

THE EFFECT OF SPORT SPONSORSHIP ON BRAND EQUITY

Does the sponsorship of Usain Bolt help Puma to increase their brand equity?



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A handwritten signature in blue ink, appearing to read "Florian Schmid".

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ABSTRACT

Sponsorship has become increasingly popular as a marketing tool in recent years. It is one of the most used tools and especially sport sponsorship is often used to promote their products and to reach their targeting customers. Because of its popularity and the lack of research on how sport sponsorship influences the brand equity of a company, the author decided to do further investigation about this topic.

The principle aim of this bachelor thesis was to investigate if sport sponsorship has an influence on the brand equity of a company. The other objectives were to investigate the current as well as the previous position of the brand Puma in the Finnish market as well as to give recommendations about future sponsorship activities. In order to get a theoretical basis to achieve the goals, the author performed a literature review, as well as analysed various authors to get other perspectives and to ensure a critical point of view. Furthermore, to ensure a structured approach, a questionnaire was used to collect quantitative data. The primary data has been gathered through an online survey with the tool SurveyMonkey. The questions are based on the research objectives and the hypotheses.

The results showed that a wisely chosen athletic platform could help to increase the brand equity of a company. In the case of Puma, the research has shown that Usain Bolt is representing the right values to help Puma increasing their brand equity. Furthermore, investigations have shown that the brand is going through a process of repositioning from fashion/lifestyle towards performance and the current position of the brand is not so clearly definable. Therefore, the author recommends that Puma should clearly return to their roots which are in the performance sector, especially football and track shoes.

Keywords brand equity, sport sponsorship, Usain Bolt, Puma

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1 INTRODUCTION

1.1 Background

In recent years, companies have faced more and more problems reaching fragmented consumer markets with their traditional marketing instruments, such as advertising and sales promotions. This is the reason why sponsorship has become increasingly popular as a marketing tool. The organizations tend to expend more money on this communication vehicle than on advertising and sales, as they did in previous years. The companies are aware of the positive aspects of linking their brand with a celebrity or an event to reach potential consumers, and therefore this has become very important at present. Furthermore, companies can differ themselves through sponsorship from other brands with a good sponsorship deal. (Ukman 2015.)

As a consequence, the whole marketing concept is changing towards sponsorship activities. Companies are trying to make a difference comparing to other enterprises with big investments in such deals. According to the sponsoring report from 2016 which was published by IEG, the total global expenditure grew from \$ 51.1 billion to \$ 60.2 billion in 2015. Out of this \$ 60.2 billion spending on sponsorship, the worldwide revenue of sport sponsorship is \$ 45.2 billion which is still growing year by year. (statista 2016.)

Sponsorship is a marketing tool which is a very popular element of the communication mix, regardless of the lack of research when it comes to the real benefits of it. This is the reason why the author is writing about sponsorship and its effect on the brand equity. The aim is to find out the effects of an organization's sponsorship towards an individual athlete. This paper will be concentrating on the awareness and the image of the brand, as those are the two largest parts of brand equity when it comes to sponsorship.

A possible increase in the brand awareness and brand image can lead to increased sales and resultantly lead to a higher brand value of the company. This is the goal of every company's sponsorship activities, and with this paper, the author is trying to evaluate if the sponsorship contributes positively to the marketing communication.

The literature review that was done and is used as secondary data is mainly based on two books. Matthew D. Shank & Mark L Lyberger who published "Sports Marketing – A strategic perspective" in 2015 and Kevin Lane Keller who published "Strategic Brand Management – Building, Measuring and Managing Brand Equity" in 2008. Furthermore, different authors will be referred to, in order to get a critical point of view. To ensure a structured approach, a questionnaire was used to collect quantitative data. The primary data will be gathered through an online survey with the tool SurveyMonkey.

1.2 Research Question, Objectives, and Hypothesis

For this study, the author has formulated the following research question, objectives, and hypothesis. Especially the research question and the hypothesis will guide the author through the whole process of the thesis.

Research Question:

- Does the sponsorship of Usain Bolt help to increase the brand equity of Puma?

Research Objectives:

- Objective 1: Investigate if sport sponsorship has an influence on the brand equity of a company.
- Objective 2: Investigate the positioning of the brand Puma before the sponsorship of Usain Bolt.
- Objective 3: Investigate the current position of Puma in the Finnish Market.
- Objective 4: Give a recommendation for the future of the brand Puma concerning their sport sponsorship activities.

Based on the above-mentioned research objectives, the following hypothesis and sub-hypotheses were formed:

- Hypothesis: The sponsorship of Usain Bolt help to increase the brand equity of Puma.
- Sub-hypothesis 1: Consumers' identification with Usain Bolt has a positive effect on the brand awareness.
- Sub-hypothesis 2: The sponsorship of Usain Bolt helps Puma to improve their brand image.
- Sub-hypothesis 3: The less a respondent is interested in fashion, the more he perceives Puma as a performance-oriented brand.
- Sub-hypothesis 4: More than 60% of the respondents sees a change in the positioning of Puma because of the sponsorship campaign with Usain Bolt.

1.3 Research Organization

This research will be divided into seven different sections. In the first section, the author will introduce the topic to get a better understanding of its importance. The second and third sections are part of the theoretical framework, where the theory of marketing communication, sponsorship, and brand equity will be explained and compared, to get a solid base before the practical part of the study. In the fourth section of the thesis, the paper will investigate the current position of Puma in the Finnish market and consider past changes in their market position especially because of their strategy change from fashion towards performance (Stedman 2014). The whole data which was collected through the survey will be gathered and summarized in chapter five. In the next chapter, the author will evaluate the different hypotheses and finally, the seventh part, will be the conclusion, where the author will evaluate the objectives as well as give suggestions on how Puma should continue with their sponsorship activities.

2 SPONSORSHIP AND MARKETING COMMUNICATION

To understand the sponsorship theory the first part of this section will explain the communication theory and how companies use this marketing tool, followed by the whole sponsorship theory.

2.1 Marketing Communication

Nowadays, to achieve their goals, companies try to build a relationship with their audience with the help of marketing communication. Therefore, it is crucial to understand the process of communication which is being used for marketing purposes. Every company is trying to engage the attention of a potential customer with the help of this marketing tool. Companies such as Puma plan communication campaigns to persuade, build relationships, seeking to inform and create interests from a particular target customer. In a very simple way, it can also be defined as the exchange of ideas by a sender and a receiver. (Fill 2009, 9.)

Because of the high complexity of the whole communication process, Schramm and Roberts (1971) created a model of communication to simplify the process. Per Yeshin (1998), this framework is a linear model that highlights the transmission of information from one person to another primarily through symbols, signs, and words. Whether the communication will be successful or not is determined by the various elements in the process. (Yeshin 1998, 12.)

This linear model is divided into eight components: *sender, encoding, message, noise, decoding, receiver, response and feedback* which evaluates and eventually changes the process. The source (*sender*) is the institution which has information to share. The sender is the one who wants to communicate with the targeted audience because of a possible market opportunity. The primary objective of the sender is to use the appropriate language and images (*encoding*) so that the targeted customers will be

able to understand the *message* correctly. Here a deeper understanding of the targeting segment of the customer is of great importance to encode the *message* in the best way. The message should describe the benefits of the product or service. A critical point in the process of communication is the intervention which is described as *noise*. The individual gets a huge amount of information every day, and the result of it is that it might interfere with the ability to hear the message of the sender clearly. Therefore, the *decoding* process, in which the *receiver* interprets the messages' meaning might become confusing. With successfully transmitted messages the realm of understanding is overlapping and are heard over and above interruptions (*noise*). To consider the communication process as successful and active, the participation of the sender and the receiver is indispensable. (Yeshin 1998, 13.)

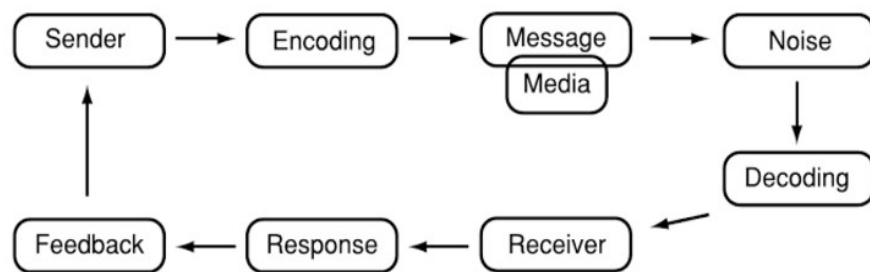


Figure 1 Communication Process (Yeshin 1998, 13.)

This linear model of communication by Schramm and Roberts can also be applied to the whole process of sponsorship. The sender or the source of a company, as it is Usain Bolt, is the person who shares the information with the targeted group of customers. A crucial factor to consider whether a message is successful or not is the necessity of the targeted customer to feel that the source is attractive, credible and has power. The selection of the sender must be made very carefully to avoid any adverse effect generated by the selection of a source.

The sender must be sure that what he sends is what the receiver requires. The message which is sent by the source should describe the benefits and create a desire to the recipient. Ideally, the message which was sent by the source should get attention, hold interest, arouse desire and obtain action. Those four parts of decision making are also known as the AIDA model. (Kotler & Armstrong 2010, 434.)

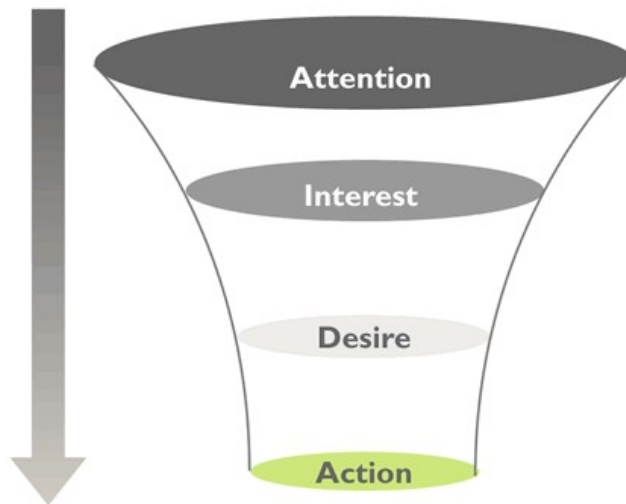


Figure 2 AIDA model (Kotler and Armstrong 2010, 434.)

2.2 Sponsorship

Almost everyone in the world is, in some degree influenced by marketing communication such as promotion and advertising. It is the message transfer from the sender to the receiver through communication tools, like sponsorship. Companies in public and private sector have recognized that it is crucial to their success to communicate efficiently and effectively with their target group, not least because of the change in the market with the Internet, technological advances. As well as political and cultural boundaries, which have now begun to disappear, allow people to make their decisions about what suits them better and to influence other people. Therefore, organizations which recognize those changes and which identified the fact that new approaches on how to reach their customer are needed, are clearly in the better position. (Ukman 2015.)

The marketing communication is a fundamental and important part of every company's marketing effort. It can be described as all the media and messages an enterprise is communicating in the market. Marketing communication includes branding, packaging, online presence, direct marketing, print materials, PR activities, sponsorship and much more. This paper will be focusing on the sponsorship section of the marketing communication. Many authors in the field of sports marketing have given different definitions of sponsorship. In order to get a better understanding of it, this section of the paper will provide different definitions of sponsorship.

Wilmshurst (1993) defined sponsorship as follows:

"... the provision of financial or material support by a company for some independent activity ... not usually directly linked to the company's normal business, but support from which the sponsoring company would hope to benefit." (Wilmshurst 1993, 367.)

Yeshin (1998):

“The connection of a company or product with a public event in which the manufacturer contributes towards part or all of the costs in return for the benefits” (Yeshin 1998, 344.)

Furthermore, Medcalf’s (2004) definition of sponsorship:

“Sponsorship is an investment, in cash or any kind, in an activity, in return for access to the exploitable commercial potential associated with that activity.” (Medcalf 2004, 135.)

All definitions mentioned above lay out the priority in the relationship advantage between the sponsee and the sponsor. Besides that it can also be identified that it is vital that both parties (sponsor and sponsee) can somehow profit from the sponsoring deal. To maintain a successful and long-term deal, it is critical to have a win-win situation between both parties, to keep both sides satisfied.

As there are small differences between official sponsorship and sport sponsorship the paper will only be focusing on sport sponsorship and not on sponsorship in general.

2.3 Sport Sponsorship

Over the last years’ sport has changed a lot from a leisure activity to a highly complex industry in which performance stands over everything. On the one hand, this is due to the media presence in the sporting industry and on the other due to the lifestyle change in the last years towards health and fitness. Those changes are positive aspects for the sport and sporting goods industry which smart companies are taking advantage of. This is also the reason sports marketing and sports management are becoming the key to fulfilling customers’ demands. (Lagae 2005, 2.)

As already previously mentioned, sport sponsorship is the most attractive type of sponsorship and the kind of sponsorship with the highest investments. Therefore, from this point on, the word sponsorship will be equal to the concept of sport sponsorship. This section of the paper will furthermore be focusing on the perspective of the sponsor and not the side of the entity sponsored.

Like in the field of sponsorship, there is not yet an exact definition of sport sponsorship. Consequently, the author took two definitions which fit best for this report. The three main types of sponsorship are individual, event and team.

First of all Nafziger & Ross (2011) gave a definition of sponsorship using the ICC Code of Sponsorship:

Any commercial agreement by which a sponsor, for the mutual benefit of the sponsor and sponsored party, contractually provides financing or other support to establish an association between the sponsor's image, brands or products and a sponsorship property in return for rights to

promote this association and/or for the granting of certain agreed direct or indirect benefits. (Nafziger & Ross 2011, 527.)

