PERCEIVED FOOTBALL BRAND IMAGE

Interpreted with brand model

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Tiivistelmä

Tutkimuksen aiheena oli selvittää jalkapallon brändiprofiilia. Tutkimus toteutettiin Kapkaupungissa Etelä-Afrikassa käytyjen jalkapallon MM-kilpailuiden aikana kesällä 2010. Tavoitteena oli selvittää, mitä ominaisuuksia fanit liittävät jalkapalloon ja mitkä asiat motivoivat seuraamaan lajia. Kolmantena pureuduttiin pohjimmaiseen kysymykseen siitä, mikä saa ihmiset osallistumaan ja matkustamaan vastaaviin megatapahtumiin. Lisäksi tutkimuksessa pohdittiin, miten tulosten avulla brändipääomaa olisi mahdollista kasvattaa. Tutkimusmetodina käytettiin Means-End-Chain -haastattelumallia, joka toteutettiin laddering-tekniikalla. Ihmisiä haastateltiin kilpailuja varten rakennetulla Fan Fest -alueella. Kaiken kaikkiaan haastatteluja tehtiin 176 kappaletta. Tutkimustyyppinä ja lähestymistapana käytettiin kvalitatiivista case-tutkimusta. Tuloksien analysoinnin mallina käytettiin Thomas Gadin 4-D-bränditeoriaa, jota yhdisteltiin pohjalla olleen Shalom Schwartzin arvoteorian kanssa.

Haastatteluiden perusteella selvisi, että keskeisimpiä brändiominaisuuksia, joita ihmiset liittävät jalkapalloon, olivat vastanneiden mukaan kansainvälisyys, jännittävyys, hauskuus ja värikkyys. Jalkapallon seuraamista erityisesti motivoivia asioita olivat sosiaalisen- ja mentaalisen ulottuvuuden vaikuttimet. Siellä voimakkaasti esiin nousseita vaikuttimia olivat muiden ihmisten tapaaminen ja tunne-elämysten kokeminen. Määräävänä tekijänä osallistua jalkapallon MM-kilpailuihin Etelä-Afrikassa oli tapahtuman ainutkertaisuus. Lisäksi kisat antoivat mahdollisuuden kokea myös Afrikkaa. Kilpailut antoivat ihmisille mahdollisuuden olla osana valtavaa kansainvälistä urheilutapahtumaa. Yhteenvetona voidaan todeta, että jalkapallo kuvasti vastaajille ihmisyyttä ja sen monia osa-alueita.

Tulevaisuudessa tutkimusta pystytään hyödyntämään, kun esimerkiksi selvitetään, kuinka nykyisen brändiprofiilin tietoja voidaan käyttää lajin tuotteistuksessa. Tämän lisäksi tulisi selvittää, miten jalkapallon brändi-imagoa tulisi kehittää ja mihin suuntaan sitä halutaan viedä. Tutkimus tarjoaa syvällisen ja tuoreen näkökulman jalkapallon imagosta kansainvälisten jalkapalloturistien silmin.

Avainsanat (asiasanat)

urheilumarkkinointi, brändi, jalkapallo, arvot, kuluttajakäyttäytyminen, laddering

Muut tiedot

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Abstract

Subject of the research was to discover football brand profile. Study was made in Cape Town during the FIFA World Cup 2010 in South Africa. The objective was to decipher what are the attributes that fans relate to football and things that motivate to follow the sport. The third theme was to figure out what fundamentally makes people travel and attend to these kinds of mega events. Additionally, during the research there were pondered how the results could be used to increase the brand equity. Means-End-Chain -interview model was used as study method which was executed by laddering-technique. Interviews were done at the Fan Fest –area that was specifically built for the games. There were totally 176 interviews conducted. Study type and approach was qualitative case-study. Thomas Gad's 4-D-branding theory model was used together with Shalom Schwartz's value theory to analyze the study data.

From the interviews could be found that the most essential brand attributes that people attach to football were, according to the respondents; international, exciting, fun and colorful. Things that highly motivate people to follow football were social- and mental dimension motives. The most powerful motives were to meet other people and get emotional experiences. Domineering factors for people to take part in World Cup in South Africa were the unique nature of the event and the fact that the games gave people chance to experience Africa too. The games gave a possibility to be part of a huge international sport event. Overall, for the respondents, football represented humanity and many of its parts.

In the future it is possible to make most of the research data by finding out how the current brand profile information could be used for economic benefit. Added to this, later studies should find out how football brand image should be evolved and to what direction it should be taken. The following thesis provides deep and fresh viewpoint of football image in the minds of international football tourists.

Keywords sport marketing, brand, football, values, consumer behavior, laddering
Miscellaneous

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1 INTRODUCTION

1.1   Reasons behind the research

The background of this research leads back to the beginning of the year 2010. At the time, a group of sport marketing students at JAMK University of Applied Sciences got a chance to take part in an international survey that was made in the city of Cape Town in South Africa during the FIFA World Cup 2010. There were two researches made in the games where the study group took part in. The expedition was part of the project studies of JAMK. The other research was made for the city of Cape Town and was authorized by FIFA. It was made together with international research groups which were Cape Peninsula university of Technology from Cape Town, Drexel University from Philadelphia U.S.A, Johannes Gutenberg University from Mainz Germany and Centre of Tourism Research in Africa. There were overall about 50 researchers that took part in the research. It formulated from a questionnaire that focused basically on the economic and the environmental impacts the games caused to the host cities and their surroundings.

The second survey was conducted together with Master degree students from Haaga-Helia University of Applied Sciences. The survey consisted of a two sided questionnaire and an in-depth interview. In that study there were totally ten researchers that were collecting the material. With the large amount of material collected, several theses were produced. The purpose of the project study survey was to find out what the fundamental values of an international football fan are and what their basic profile is like. Their reckoning of the football brand profile was also studied.

The thesis bases itself on the interview survey and the questionnaire of the football values in the Fan Fest area visitors in the city of Cape Town in South Africa. This research focuses on the perceived brand profile of football. It reviews the brand building process in viewers' minds through specific brand- and value theory. The collected data was examined with combined brand val-

uation theory which was created particularly for the thesis. The fundamental idea was to recognize football brand elements in viewers' minds and utilize the data to give clear picture of the current football brand profile. The FIFA World Cup was selected to represent the football brand as it is the biggest and most commonly recognized football related event. Thereby the topic for the study formulated as: Perceived football brand image – Interpreted with brand model.

The background and the basic idea are explained in the introduction chapter. In the second chapter theoretical framework for the thesis is explained, especially value- and brand theory, added with theories of sport marketing. After the theoretical part the actual study implementation is gone through and reliability and validity of the research is evaluated in chapter three. The fourth chapter enlightens the analysis process. In this chapter also the value and brand theories are put together in order to get them reasonably contribute and fit the results. Finally, in chapter five development suggestions and conclusions are given on the grounds of the results.

1.2   Demand and purpose of the thesis

Football is one of the most famous sports in the world, but there are not many studies about the attributes and consequences that connect football fans (and their values) to the sport, and especially what makes football (as brand) so attractive and famous. Practically, what things act as the connecting and determinative factors between a football fan and football? The basic reason to conduct research like this is to describe a phenomenon and find the reasons behind it. That is the reason why both qualitative and quantitative study was conducted from the material. This kind of descriptive study aims to explain the variables found out during the research process.

The observation material was defined to concern the surveys and interviews made in Cape Town during the FIFA World Cup 2010. The research method used for the interviews was Means-end-chain-model which was executed with laddering technique. The method is explained thoroughly in the research im-

plementation chapter. The sample was defined to be an international football tourist, because of the heterogenic and universal sample base. That is why respondent background information was not used in the study. Research benefits at its best the whole football society, when the fan opinions and thoughts are regarded when developing the football image. Through this research and thesis people have better ways and possibilities to create standards that mirror a successful football event when people are well aware of the football brand profile. The thesis also benefits the marketing studies in the Degree Programme in Business and Administration at JAMK University of Applied Sciences, and of course, nationally too. Thereby it can provide useful tools for sport marketers in the future.

1.3   Goal of the research

The goal of this study was first to recognize the brand elements of football to recognize what is football brand all about. Secondly, to find features that make people interested and motivated to watch football, accordingly, improve the attractiveness of football to everyone. The objective was also to find fundamental reasons that make people to attend mega events like the World Cup. By finding attributes and consequences underneath the human decision-making process, it is possible to pay regard to them when developing football or other sport brand image. With results from the data collected, a sub-objective was to find the means and create ideas to enhance the football brand equity in the future. The meaning of all the goals was to find answer to the research problem.

The research problem of the thesis was "What is the football brand profile like in the minds of football fans?"

Unraveling the title started with setting these study questions:

1. What is the interviewee perception of the football 'brand' characteristics that are linked to the values of football?
2. Which things motivate people to follow and watch football?
3. What are the characteristics of football event that make people come to a football event like to the World Cup?

1.4 Constructs

In this chapter the main concepts and constructs are introduced. These key constructs are introduced to help understanding the study subject. Some terms and concepts are defined by authors and experts, some are defined by common encyclopedias and topic related websites.

Brand Code: determines the characteristics of the business: what it looks like, how it feels, how it behaves and what makes it unique (Gad 2001).

BrandDynamics™ Pyramid: describes consumer loyalty to a product or service (Millward Brown n.d.).

Brand equity: refers to the marketing effects and outcomes that result to a product with its brand name compared with those that would accrue if the same product did not have the brand name (Keller & Kotler 2008).

Brand Mind Space: a brand's essence, its mental construct. It builds up from four dimensions (Gad 2001).

Brand Profile: a summary description of the brand, which gives the basic information of the brand, for example target groups and position of the brand. It also includes components like brand personality and competitive differentiation. (Keller & Kotler 2008.)

Brand valuation: the amount that a brand is worth in terms of income, potential income, reputation, prestige, and market value. It includes tangible and intangible elements. (SFS-ISO 10668 2010.)

Fan Fest: is an event organized by FIFA which allows people to watch the FIFA World Cup in a sporting atmosphere instead of watching the games at home (FIFA Fan Fest 2010).

FIFA: International Federation of Association Football is the international governing body of association football, futsal and beach football. It is responsible for the organization and governance of football's major international tournaments. (FIFA.com 2010.)

Football: in the text refers to the British football also known as soccer (A Brief History of the Game n.d.)

Football fan: a person who admires football and follows it regularly (Smith & Westerbeek 2003).

Holistic marketing: it is a concept which is based on development, design, and implementation of marketing programs, processes, and activities that recognize their breadth and interdependencies. Holistic marketing recognizes that "everything matters" with marketing and that a broad, integrated perspective is necessary to attain the best solution. (Keller & Kotler 2008.)

Laddering: it is a technique used by depth interviewers in which you start with questions about external objects and external social phenomena, and then proceed to internal attitudes and feelings (Reynolds & Whitlark 1995).

Marketing mix: planned mix of the controllable elements of a product's or service's marketing plan. The basic elements are often referred to as the "Four P's" (Product, Price, Place and Promotion). (Keller & Kotler 2008.)

Means-End-Chain: explores the connection between consumer and product through the construction of a simple associative network between concrete and abstract product attributes, functional and psychosocial consequences linked with product use and, finally, consumers' instrumental and terminal values. (MECanalyst n.d.)

Mega event (eg World Cup): a mega event has a unique one time nature, which is related to the specific place where it took place. The event has a high profile, there is a worldwide interest linked to the event and there is a sustainable and measureable economic outcome. (What is a Mega Sport Event? 2007.)

Portrait Values Questionnaire (PVQ): an alternative to the SVS method, developed especially for children over 11 years old and not educated (Schwartz n.d.).

Schwartz's Value Survey (SVS): a numerical ratings approach method for measuring human values (Schwartz n.d.).

Sport marketing: it is more connected to the common exercise rather than to any specific sport like football (see sports marketing construct below).

Sports marketing: a subdivision of marketing which focuses both on the promotion of sports events and teams as well as the promotion of other products and services through sporting events and sports teams. It is a service in which promoted element can be a physical product or a brand name. (Hunter & Schwarz 2008.)

Value theory: tries to explain universally recognized values as latent motivations and needs (Schwartz n.d.).

1.5 Guidance to football

This chapter introduces the two key elements which builds the basis for this sport. Those elements are football events and football fans.

1.5.1 Football event

Following sub-chapters describe football as a sport, where it has come from and more specifically what the football events are about. This introduction should give enough information to understand the history and ideology about the sport that is analyzed.

The history of football

The most modern versions of football are believed to have originated from England in the twelfth century. The game became so popular in England that the kings of that time (Henry II and Henry IV) actually banned football. They believed that football was taking away interest from the traditional sports of England, such as fencing and archery. However, the very beginning of modern football got its roots in Great Britain. The game was first known as "asso-

ciation football" – or soccer. Modern rules and boundaries of the game were refined in the major schools of England. (A Brief History of the Game. n.d.)

The first football game played in 1863 was barely noticed at the time, because it was only one of many kicking games being played in the 1860s by young, mainly middle-class males throughout the English-speaking world. Nonetheless, football in various forms had been played throughout the world long before the nineteenth-century middle-class mania for rules and regulations. (Murray etc. 1998, 1.)

At the turn of the twentieth-century, then, various forms of football were flourishing in the English-speaking countries which once had been part of the British Empire. With a few exceptions, only soccer would be taken up by non-English-speaking people, becoming the world's most popular sport: today the "people's game" not only is played in every country in the world but is the popular passion in most. (Murray etc. 1998, 4.)

> *Of the great comforters of humankind, at least among males, soccer is less dangerous than drink, less illusory than religion, and it provides a closer sense of community than any political party does. The illusions of the faithful may become lost or the ecstasy of victory prove to be ephemeral, but with the start of each new season the hope eternal that fills the soccer fan's heart beats anew. Politicians can abuse this simple faith, the moneyed men defile it, and the cynics mock it, but soccer has survived them all to become the world's biggest and most firmly established institution. It all began in England with the Challenge Cup in 1872, but since then a host of trophies have been transformed into manifestations of the Holy Grail, all leading, however unwittingly, to the greatest of them all: the World Cup. (Murray etc. 1998, xix.)*

FIFA World Cup

Today the FIFA World Cup is well known all over the world and it competes with the Olympic Games for the millions of viewers and dollars that these mega events attain each time they are held. The World Cup is arranged every fourth year. The World Cup has gone now through 19 tournaments, as the latest one held in South Africa 2010 was historically the first tournament on African soil.

"No other sporting event captures the world's imagination like the FIFA World Cup. Ever since the first tentative competition in Uruguay in 1930, FIFA's flagship has constantly grown in popularity and prestige." (The History of the FIFA World Cup. n.d.)

The Federation International de Football Association (FIFA) was founded in 1904. FIFA's fundamental idea was to create international soccer tournament addition to the Olympics. The first World Cup games were played in Uruguay in 1930. There were thirteen international teams participating in the first games. The winning team in those first games was Uruguay, Argentina came second and the United States was the third. As a whole the first World Cup claimed its place as momentous international sport event. (Henderson. 2010.)

