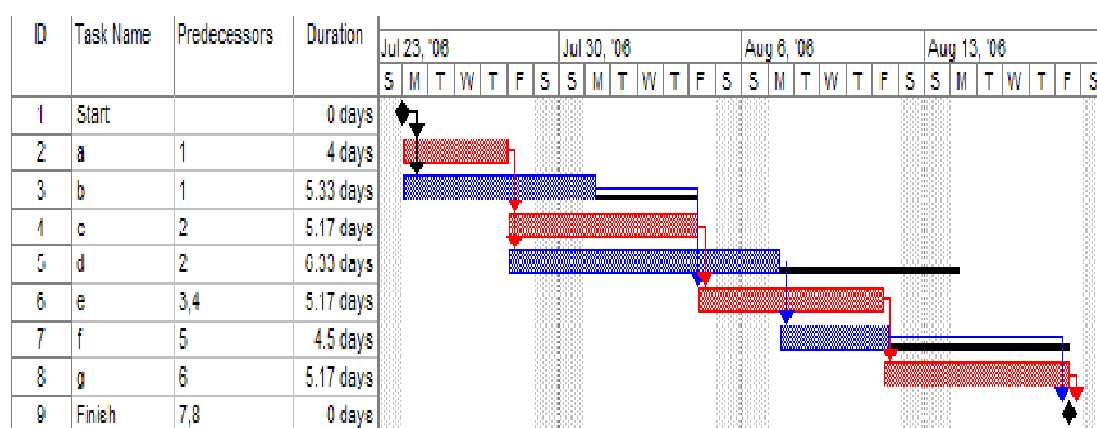
GRAPH 2. Steps in strategy planning (Gary Armstrong & Philip Kotler 2003, 45)

2.2.3 Implementation

The marketing strategy for the implementation of any organisation mission and objective requires team work of the members of the organisation. Nobody can get the advancement of the marketing strategy without cooperation action and team work within the organisation as discussed previously. The moment the organisation strategy has been defined, the organsiation should think on how the strategy will be implemented. The establishment of project calender is one of the best ways for implementing any task and mission. The fundamental method for setting an implementation for a marketing strategy is identified as follows:

- Define all of the tasks needed within the market strategy.

- Create in succession by which the tasks should be achieved and completed.
- Presume the time gesture required for the achievement of each individual task.
- Construct a Gantt chart, which coordinates the individual responsibilities and organise them in their assigned succession, thus enable the synchronized settings of tasks that should be done and carried out concurrently. This is described in Graph 3.



GRAPH 3. Example of Gantt chart (http://en.wikipedia.org/wiki/Gantt_chart)

Implementation of any marketing motion relies also on the task allocation as analysed in this Graph 3 and resources allocation as mentioned earlier in this thesis. During the implementation individuals should be given specific tasks and assignments in order for the members of the organisation to work simultaneously and in one direction. This signifies allocation of work force.

2.2.4 Controlling

An organisation or a sport marketer can constantly obtain response from customers or fans on market results from the marketing mix through a system of

marketing information system, more of the marketing information system relating to target market will be discussed later in another chapter of this thesis.

The control method should comprise the, managing directors, research managers, marketing directors, top managers, decision makers assigned to their responsibilities and task. One of the major principles of controlling should possess the enhancement of the marketing strategies in result to essential and main changes in the market.

According to Stevens et al. (1997, 294) questions that should be considered when developing a control method for marketing strategies are as follows.

- What are the type of data required to estimate accomplishment?
- Whose responsibility is it for gathering of data?
- What is the time frame to be used for verification and check point?
- Who will be responsible for performing the analysis?
- Whose responsibility it is to gather the final details?

Evaluation

Some organisations find evaluation difficult to carry out in their market strategy and one of the problems with evaluation is when to and what to evaluate. In evaluation process, the precise aim and purpose should be set down, individuals should be assigned to their tasks in the organisation and then aim for achievement in accordance to a set up time frame. Individuals should be the centre of control effort to promote exactness. When evaluating, Cohen (1998) states that every area of the marketing plan should be examined and supervised at regular intervals.

The majority of professional management would consent that it is insufficient to wait till the end of the financial year to examine advancement toward set objective. Waiting till the "verdict day" even with the paramount of market strategy many things can still get complicated and erroneous at the process.

Consequently, consistence examination of advancement is crucial. Perhaps, the paramount time to inspect achievement should be done at a periodical time outline. This enables an organisation or sport marketers to inculcate their chosen and set up strategy, acquire genuine outcome on response and feedback, and work for the advancement of reaching the aim and set objectives.

2.3 Creating market objectives

Sometimes an organisation begins with resources and this idea is to achieve their aim with the use of the resources and also by allocating the resources to individual members of the organisation to carryout their specific task. The moment an organisation has put its management process in order, identified their aims and goals, clarified and defined their business mission, and defined their plan there is a requirement for a particular marketing objective strategy. This strategy provide a guide and a route for the mission of the organisation.

The marketing objective strategy is essential in sport marketing business and SMART as been used by some sport marketers to analyse their market objective, as a criteria to guide in obtaining the market objective. According to Grey & Skildum-Reid (2007, 141-142) SMART stands for Specific, Measurable, Assignable, Realistic and Time based. Once an organisation mission is SMART, the organisation should break each mission into a definite set of tasks and performance to accomplish its missions. It is essential for an organisation to regularly re-examine the missions and make amendments if required. The construction of this marketing objective will be a means of management system control for marketing process. A marketing objective should be based on people-specific and result-oriented aims.



GRAPH 4. SMART goals (<http://thehrcafe.wordpress.com/tag/smart-goals/>)

Marketing objectives are frequently created with the notion of quality and quantity. Would you desire diverse customers? Would you wish to increase your customers by maximizing them? Would you rather sell more products and services than are already existing? Do you desire improved goods and services? This illustrates choices of quality and quantity. Sometimes more is not better and being better is not constantly more lucrative.

For example GBK football club which is the case study of this thesis may not want more football players in their team; they may want better players. A new football club could want to obtain both, nevertheless, they may be jointly selected at times. In this case there may be requirement for more financial support but this could pessimistically affects the organisation income range.

In football circumstances, would a football club relatively sell 8000 football tickets at €1 each or 500 tickets for €10 each? Is it possible to make more cash by selling fewer tickets at a higher rate or by selling more tickets at a lower rate. The achievable means in establishing an efficient marketing objective by assigning a specific task to an individual or unit for the accomplishment. Individuals and

members working in an organisation are inspired and encouraged when they have played a role and task in working towards reaching an objective.

However, any objective assigned to an individual should be within the individual's capability to carry it out. In addition to this and according to Sherlekar, S.A. Sherlekar and Virendra Sharad (2010, 211) an organisation should have at least two major objective, *To do the right thing and to do things right*.