Per Shank (2009), sponsorship can be defined as follows:

“Investigate in a sports unit (athlete, league, team or event) to maintain general organizational objectives, marketing goals and or promotional strategies. (Shank 2009, 622.)

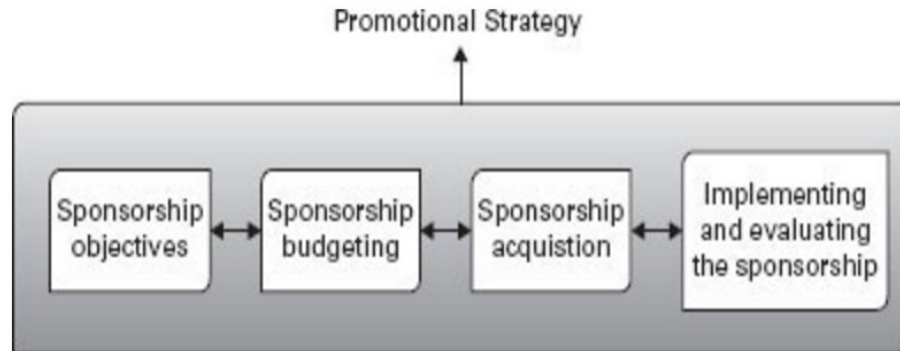


Figure 3 The Sponsorship Process (Shank 2009, 441.)

Figure three above illustrates the process of designing a sponsorship program. Per Shank (2009), the decision on the sponsorship program is not made in isolation. This is also shown in the model above, in which the sponsorship program is an element of the promotional strategy. To have the greatest effect of the sponsorship program, all the elements of the promotional mix must be integrated, which were firstly created as an item of the promotional mix, as a part of the integrated marketing communication process. When building up a sponsoring deal, the decision is based on the objectives and the budget. These two points are equally important, and they go hand in hand. The sponsors should evaluate carefully their aims and opportunities of different sponsoring possibilities to fulfill their personal marketing goals. Shank (2009) also mentioned that without the money the most important objectives would not be reached. (Shank 2009, 442.)

After setting up the budget and objective of the sponsorship deal, the company must choose among many possible sponsorship opportunities. According to Shank (2009), three decisions must be addressed. Number one is to choose whether to sponsor a local, national or global event. The second decision which they should make is about the athletic platform. Do they want to sponsor an individual athlete, team, league or even a stadium? After the broad athletic platform is chosen, the company must decide on a particular entity. For example, if an individual athlete is selected as the athletic platform, will they sponsor Usain Bolt, Roger Federer or Mikko Koivu. (Shank 2009, 444.)

The last step of the whole sponsorship process would be the implementation and evaluation of the sponsorship deal. Evaluating whether they achieved the goals or not is of great importance for further sponsorship processes. (Shank 2009, 446.)

2.4 Sport Sponsorship Objectives

First, the purpose of every sponsorship activity can be explained by using the AIDA framework, which was presented in section 2.1 above. In addition to the AIDA model, the author added the three stages which the consumer is moving in response to the promotion: cognitive, affective, and behavioural. Furthermore, the primary objectives of sponsorship were added to the model. Those objectives will be explained more in detail in the next sections.

Stages	AIDA model	Objectives in sponsorship
Cognitive	Attention	Increase brand awareness Reaching targeting market
Affective	Interest Desire	Image building
Behavioural	Action	Sales increasing Relationship marketing

Figure 4 Objectives linked with stages (Personal collection)

Probably one of the most fundamental goals of a company when it comes to sponsorship is to generate or to increase the awareness of its products, services, or the corporate name. For a new brand, sponsorship can be a very useful tool to enhance their awareness in a short time. (Shank 2009, 448.)

Maintaining or even building their own image is one of the most important goals of every sponsorship campaign. This image building process is a two-way street between the sponsor and the sponsee. The sponsor can profit of the good sponsee's image and associate themselves with it. As well as it is also beneficial to the sponsee, as they can take advantage of their association to the sponsor. (Shank 2009, 461.)

Another goal of sponsorship is to overcome or meet competitive competition or threats. Many companies are mentioning that they are not so interested in sponsorship opportunities but forced to do so, in order not to lose market share to the other competitors, which are investing in sponsorship programs. However, a company which is trying to gain a competitive edge can still be harmed by ambush marketing tactics of other companies. As this will be relevant for the research of this paper, ambush marketing will be explained in detail in the next section. (Shank 2009, 448.)

Per Shank (2009), another important objective of sponsorship is reaching the targeting markets. Sponsorship itself has the unique ability to reach those people who share their common interests. Therefore, companies already get a natural segmentation of the customers by their sponsorship programs. Furthermore, an important issue for a sport marketer is to create

a long-term relationship with the customers. In today's very competitive market environment, it is highly important to build up a good relationship of trust with the customers. (Shank 2009, 459.)

Almost every company's goal is to increase their sales through sponsorship deals. Although, there is often an indirect route to sales increase. First, as we have seen in section 2.1 with the AIDA framework, the company must get the attention followed by the interest and desire before the customer will buy their product. The sponsor will not agree on a sponsorship deal if he does not feel comfortable on the return on investments. (Shank 2009, 463.)

2.5 Ambush Marketing

Per Yeshin (1998), ambush marketing (sometimes called guerrilla marketing) is the planned effort to gain benefits of an event in associating themselves indirectly with it. Primarily it appears when a firm, which is not officially sponsoring the event, achieves identification with it. (Yeshin 1998, 278.)

Shank mentioned that there is always a risk for the company which is engaged in a sporting event to get harmed by the competitor's planned guerrilla marketing tactics, which aim to gain some recognition and benefits of being associated with the event (Shank 2009, 448). Furthermore, Uphoff et al. (2013) titled this ambush marketing as undeniably efficient, and he even announces it as the most creative form of advertising ever. (Uphoff, Cohen, Brown, Massey & Bösling 2013, 157.)

According to the Wall Street Journal (2010), there are three different types of Ambush Marketing. First of all, there are the direct ambush activities in which the brand tries to associate themselves consciously with the sports event. Another type is the indirect ambush, where a company tries to associate with the event through indirect references or suggestions. The last way of ambush marketing is the incidental ambushing. This is the case when the consumers think that a brand is the sponsor of an event without any attention to set up such a connection from the brands' side. Although it is not deliberate, it can still be an issue for the official sponsor as it clutters the marketing environment. (Chadwick and Burton, 2010)

Per Aven (2016), there are four different possibilities of applying an ambush marketing strategy. One legal way to gain association with the event without being an official sponsor is, to pay to the broadcast company for the right to advertise for them, but does not pay anything to the event holder. The second possibility for the ambush marketing company is to sponsor an individual athlete or a team participating at the event. The third strategy is to create a marketing campaign, which has connections with the event by using symbols or images almost similar to the original ones, in order to create an association. The last possibility would be to advertise in the geographical surroundings of the event. (Avén and Hedén, 2016.)

2.6 Selection Process of Sport Sponsorship

Once the firm is clear about the sponsorship objective and the financial resources, they must decide on an appropriate ambassador of the brand. However, every company should go through a thoughtful decision-making process to evaluate the potential representative. The following figure is showing a model of the process of sport sponsorship acquisition. (Shank 2009, 466.)

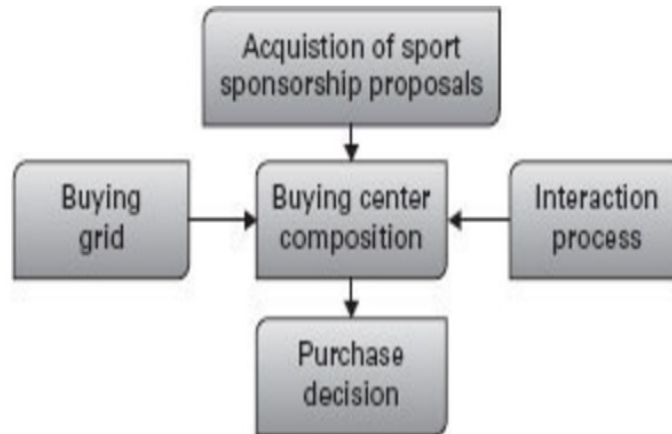


Figure 5 Sport Sponsorship Acquisition Process (Shank 2009, 475.)

Per Shank (2009), the process starts with the acquisition of sport sponsorship proposals. As this is a reactive process, the company receive in general many different possibilities from entities which are willing to secure a sponsor. Potential sponsors are usually looking for the following points to assist their decision making: length of the contract, media coverage, sponsorship benefits, a demographic profile of the fans at the event, value added promotions and cost per number of people reached. (Shank 2009, 475.)

Once the proposal has been acquired, the next step would be to form the buying centre. The buying centre usually contains four to five people in which each of them has a different and unique role in the decision-making process. In such a process, there are four kinds of different positions. There is the gatekeeper, who's primary duties involve controlling the flow of information. The influencer is known as the person who has a broad range of contacts, which they use to gain knowledge about the possible sponsee. Furthermore, they spread this information to the other members of the buying centre. The third person in this centre is the decision maker who has the power to reject or accept the proposals. The purchaser is the last person of the group who is responsible for negotiations and writing sponsorship contracts. Furthermore, the buying grid is referring to previous sponsorship deals of the organization. Shank also mentions that if the sponsorship deal is only renewed the buying centre has a less significant role, then it would be the case when they are working on a new sponsorship deal. (Shank 2009, 475.)

Normally the whole process of decision making takes about three to six weeks. This process may seem slow, but it is overall a very complicated process of determining the scope of sponsorship. (Shank 2009, 475.)

2.6.1 Athletic Platform

As this paper is about the sponsorship deal to Usain Bolt, this section will only be focusing on athletes as the athletic platform. According to Shank, athletes as endorsers can build up an immediate association with the product or brand, and they are very famous among the targeting customers. They have an immense influence on the consumer's mind, and that is exactly what the sponsors are looking for. In the best case, the athlete itself stands for the values which the company wants to transfer. The athletes are normally related to credibility which is important for the potential customers. Those sponsorship deals with professional athletes often contain the payment of a fixed amount of money, the exclusive use of the product or sport equipment, and in some cases the payment of the transportation costs. (Shank 2009, 479.)

2.7 Measurement of Sponsorship Effectiveness

There are many ways to measure the effectiveness of a sponsorship program, and there is not one general one which can be applied to every sponsorship deal. After analysing a few of them, the author decided that the theory of Brassington and Pettitt (2000) and the one of Shank (2009) may be the most relevant one for this study. Per Brassington and Pettitt (2000), one factor to measure the effectiveness is the media exposure. This means especially the air time on TV transmission as well as the column sizes on printed media. Another way which the two authors mentioned is computing some pre- and post-test on the awareness level, attitudes level and opinions. Of course, the easiest way how to measure would be to compare the sales figures from before and after the sponsorship campaign. Per them, feedback from groups is also very relevant when it comes to the measurement of the effectiveness. (Brassington & Pettitt 2000, 814.)

Shank's approach to the measurement of sponsorship is divided into three stages of strategic control. The following figure shows the approach of Shank.

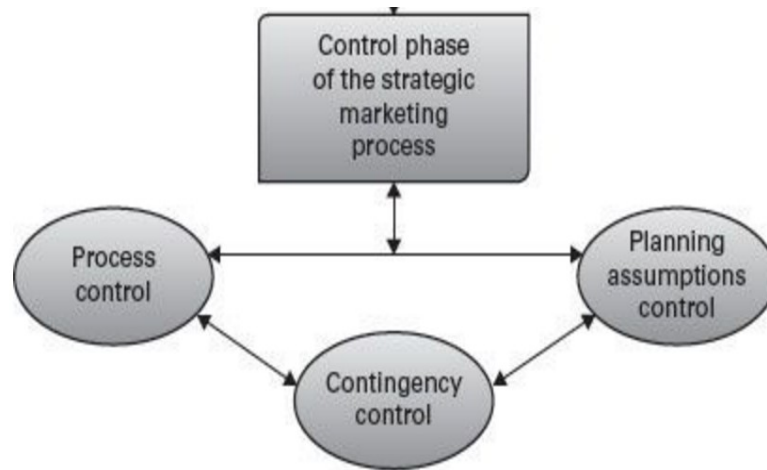


Figure 6 Control Phase of Strategic Sport Marketing Process (Shank 2009, 572.)

As the sport marketing plan is built upon assumptions, it is important to control those assumptions and to ensure whether they are still valid or not. The external environment factor and the sport industry factor should also be considered as they are the most important ones in the sport marketing sector. This process of strategic control is necessary so that the responsible persons can guide themselves through the process. However, this phase of the control is not considering the internal and external aspects of the environment which are not possible to find out during the planning phase. Therefore, two further steps are required. The process control evaluates the efforts which already have been done to execute the plan. Because of changes in contingencies and premises which are usually caused as the result of process control activities. The last point which Shank is mentioning is the contingency control. The contingency control is under the assumption that there is an uncertain and unpredictable environment which may be the reason to reassess strategic choices. The object of this stage of the control phase is to scan the environment so that they can discover any changes that could affect their sponsorship activities. (Shank, 2009, 575-576.)

3 BRAND EQUITY

In this section of the paper, the author will give a theoretical overview about perhaps the most valuable assets of a firm – the brand (Keller 2008, xv). Furthermore, it will be explained what the companies can do for managing them properly to increase the awareness or the image of their brand.