During its whole history, the World Cup has witnessed unforgettable moments by world's all-time greatest football players. Legends like Pele (Edson Arantes do Nascimento), Maradona, Just Fontaine and Paolo Rossi are remembered for their skill of bringing added value to the games. (Henderson. 2010.)

Nowadays the World Cup is really the crescendo of international sports by all the indicators measured. For example over 2.88 million tickets were on the sale for the 2010 tournament. The tournament was also estimated to interest 3 billion people worldwide. (Henderson. 2010.) 3.18 million fans participated to the 64 total matches in South Africa and the mean attendance was 49 670 (World Cup attendance 3rd-highest ever: FIFA. 2010). To truly understand what a single match in an event like World Cup is all about it is good to review shortly the match day which is certainly not limited only to the actual match.

Pre-game, the game and post-game

The true football match consists of three essential elements. Those are called pre-game, the game itself and post-game. Every part includes different points of interests that are important for the whole event to be successful. The coming paragraphs unwrap the elements and explain the content of those briefly.

Pre-game

Where arrangements for single national league game in Finland may need only one day to acquire the tickets and get to the stadium, arrangements for popular events like a World Cup matches it may take easily several months to get all the arrangements (accommodation, transportation…) done. (Kuosmanen etc. 2010.) All starts with taking part in the lotteries where the game tickets are raffled. There are much more people wanting to get to the games that there are tickets available. This positive problem is a fact in many "hot" sports. When the tickets are acquired and fans are in the city where the game is played, then it is the time for the real fuss to start.

Preparing for a football match often starts many hours before the actual match. This is particularly true in major international competitions, as well as in prestigious national series (especially in Europe). In many cases, people wear their favorite team fan clothes at the match day and get to the streets with various instruments, like drums, to create the atmosphere for the match. People often gather in cafes and bars, where they discuss about the pre-match feelings and create the spirit for the game. Some of the people stay in bars to watch the game. Others head to the stadium and gather around its surroundings. Many of them go inside the stadium long time before the match to settle down their fan sheets. Ones of the best beneficiaries are the hundreds of restaurants which increase their sales a lot during the match days. (Eskola & Tamminen 2003, 10.)

The game

A football match lasts a whole 90 minutes. It has been divided to two halves that last 45 minutes. In the middle there is half-time that lasts 15 minutes maximum. During a match, the game clock runs continuously, and even the game breaks don't stop the clock. The game is all about tactics and play positions. The sport is considered to be very traditional and for instance that is basically

why it doesn't rely on checking the obscure events from video, even if it would be nowadays easily possible.

At the stadium fans cheer for their teams and sing their support anthems. There is a lot of merchandise sold at the stadium such as snacks, drinks and fan related articles. The biggest economical successors during matches are the television companies not to mention the game hosts. (Eskola & Tamminen 2003, 8.)

Post-game

A post-game is much similar to pre-game with all the same rituals like people getting together and celebrating their favorite team. The after-game is mainly attached to a joyful event, but it has got also some negative features. Those are for example abuse of alcohol and fighting that are quite related to each other. Especially England has a flourishing football fighting culture and "football hooligans" are commonly known. Post-game sets the press and police to work. Overall, no doubt that football gives a major economic boost to the cities where the games are played. Thereby it's clear that it has a big effect to many interest groups, both good and bad. (Eskola & Tamminen 2003, 178-180, 184-185.) To understand the whole market of football it is essential to understand what are the football fans like. The next part enlightens the different profiles of a football fan and what are their motivations and behavior like.

1.5.2 Profile of a football fan

> *Despite popular opinion, the most successful sport organizations in the world are not the ones that understand sport (their products and services) the best. The most successful sport enterprises are those that understand sports' consumers the best. (Smith & Westerbeek 2003, 52.)*

The fan is essential part of the present sport landscape, but what are the main influences that affect the behavior of sports fans? To be sure, understanding the motivations and drivers of fan behavior is, doubtfully, the most important

element of success for sport enterprises and of course for sport events. The harder elements are usually well known and they consist of including economic factors such as admission prices, income levels and the degree of "competitive balance". Softer elements, less discussed, but equally important consist of entertainment value, promotional campaigns, venue quality, the game aesthetics, and fan involvement and identification. A variety of economic, social, and cultural factors are combined to construct a typology of sport spectatorship which identifies a number of distinct behavioral features that can be used to better understand the sport watching market. (Smith & Westerbeek 2003, 58-59.)

Sports have a greater attraction than many other interests. The attraction has been tried to explain with fan identification, which usually include personal commitment and emotional contribution that spectators associate with a sporting team. There can be at least four categories of sports fans identified. At first level people who have no interest in sports watching, and don't want to have anything to do with spectator sports. At the second level people seem to have strong interest, but they attend to events only rarely. They are called "social" fans. Next level for fans is the point where attendees or watchers enjoy the spectacle regularly, but forget the buzz quite quickly. The highest level of fan devotion is where the interest is so intense that part of every day is devoted to reflecting on either a team or the sports competition of which it is part. (Smith & Westerbeek 2003, 59.)

TABLE 1. Spectator categories and motivations (see original table: Smith & Westerbeek 2003, 74)

Type of Spectator	Motivation	Behaviour
Aficionado	Seeks quality performance	Loyal to 'game' rather than team, although may usually have a 'preferred' team; attends on regular basis – puts emphasis on aesthetic or skill dimension.
Theatregoer [casual and committed]	Seeks entertainment, close contest	Only moderate loyalty to team; frequent losses create disinterest only in team; but may attend other games.
Passionate partisan	Wants team to win	Loyal to team; in short term loyalty undiminished by frequent losses; strongly identifies with, and responds to teams success and failure.
Champ follower	Wants team to win	Short term loyalty; loyalty a function of team success; expects individual or team to dominate otherwise supports another team or spends time elsewhere.
Reclusive partisan	Wants team to win	Loyalty not always translated into attendance; strong identification but provides latent support only

Source: Reproduced from A. Smith and B. Stewart (1999), *Sports Management: A Guide to Professional Practice*, Allen & Unwin, Sydney.

The sports fans are motivated by a complex selection of personal needs and fantasies, mutual connections and material reasons. These reasons can be for example promotional factors, weather conditions, alternative activities, social change and fashion. One of the problems is to investigate and differentiate the changing level of attendance with long-term trends and short-term variations. It is good to understand that some variations are game-related cases, and some are wider cultural and economic forces. The game-related things that influence spectator interest in the game attendance and watching are: the balance of competition, uncertainty of game outcome, the quality of visiting teams and identification with a winning team. Changes in cultural practices and patterns of consumer expenditure can explain the long-term shifts in attendance, but fashion and weather explain the seasonal/short-term crowd. (Smith & Westerbeek 2003, 63-65, 68-71.) Many of these are outside control of sport marketers but those are good to keep in mind when planning football events.

2 THEORETICAL FRAMEWORK

The theoretical framework for the study formulated from two parts. The biggest framework for the thesis was marketing and specially sport marketing. The next frame consisted of values and especially their significance with customer behavior. In that part, the value theory of Schwartz was utilized. This was the basis of the questionnaire by which the interview research was done. By the results collected, Gad's 4-D brand theory was applied to process the data. Additionally, some other brand- and marketing theories were utilized in the study to crystallize the brand loyalty and satisfaction building process. After combining results with the value theory and the brand theories there was new brand valuation theory generated for sports marketing. With that aggregation, the football brand profile was finally analyzed.
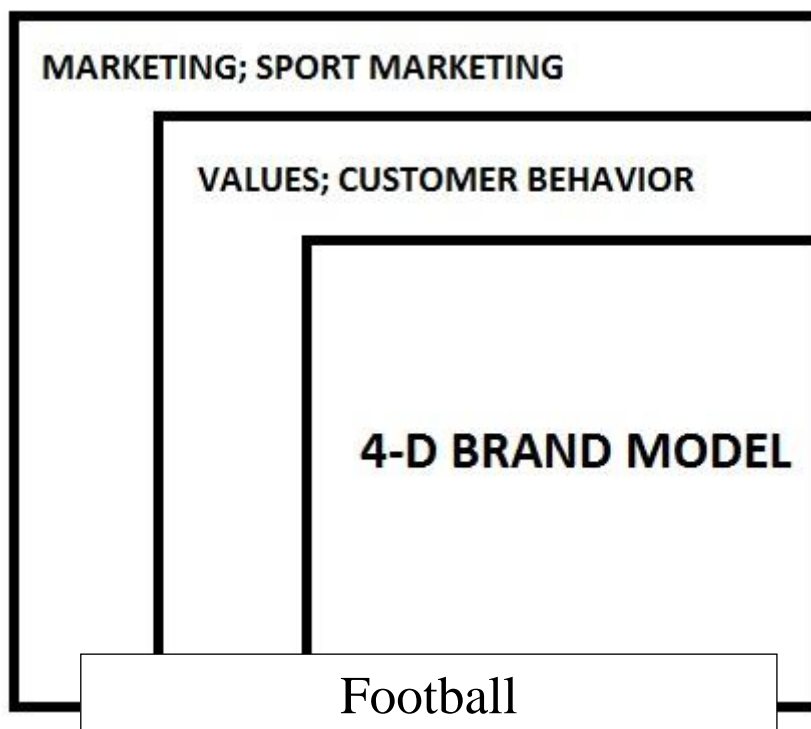

FIGURE 1. The theoretical framework of the thesis

2.1 Sport marketing

The idea of this chapter was to give overall picture of marketing theories and its sub-category sports marketing. It starts with showing the basics of marketing and presenting the different customer groups. It continues by portraying the different marketing communications methods and finally goes through the matters that are needed for brand satisfaction, loyalty and value building. This chapter should give a basic understanding of the sports markets that is needed for further theoretical chapters.

2.1.1 Marketing basics

Marketing is about finding and meeting human and social needs. One of the simplest and best definitions of marketing is "meeting those needs commercially". The basic idea is to turn a social or a private need into a profitable business opportunity. The aim of marketing is to make selling needless. The target of marketing is to know and understand the customer so well that the product or service fits him and sells itself. Ideally, marketing should outcome in a customer who is ready to buy. All that should be looked-for then is to make the product or service available. (Keller & Kotler 2008, 5.)

> *Marketing is everywhere. Formally or informally, people and organizations engage in a vast number of activities that we could call marketing. Good marketing has become an increasingly vital ingredient for business success. And marketing profoundly affects our day-to-day lives. It is embedded in everything we do – from the clothes we wear, to the Web sites we click on, to the ads we see. (Keller & Kotler 2008, 3.)*

When talking about marketing that concern events like the World Cup it is good to remember that the marketing goals of the event are as important as the organizational objectives of the brand. In other words, the internal objectives should be turned to external results. The event marketer should include the marketing goals and objectives as part of the planning process to strengthen the effects of the actual implementation. The integrated marketing

links together all the campaign parts, including the mission, execution, evalua-
tion and planning for future events. (Leonard 2002, xviii.)

The holistic marketing concept is based on the development, design, and im-
plementation of marketing programs, processes, and activities to recognize
that "everything matters" in marketing – and that a broad, integrated perspec-
tive is often necessary. Holistic marketing is thus an approach that attempts to
recognize and reconcile the scope and complexities of marketing activities.
There are four broad components characterizing holistic marketing: relation-
ship marketing, integrated marketing, internal marketing, and performance
marketing. Successful organizations will be those that can keep their market-
ing evolving with the changes in their marketplace – and marketspace. (Keller
& Kotler 2008, 19-20.) Below are presented the differences between the four
components.
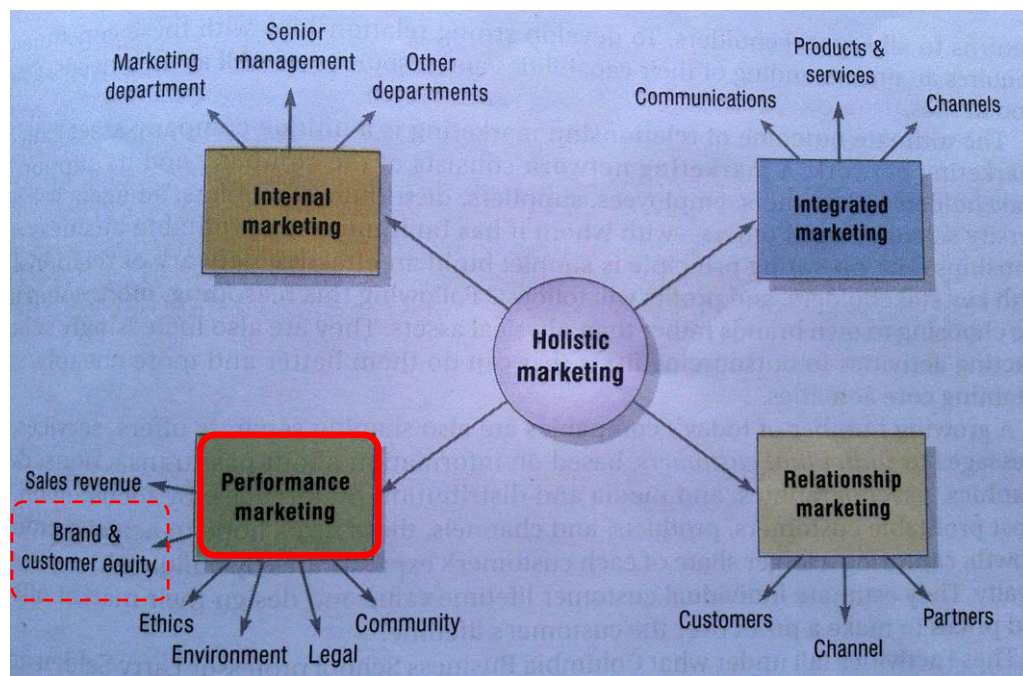

FIGURE 2. The holistic marketing concept (see original figure: Keller & Kotler
2008, 21)

The value research is focusing on performance marketing, which is major
segment when dealing with brands and customer equity. It examines the mar-
keting scorecard and interprets what is going on with matters like customer
satisfaction, product quality and other measures. The sports is all about strong

brands and that is why sports marketing needs means to develop its ways to help brands to get and stay on top.

2.1.2 The idea of sport marketing

> *Sport marketing is a process of developing and implementing activities related to the production, pricing, distribution, promotion, and publicizing of a sport product. These sport products run the gambit, from sport drinks to sport clothing with team logos, to ticket packages. The goal of this process is to satisfy the needs and wants of consumers, achieve the goals and objectives of the company in relation to their philosophy, mission, and vision, and stay ahead of the competition to maximize your product's and company's potential. With thus complexity come certain characteristics that make the sport product or service unique. (Hunter & Schwarz 2008, 14.)*

Thinking of marketing, it's usually a matter of marketing tactics. People associate marketing with tactics, including the television commercials that people see while watching sporting events, those between game promotions during live sporting events, and the information published in newspapers or broadcast on a newscast. But tactics in marketing are similar to the tactics of sport. They are very important, but useless without having a good base of knowledge. While this knowledge is a sound basis for the understanding of marketing, the true definition of marketing is simply the functions involved in the transfer of goods and services from the producer to the consumer. The focal points of these functions are in three specific areas known as the 3 C's of marketing analysis: the consumer, the company itself, and the competition. (Hunter & Schwarz 2008, 5.)