2.4 The 4P's of the marketing mix

The marketing mix is a most common model to set up a strategy, it is useful in writing out the organisation marketing activities and plans to achieve them. The set of tactical tool is specified as follows:

- **Product:** This is the nature of the goods and services that an organisation makes available to the market for consumer consumption. It is the key element of an organisation. An efficient product strategy should acknowledge the needs of customers in the market. For this case study, GBK has understood the type of products or services that is appropriate for their fans or consumers requirement. Product strategy makes a good strategy for GBK football club especially during the Kokkola cup tournament where activities and sales takes place. The tournament has been a huge success for the team over the past years.

In spite of whether an organisation is selling a physical product, a sport item or service, the organisation should create a detailed product definition and analysis as component of their marketing endeavour. Only when an organisation truly knows what they offer they can advance with the other component of sport marketing.

- **Price:** The amount of money that reflects the image a customer should obtain from the goods or services. In regards to this case study, the prices of products at the GBK FC Kokkola cup tournament are affordable, this strategy for

GBK FC is to enable and make it easy for kids in the tournament to buy products even with their pocket money without the means of running to their parents for every cheap thing they desire to buy at the tournament.

Although prices for products are in categories but at least in every of the product price tag, there is a guarantee that kids can afford to buy product themselves. Having been a sales attendant in the Kokkola cup tournament, it has been seen on so many occasions where kids and their friends walk directly to the kiosk and bring out money from their pocket or wallet to buy their desired product.

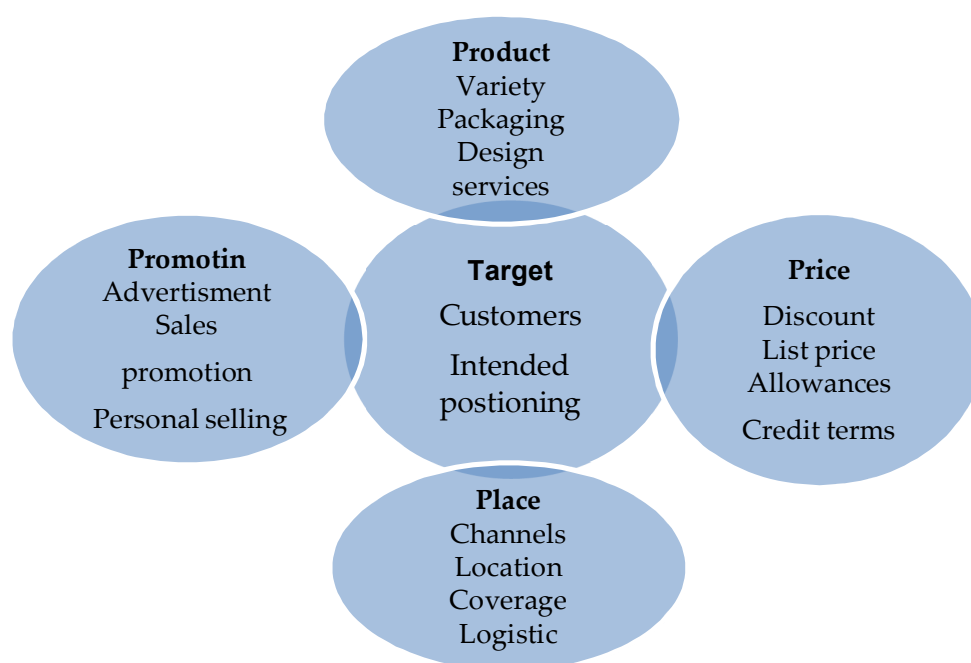
The decisions on price are very compound, and they are driven by customers demand, competition, costs, availability of information, profit drive, and product consideration. This is a key element that decides success or failure and it is also one of the essential elements of sport marketing.

- Place: The main purpose of this marketing mix strategy is providing a suitable way for goods and services to get to the target customers. It concerns the market coverage, locations, distribution channels and logistics. Any organisation action that chooses the appropriate distribution means makes the product available to customers thereby increases sales. It is also a rightful location to distribute goods and services to the customers. GBK FC, has always provided a rightful place for their product and service during the Kokkola cup tournament they make lots of fields available for participants that comes from all over the world to participate in the tournament.

This kind of marketing mix strategy fastens and increases the sales of products and services because the products are sold at the same place and time where the tournament is been held. Participants from outside Finland who would like to go back to their country with souvenir do not have to start roaming the whole of Kokkola to get souvenirs but rather the souvenirs are right under their noses at the Kokkola cup tournament. The author can emphatically say that this marketing mix strategy for GBK FC Kokkola cup tournament for product and place works

together, they are both attainable at the same time during the Kokkola cup tournament.

- **Promotion:** The means to communicate the product to the potential buyers and convince them to buy the product. Promotion is a significant marketing strategy for relating with target customers. Communicating with the target customers can influence relationship with them and increase their drive for the product. GBK promotion is basically done by internet and newspapers.



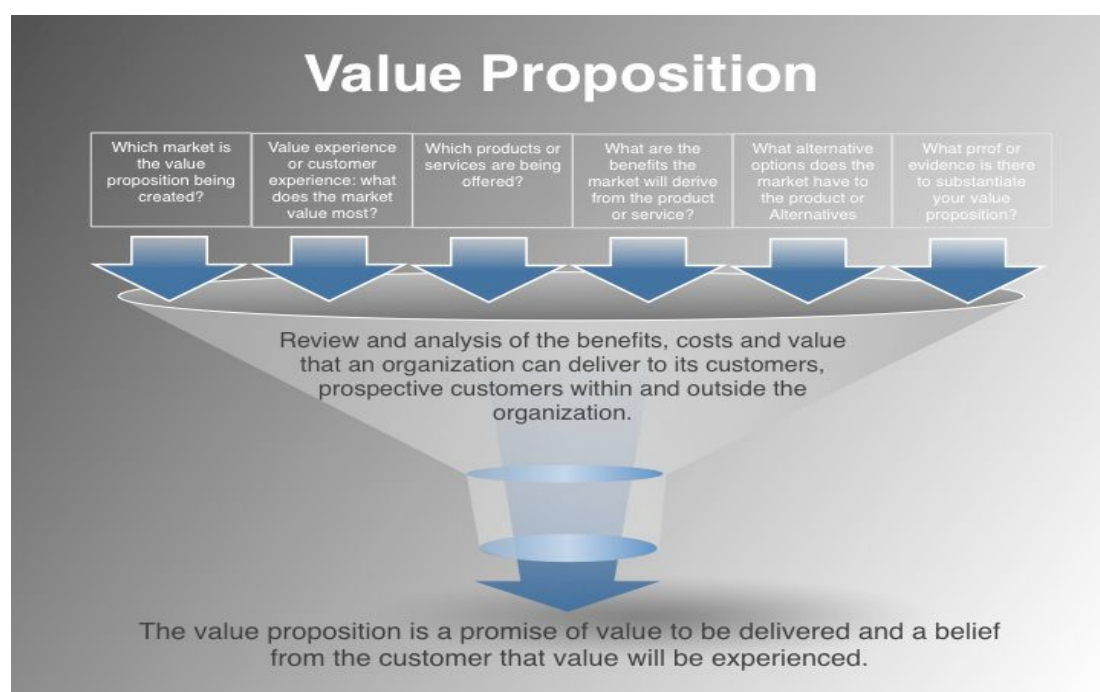
GRAHP 5. The 4Ps marketing mix (Armstrong Gary & Kotler Philip 2003, 63)

The interaction and connection between these four marketing components in Graph 5 demonstrated above makes up the marketing mix, these maketing components can also have effect on sport consumers. This component triggers consumers drive, some consumers are triggered towards the quality product of a company, some by the price and sales of the product, some by the place where they can have quick access to the product and so on.