In the article of Chandra (2016), David Aaker gave the following definition of brand equity:

“Brand Equity is a set of brand assets and liabilities linked to a brand, its symbol, that adds to or subtracts from the value provided by a product or services to a firm and/or to that firms’ customers.” (Chandra 2016)

3.1 Strategic Brand Management Process

Per Keller (2008), strategic brand management is about designing and the implementation of marketing programs and action to measure, manage and build brand equity. According to him, the process has got four different steps which can be summarised in the following figure. (Keller 2008, 38.)



Figure 7 Strategic Brand Management Process (Keller 2008, 39.)

3.1.1 Identifying and Establishing Brand Positioning

The whole process of strategic brand management starts with identifying and establishing brand positioning. The company must be clear about what the brand is representing and how the targeting position is, comparing to their competitors. Brand positioning is also the process to place the brand in the customers' mind so that they connect it with something the company stands for. The goal of the positioning is especially to point out the differences and advantages they have over other brands and at the same time to allay possible disadvantages they might have comparing to the concurrence. (Keller 2008, 39.)

3.1.2 Planning and Implementing Brand Marketing Programs

The second step is about planning and implementing of brand marketing programs. Building a unique and good brand equity is about establishing a brand with which customers have got a favorable, strong and unique brand association. Per Keller, three factor are depending on this knowledge building process. The first factor is about choosing the brand elements. This means that the company should carefully think about which logo, symbols, slogans and packaging they are using. Those elements can already create a significant advantage in the market if they are wisely chosen. In the best case, they help to increase the brand equity. The second factor is to integrate the brand on marketing activities. Although already the choice of the right brand elements can increase the equity of a brand, the biggest increase will come from marketing activities which are directly related to the brand. The last factor of planning and implementing marketing programs is to leverage secondary associations. The brand may be associated with another entity. The consumer may infer that the brand shares associations with that entity. In this case, the marketer would leverage or borrow some other associations and values of another entity to increase its equity. (Keller 2008, 39.)

3.1.3 Measuring and Interpreting Brand Performance

The third step of the strategic brand management process is to measure and interpret brand performance. This important step often benefits from a brand audit. A brand audit is an examination of a brand's current position, compared to its competitors. It also reviews its effectiveness. With the aid of the audit, the company can determine their weaknesses and opportunities for improvements. To manage and measure the effectiveness of the brand marketers often use the brand value chain tool. This tool tracks the value creating process for brands in order to get a better understanding of the investments and expenditures. Furthermore, the brand equity measurement system provides the marketer with timely and accurate information so that they can make the best short- and long-term decisions. (Keller 2008, 40.)

3.1.4 Growing and Sustaining Brand Equity

The fourth and last step of the process is to grow and sustain the brand equity. It can get very challenging and difficult when it comes to maintaining and expanding the brand equity. First of all the firm should define their brand strategy, which provides guidelines about which brand elements to apply across the different products. Second, they have to be aware of their brand expansions strategies. In order to grow and sustain their equity over time, the company must have a clear vision for future marketing activities. The last consideration marketers have to do when managing brand equity, is to recognize and account different types of consumers for potential new marketing activities. (Keller 2008, 41.)

3.2 Customer-based Brand Equity

The customer-based brand equity shows the brand equity of a company from the perspective of the consumer. Per Keller (2008) the customer-based equity perspective puts the focus more on the financial value created by the customer. However, in its calculation not integrated are the advantages of a strong brand such as the ability to attract higher quality employees. There is no doubt that customer equity and brand equity are related. In fact they go together, many of the actions which increase customer equity will also increase the brand equity and vice versa. Nevertheless, the author will be focusing on the customer-based brand equity as this is more relevant for the further research which will be done. (Keller 2008, 85.)

It is of great importance for every firm, to know and to understand the consumers' needs, to plan the right marketing campaign. The marketer of every successful brand is aware of what other brands mean to consumers and what kind of brand knowledge do the consumers have towards the different brands competing in the market. The basis of the customer-based brand equity model is to understand that the brand's power lies on what consumer believe about the brand. The big challenge of every marketer is to ensure that their consumers see, feel, hear about the brand, as they want them to. A brand has got a positive consumer brand equity if consumers react favourably to a product and the way it is marketed. So, in other words, consumers would be less sensitives to price increases or they would easier accept new brand extension than when a brand has got a negative consumer-based brand equity. (Keller 2008, 48.)

Per the consumer-based brand equity model of Keller, brand equity is a bridge from their past to their future. Marketers should not see the dollar spent on marketing as expenses, but as investments. Those are investments on what consumer felt, learned and experienced about the brand. When it comes to marketing expenditures, it is possible to overspend on brand building, if it is not spent in the right way. So, the quality of the investments is the most demanding factor and not the quantity. Future directions of the brand are strongly guided by the brand knowledge which was build up in past years. Consumers will mostly hold on their brand beliefs and attitude thus the true value of a brand rest with the knowledge of their consumers. (Keller 2008, 49.)

3.2.1 Sources of Brand Equity

Keller (2008) is defining customer-based brand equity as follows:

“Customer-based brand equity occurs when the consumer has a high level of awareness and familiarity with the brand and holds some strong, favourable and unique brand association in memory.” (Keller 2008, 53.)

When consumers are basing their decisions on mere familiarity the brand awareness alone would be enough to create positive consumer response. Nevertheless, in most of the cases the strength, uniqueness, and favourability of brand association are influencing the brand equity. Marketers should establish a positive brand image in the memory of the consumers which goes together with the positive brand awareness. Those two sources are creating the customer-based brand equity.

3.2.2 Brand Awareness

Per Aaker (1991), the brand awareness is very much about communication. He describes it as the capacity to recognize the brand from the consumer perspective. The following definition is how Aaker explains the recall and awareness of a name:

“A name is like a special file folder in the name which can be filled with name-related facts and feelings. Without such a file, readily accessible in memory, the facts and feelings become misfiled and cannot be readily accessed when needed.” (Aaker 1991, 63.)

According to Keller as well as Aaker, brand awareness is compounded by two different factors, the brand recognition, and the brand recall. Brand recognition can be explained as if the consumer can recognize the product of a brand as one to which they already have been exposed to. Brand recall, on the other hand, is the ability that consumer can make the connection to the brand when given the product category. Per Bettman (1979), the most buying decisions are made at the point of purchase, where the consumer sees the brand logo, name, packaging, so the brand recognition is out of great importance. But if consumer decisions are made away from the point of sale, the brand recall is more important than the recognition for every brand. (Keller 2008, 54.)

3.2.3 Brand Image

When it comes to the definition of the brand image, different authors have all the same meaning about it. Kotler (1999) defines it as follows:

“The set of beliefs that consumer hold about a particular brand” (Kotler, Armstrong, Saunders & Wong 1999, 218).

As well as Kotler et al. (1999), Keller (2008) says that the image of a brand exists in the consumers' mind. Furthermore, he mentioned that it is

very often linked with the brand association. Consumers have a positive brand image if they link the brand with strong, favourable, and unique associations. The strength of the brand association is that the deeper a consumer links a product to already existing brand knowledge, the stronger the association. Per Keller, there are two different ways which consumer form beliefs about attributes and benefits of a brand. On the one hand, there are brand attributes which characterize the product or the service and on the other hand there are the brand benefits where the personal values and experiences are which the consumer already made with the product or the service. He is mentioning that in general direct experiences is the strongest way to build up the brand image. (Keller 2008, 56-57.)

3.2.4 Building a Strong Brand

Keller (2008) summarized the way to build up a strong brand in the four-step program which was already explained in sector 4.1. When it comes to customer-based brand equity, this model can be broken down into four simple questions which consumers are asking about the brand. (Keller 2008, 60.)

1. Who are you? (brand identity)
2. What are you? (brand meaning)
3. What do I think or feel about you? (brand response)
4. What about you and me? (brand relationship)

He created the customer-based brand equity pyramid to simplify the whole process. To increase the brand equity, the top of the pyramid must be reached. The pyramid contains six different brand building blocks where the ones on the left side represent more the rational route and on the right side the emotional route to building a strong brand equity. This is one of the tools which the author will be using for the research of Pumas brand equity. (Keller 2008, 60.)

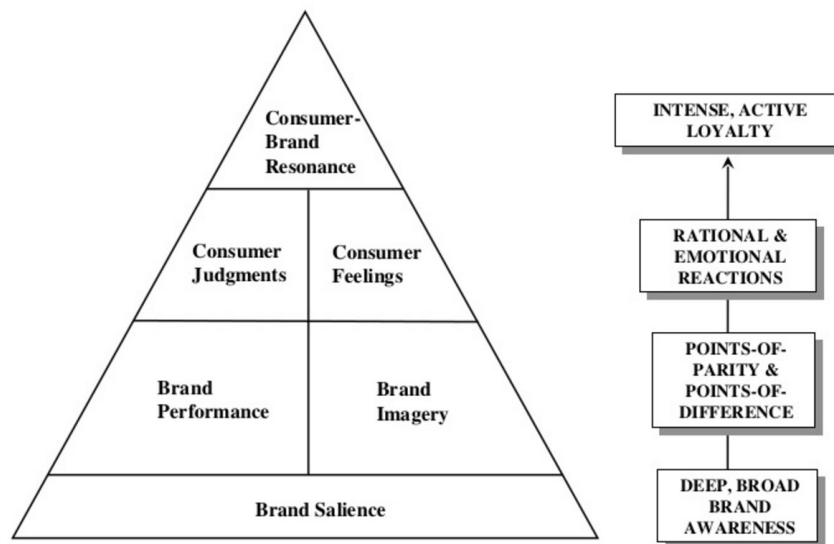


Figure 8 Customer-Based Brand Equity Pyramid (Keller 2008, 60.)

The pyramid starts with measuring the brand awareness. In the block of brand salience, it will be evaluated how deep the identification and the recognition with the brand from the consumer side is. (Keller 2008, 60.)

How well the consumer needs are satisfied will be evaluated in the brand performance box. Brand performance is about the service or product itself which is the heart of every brand equity. Keller (2008), divides the brand performance into equally important attitudes: the ingredients and features, the products reliability, durability and serviceability as well as the service efficiency and effectiveness and at least the design and the style of a product. (Keller 2008, 65.)

One other important point of the brand meaning is the brand imagery. It can be explained rather like the way consumer think about the brand abstractly and not what they think the brand does. Thus it refers more to intangible aspects of a brand and what kind of connections the consumers are making in their mind. There can be many different kinds of intangible aspects linked to the brand such as user profiles, personality, and values, history, heritage, and experiences. (Keller 2008, 65.)

Another important box to be aware of is the consumer judgments. Consumers are of course evaluating the brand on their experiences they have made over the time with a product or service, as well as what they heard from third persons. According to Keller, the most important brand judgments are superiority, consideration, credibility and quality. (Keller 2008, 68.)

Consumer feelings are emotional responses and reactions towards the brand. It is also related to the social currency of a brand. The feelings can only positively affect their consumer behavior if they think in a positive way of the brand. (Keller 2008, 68.)

The last and highest box of the pyramid is the consumer brand resonance. This final step to building a strong brand equity focuses on the relationship and the level of identification a customer has with the brand. Keller is dividing it into four different categories such as the loyalty, attitudinal attachment, sense of community and active engagement. (Keller 2008, 72.)

3.3 Brand Positioning

In this chapter, the author relies on the previews one, in which the customer-based brand equity with its model to build a strong brand was explained. In this section, the author will explain how to define desired or ideal brand knowledge structure, in the positioning process of a brand. As the name already implies it can be very simple explained as the process of finding the right “location” in the market environment. Per Sternthal (2016), the whole positioning process not only means to consider the brand’s points of difference (PODs) but also the points of parity (POPs) with other products. It contents determining a frame of reference by identifying the target market and the competitors. (Sternthal 2016.)

3.3.1 Identifying and Establishing Brand Positioning

As Keller (2009) explains it is important to identify the consumer target right then different consumer may have different knowledge about the brand and different preference and perceptions. A market is defined as the set of all potential buyers and market segmentation would divide those potential customers into groups, which have similar needs and consumer behaviour. The finer the market are segmented, the easier it is for the companies to implement marketing programs which meet their needs. Per Keller, the market can be divided into behavioural (brand loyalty, user status, usage rate), demographic (income, age, sex), psychographic (values, opinions) and geographical aspects. (Keller 2008, 99.)

The nature of competition is defined as the rivalry between two different brands entering the same target market. So, marketers must choose the markets carefully to serve the consumers profitably. They must be careful not to define their market too narrowly, which would often lead towards not recognizing the most compelling threats and opportunities. (Keller 2008, 105.)

Once the competitive frame of reference has been established by defining the customer target market and the nature of competition, marketers can define the basis of positioning itself. This requires establishing the correct points of difference and the points of parity associations. According to Barwise and Meehan (2004), points of difference are positive attributes strongly connected towards the brand, which could not be found to the same extent at a competitive brand. On the other hand points of parity associations are not unique to the brand but also connected with other brands. (Keller 2008, 109.)

3.3.2 Positioning Guidelines

The first step in the positioning process is to determine category membership, which means to define the products of which the brand is going to compete. Choosing different products often means to have different competitive frames and different PODs and POPs. The category membership refers to the product category and explains its benefits and the goals they might achieve by using the product. (Keller 2008, 110.)

The next step is to choose and to establish the points of difference. By choosing them, the two most important factors to look at are, that the consumers believe that the company can keep the promise and that the consumers find it desirable. The target customer must find the PODs personally relevant, important, distinctive and superior. If these points are given, there is the potential that the PODs become a strong and unique brand association. (Keller 2008, 115.)

4 PUMAS BRAND AUDIT

In this section of the paper, the author summarizes the key points of the brand Puma including the positioning history as well as the sponsorship activities of the brand. This will be relevant for the paper in order to compare the results the author found about the brand with the outcome of the survey.