2.1.3 B2B and B2C

In sport events, it is important to notice that there are a lot of other potential customers beside the consumers. Obtaining business clients have huge potential in creating value for themselves and clearly for the consumers, it's called win-win situation. The customership may include sponsorships or things like restaurant services. A better service and product attracts more fans, and

more fans mean better chances to acquire the attention of the business field. The business customers appreciate luxury, and for example enterprises take often their clients to watch a match. The hosts can provide enterprises with hospitality services that provide enterprise guests with added value to the game event. Then the corporate clients can focus on their main objective, to do business. (Wright 2004, 402-403.)

Anyhow, marketing of the events to consumers is much more straightforward. There the organizations are marketing and selling already finished products and services to the end consumer. All can be done with direct sales or through a wholesaler, but the most usual way still seems to be the retail sector. (Wright 2004, 2.) For a football game, the tickets are most often sold via one concentrated source. The products and services may be sold also through direct mail, door-to-door or through retail sector (Wright 2004, 2). Nevertheless, the tickets for a football match are most likely being sold beforehand through the internet and just before the game at the stadium precinct. There are also huge amount of tickets sold through unofficial channels like through peddlers.

> *The consumer or business customer must represent the starting point for all marketing communications activities. Use any form of relevant contact or touch point, speak with a single voice, build relationships and affect behavior. (Shimp 2008, 10.)*

2.1.4 Marketing communications

The marketing communications mix consists of eight major modes of communication: advertising, sales promotion, events and experiences, public relations and publicity, direct marketing, interactive marketing, word-of-mouth marketing and finally, personal selling. Marketing communications activities contribute to brand equity and pushes sales in many ways: by creating consciousness of the brand; linking the right associations to the brand image in consumers' memory; stimulating positive brand judgments or feelings; and/or enabling a stronger consumer-brand link. (Keller & Kotler 2008, 472.)
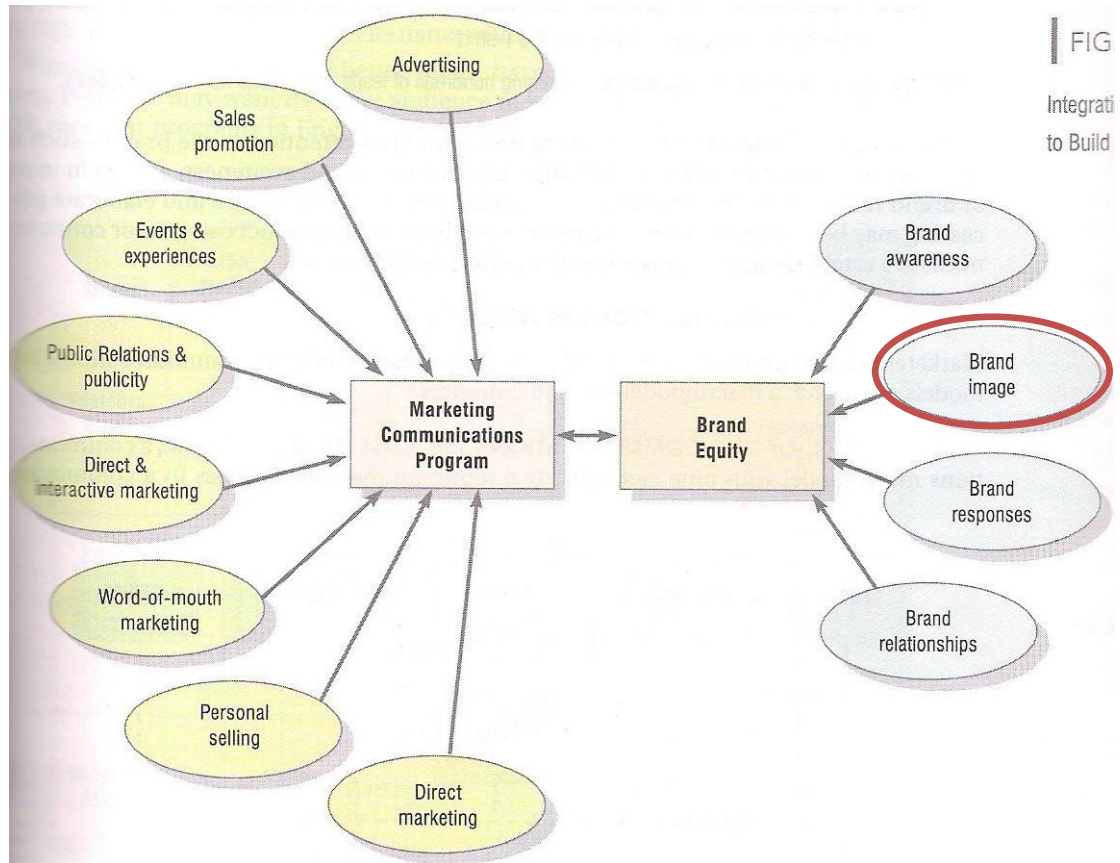
FIGURE 3. Integrating marketing communications to build brand equity (see original figure: Keller & Kotler 2008, 473)

As there can be seen in the figure 3, marketing communications allow companies to attach their brands to people, places, events, brands, experiences, feelings, and things. They can contribute to brand equity, for example by establishing the brand in memory and creating a brand image. Furthermore, communications can affect shareholder value and drive sales. (Keller & Kotler 2008, 470.) Eminently, communications can be used to have an effect on the brand image that also was the focus point of this study.

2.1.5 Building customer value, satisfaction, and loyalty

Delivering high customer value begins with a value proposition that consists of the overall collection of benefits the enterprise promises to deliver; it is more than the primary placing of the offering. The value proposition is a statement about the experience customers will gain from the company's market offering

and from their relationship with the provider. (Keller & Kotler 2008, 123.) For instance, football fans expect the stadiums to have a certain standards like roofed seats, but they also may expect things like great atmosphere, if the event and its brand have promised such. The brand must represent a promise about the total experience customers can expect.

Whether the promise is kept depends on the company's ability to manage its value delivery system. The value delivery system includes all the experiences the customer will have on the way to obtaining and using the offering. At the heart of a good value delivery system is a set of core business processes that help to deliver distinctive consumer value. (Keller & Kotler 2008, 123.)

According to Hunter and Schwarz, sport consumer behavior is the conduct that sport consumers display in seeking out, ordering, buying, using, and weighing products and services that the consumers expects will satisfy their needs and wants. (Hunter & Schwarz 2008, 125.) Satisfaction describes people's feelings whether they are feeling pleasure or disappointment of the product/service they have consumed. Overall, the satisfaction level builds up from the expectations of the service, compared to the outcome of it. Obviously, if the level stays low customer is disappointed and if the expectations match with the result customer is satisfied. However, if the level is surpassed, customer will receive added value and be highly satisfied. Many factors effects on how consumers see the brand. Customers that have positive image of the brand are more likely to have positive preconception about it and vice versa. (Keller & Kotler 2008, 124.)

It is important to create a tight bonding with the customers that clears the way for long-term marketing and its triumph. There are several things that aids companies to develop their success through loyalty, which of these few are related to the values of the customers:

- *Integrate the "Voice of the Customer" to capture their stated and unstated needs or requirements in all business decisions.*

- *Create superior products, services, and experiences for the target market.*
- *Organize and make accessible a database of information on individual customer needs, preferences, contacts, purchase frequency and satisfaction.*
  (Keller & Kotler 2008, 138.)

2.2 Human values

The adjectives for the football image profile questionnaire page were extracted from Shalom Schwartz's value theory, representing equally all of the universally recognized values according to Schwartz. Therefore this chapter was made to clear the base for human behavior and values. To understand the true meaning of values, following headings are defining the idea of values and their importance in human decision making process, not to mention the cross-cultural differences. The value chapter makes it possible to better relate to the brand creating theories that are gone through in the following chapter.

2.2.1 Defining basic values

Values are things that matter a lot for people and that are important in life (like pleasure, success or wisdom). People keep some values in greater importance than others. Harmony concerning these different valuations has risen since the 1950's. There are some basic definitions for values that have been agreed by majority of researchers and theorists. One of the major value researchers is Shalom Schwartz, who has defined values as follows:

- *Values are beliefs. But they are beliefs tied inextricably to emotion, not objective, cold ideas.*
- *Values are ordered by importance relative to one another. People's values form an ordered system of value priorities that characterize them as individuals. This hierarchical feature of values also distinguishes them from norms and attitudes.*
- *Values guide the selection or evaluation of actions, policies, people, and events. That is, values serve as standards or criteria.*
  (Schwartz. n.d. 0)

From the Schwartz's value theory, there can be found ten basic, motivationally distinct values that people in basically all cultures naturally recognize. The validity of this statement does not depend on the way we measure values or the type of population studied. There is still not knowledge whether the theory relates in more isolated tribal groups with minimal experience of urbanization, mass media, and the market economy. (Schwartz. n.d. 16.)

Each of the ten basic values can be characterized by describing its central motivational goal:

> 1. **Self-Direction**. *Independent thought and action; choosing, creating, exploring.*
> 2. **Stimulation**. *Excitement, novelty, and challenge in life.*
> 3. **Hedonism**. *Pleasure and sensuous gratification for oneself.*
> 4. **Achievement**. *Personal success through demonstrating competence according to social standards.*
> 5. **Power**. *Social status and prestige, control or dominance over people and resources.*
> 6. **Security**. *Safety, harmony, and stability of society, of relationships, and of self.*
> 7. **Conformity**. *Restraint of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norms.*
> 8. **Tradition**. *Respect, commitment, and acceptance of the customs and ideas that traditional culture or religion provide the self.*
> 9. **Benevolence**. *Preserving and enhancing the welfare of those with whom one is in frequent personal contact (the 'in-group').*
> 10. **Universalism.** *Understanding, appreciation, tolerance, and protection for the welfare of all people and for nature.*
> *(Schwartz. n.d. 1-2.)*
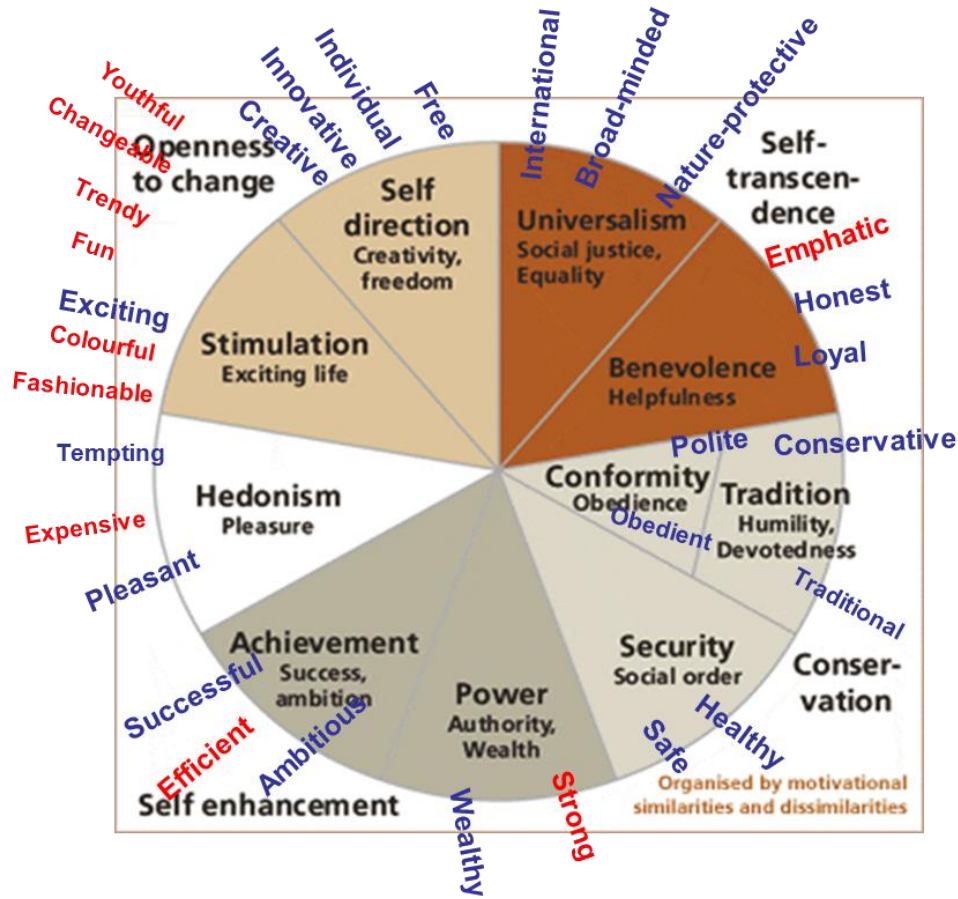
FIGURE 4. Theoretical model of relations among ten motivational types of values. Outer perimeter added with the main adjectives used in the research (see original figure: Schwartz n.d., 3)

2.2.2 Differences between human values

There are altogether three commonly known sources that change people's values when they grow up. Those sources are historical happenings that impact on specific age units (e.g., war, depression), physical ageing (e.g., weakness or dementia), and life phase (e.g., child background, widowhood). Each of these sources touches value-relevant experiences. They determine the opportunities and limit people of confronting their means for coping. (Schwartz. n.d. 6.)

Gender and education can also have an impact on people's values. Chodorov mentions that psychoanalytic theorists contend that women are more related

and more connected with others than men, whereas men are more self-directed and more individuated (Schwartz. n.d. 7). Additionally Bakan proposes that women adopt more "expressive," person-focused roles; men participate in and learn more "instrumental," task-oriented roles. Similarly, Bakan suggests "agency" and "communion" to separate men's and women's modes of social and emotional functioning. Socialization also contributes: societies typically socialize boys and girls to occupy different social roles and to encourage different life goals and sanction them for failing to do so. (Schwartz. n.d. 8.) Life goals are often connected to the human values.

By Kohn & Schooler educational experiences seemingly promote the intellectual openness, flexibility, and range of perspective crucial for self-direction values. Here are few samples of how it can impact on values. The increasing competencies to manage with life that people gain through education may also decrease the importance of security values. Education correlates positively with achievement values. The constant grading and comparing of performance in schools, emphasizing meeting external standards, could be responsible for this. (Schwartz. n.d. 10.)

2.2.3 Predicting behavior with basic values

According to Verplanken & Holland (2002) values affect behavior only if they are triggered. Activation may or may not require aware thought about a value. Much information handling happens outside of awareness. The more available a value, i.e., the more effortlessly it comes to mind, the more likely it will be activated. Focusing attention on the self may also increase value-behavior relations because it activates values that are central to the self-impression, values of great significance. Bardi (2000) adds, because more central values are more accessible, they relate more to behavior. (Schwartz. n.d. 12.)

Feather (1995) states people's values, like their needs, encourage valences on potential actions. High-priority values are central to the self-concept. An opportunity to achieve high-priority values sets off an automatic, positive, touching response to actions that will assist them. Setting off a negative emo-

tional response starts by sensing a threat to value achievement. This often occurs without our intentionally weighing substitute actions and their consequences. (Schwartz. n.d. 13.)