3 DEVELOPING A VALUE PROPOSITION

3.1 Value proposition and marketing offers

Value proposition is one of the modern idea that forms the marketing atmosphere, it is a strategy that creates benefits to satisfy consumer requirement. It specifies what an organisation has promised to deliver to its customers in spite of whether it is categorized as a product or service. Sport marketers should include benefit such as marketing offer in its value proposition. Marketing offer is the mixture of information, skills & knowledge, services and production offered to customers to satisfy their needs and requirement (Kotler & Armstrong 2006, 6). The marketing offer triggers the value proposition in a significant way to the potential customers. It is the responsibility of the sport marketer to analyse the product, services and market position to build a proper and persuasive value proposition that will persuade customers to enable them know that here is what they are looking for.



GRAPH 6. Value proposition example (<https://vpmarketingondemand.com/>)

When a sport marketer choose its value proposition the sport marketer should consider how it will be positioned and differentiated in order to serve the target customers.

3.2 Define product and service

"Product" is an intergral part of sport marketing, the phrase is used to illustrate both the production of exact manufactured products and the provision of services. However, products and services are still components of a product. Additionally, in sport world the phrase that can illustrates the goods and services better is product offerings. Product offering can be differentiated as either a product or a service still those in the sport business simultaneously provide both elements. Product in this strategy approach is the comprises of services, people, goods, ideas and places (Pitts & Stotlar 2007) for instance GBK football club is to provide the quality service of a coach, training kits, training pitch for its players. That same club can also sell sports wear, soccer shoes, jerseys and balls. This system fits in GBK football club, they provide Kokkola cup tournament as mentioned previously in the introduction of this thesis, and in the process of the event the marketing mix is carried out.

The diversified unique component of sport distinguishes sport market from other general business product market (Mullin, Hardy & Sutton 2007). Mullin, Hardy and Sutton also state that sport activity is perishable, which means that without been used or sold there is a possibility that it will be lost. For instance if fans are interested in obtaining tickets to watch a particular GBK FC derby game and went to buy a ticket at the stadium, perhaps they would find lots of people outside the stadium with the sales of ticket. However this depends on the insufficiency of game tickects, the price of the ticket would definitely differ. Even so, sixty minutes after the game starts, the ticket may actually be depreciating its value and end up

valueless after the game ends. This shows that the ticket was still valuable before the game began and as the game kicks off and continues the ticket starts to lose its value. This kind of sport market is different from other markets that market durable goods which do not quickly wear out and can still be sold in a period of time.

Mullin, Hardy, and Sutton (2007, 18) indicate that an organisation which is involved in sport marketing has lesser or no control over products e.g. spectators and fans may decide not to turn up for a game because of a bad weather, for instance during winter period spectators and fans find it very cold to come and cheer up their team. In sport it is impossible for a sport marketer or management to meet a coach and insist that a way of play be changed in order to make selling of tickets easier or meet players and ask them to win a game that they have obviously lost.

3.3 Differentiate product and service

Even though product and services are entwined in sport marketing, there are market significant factors that should be recognized and identified. Arnott (1998, 39), states that a product is not the same as service. It is important for an organisation to understand that there is a difference between product and service, a product is marketed in a different way than a service. Since sport services are huge in the industry, it is crucial for sport marketers to acknowledge the service environment. The unique characteristic of sports services demonstrates that customers are persuaded a lot by the efficient element of the understanding as its worth (Hightower, Brady & Baker 2002, 698). Nevertheless, a sport organisation should give imperative attention to its sporting scenario, by providing a conducive environment, quality food, playing music, and amusement to attract fans or consumers.

The satisfaction of customers in the service segment depends on the disparity between service prospect and definite delivery. McDonalds and Sutton's point out four dimension for service quality:

Reliability: Service performance accurately right the first time and providing services timely.

Empathy: Best Interest, understanding and attention to the fans and customer

Responsiveness: Enthusiasm to assist customers, provision of punctual service and response to customers request.

Tangible: personnel appearance, physical equipment.

According to Mullin , Hardy, and Sutton (2007) one of the most essential parts of sport marketing in distinction to tradition business marketing, is that sport service is often intangible. For instance, Why have fans come to watch a game? it may be concluded that it was to to watch their favorite players play, this may not necessarily be so. How about that they wanted to get some rest away from their children and the sport event may be a suitable excuse, could that fan come just to be with friends or stay away from some troublesome neighbours? maybe to enjoy the stadium atmosphere, could they have come for entertainment or the sausage and coffee at the dispensation stand? Obviously, these are possible fan driving forces and should be considered by sport marketers.

3.4 Core product and product extension

Product extention are supplementary products or services. Some sport clubs make significant sums of money from items such as concession and souvenirs. (Christie, 2004) Open golf organizers in the U.S sold \$10 million of products, beginning with 100,000 hats and golf shirt between \$50 to \$150. Does this necessarily means that they are in the industry of souvenirs? Emphatically no, this does not mean that they have a souvenirs industry but simply a strategy implemented for product

extension to get more income and improve the major product and services that are produced. This is one of the reasons to know "what business are we into?". This question has a crucial role on product marketing and the way of answering this question is by re-analysing the mission statement as explored in chapter 2 of this thesis. For example GBK FC organises Kokkola cup tournament, still participants may notice socialization and interaction as the core advantage of the tournament. Kotler and Armstrong (2006) refers to this situation as "*marketing myopia*". Marketing Myopia is a strategy that does not centre on customers requirement but a strategy to sell specific goods and services in the market in other words it is a near-sighted marketing strategy that concentrates on the company desire instead of identifying its product for consumer consumption.