4.1 Brand Inventory

Puma is a sport/lifestyle company which was founded in 1948 by Rudolf Dassler and became a public company in the year 1963. The headquarter of the brand is located in Herzogenaurach Germany, the same place where his older brother founded Adidas (Ugesh 2013, 33). The researcher firstly describes the five different eras of the brand, and as a next step, to show the difference of each era in an easy way, the paper includes a table with the most important facts about Puma and its positioning. Until the year 2014, its mission was to become the most desirable and sustainable lifestyle/sports brand in the world (Ugesh 2013, 34).

In 1948, when Rudolf Dassler founded the brand, Puma was entirely focusing on producing sports footwear with the emphasis on soccer boots. It was their clear goal to become the worlds' best brand in the soccer market. The brand was gaining recognition through their star football players, who were playing with their shoes. In 1950, German soccer players wore the shoe "Atom" at the first international soccer match after the World War II and at the Helsinki Olympics 1952, several track athletes won Olympic medals while wearing Puma track shoes. With the aid of very famous football players as well as their high-quality shoes, Puma consistently gained recognition in the market. (Rudolph, Schlegelmilch, Bauer, Franch & Meise 2012, 207.)

Due to the success of the brand, in 1962 their international export business covered already 100 countries. Puma products were known and valued for their innovative futures. The company was the first manufacturer which introduced the "vulcanization" process for soccer shoes, whereby the sole and the shaft of the shoe were bonded (Rudolph et al. 2012, 208). At that time Puma was reaching for gold, as they were equipping the world best soccer and track athletes such as Pelé, Abebe Bikila, and Mary Rand. Furthermore, to increase their awareness, they created the logo with the jumping cat in the year 1967, which is one of the most famous trademarks nowadays (Puma, 2016). In the following years, innovation was still an essential factor for the brands' success. Puma came up with several innovations in their shoes for the comfort of the athlete and of course to enhance their performance. Puma continued their momentum as star athletes in track, tennis, and football wore their clothes. Puma was entering the tennis market in 1985 with huge steps due to Boris Becker, who was carrying Puma shoes and playing a Puma racket while winning Wimbledon as the youngest and first unseeded player ever. (Rudolph et al. 2012, 208.)

Although they had a very strong brand name, Pumas' earnings constantly declined in the third era. They still had a great brand name recognition under the high-performance athletes, but fifty percent of their sales was generated by the lower range footwear sector. Due to the high costs in product development and research such as marketing expenses for new footwear models which reduced their earnings. The result of this was negative earnings for almost a decade. Just like Adidas, Puma wanted to reposition themselves in the early 1990 by premium priced and high-end footwear market. Unfortunately, this change resulted in more financial losses. (Rudolph et al. 2012, 208).

In the year 1993, when Jochen Zeitz was named CEO of Puma, it was not clear at all if the brand will exist any longer. Puma was almost bankrupt, and the recognition and awareness of the brand were at the lowest point ever. As the chairman of the brand, he abolished workforce at the expensive location in Germany from 720 to 370 jobs. At the same time, he relocated the production - as Nike and Adidas had been previously done - to supply companies in Asia, China, Taiwan and Vietnam. Instead of creating its shoes, Puma became a primary marketing and fashion-driven trendsetter, co-operating with more than half a dozen designers, including industry star Philippe Starck and fashion designer Jil Sander. This new direction implemented by Zeitz was a huge success for the company (Rudolph et al. 2012, 208). After saving Puma from the death, by turning it from a low price brand towards a sport/lifestyle company, Zeitz had not enough. Puma started to focus on international business with the goal to build the "sports/lifestyle name" globally. The strategy to emphasis in international business and to start to operate with different subsidiary was working very well, as the sales increased and they repositioned the brand as a desirable sport/lifestyle brand (Rudolph et al. 2012, 209). From the year 2001 till 2007 Pumas' brand value increased by 130% which was by far the biggest increase in the brands' history. The biggest growth was in the years 2002 (62,8%) and 2006 (11%). This means that they had their biggest increase in the years in which big football events were held. Puma was able to gain most of the attention with the aid of two teams. Firstly, there was Cameroun which was Pumas' key team in the marketing campaigns of the World Championship 2002 and the Africa Cup 2002 and 2004 and secondly, the title of Italy at the World Championship 2006, who played with Puma's designer jerseys (Märzendorfer 2009, 130). After successfully reposition the brand, Zeitz wanted more. His plan was to make Puma the most sustainable sporting good manufacturer in the world. Zeitz launched several sustainable projects such as the "Clever Little Bag" or "Creative Africa Network" (Steinkirchner 2010).

In the year 2014, Puma launched its new brand platform – Forever Faster. Its new mission is to become the world fastest sports brand. This campaign includes deals with athletes such as Usain Bolt, Mario Balotelli Rickie Fowler, and the Ferrari Formula 1 team. The section 4.2 will give a clearer explanation of the actual position of Puma in the Finnish market (Stedman 2014).

The effect of sport sponsorship on the brand equity

Table 1 Comparison of the different brand eras Sources: (Kahute, 2006.; Steinkirchner, 2010.; Stedman, 2014.; Puma, 2016.; Ugesh, 2013, 33-35.; Rudolph et al. 2012, 207-211.; Märzendorfer, 2009.; Annual Report 2015).

	1948 – 1962 Becoming number 1 in football	1962 – 1986 Reaching for Gold	1986 – 1993 Losing contact	1993 – 2014 Back on track	From 2014 From lifestyle to performance
Reason for being	Outfitter of the best soccer players	Equipping world best athletes	Business survival	Mixing influence of sport, lifestyle, and fashion	Becoming fastest sports brand in the world
Value proposition	Best in class performance	Enhance your performance	High performance with personalized fit	Fits your active lifestyle	For the trendy person with a wild and dynamic side
Differentiation	Innovativeness - First removable stud	Innovativeness, Celebrity athlete endorsements, comfort	Innovative footwear system (closure and cushioning)	Partnership with famous designer, distinctive styles	Motorsports, African football market
Association	German soccer team, track athletes	Gold medal athletes (Jim Hines) Football players (Pelé)	Tennis, soccer, and track athletes	Multiple sport and lifestyle segments (racing, yoga, tennis, music, running, golf)	Athletes who stand out with performance and personality
Range of authority	Soccer and track boots	Soccer boots, track shoes, clothing	Running shoes, kid shoes, apparel, gear	Performance/Casual footwear, apparel, gear, accessories	From performance to lifestyle
Audience	Professional soccer players, track athletes, experts	World class athletes, people who play sports	Young athletes, soccer athletes, track athletes	Anyone who wants to combine his active lifestyle with fashion	Younger and more sport oriented
Relationship	The new player in the field	Trusted partner, familiar friend	Old friend, you lost touch with	Hip friend who shows you a good time	Puma is a brand for the “Game Changer”

4.2 Brand Positioning

Puma, which is among the top three in the sporting-goods industry has struggled with the brand's profit, which crashed by 70% in the year 2012 and in the first nine months of the year 2013 in which the sales declined by 2.5%. At that time, Puma tried to be a fashion and a sports brand at the same. They pursued a multi-category strategy, but per Heydt (2016) they ended up by being nothing. This is exactly why Bjoern Gulde, who was announced as the new CEO in 2013, wanted to return to its sporting roots. The new strategy of Bjoern Gulde would abandon all the efforts of the last two decades, in which former CEO Jochen Zeitz focused the position of the brand more towards fashion-led consumers. With this repositioning in the market, the CEO hopes to catch up again to Nike and Adidas, which have become very dominant in the last five years. (Heydt 2016.)

Nowadays the strategy of Puma is to become the fastest sports brand in the world. Through "Forever Faster" they want to bring consistency in their marketing campaigns, in which Puma is stronger focusing on the product and its benefits. "Forever Faster embraces the thrill of being first, the swagger of being the best, and the fun of being able to adapt" (Stedman 2014). The company is very often highlighting it with one of its top athletes (Annual Report 2015). As mentioned in the theory section 3.3, it is of great importance, to be aware of the PODs and POPs of a company compared to their biggest competitors. In the case of Puma Nike, Adidas, and Under Armour can be named as the biggest rivals. A point of parity for all four competitors would be that they all use association with famous athletes/ambassadors to promote their products. As a point of differentiation, Puma is focusing much more on motorsports such as Formula 1, where the others are non-existing. Puma also has a much bigger presence in Africa, as it was equipping all Africa Teams which were participating at the 2014 FIFA World Cup. (Diarra 2016.)

As Puma makes its biggest profit as a shoe retailer, its pricing strategy is mainly focusing on being competitive to other fashion shoe retailers. It is based on the premium segment customers, and Puma commands the high premium. The company always tries to deliver the best possible value to its customers, and the efficiency of Puma allows a healthy profit from its international sales. (Molla 2016, 37.)

The values of Puma can be divided into four different attitudes: brave, confident, determined and joyful. (Annual Report, 2015.)

- They are unafraid of taking risks (brave);
- Whatever we do, we do it with conviction (confident);
- Nothing becomes between us and realizing our dreams (determined);
- We live to play the game and we play it with heart (joyful);

(Annual Report 2015.)

Although it is focusing on the campaign Forever Fast and Usain Bolt as an endorser clearly towards performance, it is still the most fashion-forward global sports brand, and it has with Rihanna a great role model and person to promote this. This is also the reason Puma is especially focusing on the women. *“The present is female,” “Today women are more active than ever,”* those are only two out of many statements Puma communicates to underline how important it is for the brand to have a particular focus on active women. (Annual Report, 2015.)

4.3 Sponsorship Activities

Puma sponsors a variety of elite athletes and cultural events, in order to target very specific consumers. However, in this section, the author will only be focusing on the sponsorship deal with Usain Bolt.

Usain Bolt signed a contract with Puma back in 2002 when he won the World Junior Championship 200m title in Jamaica. He became directly one of the leading athletes in the Puma athletic team. In 2013 Usain Bolt signed a deal, in which he will get 10 million dollars per season to stay with Puma until the Olympic Games 2016. With this deal, the Jamaican became the highest earner in his sport, and this shows clearly how important Bolt is to Puma and its further marketing strategies. Furthermore, once he retires from competition, the deal says that he receives 4 million dollars a year to act as a Puma ambassador. (Weir 2016.)

Puma also uses Usain Bolt for its ambush marketing strategies as they did at the 2016 Olympic Games in Rio. The company wanted to gain benefits of the Olympics without being an official sponsor. This planned effort to increase the awareness of the brand is as already mentioned one of the most creative ways of advertising and undeniably effective. (Uphoff et al. 2013.)

As soon as Bolt won the gold medal in the 100m sprint, an ambushing strategy of the highest level began to start. As Puma was not an official sponsor of the Olympic Games, they were not allowed to use #Rio2016 and #Olympics in their social media campaign, which would allow the company to create a direct connection to the event. Nevertheless, immediately after the win, Puma posted on social media that when you are @Usain Bolt, you are #ForeverFastest, which is clearly an alteration to its slogan Forever Faster (Thieringer 2016.). Furthermore, it used Usain Bolt, the top earner among all Olympic athletes, directly after his victory for some more ambush marketing. After the win, Bolt took off his eye-catching shoes and carried them around in the stadium. He was doing it in a way, that they were visible in every photo. And of course, the shoes were already available to buy online from the official Puma store. (Thieringer 2016.)

5 DATA COLLECTION

In this chapter of the paper, the author will firstly introduce the research methodology which will be used for this thesis. To achieve the objectives of the paper, primary and secondary research was undertaken and combined. Secondly, the researcher evaluates the results after conducting the primary research. The outcome of each question is illustrated and explained with the help of charts. As it was already mentioned above, the quantitative data was gathered through an anonymous online survey which generated 100 responses, considering the criteria that they are aged between 18-25 with Finnish nationality.

5.1 Methodology

The questionnaire was built based on the research objectives and the hypothesis. The goal of it is to get a deeper view on how the brand Puma is perceived in the Finnish market. In order to simplify the process of collecting the answers as well as to evaluate the different questions, the questionnaire was conducted online and was anonymous. All questions were formulated based on the guidelines of Konrad's theory: "Mündliche und schriftliche Befragung - Ein Lehrbuch" (Konrad 2015, 34-37). For the purpose that the result will not be affected, the author decided always to give one option "I don't know," in case the respondent does not know anything about this question. While creating the questionnaire, the author paid special attention not to give an unpair number of possible answers in order to avoid a tendency to the middle. Moreover, a data matrix as well as an encoding sheet was created in Excel for the evaluation of the questions.

To evaluate the objectives and the hypothesis, the sociodemographic factor occupation, income, and education are not relevant.

However relevant for the survey are the following factors:

- Age between 18 and 25
- Finnish nationality

The reason the author chooses this range of age and not Pumas target audience range of 18-34, is because the survey was conducted mostly in HAMK in which the students are aged from 18-25. Otherwise, it would affect the result, which would tend very heavily towards the younger age. The author tried to get a broad range of different aged people and different gender to get a meaningful result. It was also important to get a wide range of different interests, to not only question sport interested people who would distort the findings.

5.2 Personal Questions

Question 1: Gender?

As shown in the following diagram the survey was conducted by 49 men and 51 women. It was of great importance for the author to get a balanced number of male and female respondents, in order to get a representative survey especially because of the fashion related questions.