The higher the significance given to a value, the more probable people will form action ideas that can lead to its expression in actions. Planning centers people on the pros of preferred actions rather than the cons. It boosts their belief in their capacity to reach the valued goal and increases determination in the face of obstacles and interferences. By supporting planning, value importance growths value-consistent behavior. (Schwartz. n.d. 13.)

During the research interviews, there were no questions asked about the personal behavior profile of the respondents. The only asked questions were about their perceptions of the football image. That is why things that relate to personal football fan behavior could not be analyzed. Instead, the idea was to find out "football behavior" than fan behavior. It is still important to understand the basic behavior patterns and fundamentals that drive the diverse actions and thoughts of a human mind.

2.2.4 The cross-cultural validity

The survey was made to reflect the values of an international football fan. That is why it is important to check the validity of the values. The main issue is to define that values are universal and can be managed the same all over the world, no matter what the respondent's nationality or skin color is. This validity has been dissected by many researchers using Portrait Values Questionnaire (PVQ) and Schwartz's Value Survey (SVS) (see appendix 1.). Both methods try to measure validity by 10 major values. The SVS was applied in the first page of the questionnaire (Football image profile). The PVQ was used on the second page of the questionnaire (How much is this person like you?). The first method was used in this thesis.

The current research provides important evidence on the theory of basic human values relating across a wider variety of cultures than before assumed. It also shows that support for the theory is not reliant on method of measurement. The PVQ is more solid and contextualized, offers explanations of people rather than intangible value terms, inquires for similarity judgments rather than self-conscious information of values, and uses a response format that does not require expressing judgments in numerical ratings. (Burgess etc. 2001. 538.)

The SVS is still the favored method because of the broad evidence for its multicultural validity and its practicality in relating value priorities to other variables; however, a developed version of the PVQ has a special role to play. It is quick and easy to administer, and it is suitable for studying values in populations previously beyond the range of values research. The key contribution of the current research is the proof for more universal validity of the theory of value content and structure. (Burgess etc. 2001. 538-539.) The correlation between these different methods are listed below.

TABLE 2. Multitrait-single method matrix of correlations among 10 values, Schwartz Value Survey (SVS, above horizontal) and Portrait Values Questionnaire (PVQ, below vertical) (see original table: Burgess etc. 2001, 539)

| | SVS | | | | | | | | | |
Value	PO	SE	CO	TR	BE	UN	SD	ST	HE	AC
PVQ										
Power		.04	−.04	−.20	−.32	−.48	−.11	.01	.09	.50
Security	.00		.25	.08	.01	−.30	−.34	−.35	−.12	−.11
Conformity	−.04	.09		.35	.15	−.19	−.41	−.31	−.32	−.18
Tradition	−.31	.14	.28		.12	−.07	−.31	−.19	−.42	−.38
Benevolence	−.31	.09	.14	.03		−.08	−.20	−.25	−.26	−.25
Universalism	−.46	−.25	−.07	−.02	.15		.12	−.02	−.01	−.39
Self-direction	−.04	−.41	−.44	−.34	−.32	−.02		.22	.19	.13
Stimulation	−.07	−.34	−.46	−.20	−.31	−.12	.34		.29	.02
Hedonism	.08	−.16	−.41	−.44	−.18	−.11	.10	.37		.12
Achievement	.43	−.24	−.14	−.44	−.27	−.36	.18	−.05	.03	

The theory above confirms that human values affect greatly to the decision making process. On that account the significance of branding is of great importance. The idea of branding is to influence the people decision making process and that is why the next major part of theory consists of branding.

2.3 Branding

The basic ideas for this section was first to go through the importance of brand building and the definition of brand equity. Still, the number one matter in this chapter was the 4-D-Branding theory which was also the main analysis theory for the thesis. In the end of the chapter there are also reviewed the requirements for brand valuation. Overall, this chapter should give enough information to understand the principles of the study analysis in the next chapter.

2.3.1 Defining the importance of branding

There are three things about branding and its importance to business that shouldn't be underestimated. A brand is an image: because it's a synonym of the company it stands for. Brand should reflect company's image. Secondly, brand is a message: it's made up of all the messages and information enterprise communicates from advertising to customer interactions and everything that happens between them. Finally, brand is an ultimate promise for customers: every brand stands for something and thereby offers something for customers that rely to that promise. Customers should be able to trust company representing the brand to deliver value that meets the expectations. (Gunelius 2008.)

No doubt the brand seems to be very important part of business operations. By branding businesses get their key communication with customers. Branding makes products and services unique and differentiates them from competitors. It also shapes internal company culture that makes employees easier

attach to it. Adding to, it improves the intellectual advantages of the business and enhances business efficiency and profitability. (Ellwood 2002, 1.)

Research evidence shows that consumer culture has a lot of power and at least three trends that are increasing the importance of branding. These are following:

- *Individualism: westernized societies recognize the fragmentation of our personal and social identities and this encourages self-identity construction through the consumption of material goods and services: you are what you buy.*
- *Globalization: individual consumers are becoming a smaller part of a much larger world and need to find easy and quick ways to guide them through that world.*
- *Symbolic experiences are increasingly in demand. Consumers are buying experiences rather than commodities whose contents are largely image driven, intangible and symbolic.*
(Ellwood 2002, 10.)

2.3.2 Brand equity elements

David Aaker views brand equity as the brand awareness, brand loyalty, and brand associations that combine to add to or subtract from the value provided by a product or a service. Brand management starts with developing a brand identity – the unique set of brand associations that represent what the brand stands for and promises to customers, a motivated image. The brand identity is typically 8 to 12 elements that represent concepts such as service space, service attributes, quality/value, uses, users, country of origin, organizational attributes, brand personality, and symbols. The most important of these, which will drive brand-building programs, are the core identity elements. The others, extended identity elements, add texture and guidance. In addition, a brand essence can communicate the brand identity in a compact and inspiring way. (Keller & Kotler 2008, 244.)

Aaker's brand identity can be viewed with certain loyalty stages and elements. Basically, are the attributes of the brand in harmony with its loyalty building? A model that sketches the key elements of brand equity building can be seen

below. The higher loyalty level customer has the better relationship he/she has towards the service. If the first stage doesn't attain consumer's knowledge it's impossible move to the next stage. The challenge is to find and build the brand identity with the elements mentioned above to increase customer satisfaction and loyalty, advancing stages, finally reaching ultimate bonding with the service (like football) and consumer.
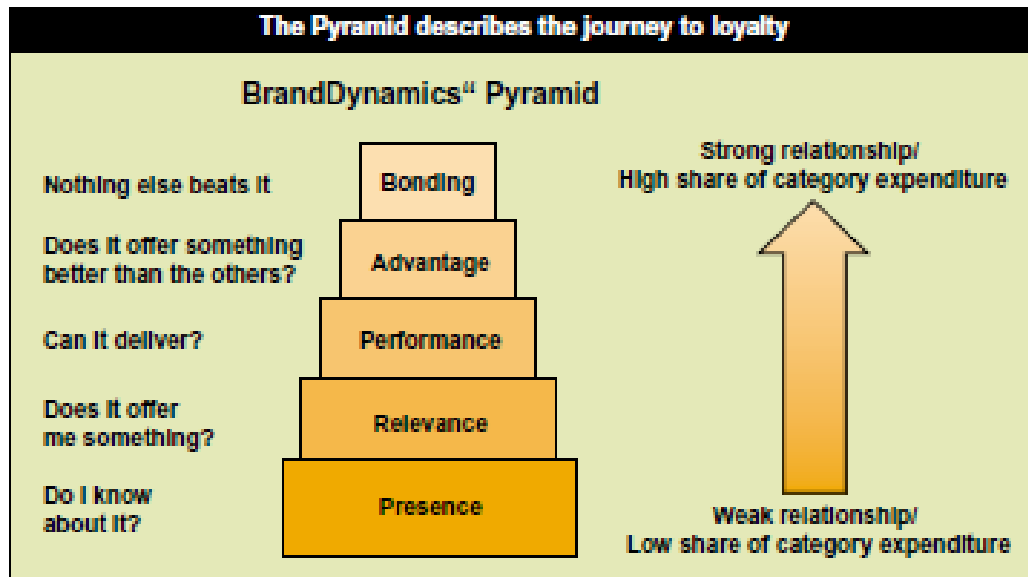
FIGURE 5. BrandDynamics™ Pyramid (see original figure: Millward Brown n.d.,
http://www.millwardbrown.com/brandsense/solution/BrandDynamicsA4.pdf)

2.3.3 Creating brand equity

Brand equity is described to be the total perception of the brand, which includes relative power of products and services, customer loyalty, financial performance, satisfaction, and overall esteem toward the brand. It's all about how consumers, customers, employees, and all stakeholders feel about a brand. The challenge lies there where every day routines get in the way of improving the brand image given to customers. (Knapp 1999, 3.)

> *Brand strength is not an objective, but a strategy for attaining superior business performance. A brand can create a powerful sense of purpose – rallying not only customers, but also employees, suppliers, and shareholders. When all of these stakeholders are aligned, that's when*

*the value-making really begins – and this is the real business of brands.
(Miller 2005, 262.)*

From marketing management point of view there are a few main pushers that aid enriching the brand equity.

*1. The initial choices for the brand elements or identities making up the brand (brand names, URLs, logos, symbols, characters, spokespeople, slogans, jingles, packages, and signage.)
2. The product and service and all accompanying marketing activities and supporting marketing programs.
3. Other associations indirectly transferred to the brand by linking it to some other entity (a person, place, or thing).
(Keller & Kotler 2008, 245-246.)*

A strong-brand service company focuses on what is important to the target customer group. The service providers strengthen the brand equity by aiming on unmerited market desires. They improve the overall experience for customers by doing something differently to areas that need doing. These goals can be overtaken and answers be found from the fundamental desires and values the customers possess. (Leonard 2000, 132.)

2.3.4 Thomas Gad's 4-D brand theory

The genetic programming that creates brands is something Thomas Gad calls the Brand Code. In the Network Economy, the Brand Code equals business DNA. The Brand Code determines the characteristics of the business: what it looks like, how it feels, how it behaves. Not just what it is, but who it is – what makes it unique. The role of management is to establish the Brand Code – and to then use it to futurize the business. To understand for example the football brand fully, to live it and enable customers to live it, means creating own Brand Code for it. To do so, requires using a four dimensional model to understand the strengths and weaknesses of the target brand.

The four dimensions are: functional, social, mental, and spiritual. The functional dimension concerns the perception of benefit of the product or service associated with the brand. The social dimension concerns the ability to create

identification with a group. The spiritual dimension is the perception of global or local responsibility. The last but not the least is the mental dimension which gives the ability to support the individual mentally. (Gad 2001, 16 - 17.)
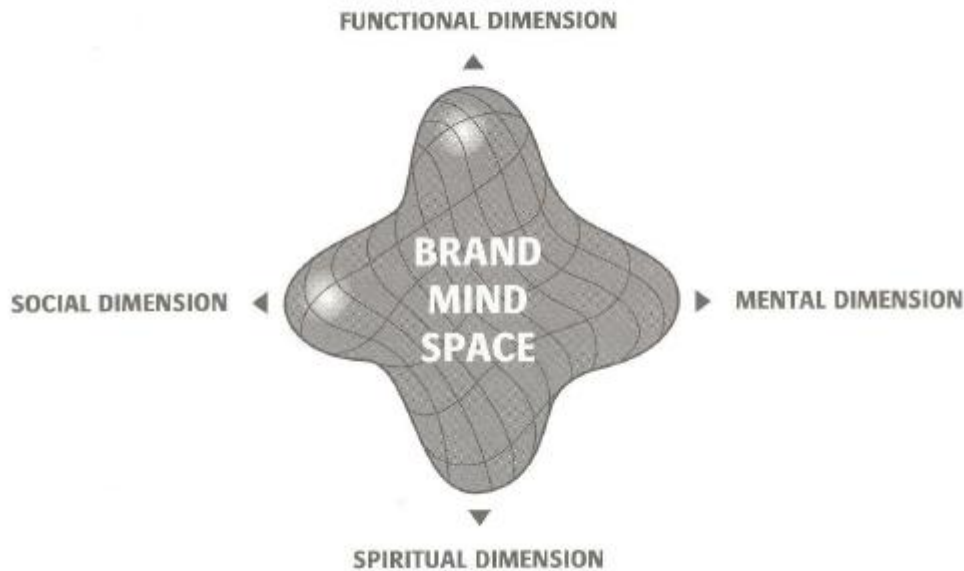
FIGURE 6. Brand Mind Space™ (see original figure: Gad 2001, 18)

Functional dimension

The need to build a brand starts with making a more or less unique product or service, and the benefit for the customer is the basis for the brand. That is the perceived benefit, not necessarily the real benefit that the inventor or the engineer had in mind, but the one actually experienced by the customer. Everything that has to do with physical quality, taste, style per se, and efficiency falls into the functional category. The importance of the functional dimension also depends on where in its lifecycle the brand is. The earlier in the lifecycle, the more important the functional attributes are to define the brand's justification, role, and sometimes the physical benefit. (Gad 2001, 93 - 94.) Football has quite a strong history and its physical quality is top class. That is why functional dimension of its brand is at good state.

Social dimension

In the social dimension the brand quite often creates a cult around itself, it be-
comes a social insignia, or a "prop" in the lifestyle play of an individual. In the
social dimension the trademark or the logo itself becomes the symbol of the
cult society that a brand ideally creates, very much like the flag of a country.
The drive to feel that we are among friends is very strong not only for con-
sumers, but equally for business-to-business customers. The social dimension
plays an important part in the choice of, for instance, management consult-
ants. This aspect is much more important than the functional dimension,
where many of its competitors offer better or equally good products or solu-
tions. (Gad 2001, 95 - 96.) Football has solid fan base but still it competes with
all the other worldwide sports. However, for example the World Cup doesn't
have any considerable mega event competitors but the Olympics. It is still fair
to assume that the World Cup interests quite different kind of people than the
Olympic Games.

Mental dimension

This dimension is by its nature a much more profound dimension: it really
penetrates deep inside the personality of an individual. The mental dimension
is about personal metamorphosis. It's about transformation and getting new
insights about the individual. Role models give the individuals a base to look
up to and help them to form their own life and behavior. The brand and its
mental dimension serve that purpose. Initial childhood experiences up to the
present day largely set people's personalities, reaction and behavior. Those
experiences can occasionally result in low self-esteem in certain areas of life.
The mental images seem to be important for people. That is why people tend
to need help to reframe their mental pictures. Therefore it is a great potential
for a brand builder too. Some of the mental images may be very personal and
that is why there can be certain problems to generalize those. Still, the similar
type of reframing can be detected among most of the people in the world. A
certain type of reframe issue is the excuses people use in order to dodge ac-
tivities that are unpleasant or demanding. (Gad 2001, 96.)