A sport organisation should observe if it has the means of reaching out to the requirements of the consumers or is it just providing goods and services with anticipation that somebody will buy them. After an organisation identifies the kind of business it is into, it is on the road map in marketing its product. The involvement in sport market needs an understanding that achievement lies in knowing and reaching out to customers requirements, not just providing goods and services with anticipation of consumer reception and utilization. The marketing mix as demonstrated in chapter 2 of this thesis can identify, create products and services and reach the requirement of who those customers are.

3.5 Brand management

This is an area GBK FC needs to regain its value as it is one of their objective to rebrand the team. A brand is a company's logo and identity, it is a snapshot of the company's image. If a brand does not represent a company positively it can affect the success and image of the organisation. Armstrong and Kotler state that brands are beyond symbols and names, according to Armstrong and Kotler (2013, 243)

"Brands represent consumers' perceptions and feelings about a product and its performance, everything that the product or the service means to consumer". Although brands initially are useful for identifying and distinguishing products, organisation branding can signify the distinctive quality, meaning and value that characterize the organisation as a whole. (Brand management, 2004, 1, 4) knowing the purpose and value of a brand, creates a road map and purpose available to the organisation as a whole. According to Van Auken (2002, 1), brand symbolizes the heart and soul of an organisation. An organisation should understand what their existing brand stands for and measure the awareness of the brand. Once an organisation is able to define its brand there is a need to express the intention of the brand in every marketing event.

An organisation should manage its brands carefully and it is crucial to continuously communicate the brand positioning to customers. Sport marketers requires to position their brands plainly in the mind of the target customers.

Brand management consists of three stages.

1. Defining the brand personality or identity.
2. Positioning the sport in the market place
3. Developing market plan with use of 4Ps, which the author already explored in the previous chapter of this thesis, these 4Ps supports the brand strategy.

The author would like to throw more light on each of these stages of brand management as follows:

Defining the brand personality or identity: Consist of brand values or attributes and the connection with the club's values as viewed by fans and organizers perceptive (Richelieu 2004). Firstly, an organisation brand identity is based on a number of values or attribute that set up the personality of the brand. Therefore, how does a club wants to be identified for it tradition, history, winnings, game pattern and closeness with its fans? These attributes create a way for the club brand. It is obvious that the more loyal fans a team has, the more the team is able

to take advantage on the emotional connection of its fans and then strengthen the brand.

Secondly, once the managers have been able to define the brand value, it is important to enable consistency with the fans perception of the club using tools like surveys and target fans. Perception is frequently more essential than actuality in marketing. For instance, if the club continuously hype its past winning but presently finding it difficult to win anymore games, will the organisation persist in bringing this value to the front? Are they not at risk in changing the image of the brand by communicating values that do not longer exist in the product? Organisations should then examine the conditions and make amendment along the way for the reflection of the brand identity without the need to change while the seasons, change over time.

Sport teams should understand that a vigorous brand identity has the capability to enhance fans emotion and strengthen their trust loyalty in and towards the brand and also enables them to have a sense of belonging to the team. Therefore, at this point it is essential for GBK FC to ensure that fans understand what they believe GBK stand for and try as much as possible to increase the club performance.

Positioning the sport in market place: Sport teams should observe who their fans are? What group do they fit into and what do they look for from the club's brand? This element also relates to market segmentation which the author will discuss in the next chapter. Positioning the sport in a market place means that sport teams should know their allegedly value proposition sensitive fans or customers of the team. This kind of fans or customers characterize the future brand development and it consists of the loyal fans who are passionate about the team beyond whether the team wins or not and are interested in buying the sport teams product, sausage and coffee at the dispensation stand during game day just to show how loyal they are to the team.

Developing a market plan with the use of 4Ps: It is essential for a sport team to develop marketing plans with the use of 4Ps that will enable them to identify their fans and reach out to them. Once the identity of the sport team and the positioning are examined the sport team can forge ahead with the brand strategy. For instance the GBK FC brand is the colour of the jersey red-white, during GBK's Kokkola cup tournament this brand colour is flagged on each product that is been sold out at the Kokkola cup tournament.

4 TARGET MARKET

4.1 Market and customers/fans

Kotler and Armstrong (2006, 7) define market as "the set of actual and potential buyers of a product or service". Distinguishing between a consumer and a market may appear on the outside as stale. Nonetheless, it is essential for sport marketers to attain both the macro and the micro perspective.

- The macro perspective: This provides a general analysis of the target group to which products or services will be made available to for consumption. This consists of wholesalers, dealers and final consumers. This macro approach also involves mass market where products and services are sold largely to relatively big groups of consumers.
- The micro perspective: This relates to one-to-one market and it analyse each product or service consumed by particular consumers. This kind of market and mass market relating to the macro perspective is demonstrated in GBK FC Kokkola cup tournament, the tournament comprises of vast amount of participants and during the tournament, participants purchase their product one-on- one from the sales attendant.

When targeting consumers or fans, it should not be concluded that both the buyer and the user are the same persons. For instance a sport club may decide to order for a specific product from an Adidas company and then sell it out to its fans or customers. As it is in the case of GBK football club, during their Kokkola cup tournament the club orders variety of sports products from different sport companies and sell them out to their fans and customers at the Kokkola cup tournament, this act shows that they purchase the product not for the club's personal use but for retailing to participants and consumer of the Kokkola cup tournament. This is a good example of sport marketing. One crucial element in

sport market is for sport marketers to understand that customers consider several variables and each variables is important and observed in a different way by different consumers. The more a sport marketer knows about its fans and customers the better it is able to match their requirement with their products and services.

Sometimes for sport marketers to know about its fans/customers and what they may really require, sport marketers should improvise and come up with questions like:

1. Do the customers really need a running shoes?
2. Do the customers have to be convinced that they might need one pair?
3. If they already have running shoes, do they want to dispose them?
4. Would they rather buy different kinds of shoes?
5. What particular shoes would they want to buy? football boots?
6. What product will appeal to the customer?

Obviously these questions of how to know about the market and customers suggest considerable approach that can affect sport marketers. Understanding who possibly are the customers and their buying behaviour is significant to sport marketers.

Fans/consumer buying behaviour also depend on the utility product which will be further discussed later in this chapter. Mullin's category of product utility, classified it as a heavy users, medium users, and media consumer (Mullin et al. 2007). The regular basis consumers are the heavy users, this include holders of the season ticket, regular users and club members. Medium users are those who infrequently buy tickets and products. GBK football club fans reacts to all of the categories some fans are seasonal tickets holders, tickets are also purchased during games at the gate stand as an approach to the medium users or light users. Though the sales of ticket is not really GBK's priority but to develop and work on

the brand. Media consumers are those that follow the team on TV, radio, newspapers and internet. GBK football club utilizes the internet, and the newspapers in reaching out to their fans. Sport marketers should understand that these sets of media consumers are consumers as well and should be attended to and in order to meet their special requirement.