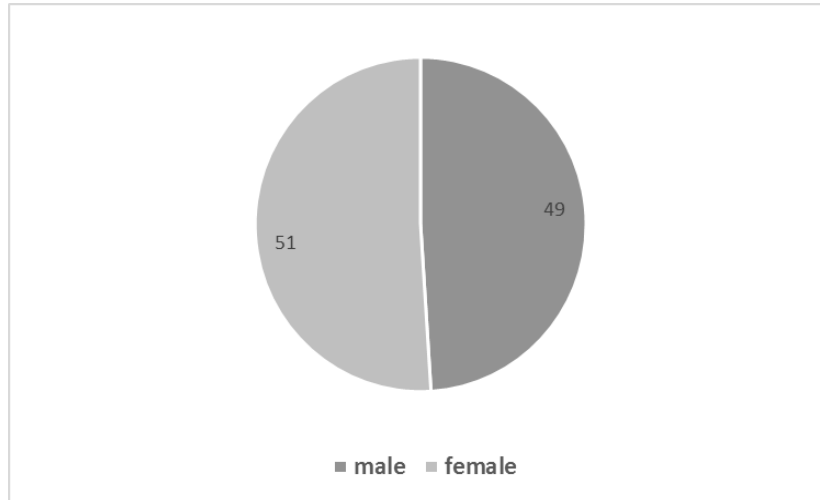


Figure 9 Question 1 (Personal collection)

Question 2: How interested are you in sport?

For the better understanding of the respondents as well as to better interpret the results, it was important to find out how involved the respondents are in sports. The diagram below shows that 39% of all the people who conducted the survey are interested in sports in general. There are even 33 people who mentioned to be very interested in sports, and only 5% are not interested sports at all.

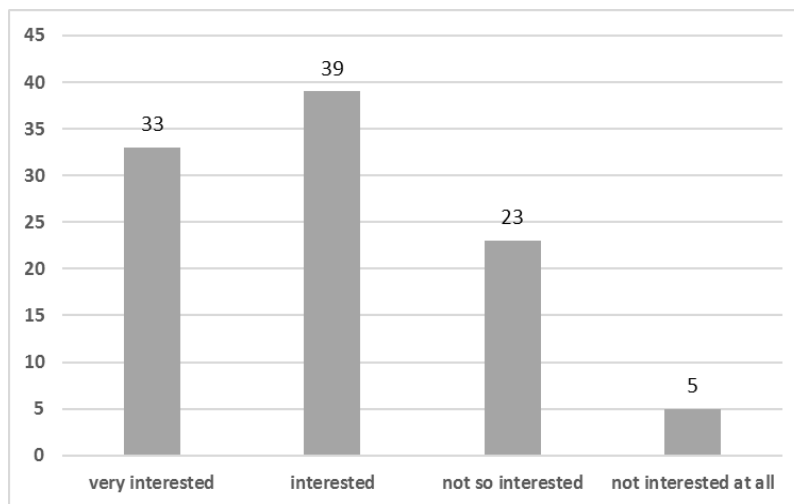


Figure 10 Question 2 (Personal collection)

Question 3: How many times do you exercise any sport?

To get a deeper view in the sports habits of the respondents, the author asked about how many times they exercise any sport. Surprisingly, there were only six respondents, who are not exercising at all. This is a very small value, which was not expected in that way. The other 94 respondents are very equally divided, and they exercise from monthly to three and more times a week.

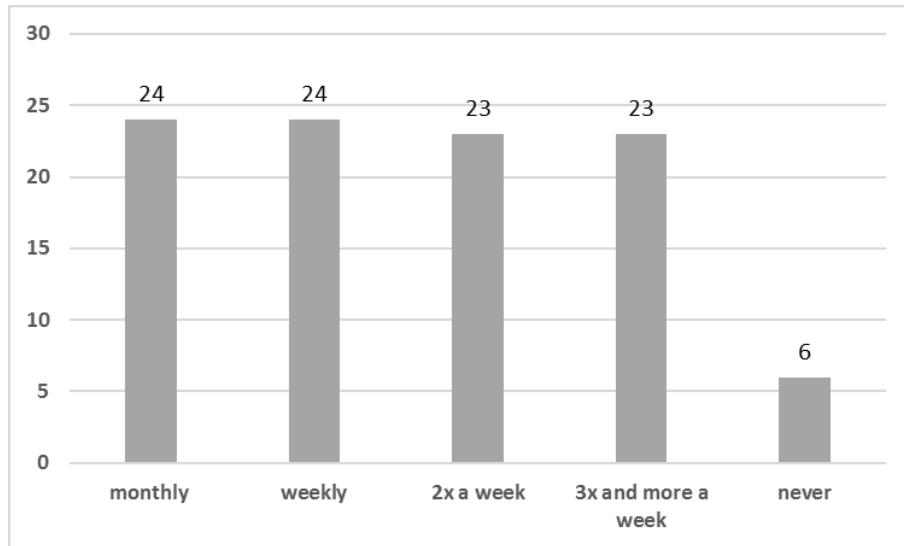


Figure 11 Question 3 (Personal collection)

Question 4: How interested are you in fashion?

As well as the question number two, this question's purpose is to get a better understanding of whether the interests of the respondents are more related to fashion or sports. As shown in the diagram below more than half of the respondents are interested or even very interested in fashion. 16% answered the question that they have no interest at all in fashion.

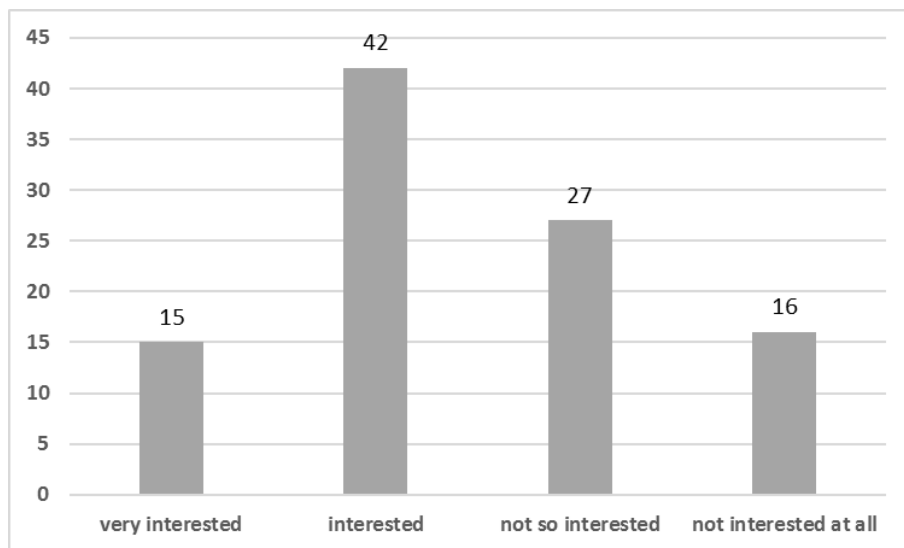


Figure 12 Question 4 (Personal collection)

5.3 Connection towards Puma and Usain Bolt

Question 5: Which person or entity do you connect with the brand Puma?

The Question 5 is about the sponsorship activities of Puma. The researcher wants to know, which celebrities are associated most with the brand. The question relates to the athletic platform chosen by Puma. In fact, all the celebrities mentioned in the survey have a sponsorship deal with the brand. As mentioned in the chapter 3.4.1, the endorsers have an immense influence on consumer's mind, and in the best case, the athlete itself stands for the value the brand wants to transfer. As already mentioned in theory, two of the most mentioned objectives with every sponsorship deal is to increase the brand image and the brand awareness.

The following diagram shows that 74% of all the respondents know that Usain Bolt has a connection with Puma. This also means that surprisingly 26 persons are not aware of the relationship of Usain Bolt and Puma. The clearly more fashion related endorsers Rihanna and Kylie Jenner got 31, respectively 16%. The fact that they are ranked above Mario Balotelli shows already that the brand is not so clear positioned between fashion and performance. Only nine respondents were aware of the sponsorship deal towards the Italian football player. Also to mention is that five respondents knew about the connection of Ferrari towards Puma and Ricky Fowler and Maradona were also mentioned in the others.

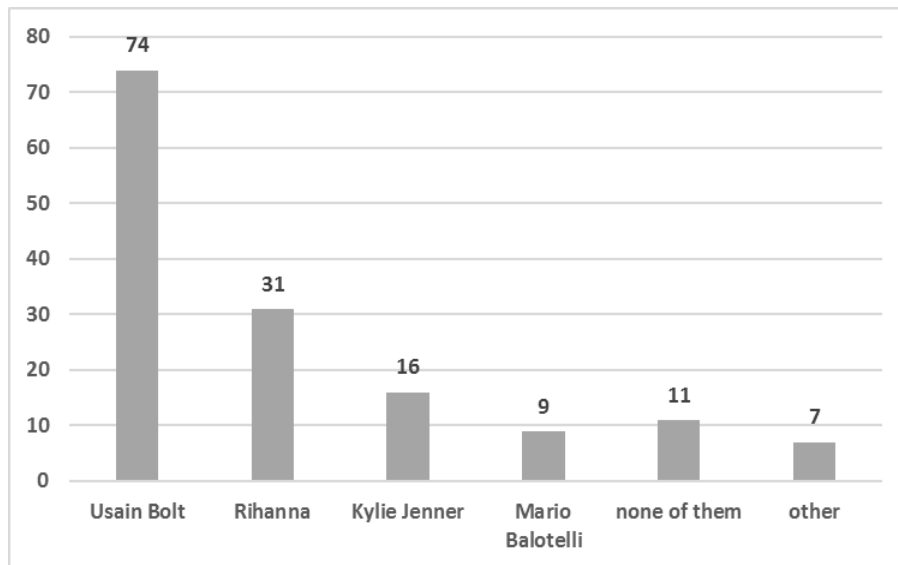


Figure 13 Question 5 (Personal collection)

Question 7: With what do you connect Puma?

In chapter 3.2.4 building a strong brand, the author explained the steps to be aware while creating a strong brand. Step number 3 is about the brand response, what the consumer thinks or feels about the brand. The author described it as two different boxes. One box of the pyramid is about the consumer judgments, where consumers are evaluating the brand on their experiences and the other box is about the emotional responses and reactions towards the brand, the consumer feelings.

As shown below most of the respondents thinks that Puma can most likely be described as a cool, dynamic, and innovative brand. These are very good judgments/feelings Finnish consumers have about the brand, and they are surely a big part of its brand image and therefore also of the brand equity.

When it comes to fashion/lifestyle and performance the respondents are not sure anymore whether the brand is more fashion related or performance related. The answers to those two questions are somewhere in the middle between most likely and not necessarily. This is undoubtedly related to the unclear strategy of Puma towards those two attributes. To be mentioned is that nobody strongly disagrees that Puma is a performance-oriented brand and that there are a few more respondents who strongly agree with the statement, that Puma is a performance brand.

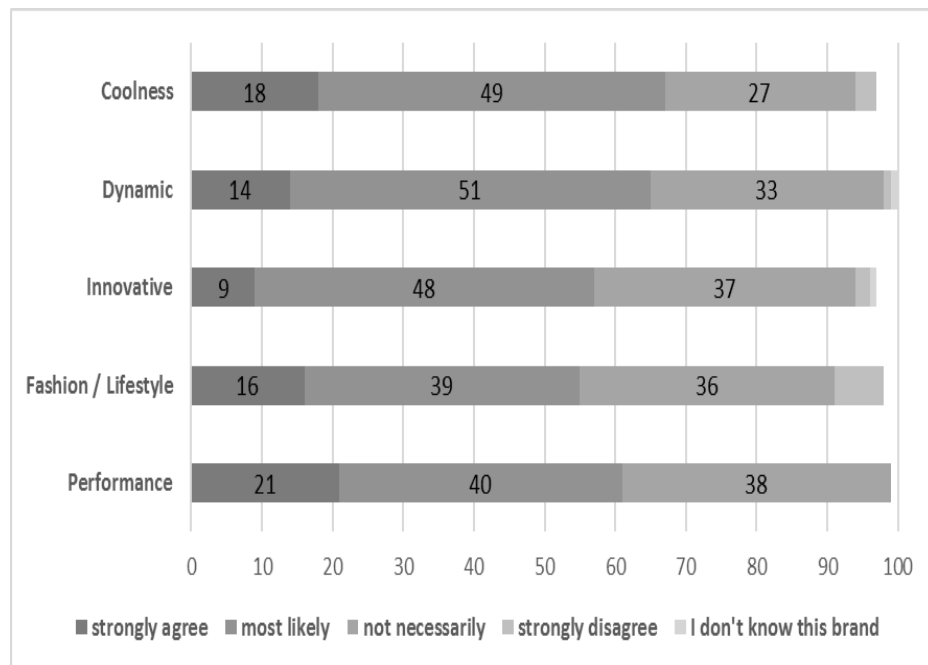


Figure 14 Question 7 (Personal collection)

Question 8: With what do you connect Usain Bolt?

This question 8 was about the consumers' connection towards Usain Bolt. In order to compare the question seven and eight as well as to investigate if some of the attributes are related to Usain Bolt, the researcher decided to ask about the same attributes as the question 7. Those are part of the attributes Puma was looking for when they decided to sponsor Usain Bolt.

The following diagram shows clearly that almost all the respondents connect Usain Bolt strongly with performance. This was the intention of Puma when they decided about their athletic platform. Usain Bolt is the right man to underline its new strategy of becoming the fastest sports brand in the world. The previous question showed that the respondents were unsure whether to connect Puma with fashion or with performance. But in the case of Usain Bolt, they are very sure about the connection. In fact, 48% of the respondents do not necessarily connect him with fashion.

The attributes coolness and dynamic are most likely or strongly connected with Usain Bolt. Furthermore, he is not described as an innovative person.