Among other things, football is about creating role models for young people. Young people usually are more vulnerable for reframing and that is the reason why football has a strong influence in reframing especially their personality. The personality effects mainly on the mental dimension and therefore football has a great responsibility to give good image of itself. By focusing on the personality, added with the wants and the expectations of the football viewers it's possible to create stronger brand that serves the purpose for mental dimension.

Spiritual dimension

Spiritual refers to the larger system of which we are all a part. Understanding the spiritual dimension allows to understand the connections between the brand, the product or the company, and the bigger system. The new thing about spiritual or the ethical, dimension is the fact that it is now purposely used to build brands. The problem with this is that you can't be just a little ethical. Brands that set themselves up as paragons in this area lay themselves open to criticism if they don't live up to the standards they preach (Gad 2001, 98 - 99.) For instance FIFA and many football teams (FC Barcelona with UNICEF…) are well known for their work for charity and fair play. However, if they ever should get caught up for corruption and non-equal treatment, their spiritual dimension and the brand would be fragmented.

The Brand Code

The four dimensions provide the basis for understanding the true nature and future potential of a brand. No brand exists just in one dimension. The hard part is mapping out the overlap between the dimensions. Futurizing of the brand depends on creating a code that is both robust and sufficiently flexible to allow it to adjust to changing circumstances. The brand code aims to encapsulate the future positioning of the brand. It answers the question: What should this company really be about? It is a statement of what the service stands for. It is the business idea, the positioning, the vision and mission, and the values all in the same package. (Gad 2001, 100 - 102.)
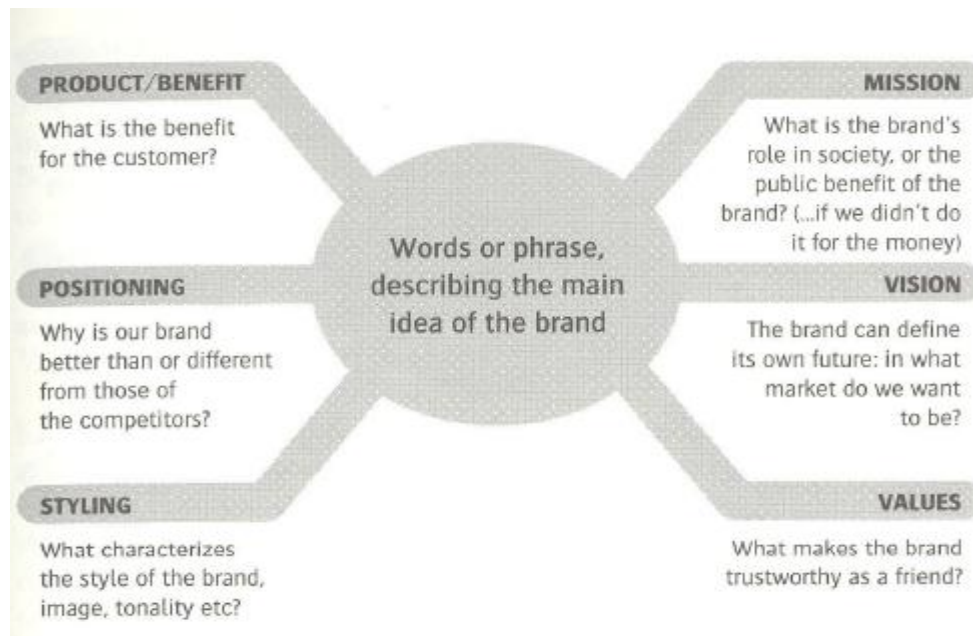
FIGURE 7. The Brand Code™ (see original figure: Gad 2001, 103)

2.2.5 Brand valuation – Requirements for monetary brand valuation

There was a new brand valuation standard created in autumn 2010. The new standard got an international (ISO) and a national (SFS) validation status. The International Standard was named "Brand Valuation. Requirements for monetary brand valuation". It was set to standardize the versatile definitions of brand valuation to one verified standard package worldwide. It is the first version of the standard but it still gives good guidelines for businesses to follow. However, this standard includes the basic parts that define the brand and those points are presented below.

> There are some necessary valuation inputs that are needed for brand valuation. The first is market and financial data. Order to assess the market in which the subject brand operates (e.g. size, trends), an analytical review of the current and predicted market volumes, values, margins and channels shall be performed. The appraiser shall ensure that the results of review are reflected in the valuation. The second input is behavioral aspects. There it's important to determine the brand situation in the market, including the brand value drivers. Also there must be measured the brand strength and effect on demand. The third valuation input is legal aspects. Those aspects shall include an assessment of the legal protection afforded to the brand, identifying each

of the legal rights that protect the brand, the legal owner of each of those legal rights, and the legal parameters influencing negatively or positively the value of the brand. (SFS-ISO 10668 2010, 19,21,23.)

Valuation approaches and methods can be done in three ways. Brands shall be valued by applying the income, market or cost approach. The purpose of the valuation, the value concept and the characteristics of the brand being valued shall dictate which approach (or approaches) is (are) utilized to calculate the value of a brand. The income approach measures the value of the brand by reference to the present value of the economic benefits expected to be received over the remaining useful economic life of the brand. The market approach measures value based on what other purchasers in the market have paid for assets that can be considered reasonable similar to those being valued. The cost approach measures the value of a brand based on the cost invested in building the brand, or its replacement or reproduction cost. (SFS-ISO 10668 2010, 13, 16, 19.)

With the help of measuring the brand value input and the approach methods, there was whole new theory built based on Schwartz and Gad theories. The combined value and brand theory was a more useful way to scrutinize intangible brands like football that cannot be measured as easily with financial factors as more tangible product brands like Coca-Cola or Nike.

3 RESEARCH IMPLEMENTATION

The purpose of the implementation chapter is to explain the study process in practice. It expresses the different research methods used in the study and goes through the practical journey how the research was executed. That way it gives basis for the analysis that is processed in the next chapter.

3.1 Research methods

The material for the thesis was collected in summer 2010. Overall data amount consists of 176 interviews, which were gathered as case study in Cape Town. The interviews were made during the football FIFA World Cup competition at Fan Fest –public-viewing areas. The survey method was a two-sided questionnaire with which the interviews were done. The interviews used in the research have been executed by using Means-End-Chain -study model. The model was followed through with laddering –technique. The duration of a single interview fluctuated between 10-30 minutes. The average interview lasted for about 15 minutes.

The collected material and the results were analyzed by using Thomas Gad 4-D brand theory and Shalom Schwartz's value theory. The base of branding was also approached by Kotler and Keller's theories that consider especially the brand equity and added value of the brand. These theories provide the best tools to manage collected data from the interviews. Particularly Gad's four dimensional viewpoints give an opportunity to analyze human decision making process much deeper than other brand theories. For example brand theories by Maslow and Aaker don't analyze brands as deeply. That is why this study concentrates on Gad's more modern theory, but of course it refers other theories (like Aaker) when relevant for the objective. The aim of the study was to examine marketing viewpoints by synthesizing sports marketing,

human values and branding. The values fans relate to football were combined with branding. Ultimately, the brand identity for football was formulated.

The questionnaire used in the study was practically designed to be guidance to the Means-End-Chain interview from where the actual thesis was made from. Another quantitative research from the similar subject concentrates more on "how much" than "why/how" this phenomenon happens. It focuses on the personal values of a football fan and compares them in national and international context with customer behavior. In that thesis there is also respondent background data analyzed. It uses the same questionnaire used in this thesis to ravel those questions.

3.2 The Means-End-Chain-model

Means-End-Chain signifies a modeled structure where the basic idea is to aspire describing chains between attributes, consequences and values, which arises through cognitive thinking of a human being. The chains compound of perceptions that link straight to one's memory. The values describe the relative meaning of consequences, and by that, the meaning of attributes. According to Reynolds, Westerberg and Olson, this model is helping to discern the purchase decision of consumer, when he connects the product/service attributes to things he values in life. (Auersalmi 2005, 10.) Simply put, Means-End-Chain maps the consumer decision-making-process.
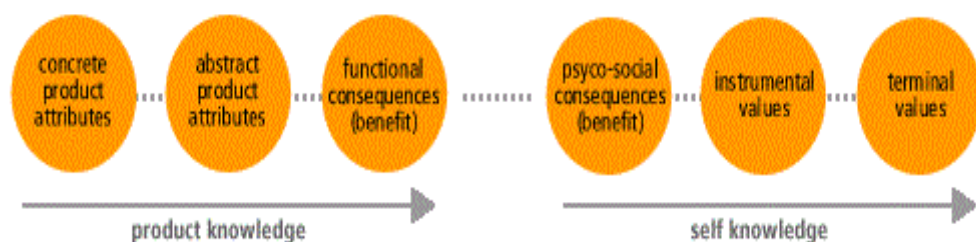

FIGURE 8. Means-End-Chain theory (see original figure: MECanalyst n.d., http://skymax-dg.com/mecanalyst/chain.html)

Good example of the Means-End-Chain technique is a situation where a football fan says that an important distinction between football events is that one event has "big watching screens" and another event does not. The researcher would then ladder the key distinction by asking why having big watching screen (means) is important to the respondent. If the answer is for example "to see games better from the big screen", the respondent is asked again why the consequence (answer) is important. The chain is continued until the attribute-consequence-value chain is exhausted. Finally, the ultimate value or attribute is revealed and brought to consciousness (end). (Reynolds & Whitlark. 1995, 10.)

3.3 The laddering technique

The laddering interview reveals the linkages between attributes, consequences, and values used by respondents to justify their beliefs and/or behavior. Laddering refers to an interviewing technique that can be used to elicit means-end connections and attribute-consequence-value networks people use when making decisions about what brand to buy, what game to attend, what issue to support, or even who to fan for. (Reynolds & Whitlark. 1995, 10.)

A laddering interview is an in-depth, one-on-one structured dialog that draws out the connections people make between product attributes, the consequences of those attributes, and the human values linked with those consequences (means-end chain). Getting the respondents to reveal their true beliefs, feelings, and goals requires warm-up questions to put the respondent at ease with the interviewer and to help them start thinking about the product of interest. Laddering differs from other types of qualitative research because it aims to uncover personally motivating reasons behind brand choice and link them to product attributes and their consequences. (Dethloff etc. 2001.)

Laddering begins by identifying the most important distinguishing characteristics of the brand for a given usage situation and then moving up and down the means-end chain to get a complete picture of attribute-consequence-value

identities and linkages. Moving up and down the means-end chain is done by asking a form of the question: why is that important to you? Attitudes toward a product do not often predict choice behavior, but attitudes toward choice behavior concerning a product typically will. Laddering asks questions regarding the reasons people have for making the choices they do. It requires the respondents to justify their buying behavior by explaining the distinctions they make between choice alternatives. (Dethloff etc. 2001.)

3.4 The research form and the interview

First, the respondents filled the first page of the questionnaire where they answered to questions about their opinions of the image of football. The page was called the football image profile. The thing was to rate words (adjectives) on the scale of 1-7, how well the adjectives related to football in their opinion (see appendix 1). On the same page, the respondents were also asked to answer questions about their nationality, age and gender. On another page respondents were asked to react to the statements "How much is this person like you?". That page allowed creating the basic profile of a football fan. In the end of the second page, people were asked to write down three most motivating reasons for them to attain/come to the Fan Fest or game. After that people were asked to get back to page one and to circle the three most football related adjectives. That was the beginning of the interview (see appendix 2). In this thesis only the first page has been used.

Second, the three most football related adjectives were written in the beginning of the interview sketch. The adjectives were actually representing the brand elements. Then the interview logics were used to find out the brand features behind the adjectives. After that, the method was continued to find consequences underneath the features. Finally, at the bottom was the ultimate belief or value (the football) reached and connected with the whole chain. Below is presented the structure of an interview (see appendix 2 for more details).
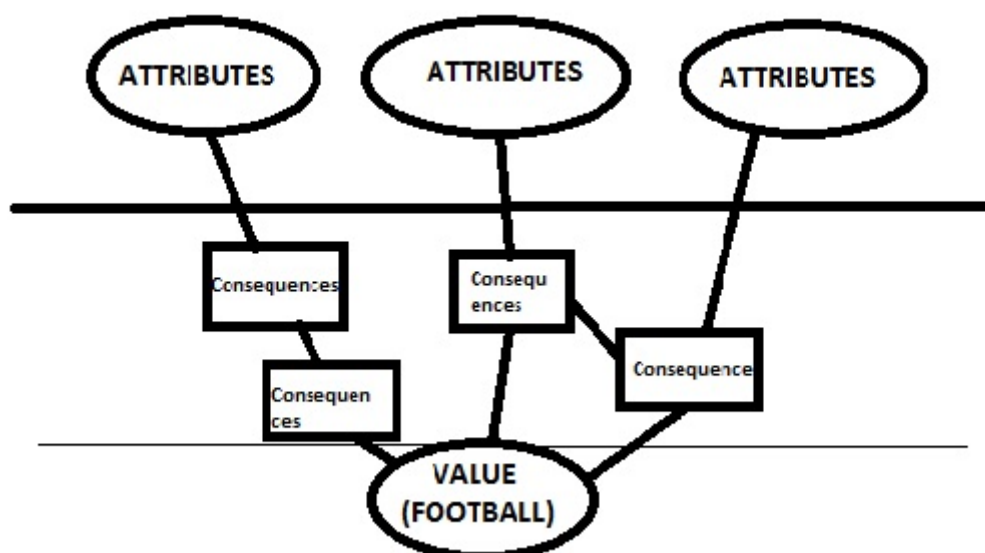
FIGURE 9. The structure of a laddering interview

Only those over 18 years were allowed to take part in the survey. The inter-
viewers were justified to end the survey at any point. The interview could be
interrupted if the respondent was unable to answer the questionnaire or be
interviewed for example because of intoxication or lack of language skills. The
interviews were collected by the supervisor of the research area for checking
and after which the proper ones were approved. After the interview the next
respondent was selected by asking the 10th person passing by to take part in
the survey. The same person could take part in the research only once. All of
the interviews were made in predetermined places using face-to-face commu-
nication (see appendix 3 for more information).

3.5 The process basis

First, all the 176 interviews were carefully gone through and lettered. The next
stage was to limit the relevant highlights from the huge amount of data to
make pinpointing of the essential findings easier and more straight-forward.
There were four adjectives (brand attributes) that got rated as 7 (most related
to football) in over half of the questionnaires and which most often popped out
in the interviews.