Sport marketers should ask questions about the heavy users season ticket holder as earlier mentioned if the holders are the lucrative customers to the sport marketer, it might be that these heavy users are complimented for parking passes as a means of compensation because of their high attendance in the game, they might be privileged to purchase the ticket cheaper than the medium consumers. Sometimes in this situation it will be reasonable to preserve the heavy users and then focus on enhancing the medium user parking passes charges, sales e.t.c.

4.2 Determine market size

A sport marketer should determine the market size of its target group, by using the data collected in situation analysis. A situation analysis provides facts and information essential for the planning and implementation of the marketing mix. Determining a market size is the amount of customers who comprise the market and the demand trends in a specific product or service location. Market prize can be measured in relation to its potential, thus, is the potential measurement in the marketing plan. The potential market is consisting of customers who are interested in a product or service with sufficient resources to buy and the enthusiasm to relinquish those resources to buy the product.

4.3 Research on customers and fans

Fans research in sport marketing is the collection of data and information directly from the organisation members and individual fans. An organisation will not be customers-oriented without getting the information of customers. The orientation of an organisation should react to information of customers. If an organisation does not have information, responding to information will be impossible. A customer oriented marketing can provide sufficient and precise information about prospective customers, "Although the best sports organizations regularly conduct market research to determine characteristics, needs, preferences, and wants of fans, many have no systematic approach for conducting a research" (Wakefield 2007, 63).

Sport marketers that perform marketing research frequently base their research on marketing information system (MIS). Qualitative and quantitative research can provide unpredicted look into what an organisation product stands for and the customers desire. According to Pitts and Stotlar (2007) marketing research is essential for sport marketers because their participants, clients, fans and customers change swiftly. Furthermore, MIS is capable of improving the quality of control system by giving useful information that can assist in re-creating products and services efficiently. When using MIS for decision making, an organisation should have in mind that the value of one's decision is introspective of the value of the information upon which they were based.

So how is an organisation able to gather information of their target market in order to provide the powerful potential market plan? (Gray & Skildum-Reid 2007, 23). The answer to this question is by MIS major basis data which is usually identified as primary or secondary research. The primary research is directly carried out with consumers either by a specialist or members of the organisation. Grey and Skildum-Reid think that the best information is primary research. This research produce a broad analysis of systems that can be applied for collection of

information of customers. These includes sales of tickets, registration, internet site event, supporters club, and so on.

The secondary research is not carried out by the organisation or its specialist directly and does not involve the details of organisation customers but relatively illustrates wider segments of the market in general (Gray & Skildum-Reid 2007). Marketing research in sport marketing can be challenging when gathering information from fans, the process requires time and money.

4.4 Marketing segmentation

Segmentation strategy is an answer to questions such as to whom should our product be sold? and why should we sell them? as referred in chapter 2, this gives sport marketers the ability to respond to customer selections and give a proper marketing mix for each chosen group or segment of purchasers having a homogeneous demand. Market segmentation enables efficient market strategy. The purpose of market segmentation is for an organisation to identify their customer demand by so doing they are able to identify buyers who are most likely to purchase their goods and services.

“Market segmentation divides a market into distinct groups of buyers who have different needs, characteristics, or behaviours, and who might require separate products or marketing mix.” (Armstrong & Kotler 2006, 47). This strategy helps an organisation in obtaining a competitive advantage by increasing income or decreasing expenses (Bock & Uncles, 2002). One of the most significant features of sport marketing is to segment the market of sport consumer into smaller consistent group for which definite marketing strategies can be developed (Kwon & Armstrong 2004, 101). Skildum-Reid (2007, 8) point out some approach that sport marketers should examine in deciding a target market such as:

1. What are the consumption of my target market e.g at the sport event, stadium, sport shop and so on?
2. What does my target market want and care for?
3. What kind of product can add to the self-expression of my target market?
4. What are the opinion of my target market concerning my product and services?

The approach to this questions will enable the utility of various features in creating a market segment. Sport marketers can be more prosperous if they capitalise on these various segmentation approach. Thus, they must decide which market segment to concentrate on. According to Gray (1991, 318) "Future marketer share will be won by the sport organisations that do a better job identifying and targeting different market segment". *Particle marketing* is used to illustrate the consistent division of existing market, this kind of market enables sport marketers to constrict their market in order to constantly reach out to the smallest segments of the market. *Precision marketing* is another phrase that can be applied to this fact. Zabib and Brebach (2004, 31) state that *precision market* is the accurate improvement of goods or marketing endeavour to customers.

4.5 Benefit segmentation

Sport marketers should always be aware that consumers varies, for instance, by their income, residence, how frequent they buy product, interest, opinion about the product, they also vary in their purpose and reason of buying a product or services, therefore, sport marketers should identify the special benefits of the product that triggers and appeals the customers to buy the product. This kind of strategy is called benefit segmentation. Sport products are intangible as mentioned in chapter 3 of this thesis. For example, it should not be presumed that a fan or spectator coming to the football game is for the fan or spectator to actually come to

watch the game, they may have showed up to honour an appointment or for the purpose of the unique taste of food at the stadium. Likewise, individuals buy club jerseys and other product for reason of utility, support, affordability, expression of team victory, style or honour. The main indication is for sport marketers to keep in mind that consumers purchase products for various purpose and benefits related with the purchase and should be able to find out the benefit that appeals to their consumers.

4.6 Database marketing

A usual combination between the idea of marketing segmentation and marketing information system is distinct by database marketing. Database marketing is viewed in the idea that the planning of a market starts by knowing the purchasing and consuming ways, opinions, interest, place and other purchasing behaviours areas of the consumers. Even though database marketing has been largely and effectively used in business settings, its usefulness in sport is still in its early stage (Fielitz & Scott 2003). Mullin, Hardy and Sutton (2007, 92) stated that "data are especially crucial for sport organisations because fan and participant trends appear to change so rapidly".

Zabin and Brebach (2004, 65) list the crucial method in creating a customer database by:

- Identify and control consumer data
- Examine the data in order to obtain strategic indepth
- Utilize the indepth obtained to acquire more valuable and lucrative customers socialisation.

Zabin and Brebach also state that this database would enable organisations to know their best customers easily, strengthen buying decision, carry out market research and enhance selling proficiency. Zabin and Brebach added that the first

stage in creating a customer data base is gathering information from or about customers. Most often used system for gathering of data consist of lotteries, event, contest, and business reply performance. The utility of database marketing in sport recreation has been successfully demonstrated. Handel (1997) listed the purpose for utilizing database marketing as:

- a) The preservation of present consumers
- b) The identification of the segment that creates the major business
- c) The engaging of fresh consumers

However, increase of basic consumer data such as psychographics, demographics and utility of product can result in a Customer Relationship Management (CRM) method (Mullin, Hardy & Sutton 2007, 96). This CRM method can identify the amount of season tickets bought by the fans, all data payment and the seating position. The characteristics of the process is by recognizing, targeting and communication with a specific market segmentation. The fact is an organisation gets customers in exchange of their money for the product or service.