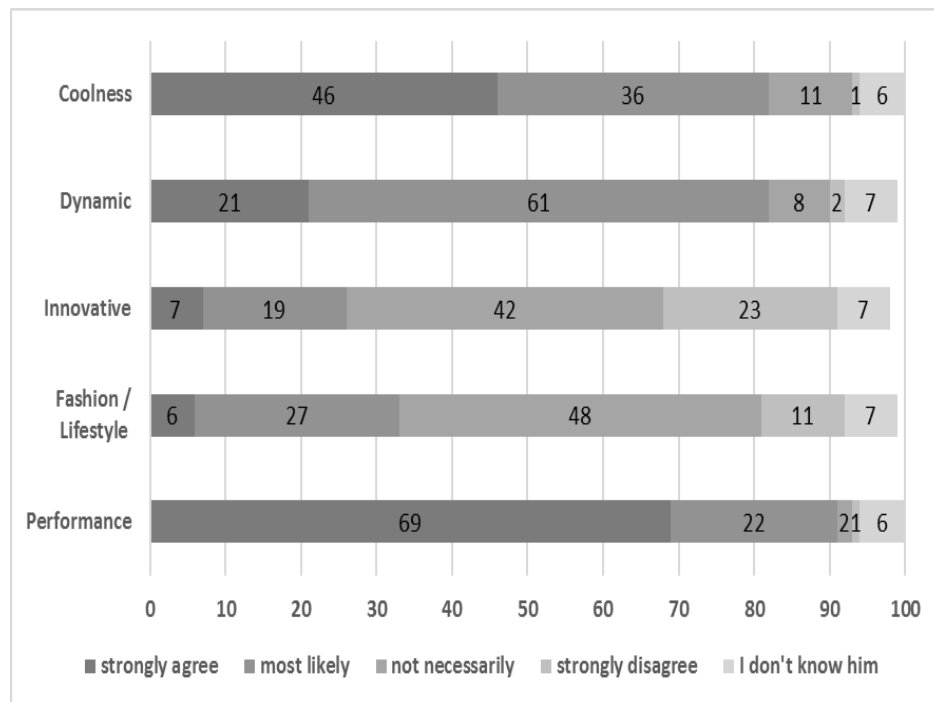


Figure 15 Question 8 (Personal collection)

5.4 Perception of Puma

Question 6: There is a change in the brand position from fashion towards performance due to the sponsorship with Usain Bolt.

The evaluation of this question showed that a bit more than half of all the respondents are agreeing with that statement that there is a change in the positioning from fashion towards performance due to Usain Bolt. The question number eight indicated already that most of the respondents see this change because Bolt was connected much more with performance than he was with fashion.

The following diagram shows that 36% of the respondents think that there is most likely a change in the positioning because of the sponsorship with Usain Bolt. 13 persons strongly agree with that statement, and 21% of all the respondents do not know if there is a change going on or not. None of the people who conducted the survey strongly disagree with the statement.

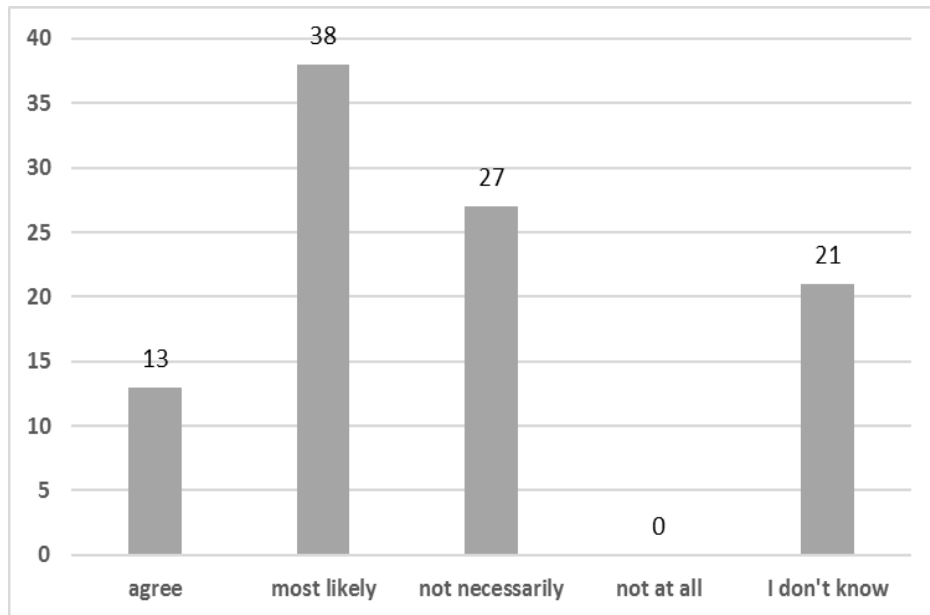


Figure 16 Question 6 (Personal collection)

Question 9: How do you perceive Puma due to their sponsorship towards Usain Bolt?

After question number seven and eight, in which the researcher asked about the connection the respondents make with Puma and Usain Bolt separately, this question is about how they perceive Puma due to Usain Bolts' connection with the brand.

The following diagram shows that the awareness towards the brand is very positive due to the sponsorship deal with Usain Bolt. In fact, more than 60% of the respondents think that Puma is increasing their brand image with this sponsorship deal. The respondents do not perceive Puma as a more fashionable brand only because of Usain Bolt as an endorser, on the contrary, they perceive Puma as a fast brand which most likely responds to the consumer needs and that it has high-performance products. That the sponsorship deal with Usain Bolt helps Puma to increase their awareness and image could already be seen at question number eight, where respondents connect the athlete with those attributes more than they did before with the brand.

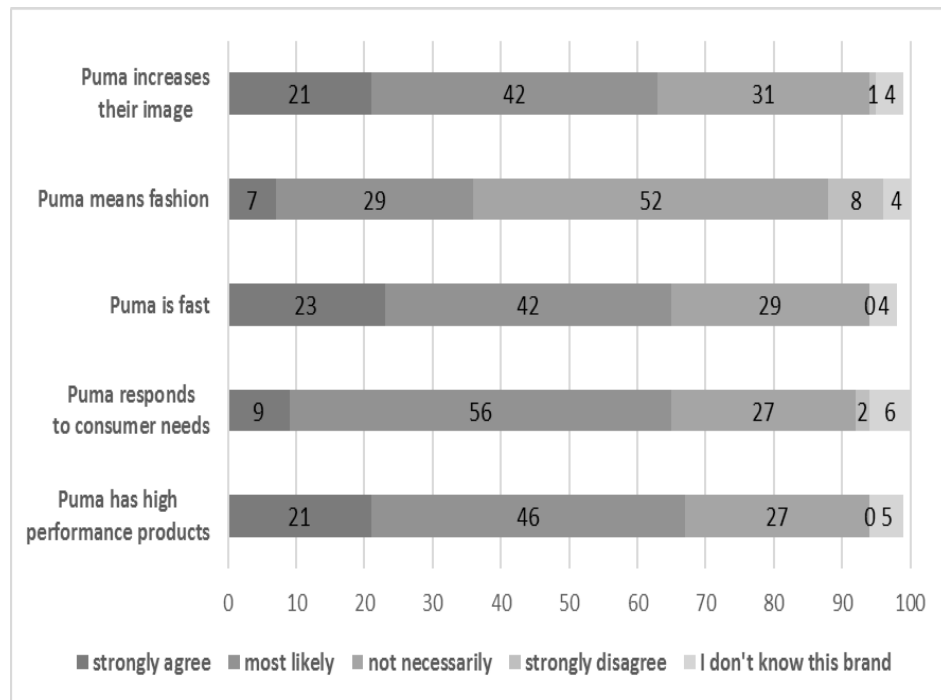


Figure 17 Question 9 (Personal collection)

6 DATA ANALYSIS

This section of the paper aims to analyze the data which was presented in the previous chapter. The author will first evaluate the formulated four sub-hypotheses and then with the aid of the results analyses the main hypothesis.

6.1 Sub-hypothesis 1 Evaluation

Consumers' identification with Usain Bolt has a positive effect on the brand awareness.

To evaluate the first sub-hypothesis, the researcher used statistical analysis, especially crosstabulation, which allows the author to analyse if there is a relation between the connection of Usain Bolt and the way they perceive Puma due to their sponsorship deal with the athlete. According to Bryman and Cramer (2005), crosstabulation is one of the most frequently and simplest way to analyse if there is a relationship between two variables or not. (Bryman & Cramer 2011, 197.)

The researcher connected the question number eight with the question number nine. The evaluation of those questions has shown that 64% of all the respondents which link Usain Bolt strongly or mostly likely with performance, did also answered that they perceive that the brand Puma has high-performance products due to the sponsorship with Usain Bolt. This shows that when the consumer relates performance to Usain Bolt, he simultaneously perceived Puma as a brand with high-performance products.

Also relevant to evaluate the first sub-hypothesis is that 62% of the respondents connect Usain Bolt most likely or strongly to performance and at the same time they connect Puma with the attribute fast due to its sponsorship deal with Usain Bolt. This clearly shows that if they perceive Bolt as a high-performance athlete, the consumers also make the connection towards the brand and receive it as fast.

Those two values are clearly indicating, that the sponsorship of Usain Bolt has a positive effect on the brand awareness towards Puma. The awareness of most of the respondents was high towards Puma due to their positive attributes, which they connect Usain Bolt with. In conclusion, it can be said that the consumers' identification with Usain Bolt helps the brand Puma to increase its awareness in the Finnish market. Thus the first sub-hypothesis can be verified.

6.2 Sub-hypothesis 2 Evaluation

The sponsorship of Usain Bolt helps Puma to increase their brand image.

To evaluate this sub-hypothesis, the author used a five-item Likert scale, where the respondents answered whether they don't know this brand, strongly disagree, not necessarily, most likely or strongly agree with the statement. Especially for this sub-hypothesis, the author formulated the statement that Puma increases its brand image due to its sponsorship deal with Usain Bolt.

The result showed that 16 respondents out of 100 answered that they strongly agree that Usain Bolt helps to increase Puma's brand image. A big amount of the respondents was not sure about whether this sponsorship deal helps the brand to increase the image or not. In fact, 42% answered with most likely and 36% with not necessarily.

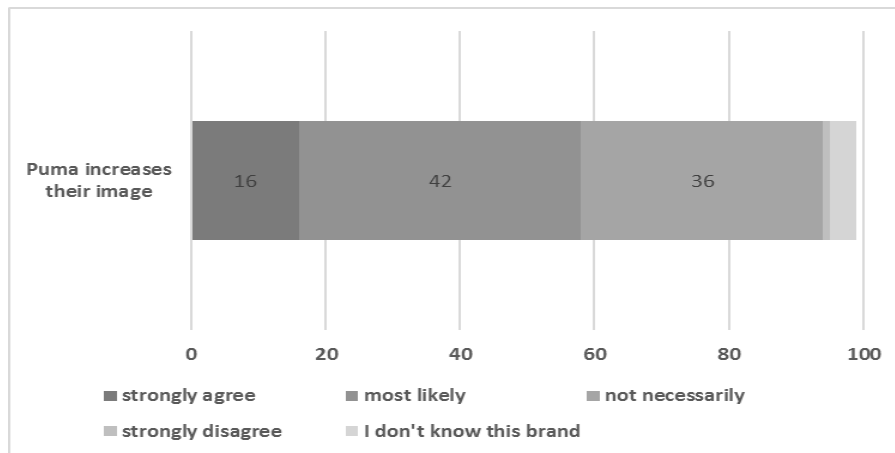


Figure 18 Evaluation Sub-hypothesis 2 (Personal collection)

Nevertheless, to get a more meaningful result it must be included, if the respondents are aware of the connection from Usain Bolt towards Puma. Crosstabulation has been used again, to connect the question number five with the statement that Puma increases its brand image due to the sponsorship deal. Out of the 74 answers, which connected Bolt with the brand, 51 agreed on the statement that Puma increases their brand image due to the sponsorship with Usain Bolt. This shows that almost all the respondents who are aware of Usain Bolt, think that Puma increases their image.

Due to the results shown above, the second sub-hypothesis can be verified.

6.3 Sub-hypothesis 3 Evaluation

The less a respondent is interested in fashion, the more he perceives Puma as a performance-oriented brand.

To evaluate the sub-hypothesis three the author used again crosstabulation, to find out the connection between the interest in fashion and the perception of Puma. Analysis has shown that there is no clear pattern visible. The following diagram includes only those 38% of the answers which suit to the sub-hypothesis. All the other answers were either strongly agreeing on fashion as well as strongly agreeing on performance or vice versa.

Only one respondent who is very interested in fashion answered that he does not perceive Puma at all as a performance-oriented brand. 16% of all respondents who are interested in fashion do not necessarily perceive Puma as a performance-oriented brand and 14% who are not necessarily interested in fashion perceive the brand Puma most likely as a performance-oriented brand. A bit more at the other extreme where 7% answered that they are not at all interested in fashion and that they strongly perceive Puma as a performance-oriented brand.