The next step was to go through all the interviews in which at least one of these adjectives was mentioned. Then analysis continued by following the value-attribute-consequence chain of each characteristic all the way to football. The idea was to pick all the answers found from the concerned chains and after that, group them to get an overall picture. The answers were grouped by using the qualitative research method so that the different answers meaning the same could be directed to bigger contexts and themes. That made the analysis much easier to process. The groups that were most popular created the base for football motivators (see appendix 5 for the interview summary of the different context groups). The groups closest to the football brand (value) in the interviews generated ground for the attendance determinators. The analysis was conducted with those interviews that had one or more of these four attributes. After this, the analysis of the value groups was continued deeper with Thomas Gad 4D-Branding theory. The football brand profile was finally found with a combined value theory.
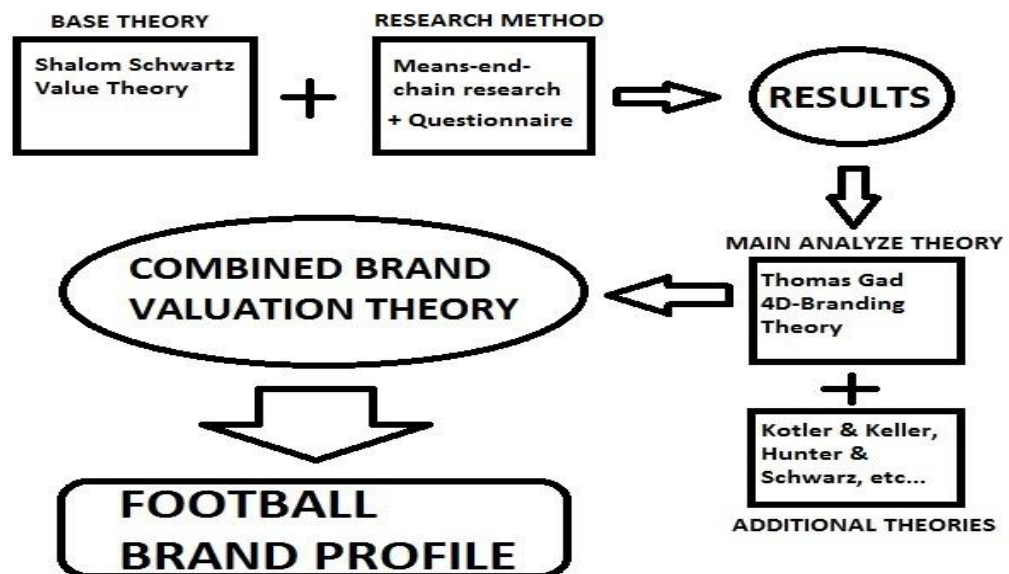

FIGURE 10. The research process of this qualitative study

3.6 Reliability and validity of the research

Scientific research must be objective. There are many variables in the research frame: researched phenomenon or focus of the research, researcher and research methods. There are no objective discoveries because used concepts, methods, research frame and methodological know-how varies between researchers. Methods are chosen by researcher and chosen methods influence always to study results. Prejudices, respects and beliefs and selections contribute to outcome of the data based research. Objectivity builds up from the realization and agreeing of that subjectivity. (Kananen 2008, 121.)

Evaluating the trustworthiness of the qualitative study was done by viewing four concepts which are credibility, transferability, dependability and confirmability. The credibility forms from the fact that the test results are tenable according to the respondents. The transferability can be equated with the external validity from quantitative studies. It simply means that results should be able to be generalized. The third concept is dependability which reveals the repeatability of the study. This means that if the research is renewed the results are still the same. The confirmability emerges if the study can be validated by other researchers. In a qualitative study the quality must be ensured during the research process by making right choices. (Kananen 2008, 126-127.)

A qualitative study forces the researcher constantly to ponder between the decisions made during the process and same time to commit on the reliability and the scope of the study (Eskola & Suoranta 2005, 208). It is fair to admit that the research may have some minor errors caused by the foreign language (English) used in the study. Some answers may have been misunderstood by the interviewer, or the answerer may not have well understood some of the questions asked. During the analysis, it's possible that some of the notes from the interviews have also been misread, because there has been the total of ten researchers collecting the data; thereby everyone has their own technique of writing down the notes. However, the whole study has been

done following the study manual (appendix 3), created especially for this study. All the norms and ethic methods used in the interviews can be found from the study manual. Following qualitative areas are pointing out that the research has been conducted to follow scientifically good standards.

3.6.1 Credibility

The credibility of the thesis was ensured during the interview sessions at the site in South Africa. First, people that took part in the interview were able to see their answers during the whole interview. The researcher wrote down all the crucial things respondents said during the interview and the respondents were advised to remark if some of the scripts were not something they had said or mentioned. The interviewers also asked every now and then if the answers that had been written down were right according to the respondent. At the end of the interview their answers were read aloud and they had a possibility to correct if some of their answer were still not right.

Unfortunately, the study results weren't possible to be sent to all the respondents because during the study there was no contact information collected. The large amount of data and the fact that there were totally ten researchers doing the same study and all of them got similar answers from the interviewees toughens the creditability and the fact that study results are collected credibly and correct.

3.6.2 Transferability

The study background was well organized and study logic was very hierarchic. All of the interviews were done with the same pattern; first the questionnaire was filled and after that the interview was done. Although the interview proceeded quite informally there was still specific structure at the bottom of the interview by which it's possible to transfer to other similar studies. However, it can't be talked about statistical generalization because the cases were chosen using some kind of consideration (Kananen 2008, 126). Therefore, it is better

to speak of sample rather than sampling. Still, this same study method and research form/technique can be used and transferred in to other sports too, with minor alterations of course.

There are strong theory base which gives the basic guidelines to do laddering and means-end-chain studies. The research was also done using these instructions. All of the interviews were documented well to paper and electronically that they could be reviewed afterwards if there were found any inconsistencies or unclear matters. Some of the interviews were also recorded by video for illustrating purposes.

3.6.3 Dependability

It's clear that if the research were to be renewed it wouldn't be absolutely the same because of the unique event the results were collected in. If renewed, it can't bring absolutely the same results because of the research situation and conditions always impact the interviewees. All of the interviews were made in the Fan Fest areas which bind the results to certain time period and place.

However, the same research was done second time in a National league game in Finland to check if the results correlate. Findings were, that the answers correlate highly between both, international and national football fans. This second "verification" proves that criteria for dependability were well fulfilled in the conducted research. The study results are also available for people to compare possible conflicts between the results.

3.6.4 Confirmability

Every researcher has their own starting point for the research that is why also the interpretations of the collected data vary. It is important that every research worker that utilizes the same data is also getting the same results too, otherwise the confirmability can't be ensured. There was control questions used in the questionnaire to confirm that the respondent was answering con-

vincingly to the questions, not just random. The other quantitative research that analyzes the same phenomenon and the data, and which was collected at the same time with this one will ultimately show if the findings are parallel with each other.

In the end, there are two significant criteria which tell if the study has been correct; those are using of triangulation and informants (Kananen 2008, 127). By those it's possible to confirm received results. Material triangulation with different sources of information helps to find the right way for the research. Triangulation may only help in technical issues. Still, feedback from other people helps to understand and think the subject out of the box which is crucial for proper deliberation and for success of the study. (Kananen 2008, 128.)

4 ANALYZING THE RESULTS

The analysis chapter was written to decipher the data into more accessible way. The head themes for the chapter were the football attributes and the football brand mind space.

4.1 The football attributes

The strongest football related attributes were international, fun, exciting and colorful. International was the most popular attribute that came out in 78 % of the forms. Fun stood out from 61,3 % of the questionnaires. The adjective exciting was found in 55,3 % and colorful in 54 % of the answers during the research. Other major adjective ratings can be seen below (see all the adjectives and their rank from the appendix 4).

TABLE 3. The Football brand characteristics with the most and the least strong relations to football (rated as 7 on the scale of the questionnaire)

RANK	THE MOST STRONG RELATIONS TO FOOTBALL	THE LEAST STRONG RELATIONS TO FOOTBALL
1st	International (78,0 %)	Weak (2,0 %)
2nd	Fun (61,3 %)	Boring (3,3 %)
3rd	Exciting (55,3 %)	Routine (3,7 %)
4th	Colorful (54,0 %)	Inefficient (4,8 %)
5th	Succesful (47,5 %)	Formal (6,6 %)
6th	Youthful (45,8 %)	Conservative (7,8 %)
7th	Healthy (44,0 %)	Honest (9,1 %)
8th	Wealthy (40,5 %)	Obedient (9,9 %)
9th	Traditional (37,8 %)	Polite (10,0 %)
10th	Ambitious (37,5 %)	Adult (11,2 %)

The four adjectives can be organized to two motivational value groups that are universalism and stimulation, according to the Schwartz value theory. International belongs to universalism value group and others (fun, exciting and colorful) are part of the stimulation value group. However, the attribute colorful can

also be grouped in the category of universalism because the answers with colorful and international seem to be very similar to each other. Schwartz value theory also states: universalism can be understood in larger scale where it refers the self-transcendence, whereas stimulation refers the openness to change. The analysis was limited to these four major characteristics.

The one thing connecting all the attributes that people relate to football was unity. It was at least the third most popular thing that the respondents mentioned during the interview in all the four most popular football attributes. Other common answers that make football especially international and colorful were because it's popular and big sport, played and watched everywhere in the world. There were also couples of other football motivating reasons that were relatively high rated in the whole research with all chosen attributes. Discussed topics were that football fans are able to see different cultures and countries; additionally it arouses emotions/feelings and makes possible to meet people from all around the world (see appendix 5 for more details).

4.1.1 International

Most of all football is seen as an international sport. Over three of four (78 %) of the respondents stated this. The number one reason people mentioned during the discussions was that football brings people and countries together, this was mentioned in 53 interviews. Corresponding answers about internationality pointed out that football creates unity all around the world. An important thing seems to be that it is popular and big sport which was said totally 44 times and according to respondents, means it's understood and played everywhere around the world. Globalization means for 21 interviewees that it builds bridges between people and works as a connecting language which provides understanding and learning from each other.

The analysis samples shown below are consequence chains that are extracted from complete interviews (see appendix 2 for a complete interview example). There were two relevant samples made of each main attribute.
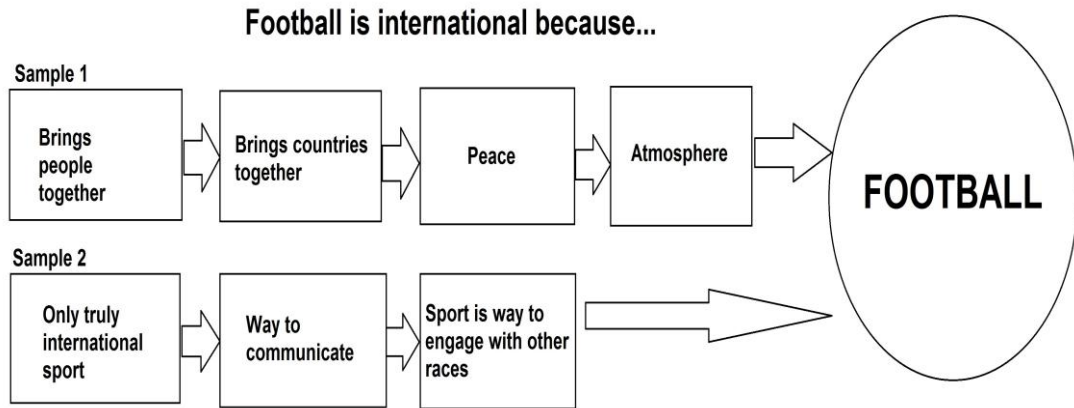
Football is international because...

FIGURE 11. International attribute Means-End-Chain interview samples

Other pickings (hits) from the respondents that make the sport international were the following: traditions (4 hits), peace/political tool (8 hits), equality (5 hits), players (6 hits), motivation (2 hits), economy factors (9 hits), see different cultures (20 hits), healthy (2 hits), experiences (2 hits), successful (3 hits), to support your team (3 hits), the game itself (1 hit) and society benefits (15 hits).

The least people think football is international due to the game itself or of the organizations like FIFA, because both were mentioned only once during the interview. A little surprise was that people do not think it is international because of the core message it delivers. There were only two people that thought that way. It can be summarized that the spiritual and functional dimensions aren't the most important things to those who consider football international. They prefer the social and mental dimensions, since the five first context groups belong to the social dimension and the group six belongs to the mental dimension.

4.1.2 Fun

People consider football fun mostly because it allows them to meet other people. This was the opinion of 37 interviewees. In the same interviews could be found that the social interaction seems to be a very important factor for fun attribute. For 24 persons not only does it allow people to meet each other but it also brings them together and at the same time it creates unity. Another im-

portant factor making football fun sport is that it provides people enjoyment and entertainment with its captivating nature, according to 34 answers. Same people mentioned entertainment also to create emotions and feelings that people may experience during matches.
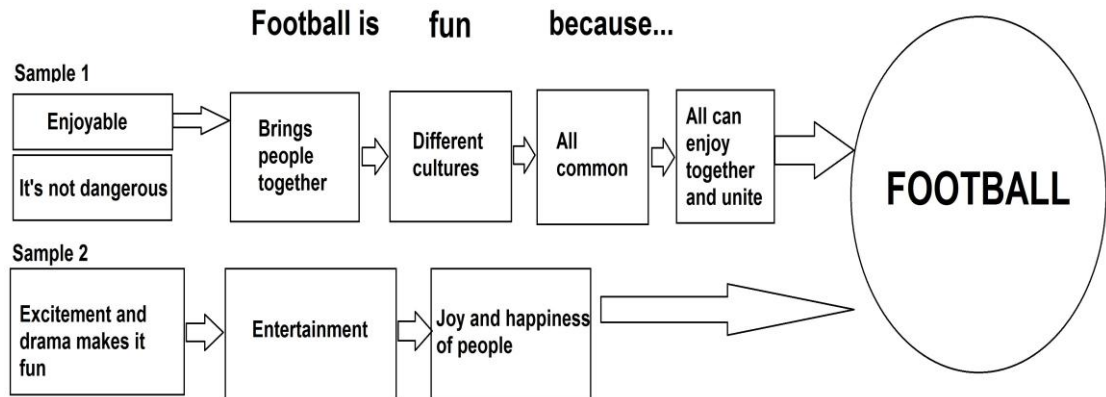

FIGURE 12. Fun attribute Means-End-Chain interview samples

Here are some other answer excerpts why people consider football fun: sharing experiences (4 hits), fan participation (5 hits), played around the world (12 hits), achievements (5 hits), fair play (5 hits), development of community (6 hits), rules (3 hits), exercise (3 hits), economic factors (6 hits), relaxing (9 hits), always something happening (4 hits), different countries (5 hits), fun to play (11 hits), everyone can do it (12 hits), cheap (12 hits), healthy (11 hits), trendy (12 hits) and youthful (12 hits).

Those who seek fun from football did not evaluate very high things like competition between the teams which only got remark from two persons. Only two persons stated football to be fun sport because it is safe and a way of life for people. The analysis shows that the things they appreciate the most in the fun attribute seems to be social, functional and mental aspects. The social aspects are valued as the most and the third popular within the consequence chain groups of the fun attribute. The functional group is the second most popular and mental group is rated as fourth most popular. The spiritual aspects, for example love of soccer, are least appreciated. The first group for spiritual dimension can be found not until the 13th place.