4.7 Behaviour of consumers and fans

It is important for sport marketers to understand the behaviour of its fans and customers. Sport marketers or sport team sometimes are not mind readers and may know very minor thing about the thought and opinion of their fans/consumer but as discussed above in this thesis, sport marketers can get data and find out more about their fans through a database process. Sport fans/customers are classified into two different groups, direct and indirect fans/customers. In the direct customers, this kind of customers deal directly with the team or sport marketers. Direct fans/customers attend sport activities and buy sport products personally. Indirect Fans/customers deals with the sport team or sport marketers through an

agent or intermediary it includes reseller and consultation. However both categories are significant to sport marketers.

According to Mullin et al. (2007) buyers are categorized in the following approaches to fans/customer behaviour:

- Economic: This approach focus on the suitable idea in which the fans/customers make purposeful purchases base on actuality and reason. Of course customers are every where but they do not all fall in this approach. The thing is that if a good product is displayed to interested customers at an affordable cost the customers will purchase the product.
- Psychological: This approach observe the feelings and attitude of customer as a behaviour predictor to determine their buying behaviour. Nonetheless, sport marketers should know that there can be a difference between the purpose of buying and what actually is purchased.
- Sociological: This concept discovers communal effect such as social group effect, parental effects and demographic. These vary with marketing segmentation and each customer.
- Behavioural: This approach view into the idea that the whole thing is a result of communication and socialisation with the sorroundings, somewhat as stimilus and reaction.

Sport customers are persuaded by several other reasons such as interest and passion for sport, social norm, ethnicity, surroundings and personal reasons. The presence of fans and spectators during GBK FC league games are motivated by different reasons. (James & Ross 2004) noted that fans/customers are stimulated by their relationship with the team (association and potency of personality), communal interaction (enjoy watching the game along with friends and loved one), empathy (feeling about the game), avoidance (to relieve stress), team endeavour (team doing their best), accomplishment (winning), talent (watching high standard performance), and amusement (fun and leisure). These factors play

essential and different roles in the decision of fans/customers when attending sport activities, therefore sport marketers should provide exact attention to variables as they relate to their unique sport settings.

4.8 The opinion leaders

Opinion leaders are persons who possess higher knowledge of product information that can affect groups of customers. They are often regarded as professionals. This kind of strategy has been in use for years for endorsement of products and is not new in the sporting marketing. The strategy can be successful when mixed with target markets and put correctly with customers in various points of purchasing preparation. One effective progress in this strategy is the widespread of marketing in association with famous athletes. For instance the connection between Barca football player Lionel Messi and Turkish Airline.

Another method to use opinion leaders in sport marketing is requesting for their view, this can be helpful as a means of information for the organisation and can also make the individuals opinion essential and feel prominent. Sport teams can use this system with their seasonal ticket holder, questionnaires can be given to them demanding for their views and opinions. Product model and sampling of product are further means of gathering contribution from opinion leaders, this can stimulate their contribution and make them feel that their impact is recognise in the organisation thereby making product feedback available to the organisation.

Finally, the use of opinion leaders for market campaigns should be carried out with care. Especially, if an organisation is "attempting to reach generation Y, [they] don't want to be sold, so soft selling is the key" (Kovatch, 1998, 21)

5 ORGANISATION STRUCTURE

5.1 GBK advisory board

GBK advisory board are a nonprofit group of people with special skills that support the board and business of factual issues. They are made up of people from different areas of expertise that fall into three groups as shown in Graph 7



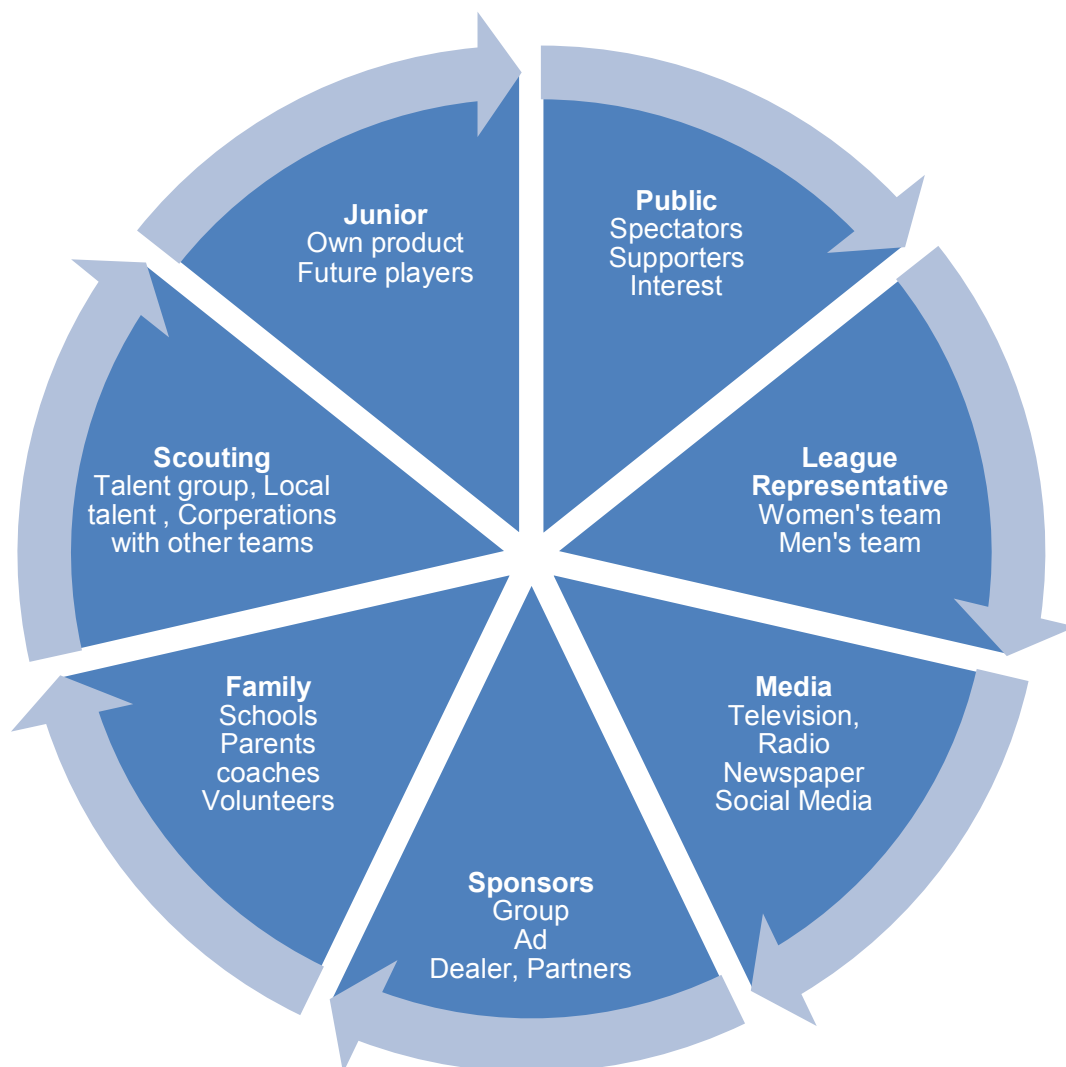
GRAPH 7. GBK advisory board 2014 (GBK)

The club organisation members monitored the feeling of social capital, voluntary work, professional attitude as well as the traditions of the club , football culture and wide with national and international cooperation in global networks that have similar background. They also offer football for specific groups plus adult and youth recreational groups. Their activities are monitored and represents continuity , perseverance , transparency and respect and trust for each others .