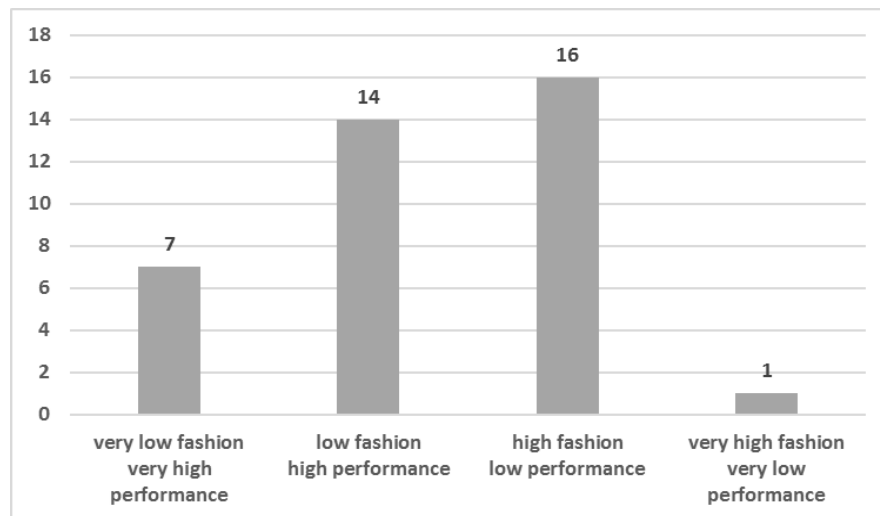


Figure 19 Evaluation Sub-hypothesis 3 (Personal collection)

Nevertheless, analysis has shown that 29% of the respondents who are not necessarily or not at all interested perceive the brand Puma as performance oriented. Also, 24% of the respondents who answered that they are interested or very interested in fashion perceive Puma not as a performance-oriented brand.

The author must deny the sub-hypothesis number three due to the results which are shown above. There cannot be determined a clear pattern that when a respondent is less interested in fashion, that he then perceives Puma as a more performance-oriented brand. Although there is a small pattern when taking together interested and very interested as well as not necessarily and strongly disagree.

6.4 Sub-hypothesis 4 Evaluation

More than 60% of the respondents sees a change in the positioning of Puma because of the sponsorship campaign with Usain Bolt.

As already mentioned earlier, the positioning of Puma in the Finnish market is not so clear. Since 2014, Puma is again focusing more on performance and is willing to become the fastest sports brand in the world. This means that it wants to get away from its previous more fashion based image.

The previous chapter has already shown that 13 percent of the respondents strongly agree with the statement that there is a change in the positioning. Also 38 out of 100 answered that there is most likely a change in the positioning. This means that more than half see a change in Pumas' market position. Nevertheless, this fourth sub-hypothesis must be denied because of the reason that only 51% sees a change in the positioning.

However, another aspect which was evaluated by the researcher is the knowledge about the connection from Usain Bolt towards Puma and the respondents' perception towards Usain Bolt. In order to get a meaningful result, crosstabulation was used again to create the connection of both aspects. The results have shown that 74 persons, who know about the connection of Usain Bolt towards Puma, connect Usain Bolt with performance. On the other side, only a few connected Usain Bolt with fashion/lifestyle. This result would indicate that there will be a change in the positioning due to the sponsorship because of the connection people have towards Usain Bolt and they will surely also adopt this view on Puma.

The following figure also indicates the connection people have towards Usain Bolt as well as towards Puma. It shows that they connect Usain Bolt more with performance than they do with Puma. In addition, the respondents connect Usain Bolt less to fashion then they do it with Puma. This indicates as well that the positioning will change towards performance because of the sponsorship deal with Usain Bolt.

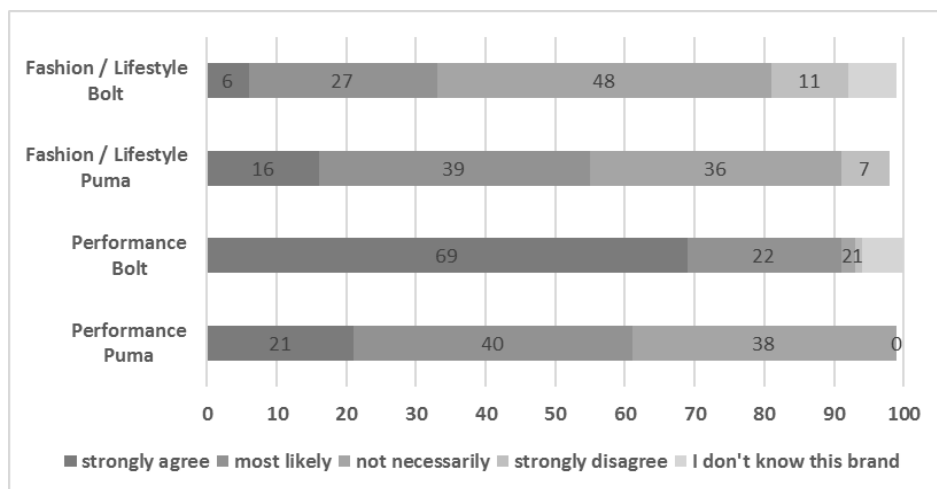


Figure 20 Comparison Fashion and Performance (Personal collection)

6.5 Head Hypothesis Evaluation

The sponsorship of Usain Bolt helps to increase the brand equity of Puma.

The head hypothesis that the sponsorship of Usain Bolt helps to increase the company's brand equity can be verified.

As shown in the evaluation of the sub-hypothesis 1, Usain Bolt has a positive impact on the brand awareness of Puma. As the researcher described in chapter 3, the brand awareness is a big part of the brand equity and therefore relevant when it comes to verifying the main hypothesis. Furthermore, the crosstabulation analysis of the second sub-hypothesis has shown that 51 out of the 74 respondents who are aware of the connection from Usain Bolt towards Puma thinks that Puma increases its brand image due to the sponsorship deal with him. This fact is relevant, because as already written in the theoretical part, the brand image is, besides the brand awareness, another big part of the brand equity.

The research has shown that if the brand chooses the right athletic platform, it can be very helpful in the process of increasing the brand equity. Puma is an excellent example for that, as it has with Usain Bolt, an athlete who stands for the same values the brand wants to transfer.

7 CONCLUSION

So far, this research has presented the theory of different authors including the aspects of the communication theory, sponsorship theory and the theory of how to build a strong brand. It also presented the actual position of the brand Puma as well as the methodology followed by the analysis part of the research. The next step is to evaluate the different objectives that were set up at the beginning of this study and to give a recommendation of future sponsorship campaigns for the brand Puma.

7.1 Objective 1 Summary of Findings

Investigate if sport sponsorship has an influence on the brand equity of a company.

As the author already described in the theory section of the paper, the strength, uniqueness, and favourability of the brand association influence brand equity. Per Keller (2008), the brand should establish a positive brand image which goes together with the positive brand awareness. If a company decided to use sport sponsorship as a tool to increase its brand equity, the selection process of sport sponsorship is out of great importance. Shank (2009) mentioned, athletes as endorser can build up an immediate association with the brand, as they are very famous among the targeted customers. If chosen wisely, the athlete itself stands for the values which the company wants to transfer. Thus, sport sponsorship has a significant influence on the brand equity of a company and it is very helpful to increase it.

With the aid of the gathered primary data, the author already showed that Puma is increasing the company's brand image due to its sponsorship activities. Crosstabulation has shown, that 51 out of the 74 people who are connecting Bolt with Puma think that it has increased its brand image. The sub-hypothesis 1 showed that the majority of the respondents feel that the sponsorship with Usain Bolt has got a positive effect on the brand awareness. The awareness of most of the respondents was high towards Puma, due to their positive attributes which they connect Usain Bolt with.

In conclusion, it can be said that the primary data showed what was already described in the theory. Sport sponsorship has an influence on the brand equity, and if wisely chosen, sponsorship deals can increase a company's brand equity.

7.2 Positioning of Puma

After winning the 200 m at the World Junior Championship in 2002 Usain Bolt signed a sponsorship deal with Puma. At that time the brand Puma just overcame a difficult phase in the brands' history. In order to save the brand, Joseph Zeitz, the current CEO and chairman, turned Puma from a low-price brand towards a sport lifestyle company. At the time when Usain Bolt signed the contract with Puma, the company started to focus on international business. They had partnership deals with different designers from all over the world, and it was positioned more in the fashion/lifestyle sector, and less in the performance sector as for example Adidas was. At the beginning of the new century, Puma was successfully repositioned as one of the most desirable sport/lifestyle brands worldwide (Rudolph et al. 2012, 209.).

Nowadays, considering the statements of the brand itself, Puma wants to position itself nowadays clearly more in the performance sector. Its mission to become the fastest sports brand in the world is a clear indicator for that. Through "ForeverFast" the company wants to bring consistency in its marketing campaigns, in which Puma stronger focuses on products and its benefits.

The current position of the brand Puma in the Finnish market is more towards performance than it was at the beginning of the century. Nevertheless, when analyzing the answers of the survey, the author cannot make a clear statement, whether Puma's position is more towards fashion or performance. Question 8 showed that the respondents have not a common opinion whether Puma is more fashion/lifestyle oriented or more towards performance. In fact, 61% of the respondents are most likely or strongly connecting the brand Puma with performance. On the other hand, 55% are connecting it with fashion/lifestyle. Although this result shows not a clear direction, most of the respondents think that there is most likely a change in the position from fashion towards performance in the last few years and 13% even strongly agreed with this statement.

7.3 Recommendation

In this section of the paper, the author gives Puma a recommendation on future sponsorship activities with the aim to further increase its brand equity as well as to catch up to its biggest rivals Nike and Adidas. As already seen in chapter 4 and 5 Puma has an unclear position in the Finnish market, as the customer cannot clearly define whether it is more a fashion-oriented brand or a company which is stronger focusing on performance. This unclear position is reducing its brand equity and diminishing the profit.

The company Puma must return to its DNA and heritage. In its case, this is clearly performance with special attention in soccer and athletics. The sport sector should serve the fashion/lifestyle sector and not the other way around. Nowadays, the company is sending unclear signals, whether it is focusing on fashion or performance. In 2013, Puma introduced its new mission to become the fastest sport brand in the world with the slogan “ForeverFaster” and it has with Usain Bolt, the best ambassador to promote its slogan. Instead of focusing on becoming the fastest sport brand in the world with the aid of Usain Bolt, it signed in the same year a sponsorship deal with Rihanna, who is clearly more fashion related than performance. This can be interpreted from the consumer as a very unsure signal and most of them think that Puma wants to make something in between fashion and performance. In the eyes of the author, this is not the way they can regain market shares in comparison to Adidas and Nike.

Furthermore, Puma should build and focus on its most promising category – footwear. Precisely in the football and running sector. Puma has some great ambassadors in the football and of course with Usain Bolt, the best possible man, to underline its “ForeverFaster” campaign as well as to promote its running shoes. Additionally, the author recommends that the brand should fiercely promote its existing brand ambassadors and sign new sponsorship deals with great ambassadors who fit with their orientation towards performance. Additionally, Puma should only focus on little marketing campaigns and make them as big as possible, rather than investing in many small ones.

In addition to the recommendations given above, the author suggests paying stronger attention to youth sports. Although it is not very performance related, it could be very useful to gain the attention and to increase the awareness from the young athletes as well as their parents, coaches, and spectators. A deal to sponsor a youth sports team can be a great value, as it is not that expensive as a sponsorship deal with a celebrity. Such a sponsorship deal would strengthen the brand image, as people like to see when a company supports youth sport and when they make a positive contribution to the community.

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COPY OF THE QUESTIONNAIRE

I am a Bachelor Degree student in HAMK, currently doing my research for my final thesis work. This questionnaire is only used for this research and of course anonymous. Thank you for taking the time to complete this survey.

1. Gender

- female male

2. How interested are you in sport? (1=very interested, 4=not at all)

- 1 2 3 4

3. How many times do you exercise any sport?

- monthly weekly 2x a week
 3x and more a week never

4. How interested are you in fashion? (1=very interested, 4=not at all)

- 1 2 3 4

5. Which person or entity do you connect with the brand Puma

- Usain Bolt Rihanna Kylie Jenner
 Mario Balotelli none other.....

6. There is a change in the brand position from fashion towards performance due to the sponsorship with Usain Bolt.

- agree most likely not necessarily not at all no idea

7. With what do you connect Puma?	Strongly agree			Strongly disagree	I do not know this brand
a) Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Fashion / Lifestyle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Innovative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Dynamic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Coolness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The effect of sport sponsorship on the brand equity

8. With what do you connect Usain Bolt?	Strongly agree			Strongly disagree	I do not know him
a) Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Fashion / Lifestyle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Innovative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Dynamic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Coolness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. How do you perceive Puma due to their sponsorship with Usain Bolt	Strongly agree			Strongly disagree	I do not know him
a) Puma has high performance products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Puma responds to consumer needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Puma is fast	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Puma means fashion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Puma increases their image	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ENCODING SHEET