4.1.3 Exciting

Football is said to be an exciting sport, which seems to be true according to the research. The greatest reason why it is exciting is all the emotions and feelings that it rouses in totally 35 respondents mind. These emotions can range from happiness to disappointment, and they can include all the hues of excitement that were also found in the interviews. The second important thing in the minds of 27 people was that it brings people together and creates unity. There was also one thing that connects many sports and makes them exciting. It was the fact that the result cannot be known in advance, whereby 27 people noted, that practically anything may happen. Totally 21 agreed that unpredictability makes games more interesting for the audience and better for the gamblers.
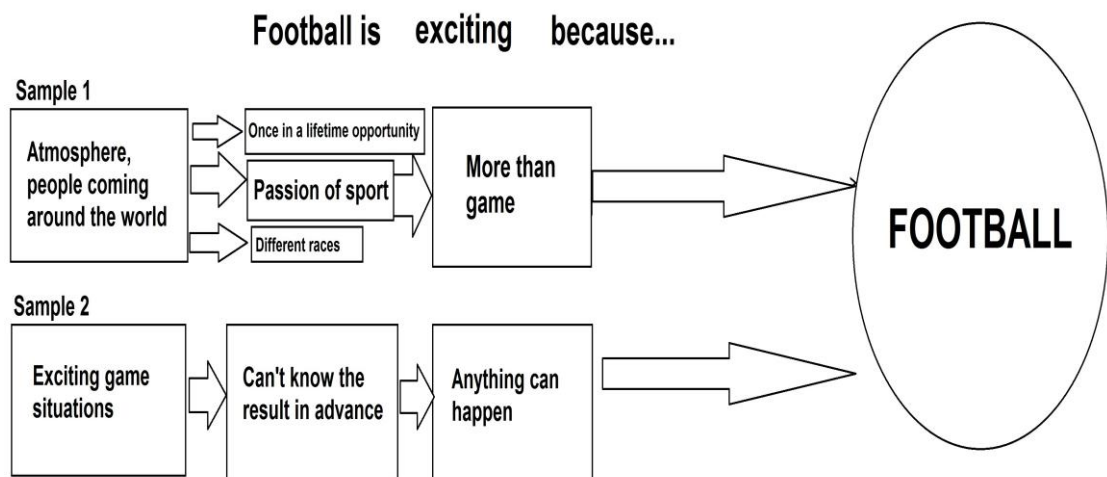
FIGURE 13. Exciting attribute Means-End-Chain interview samples

The things also making games more exciting were: fan participation (18 hits), skills (19 hits), atmosphere (22 hits), the game itself (14 hits), nature of the game (16 hits), possible to everyone (5 hits), competition between teams (14 hits), health (13 hits), experiences (9 hits), enjoyment of event and side activity (Vuvuzela, stadium, time before match) (4 hits), lifestyle (10 hits) and economical factors (10 hits).

The respondents who rated football very exciting did not consider things like traditions, relaxing or motivation highly important because only two people thought so. They are more motivated by mental and social features. The mental features can be found from the rank one, three and four. The social dimension group can be found from the place two. On the other hand, they are not as interested in spiritual and functional elements of which the first functional group can be found from place five and the spiritual group from place ten.

4.1.4 Colorful

Considering football is recognized international it's not very surprising that it is also related to colorful. Reasons why people relate colorful to football are all the different cultures and nationalities that are involved in this sport, which came up seven times during the interviews. Not to mention all the races and languages that enriches the colorfulness of it. As in the international group, colorful is mentioned totally six times in the interviews because it is very popular and big, global sport. Third most popular thing creating colorful status in the opinions of four persons is, like in the all the attributes above, unity. For some reason the colorful attribute did not get as much answers and as long consequence chains as other attributes. Still, there were enough interviews and context groups found to consider it to be valid for the study.
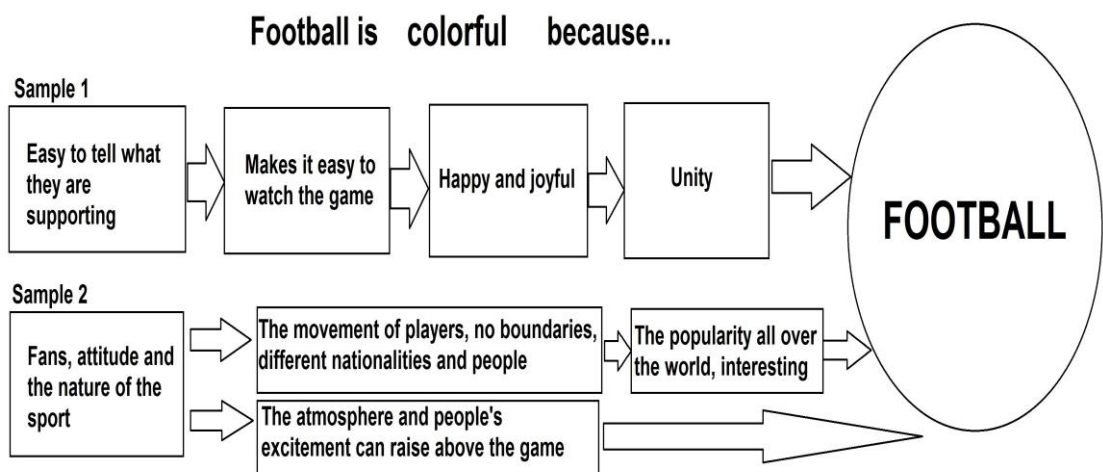

FIGURE 14. Colorful attribute Means-End-Chain interview samples

Colorfulness can be seen in many ways, which can also be noticed in the various answers. Here are a few samples of the answers: atmosphere (1 hit), heritage (1 hit), entertainment (1 hit), no boundaries (1 hit), people coming around world (1 hit), anyone can do it (1 hit), feelings/emotions (4 hits), meet people (3 hits), to support your country (2 hits), nationality (2 hits), common goal (2 hits) and different backgrounds (2 hits).

The results reveal that a person who refers football as colorful does not grade attributes such entertainment or heritage (only one answerer in each group) as high as for example the differences of countries which got overall seven notes. It means he/she doesn't valuate functional or spiritual things as much as mental or social issues. The ratings of social dimension group between the colorful attribute and international attribute correlate with each other. In both attributes the social dimension groups can be found from the top places one, two and three. The other dimension rankings for colorful attribute are following: the mental dimension is located in the fourth place. The spiritual dimension is ranked eight whereas the functional dimension is on the seventh place.

4.1.5 The other attributes

There were many other strongly football related attributes that are also characterizing its features. However, those were left out of the analysis since their strong relation to football was lower than 50 %. The other major attributes found during the analysis were; successful with strong relation of 47,5 %, youthful got 45,8 %, healthy with 44,0 %, wealthy 40,5 %, traditional 37,8 % and the tenth strongest relation with football had ambitious by 37,5 %.

The least strongest relation attributes for football got weak (2 %) which was followed with boring (3,3 %), routine (3,7 %), inefficient (4,8 %), formal (6,6 %), conservative (7,8 %), honest (9,1 %) and obedient (9,9 %). It is worth noticing that the strong correlation to football of these adjectives mentioned above is less than 10 %. Also many of these adjectives were used as check questions to mark that people were answering reliably. Adjectives like weak

and boring had their opposite adjectives strong and fun in the study. They should have been found from the same position of the attribute list but from the opposite end of it. During the analysis, it could be found that it also worked as it was supposed to (see appendix 4 for details).

4.2 The football Brand Mind Space

During the analysis, it was found that there is no doubt that the social dimension is the most important dimension for football brand creating. It comes out from every brand attribute interview, and despite the different valuation groups (stimulation & universalism) it's highly valuated in every group. It dominates the football brand image and the dimension actually describes this social sport quite well. It can be really powerful when utilized to influence big masses. The bottom line is that unity is socially the most meaningful factor why to get involved with a sport like football. Other social motives that popped out from the research were, first of all, the fact that football is worldwide sport and popular all over the globe.

The next important brand category that influences the football fans behavior was mental dimension. It was especially effective in international and colorful groups. In those groups, it shows that answerers enjoy the facts that through the football they are allowed to meet other people. They like it mostly because people are brought together.

The functional dimension was, surprisingly, only third popular element to attract football viewers. Could be easily thought that the main thing driving the fans is the game itself and its functional elements, like player skills and side shows of the game events. However, the highest functional attribute effecting people found out to be the seeking of enjoyment and entertainment. Details like having fun and captivation can be categorized to that group. Enjoyment is commonly connected to hedonism and pleasure. People take part in matches to forget their worries and to get experiences that they wouldn't normally get.

Some people are also interested in the actual game functional elements like the rules of the game and competition between teams.

Last but not least there is the spiritual dimension. It is clearly not the most obvious and first brand image of football for the respondents, but the meaning of this dimension appears to be much deeper. This dimension reflects its importance on the grounds of football. Spiritual things are usually more based on beliefs and values. Football reflects spiritual aspects to people like heritage, lifestyle and traditions. The love of football and the fair play message mirror the hope that the whole world could live in peace with each other and experience equality. In the games, people have found the one place to execute and witness this sweet utopia which gives people hope for a better world.
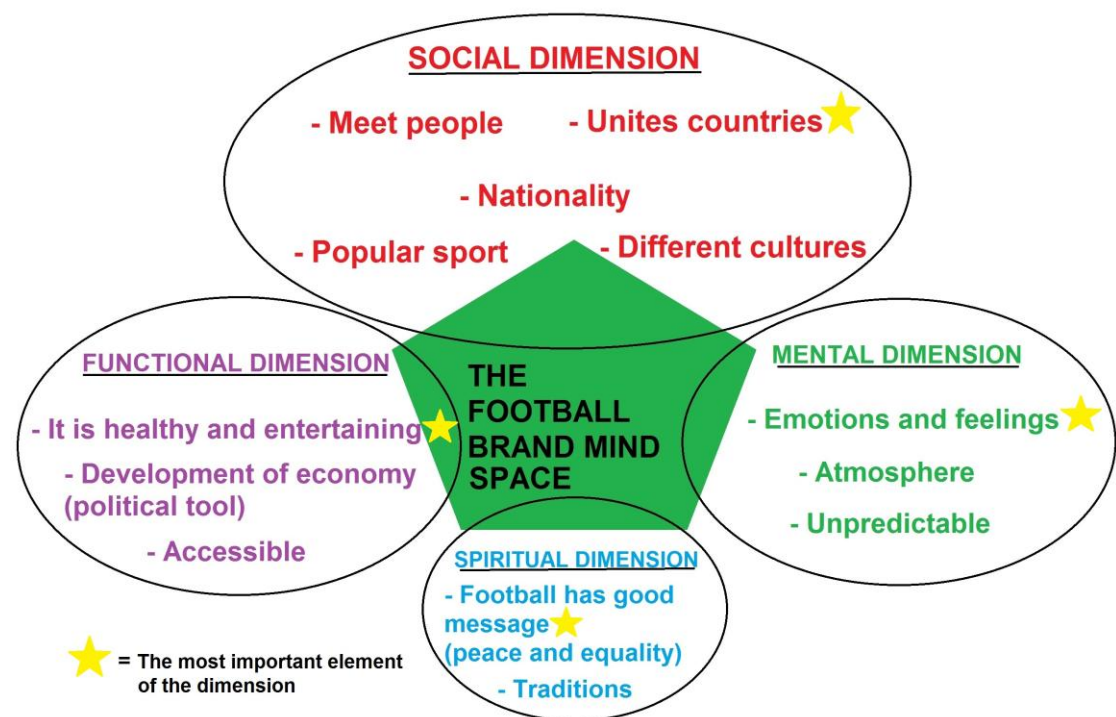
FIGURE 15. The football Brand Mind Space

5 CONCLUSIONS & FUTURE RESEARCH

The suggestions resulting from the results and analysis were pinpointing how well the current brand image serves the desirable goals and the vision. It is senseless to develop a brand if there is no knowledge of the present situation. Information can give sufficient tools to move on. Therefore, enforcing the existing image may be enough to build a stronger brand and more attractive brand image and so increase its valuation in the market. The following chapters illuminate the various features that the football brand includes and what could be the future of the brand.

5.1 Brand characteristics

According to the research done, football is and has been a sport with a couple of brand elements commonly recognized all over the globe. The most important and often identified characteristic was is internationality. The second and the third most football related adjectives were fun and exciting which are quite similar features. A characteristic that was almost as much identified to be part of football was colorfulness. All of these four characteristics showed up in over half of the interviews and that is why those can be called the four key brand elements of football.

There is no question about the fact that the analysis (conducted from these four key attributes) showed social dimension to be the most distinctive feature in the minds of football fans. The next dimensions describing football almost equally intensely were mental and functional dimensions. The least important dimensions seemed to be the spiritual dimension.

5.2 Football motivators

According to all the respondents, the elements that make football addictive and the reason why people keep watching it were multidimensional. All the four dimensions (functional, social, mental and spiritual) have an effect on people. According to the different backgrounds and values of people, different people react in a different way on each group. People who find elements they prefer in the game tend to react more powerfully than people who do not find the things that serve their dimensional emphasis. For example, a person who prefers functional dimension and tangible elements like the entertainment does not care so much about mental things like success of the team or the peaceful atmosphere in the games.

However, the results show that best football motivators come from the social dimension and mental dimension. The most important was social dimension where the most motivating things were meeting other people and all the things related to that. People related qualities were that football gets people together and builds bridges between them. Since sport is popular, it creates great opportunities to meet different people that may have the same interests as you. Other findings about social motivators concerned the fan participation and supporting of your team. Mental dimension motivators were more challenging to pin point, but the greatest drivers there were the versatile feelings football inspire. It's notable that the feelings could be either positive or negative. Emotion bursts of the game seem to fulfill the lust for adrenaline that some people tend to have. There was, of course, the unpredictability aspect that motivates people to follow football, because anything can happen and no one knows the result in advance. Even the weakest ranked team has the opportunity to succeed and give excitement to all the mentally motivated people.

The findings show that the motivators differ from the football fan motivators that were introduced in classification table (see table 1) made by Smith and Westerbeek. There the greatest motivators highlighted were entertainment, quality and performance and lastly, the biggest motivation group wants their team to win. Thereby, it is significant that they have not handled the motiva-

tional groups that mark the social dimension at all. They are more focused on the functional and the mental dimensions. It seems that the social motivators may have even greater impact on people's minds than the other motivational groups discussed.

5.3 Determinant reasons to attain World Cup

The hardest thing was to point out the main factors which make people travel for example from United States to South Africa just to see the World Cup. As expected, there were several reasons that made people to do such big decisions for football. Those causes aren't always so straightforward. However, from the interview analysis we found that this kind of event is for many people once in a lifetime opportunity to, first of all, experience Africa, and second, to get to participate and experience this huge international sport event. Thereby it's justified to claim that the determinant reasons to attain World Cup are combined from travelling, seeing different countries, experiencing something unforgettable and enjoying the side activities. It is remarkable to realize that football itself is only for some people the main reason to participate this event. For most of the people it just gives a great reason to do all the other things mentioned above.

As a whole, it combines so many sensible pieces of desire that serve all the four dimensions of human mind and make the World Cup so irresistible. That is also the key idea that should be taken under consideration when making modifications to the football and especially to the World Cup event brand. It has created a brand that gives a lot to learn for other football events. Things that have been done to evolve the brand further have also succeeded, and for that matter great example was the slogan "Ke Nako (It's time) - Celebrate Africa's Humanity" which was utilized in the past games in 2010. Finally, the whole research data could be crystallized to one expressive word. The magical word the football brand is all about is humanity.