5.2 Portfolio

The portfolio of GBK FC demonstrates the values for its operation in various departments. The portfolio sets clear objectives and guideline for the organisation it also fully document the database of its activities, the vital importance of the portfolio in the organisation has been able to improve communication and collaboration within its operation and have also strengthened the contact and

partnership of the organisation with other clubs. The organisation portfolio identifies a powerful and efficient process in which the team operates, the portfolio contains different components as shown in Graph 8.



GRAPH 8. GBK portfolio 2014

5.3 Kokkola cup tournament

GBK FC Kokkola cup tournament has been a huge success over the past 25 years, it is a tournament for youth, football schools and kids which brings several

football teams from all over Finland and all over the world. Kokkola cup is organised generally by volunteers, operators in the club and the players family.

As mentioned earlier in this thesis, The tournament is not only about football but it is an opportunity for people from various part of the globe to come together in a friendly manner and it also stands as one of the marketing strategies for GBK with the opportunity to sell their product and services. Additionally, the tournament is once in a year and visited by wide range of players, relatives, supporters, parents and others, this at the same time make the tournament a tourist event. Participants come from different countries, including England, Brazil, Russia, Estonia, Spain, and Sweden and many others. Participant in the Kokkola cup pay some certain amount to register for the tournament and presently the participants for this year Kokkola cup are increasing daily and more than 100 teams in Finland and 15 teams from outside Finland have already registered for the tournament.

5.4 Vision and set of values

The vision of GBK is to develop and strengthen its brand, to improve the team performance in both women and men categories so as to attract more fans and spectators to match and tournament venues. This is an area GBK needs to work on especially in the aspect of match performances therefore, they aim at developing and strengthening the "red-white" brand of the team and also aim at becoming the region leading player in the men's, women's and youth football in the area.

5.5 GBK Brand

In recent years, there are few fans that have used products with GBK emblem. GBK and Kokkola cup brand has to regain its true value by making clear what the brand stands for, and with a strong board and management as ambassadors, ensuring that all fundamentals within the association are working in the same

direction. This actually is a process that will require patience, humility, hard work and time.

When regaining its true value, GBK should consider how consumers will perceive the brand, what the brand stands for and how it will go a long way in satisfying the customers' essential and functional needs. When all have understood the meaning and importance of this, they can regain confidence in the market and together strive towards their vision as an elite team.

5.6 Foundation and business idea

The foundation of GBK FC is built on communication, trust, reliability and endurance. These elements strengthen the relationship in the organisation and guide the organisation to focus in achieving its goals and objectives. The business idea of the organisation provides the mission statement of what? who? and to whom? for its organisation objectives and set up values. The following are the mission statement of GBK FC:

what?

- GBK plans to offer players and officials of all ages high-class sporting activities, with good opportunities for both sporting and personal development.
- To base activities on clear core values, clear set of goals, commitment & involvement, responds to action, good organization and a healthy economy.
- To be known with the right attitude & good behavior in order to create value for all stakeholders and promote long-term benefit.
- They plan to be one of the city's top brand with strong support from residents of Kokkola Municipality .

How?

- Promote sporting and personal development through strong partnerships within the city of Kokkola, central Ostrobothnia ball districts and Finnish football contract.
- By value system i.e. communication, humility, reliability and endurance that will permeate everything the association does, which simplifies the entire organization's job to work in a common direction.
- Improve communication with all stakeholders, business partners, fans, media, players, coaches and players' parents.
- Strengthen the internal control.
- Actively working with partners to enhance the overall experience of a football game at the central level.
- Stronger ties between the sector to be treated as a business.

To whom?

- Player and leader to the greatest extent possible with no local connection to the neighborhood
- To business partners who see business value in materializing around and supporting what GBK stands for.
- To the fans and supporters who have the determination and the understanding that Rome was not built in a day.
- Also to loyal supporters who solely love the team regardless of the club performance, this also consists of what the objective stands for and want to achieve as well as the mood that fans create additional to events.
- To parents of the players that are loyal to GBK not only focusing on their child's performance but also supporting the organisation development.

6. SUGGESTIONS AND CONCLUSION

Even today, several Finnish football clubs alternate activities. Football has been combined with kindergarten activities, camping, real estate companies and even private clinics during the club's trade mark. The reason is that there is not sufficient funding to operate only on tickets, souvenirs and advertisement. The future of football clubs must be prepared to diversify and open alternative financing and business opportunities.

GBK has a rich history in tradition, it is a history that it should be proud of. However, it is now for the organisation to understand that through history it cannot live, no matter how splendid it seems. History and traditions do not create new successes, point or proceeds. If the club is constantly excited over its past victories and success but finds it difficult to win anymore games this will not help the team image and its value now and in the future, but put the image of the team at risk of losing fans and value.

Firstly, all of the management involved should now work together in the same direction to build a new and strong GBK football team. However this requires funds to acquire some good quality players that will be able to give results on the pitch to enhance the image of the team, because fans are satisfied with a winning team and do not want to be identified with a losing team, the more fans the team has the more the value of the team brand. The most important thing in a house-building is that one does not start with the roof but with the foundation for a safety construction of new GBK. Fortunately, GBK has proven to have a reliable foundation aimed at achieving its set of values as analysed in the organisation structure.

In this thesis one of the vision of GBK is to regain and strengthen its brand value. The act of GBK regaining its brand is through the act of brand management, when a thing is not a brand, people may view it as just an object, even though

GBK already has a brand name, having a brand name is not enough, the question now is, what is the meaning of the brand name? What level of affection does it provide? What prospect, performance and identity does it induce? what message does it delivers to its fans and customers?