Field	Code	Note
100	1,2,99	Gender: female=1, male=2
200	1,2,3,4,	How interested are you in sport: 1=very interested, 2=interested, 3=not so interested, 4=not interested at all
300	1,2,3,4,5,99	How many times do you exercise any sports? monthly=1, weekly=2, 2x a week=3, 3x and more a week=4, never=5
400	1,2,3,4,99	How interested are you in fashion? 1=very interested, 2=interested, 3=not so interested, 4=not interested at all
500	1,2,3,4,5,6,99	Which person or entity do you connect with the brand Puma 1=Usain Bolt, 2= Rihanna, 3= Kylie Jenner, 4= Marion Balotelli, 5= none of them, 6=other
600	1,2,3,4,5,99	There is a change in the brand position from fashion towards performance due to the sponsorship with Usain Bolt. 1=strongly agree, 2=most likely, 3=not necessarily, 4=not at all, 5=I don't know
700		With what do you connect Puma?
701	1,2,3,4,99	1=strongly agree, 2=most likely, 3=not necessarily, 4=not at all, 5=I don't know
702	1,2,3,4,99	1=strongly agree, 2=most likely, 3=not necessarily, 4=not at all, 5=I don't know
703	1,2,3,4,99	1=strongly agree, 2=most likely, 3=not necessarily, 4=not at all, 5=I don't know
704	1,2,3,4,99	1=strongly agree, 2=most likely, 3=not necessarily, 4=not at all, 5=I don't know
705	1,2,3,4,99	1=strongly agree, 2=most likely, 3=not necessarily, 4=not at all, 5=I don't know
800		With what do you connect Usain Bolt?
801	1,2,3,4,99	1=strongly agree, 2=most likely, 3=not necessarily, 4=not at all, 5=I don't know
802	1,2,3,4,99	1=strongly agree, 2=most likely, 3=not necessarily, 4=not at all, 5=I don't know
803	1,2,3,4,99	1=strongly agree, 2=most likely, 3=not necessarily, 4=not at all, 5=I don't know
804	1,2,3,4,99	1=strongly agree, 2=most likely, 3=not necessarily, 4=not at all, 5=I don't know
805	1,2,3,4,99	1=strongly agree, 2=most likely, 3=not necessarily, 4=not at all, 5=I don't know
900		How do you perceive Puma due to their sponsorship with Usain Bolt?
901	1,2,3,4,99	1=strongly agree, 2=most likely, 3=not necessarily, 4=not at all, 5=I don't know
902	1,2,3,4,99	1=strongly agree, 2=most likely, 3=not necessarily, 4=not at all, 5=I don't know
903	1,2,3,4,99	1=strongly agree, 2=most likely, 3=not necessarily, 4=not at all, 5=I don't know
904	1,2,3,4,99	1=strongly agree, 2=most likely, 3=not necessarily, 4=not at all, 5=I don't know
905	1,2,3,4,99	1=strongly agree, 2=most likely, 3=not necessarily, 4=not at all, 5=I don't know
Code 99= Error		

DATA MATRIX

FBNr.	100	200	300	400	500	600	701	702	703	704	705	801	802	803	804	805	901	902	903	904	905	
1	1	3	3	2	1	2	2	1	3	2	3	3	2	2	2	1	2	3	2	2	2	
2	2	1	4	2	1,2,3	1	1	2	1	2	1	1	2	1	2	1	1	2	1	2	1	
3	1	3	1	4	1,2,3	2	1	2	1	2	1	1	2	2	1	1	2	1	2	1	2	
4	1	2	2	3	1	3	3	3	3	3	3	2	2	2	2	2	3	3	3	2	3	
5	1	2	2	3	1	3	3	3	2	3	2	1	2	3	2	1	2	2	2	3	1	
6	1	2	1	3	1	3	3	3	2	2	2	1	2	3	2	1	3	2	3	3	2	
7	2	1	3	3	1	2	1	2	1	1	1	1	2	1	2	1	2	2	1	1	1	
8	1	2	3	2	1	3	3	3	3	3	3	2	3	4	2	2	3	3	3	3	2	
9	1	3	2	4	2,3	2	1	1	1	1	1	5	5	5	5	5	2	3	2	3	2	
10	2	2	2	2	1,2	2	1	1	2	3	2	1	1	3	3	1	1	2	1	2	3	
11	2	2	2	2	1,2	2	2	1	2	1	1	2	1	2	1	1	1	2	1	2	1	
12	1	2	3	3	1,2	3	3	2	3	3	2	2	3	4	3	2	3	3	3	3	2	
13	1	2	3	1	1,2,3	2	1	1	2	2	1	2	2	1	1	1	1	2	1	1	2	
14	1	2	2	2	1,2	2	3	2	2	2	2	2	3	4	2	2	3	2	2	2	2	
15	2	1	3	4	1,2,3	2	2	1	1	1	1	1	2	2	2	1	1	1	2	1	1	
16	1	2	2	2	1,2,3	2	3	2	3	2	3	2	3	4	2	2	3	2	2	2	2	
17	1	2	2	2	1,2,3	2	3	3	2	2	3	2	3	4	3	3	2	3	3	2	3	
18	1	2	2	2	1,2	2	3	2	2	2	3	1	2	3	2	1	2	2	2	3	3	
19	1	1	4	1	1,2,3	1	2	1	1	1	1	1	2	1	1	1	1	1	2	1	2	
20	2	2	2	2	4	5	3	2	3	3	2	1	5	5	5	1	2	2	3	2	3	
21	1	2	4	1	5	5	3	1	1	1	2	1	2	3	2	2	3	2	3	1	3	
22	2	3	5	1	2,3	5	3	2	4	2	1	5	5	5	5	5	5	5	5	5	5	
23	2	2	3	3	6	2	2	3	3	3	2	1	2	3	2	1	2	3	3	4	3	Ferrari Formula 1



The effect of sport sponsorship on the brand equity

FBNr.	100	200	300	400	500	600	701	702	703	704	705	801	802	803	804	805	901	902	903	904	905	
24	1	1	4	4	1	1	1	3	2	2	2	1	3	3	2	1	1	3	2	3	2	
25	2	4	5	1	1	2	1	3	3	3	2	1	4	4	2	2	2	3	2	3	3	
26	2	2	3	3	4	3	2	3	3	2	2	1	3	3	2	1	2	3	2	3	3	
27	1	2	2	4	1	2	1	3	2	2	1	1	2	2	2	1	1	2	1	2	2	
28	2	1	2	2	1	2	1	3	2	2	2	1	2	3	2	1	1	2	2	3	3	
29	2	1	4	3	1	3	2	3	3	2	1	1	1	3	2	1	3	2	1	2	1	
30	1	3	1	3	1	3	2	3	2	3	3	1	3	3	2	2	3	2	2	3	2	
31	1	2	4	1	5	2	3	2	3	3	3	1	4	3	2	3	3	2	2	3	3	
32	1	3	1	2	1	3	3	2	3	2	3	2	3	4	3	2	2	2	3	3	3	
33	1	3	2	2	1	5	2	4	3	2	3	1	3	3	1	2	2	3	3	3	2	
34	2	1	2	3	1	1	1	4	2	2	2	1	3	1	1	1	3	2	1	2	1	
35	2	2	3	4	1	2	1	3	2	1	2	1	1	2	1	1	2	1	3	3	3	
36	2	1	2	2	1	3	1	2	3	2	3	1	2	2	1	1	1	1	2	3	3	
37	2	3	1	3	5	5	3	3	2	2	3	1	3	4	2	3	3	2	2	4	3	
38	2	1	1	1	6	1	1	2	3	2	2	1	3	4	1	1	1	5	2	2	3	Ferrari Formula 1
39	2	2	1	3	1	5	2	2	1	3	3	1	2	3	1	1	1	2	2	3	2	
40	1	2	4	2	2	3	2	2	3	3	3	1	4	3	2	3	2	2	2	2	3	
41	2	1	4	2	1	1	2	3	2	3	3	1	3	2	2	2	1	2	2	3	2	
42	2	4	5	4	1	5	3	3	3	3	3	2	3	4	3	2	3	3	2	3	3	
43	2	3	1	4	1	5	3	3	3	3	3	2	3	4	2	2	2	3	3	3	2	
44	1	1	4	2	1,2,3	2	2	2	2	2	2	1	3	3	2	2	3	3	2	3	2	
45	1	3	1	2	1	2	3	2	2	3	2	2	3	3	2	2	2	2	2	3	3	
46	2	1	4	3	1,2	2	3	2	3	3	2	1	3	3	2	1	2	2	3	3	2	
47	1	3	1	2	1,2	3	2	2	2	2	2	2	3	3	2	2	2	2	2	3	1	
48	1	1	3	2	1,2,6	3	2	3	2	2	2	2	3	4	2	2	2	2	3	3	2	Ferrari Formula 1
49	2	1	2	3	1,6	2	2	3	2	2	2	2	3	3	2	2	2	3	2	3	2	Ferrari Formula 1



The effect of sport sponsorship on the brand equity

FBNr.	100	200	300	400	500	600	701	702	703	704	705	801	802	803	804	805	901	902	903	904	905		
50	1	3	1	2	1,2,3	2	3	2	2	2	2	1	3	4	2	2	2	2	3	3	1		
51	1	4	5	1	2,3	5	3	2	3	3	3	5	5	5	5	5	5	5	5	5	5	5	
52	2	1	4	4	1	3	2	4	2	2	2	1	3	2	2	2	2	2	3	3	2		
53	1	2	3	2	1	2	2	3	3	1	2	2	2	3	1	2	2	2	3	3	2		
54	2	1	4	4	1	3	2	3	3	2	2	1	3	3	2	2	2	3	2	3	2		
55	2	1	3	2	1,4	3	2	2	2	1	1	1	3	3	2	3	1	1	1	2	1		
56	1	2	1	1	2,3	3	3	1	2	2	2	1	3	4	2	2	3	3	3	3	2		
57	2	2	2	2	5	3	99	2	99	3	99	4	99	99	99	3	2	4	99	3	99		
58	2	2	2	3	1,4	2	3	2	2	2	2	1	3	3	2	1	2	2	1	4	3		
59	1	3	1	3	1	2	2	3	2	3	2	1	3	4	2	2	2	2	2	3	3		
60	1	3	1	1	1,2,3	2	3	2	2	2	2	1	3	3	2	2	2	2	2	3	3		
61	1	3	1	2	1,2	3	3	2	2	2	2	2	3	3	2	2	3	2	3	3	1		
62	1	3	1	2	1	5	3	2	2	3	2	2	3	4	2	2	2	3	2	3	3		
63	1	3	1	2	1	3	3	1	2	2	1	2	3	3	2	2	3	3	3	2	2		
64	1	4	5	3	5,6	5	2	3	2	2	2	5	5	4	5	5	5	5	5	5	5	Ferrari Formula 1	
65	1	3	1	2	1,2	3	2	2	3	2	3	2	3	4	2	1	2	2	2	3	2		
66	1	1	4	2	1	5	2	2	2	2	2	1	2	2	1	2	5	2	2	2	2		
67	2	2	2	3	1	1	3	3	5	5	3	1	3	3	3	3	2	2	2	2	3		
68	2	1	4	4	1	2	1	99	99	1	99	1	2	99	1	1	2	2	3	3	2		
69	2	2	3	2	1,2	2	1	3	2	2	1	1	2	2	2	1	2	2	1	2	1		
70	1	2	3	2	1	1	1	2	2	2	2	1	4	2	2	1	1	2	1	3	1		
71	2	1	4	3	1	3	2	4	2	3	2	1	3	4	2	3	3	2	3	4	3		
72	2	1	3	2	1	99	2	3	3	2	2	2	3	2	2	2	2	2	2	3	2		
73	1	3	1	2	5	5	3	3	3	3	3	5	5	5	5	5	3	3	3	3	3		
74	2	2	3	3	1	3	3	2	4	4	2	1	2	4	4	1	3	4	2	4	2		
75	1	4	5	1	3	5	3	4	2	3	4	3	4	3	3	4	3	3	2	4	4		



The effect of sport sponsorship on the brand equity

FBNr.	100	200	300	400	500	600	701	702	703	704	705	801	802	803	804	805	901	902	903	904	905		
76	2	1	2	4	4	2	3	2	2	3	2	1	4	3	2	1	2	2	1	2	2		
77	2	1	4	4	1	3	3	3	3	2	3	1	4	2	1	1	3	3	3	3	3	2	
78	1	1	3	1	1,2	1	1	99	2	2	1	1	2	3	2	1	1	1	1	1	1	1	
79	2	2	3	3	1	2	2	3	3	2	2	1	3	3	2	2	2	2	1	3	2		
80	1	1	4	3	5	5	1	2	2	2	2	1	4	4	1	3	1	2	3	3	3		
81	1	2	2	2	2	2	2	1	3	2	1	1	3	3	1	1	2	1	1	2	2		
82	1	1	3	4	1	1	1	2	2	1	1	1	2	2	2	1	1	1	3	2	1		
83	2	1	4	4	1	2	2	4	3	1	2	1	4	2	1	2	2	2	1	4	3		
84	2	2	3	3	1	2	2	3	3	2	4	1	3	3	2	1	2	2	3	4	3		
85	2	1	4	2	1,4,6	1	2	3	2	2	2	1	3	3	2	1	1	2	1	3	2	Maradona	
86	2	2	4	2	1,4	2	2	2	2	2	2	1	1	1	1	1	1	2	2	2	1		
87	2	1	4	2	1	5	3	4	3	3	3	1	4	4	4	3	3	3	1	3	3		
88	2	1	2	2	1	5	2	2	3	3	99	1	2	2	1	1	2	2	1	3	2		
89	2	2	1	2	1	5	2	3	3	3	3	1	3	3	2	1	3	2	3	3	3		
90	2	1	1	1	1,6	3	2	3	3	2	3	1	4	4	1	2	3	2	2	3	2	Rickie Fowler	
91	1	3	1	1	2,3	3	3	1	3	3	2	2	3	3	2	2	2	2	3	2	3		
92	1	2	3	1	1,2,3	3	2	1	2	3	2	1	3	3	2	1	2	3	2	2	3		
93	1	2	2	3	2	1	2	1	99	3	4	1	2	1	2	2	3	2	2	2	2		
94	2	2	2	3	4	5	1	3	2	3	2	1	3	3	3	1	2	3	99	2	3		
95	1	3	1	4	5	5	3	2	2	3	3	5	5	5	5	5		5	5	5	5		
96	2	2	3	3	1	1	2	3	1	1	2	1	3	3	2	3	1	2	1	3	3		
97	2	1	4	2	1,2,3,4	2	3	2	3	2	1	1	3	3	2	1	2	3	2	2	3		
98	1	3	3	2	1,2	2	2	1	2	1	3	1	1	3	1	1	3	2	1	2	2		
99	2	2	4	3	5	2	2	2	3	2	2	1	2	2	2	1	2	3	1	3	2		
100	1	3	1	2	5	5	3	1	2	2	2	1	3	5	2	2	5	5	2	3	2		