GBK regaining its brand value can be achieved by defining the brand to the perception of fans, clarifying the significance of the brand and making clear what the brand stands for, by taking advantage of the vigorous relationship it has with its loyal fans with a strong board and management as a team, ensuring that all elements within the association are working accordingly to their tasks and objectives as mentioned earlier in this thesis. The use of SMART tools can assist the management increase performance to accomplish their vision in regaining the brand in order to trigger fans and customers buying decision. When every member of the management understands their roles and individual tasks, GBK will be on the road map of accomplishing the marketing strategies given in this thesis. In addition, cooperation should exist between the vision of the management and the fans perception relating to the value proposition and the team values in order to avoid obstruction in the advance improvement of the team brand.

Once this is done there is a need to demonstrate the purpose of the brand in every marketing event, such as market event in the city centers, during GBK league matches and "NOT" only in the Kikkola cup tournament. GBK should understand that regaining a brand is more than just selling of coffees and sausage at the league matches venue stand but rather introducing brand items at every given opportunity they have in gathering fans whether there are lot of fans or not, fans and spectators are driven by what they see and perceive.

Vastly recognized and loyal fans are prone to bask in expression of victory after a victorious game by deciding to purchase the team's product, this strategy will

further enhance GBK FC's brand and increase sales. This is where the use of the marketing mix strategy is needed, earlier in this thesis the author demonstrated how the 4P's is being used in the Kokkola cup tournament, The 4P's have been a relevant marketing strategy for GBK FC in the Kokkola cup tournament this same marketing strategy can also be utilized in GBK FC league matches. Events where fans and spectators gather to support and cheer up the team, they can be driven to purchase some of GBK FC product been displayed during or after games.

In conclusion, this thesis has sought to identify a guide for sport marketing, analyse strategy criteria, examine ways an organisation's objectives can be accomplish, value proposition, marketing segmentation, target market describing the consumer base and how organisation or sportmarket should sought to market the product to different groups. This thesis has also revealed how Gantt chart and SMART tools can assit an organisation to analyse its market objective and obtaining the marketing objective.

The organisation structure of GBK FC has revealed that the team has demonstrated some of the crucial marketing strategies examined and analysed in this thesis. GBK FC is shown to have defined its mission statement of what? who? and to whom? for its organisation objective and set up values and vision to help develop and strengthen the brand and to improve the team performance, in both women and men categories as a means of attracting more fans and regaining their brands. Further more, the foundation values of GBK FC points out the component for service quality which is one of the significant parts in sport marketing and can fuel the achievement of their aim and objective.

The advisory board of GBK FC show case opinion leaders strategy relating to the target market in this thesis, this strategy can help in gathering information for the the club and can also make the individuals in the advisory board of the organsiation feel prominent and take utmost responsibility of their task as part of

the management. This kind of strategy triggers every individuals who have contributed one way or another to impact an organisation to be encouraged and motivated in their roles.

However, the process in regaining GBK brand requires patience, commitment, determination, team work, funds, hard work and time. If they realize what this process entails and how important it is, then together they can work towards their vision of strengthening their brand and increasing performance in order to get back confidence of the market.

REFERENCES

- Armstrong Gary & Kotler Philip (2003). Marketing: An introduction (6th Ed.)
- Armstrong Gary & Kotler Philip (2013). Marketing: An introduction (11th Ed.). Pearson Education Limited.
- Arnott, D. (1998). How do you sell what you can't see? Sport Business Journal.
- Bock, T. & Uncles, M. (2002). A Taxonomy of Difference between Consumers for Marketing Segmentation. International Journal of Research In Marketing.
- Brand management: Not just for sponsors anymore (2004, May 31). IEG Sponsorship Report.
- Cohen W.A. (1998). Marketing planning guide (2nd ed.) New york: Wiley
- Christie, L. (2004) The selling of the tournament. Retrieved June 21, 2004, from <http://money.cnn.com/2004/06/17/news/usopenprices/index.htm>
- Drucker P.F (2007) The Practice Of Management. Meredith Belbin
- Farris P.W., Bendler N.T., Pfeifer P.E, & Reibstein D.J (2006). Marketing metrics. NJ: Wharton School publishing
- Fielitz, L. & Scott, D. (2003). Predicting of physical performance using data mining. Research Quaterly for Exercise and Sport.
- Gray, D.P. (1991). Sport marketing. In B. Parkhouse (Ed.), The management of sport.
- Grey A.M, & Skildum-Reid, K. (2007). The sponsorship seekers toolkit (2nd Ed.). Sydney: McGraw-Hill
- Handel, C. (1997). Data base marketing: Increasing participation in recreation sport . NIRSA Journal.
- Hightower, Brady, & Baker. (2002). Investigating the role of the physical environment in hedonic service consumption. An exploratory study of sport event. Journal of Business Research.
- James J. and Ross S. (2004). Comparing sport consumer motivations across multiple sports. Sport Marketing Quaterly.
- Kotler, P. & Armstrong, G. (2006). Principle of marketing (11th ed.) Upper saddle River, NJ: Prentice Hall

Kovatch, K (1998). Once an outsider, ski maker K2 finds a home, respect. Sports Business Journal 21.

Kwon and Armstrong (2004). An exploration of the construct of psychological attachment to a sport team among collect student. A multidimensional approach. Sport marketing quartely.

Mullin, B., Hardy, S., & Sutton W.A. (2007) Sport Marketing (3rd ed.) Champaign, IL: Human Kinetics.

Pitts B.G., & Stotlar, (2007). Fundamental of sport marketing (3rd ed.) Morgantown, WV: Fitness Information Technology.

Richelieu, A. (2004). Building the brand equity of professional sports teams.

Sherlekar, S.A. Sherlekar & Virendra Sharad (2010) global marketing management. Global Media.

Skildum-Reid, K. (2007). The ambush marketing toolkit. North Ryde, McGraw-Hill

Steven, R.E., Loudon, D.L. , Wrenn B. & Warren, W.E (1997). Marketing planning guide. New York: Harper Business.

Van Auken, B. (2002) The Brand Management Checklist. London

Wakefield (2007) Team Sports Marketing, Linacre house, Jordan Hill, Oxford.

Zabib, J. & Brebach, G (2004). Precision marketing. Wiley & Sons, Inc

http://en.wikipedia.org/wiki/Gantt_chart

http://en.wikipedia.org/wiki/GBK_Kokkola

<http://thehrcafe.wordpress.com/tag/smart-goals>

<https://vpmarketingondemand.com/>

<http://www.visionsforireland.com/strategy/>

APPENDIX



GBK Mens team Line up



GBK FC Mens team coming out for a match



GBK Player contending with an opponent in the air



GBK FC men's captain beating an opponent



GBK women's team line up



GBK player out running an opponent in a derby league game



Another GBK women's player trying to beat two players



GBK player beating a rivary opponent in the derby game



GBK kid player trying to control the ball



GBK Junior girls league game



Kids from Kokkola in the Kokkola cup tournament



Arsenal soccer kids in Kokkola cup tournament



Barca team in Kokkola Cup tournament