Based on the interviews, appears to be that the past World Cup was branded right or at least it was branded with the parallel idea the respondents thought about football. Thereby it strengthened the current brand image of football.

5.4 Creating brand value

Branding should always be considered as the core of product or service and therefore be measured as economical booster for the company. The creation of value and added value can be done by cooperation with other enterprises. When the football brand characteristics and attributes are revealed it's much easier to increase the brand value. When the brand attributes are clear it's possible and beneficial to make co-operation agreements with such companies that possess the same kind of attributes than football, and create value for the football brand. Attaching a company name to the football brand makes it more desirable for those who valuate football attributes. It increases the value of the current brand. The other way is to attach companies that obtain such attributes desirable to change the direction of the current football brand.

The most useful way to increase the valuation of the football brand is the market approach because it compares the other similar brands on the market and the assets how highly they are rated. The market approach fits to the football value concept except that the actual market can be seen as worldwide sports market. One point could be to emphasize the quite high rate of tolerance discovered during the survey among the respondents. It is notable as whole, the answerers think of football as colorful and unifying game and it is therefore safe to claim those people to also appreciate those elements their self. That's why by market approach it is possible to find other sports which brands have the same kind of assets than football. Increasing collaboration with those sport brands that are considered unprejudiced can increase the brand valuation by improving popularity. Especially most of the people who are globally conscious will find football favorable to get attached to. To get a realistic vision of the present state of football brand it should be compared with other sports

that are similar to it. Only after that it has realistic potential to increase the brand value.

5.5 The football Brand Code

As mentioned above, the Brand Code idea is to encapsulate the future of the brand in one sentence. By this research it isn't possible to create straightforward future visions, but it gives possibility to sketch the current position in people's minds and give guidelines how to evolve the brand in the future. On ground of the research data football is all about "Celebrating humanity, creating unity and togetherness". It can and should be used as the magic mantra for future branding.

Present situation of the brand consists of three elements: product/benefit, positioning and style (Gad 2001, 102). Because benefits were often closely related to functional dimension, thereby can be said that the benefits what this "product" supplies is the satisfaction of pleasure and entertainment, added with all the side activity (stadium, fan fest, drinking…) it offers. Football has many special distinct features that differentiate it from other popular sports. Utilizing functional side gives tools to aid positioning the brand a clear difference to competitors. Data shows that football is seen as everybody's sport, accessible and suitable for everyone. Positioning it as everyman's right describes it well, telling how colorful and free the sport actually is. Styling is heavily connected to social dimension and that is why the answers are found from the socially significant answers. There could easily be found few adjectives that defined the style of football. These were basically the four brand characteristics mentioned already above (international, fun, exciting and colorful). More tangible styles that represent the ideology of football could be equality, free, honesty and popularity.

Future aspects of the brand that are driving it dynamically forward are following: mission, vision and values (Gad 2001, 103 - 105). The mission builds up

mostly from spiritual dimension and it should mean to label the brand what would it do if not for money. Football's spiritual dimension reveals that people expected that its mission was to cherish the traditions of football and the fair play spirit. Ambitious mission would be to "make football a lifestyle". The vision of it should then be the positioning for future. Thereby, it utilizes also the functional dimension and things like people getting to one place together to see the same sport, would stand for a good vision. The vision could be "one ball, one family", football to bring people together and create awareness. Shortly put, football to create world peace. The values rely more on the mental side and that is why features like emotions, feelings and unpredictability that were found from the interviews could be guidelines for the football future values. The brand is trustworthy because you can always trust that anything can happen and the peaceful atmosphere makes people feel safe with other people.

5.6 Future research

Before thinking of the possibilities for future studies it is highly relevant to critically view the conducted research. It was a pilot project to analyze sports brands more deeply and customer based way. As for a qualitative study, these results can't be generalized; however those can be used as guidelines for larger researches in the future. The reliability and validity examination made in the research implementation chapter and the great amount of research material reinforce the fact that the samples collected are valid. During the analysis process, there was of course possibility that there were some misinterpretations made of the ambiguous interviews. When the material was rich in nuances, the challenges were especially in the classification of the themes from many different interviews to get the one big picture. It might be that the research method and the questions asked weren't dealing equally the different dimensions, especially the spiritual dimension. Still, it is undeniable that that this study gives nationally and even internationally new tools to analyze sports brands and perception of what the brands like football are all about.

The results show there are some key themes that should be more deeply researched. This thesis builds up the base for future research. Maybe the most important theme to orientate with in future surveys is to find out how to capitalize and benefit from the brand characteristics. Another big question is what kind of brand football should have or is the current brand good as it is. Should it develop, and if should, to what direction? The research provides tools to consider and a glimpse of what football is all about in the minds of international football fans.

Other exciting study possibilities for future would be to connect the data from the quantitative and qualitative studies. To really capitalize the research data of the fan behavior and the football brand image it would be sensible to combine those together. That would give marketers huge assets because of the knowledge about the brand mindset and possibility to predict a football fan decision making. That would help planning marketing actions and boost customer satisfaction even further. Future research shall not be underestimated because it undoubtedly seems that the brand itself, literally, is most likely the greatest playmaker of this fascinating sport.

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APPENDICES

Appendix 1. Football image profile questionnaire form (SVS method)

We are conducting a survey important for future of international sport events. The aim here is to collect data related to football and values behind it.

Your answers are very important to us. Please note that all answers will be kept confidential and presented anonymously and scientifically.

Thanks for your participation!

Nationality:_____

Age: _____

Gender: | Male ◯ | Female ◯

On your opinion, make a cross for each of the carasteristics to the column that relates to football as a sport (1=no relation to football, 7=strong relation to football)

	No relation to football					Relates to football	
	1	**2**	**3**	**4**	**5**	**6**	**7**
Exciting							★
Honest							
Broad-minded							
Nature-protective							
Free							
Creative							
Emphatic							
Innovative							
Pleasant							
Successful							★
Ambitious							
Strong							
Wealthy							
Healthy							
Safe							
Polite							
Obedient							
Traditional							
Loyal							
Individual							
Trendy							
Fun							★
Cheap							
International							★
Efficient							
Changeable							
Tempting							
Fashionable							
Colourful							★
Youthful							
Conservative							
Serious							
Expensive							
Inefficient							⊘
Adult							
Weak							⊘
Boring							⊘
Routine							⊘
Formal							⊘

★ = Most often rated as 7   ⊘ = Least often rated as 7

Appendix 2. Laddering-interview example (original interview made by Johanna Siikaluoma from the research group)
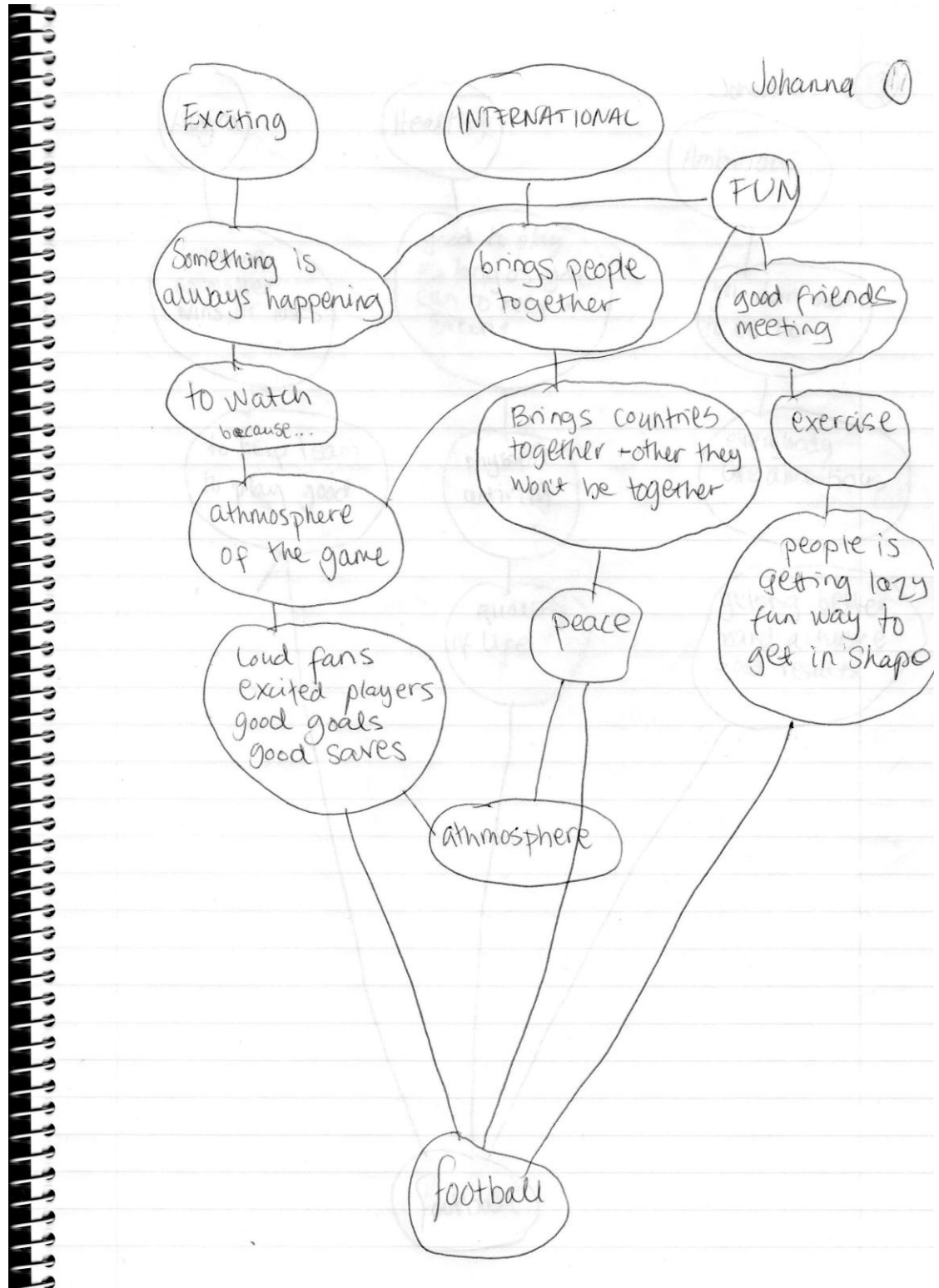
Appendix 3. Study manual for football image profile and values interview (see Pihlainen 2010, 1-2)

Things to be noted before entering The Cape Town FIFA Fan Fest™ -area:

- Select proper clothing for the day depending on the forecast. Do not wear anything that is related to being a fan of any particular team.
- Remember your study material; questionnaires, pens, etc. You will need a rucksack or a bag for all the material.
- Make a timetable and a meeting point with your study team in order to be able to find others when needed. There can be difficulties in proper functioning of cellular phones in a big crowd.
- Take only the things (and money) you need during the survey and nothing else. There can be pickpockets in the area. Hide some money in your sock or somewhere it cannot be stolen easily.
- The easiest way to conduct the survey and to add security is to do the survey in pairs.

Proceedings for the survey and interview situation:

- Select as peaceful place as possible for conducting the study.
- Suitable participant for the study is 18-65 year-old football male or female fan outside of Cape Town (that is, not local). The ideal situation is to get a group of friends or visitors to answer the questionnaire and one to two persons of the group to be interviewed after they have filled the questionnaire form. Avoid drunken or very busy visitors. Try to maintain bal-ance in the study population by selecting as many males as females. Try to do the same with nationalities and age groups.
- Be active and polite but not too official when asking people to take part in the study.
- There is no need to make long briefings on where the material is to be used or the like. If a person in interested, you can tell more. Be brief in the first appearance. For example:

o   Hi, we are doing a study on the values that people relate to football, would you like to take part in it? It takes only few minutes to fill the questionnaire...

o   Hello, we´re trying to build an image profile of football as a sport. Would you like to take part in it by filling a short questionnaire?

-          Give as much questionnaires to a selected group at the same time, as possible. It is easier for you to ask the first respondents to be interviewed if their friends are still filling the questionnaire forms. If you are working in pairs, the other student can ask for respondents for the survey and help them in possible questions while the other can conduct the interviews.

-          When receiving the forms, make sure that all of the items are answered. Ask to fill blank spots or define writings that cannot properly be interpreted. Remember to thank all of the respondents.

-          For the interview, ask if it is Ok, to make some more questions about the respondent's answers in the questionnaire.

The interviews (200 altogether; random selection; final target of grouping will be defined after the 1st research day):

-          If available, use recording device, but first: Ask the respondent if it is Ok, to do so. You can explain that the recording is just for the possibility to make sure we got the interview right to a written form. If the respondent feels uncomfortable with the recorder, leave it off and tell it to the respondent as well.

-          When receiving the questionnaire, ask the respondent to put the selected values/items (if more than 3) that the respondent gave the most points (that is, related strongest to football) to rank order: 1=most important value 2=the second important and 3= third important. Only three items are needed.

-          When receiving the respondent's questionnaire, select the values/items from the first page that the respondent gave the most points (that is, related strongest to football). Write them to the back of the respondents questionnaire form. If they are clearly values (see the appendix page 1 below this manual), write them on the top of the page. If they are not necessarily values

leave some space above the item. Then, write "Football" to the bottom of the same page.

o   In case there are more than four items, that can be separated from the filled form as the most relative values/items to football, you need to ask the respondent to define, "which of these are the three-four most descriptive things that you would relate to football?"

-        After doing the above mentioned, you will proceed with the Laddering interview. The idea of Laddering is to build ladders between the value and the attributes. From the evaluated at-tributes we proceed by asking:

o   "Why do you consider this important in football?" and

o   in case the item selected to the top is not a value, you can ask "Why is this important from your perspective?"

-        While asking, write down (with clear letters) the things identified as attributes, consequences or values. Remember that all attributes are to be written separately and also to be asked where they lead. Remember also that the attributes can lead to another attribute or another value as well. All of the Ladders are not heading directly towards the selected value even though you started the interview by asking of that particular value.

-        Show the logic and the writings to the respondent as well. Ensure that the respondent agrees with the logic of your Ladders.

-        There are some basic problems identified in the Laddering inter-view. Please, read the in-structions below (appendix page 2) to work out with possible challenges during the interview.

-        If the respondent has time, please use Laddering logic also with the other reasons described in the open question "What are the 3 most moti-vating reasons for you to attain/come to this Fan Fest -area today?"

-        When the interview is ready, ask the respondent once more to check that he/she agrees on what you have written down. Thank the respond-ent politely for the time used.

Appendix 4. The football brand characteristics

1st	International (78 %)
2nd	Fun (61,3 %)
3rd	Exciting (55,3 %)
4th	Colorful (54,0 %)
5th	Successful (47,5 %)
6th	Youthful (45,8 %)
7th	Healthy (44,0 %)
8th	Wealthy (40,5 %)
9th	Traditional (37,8 %)
10th	Ambitious (37,5 %)
11th	Strong (36,8 %)
12th	Pleasant (35,9 %)
13th	Loyal (30,5 %)
14th	Creative (30,1 %)
15th	Fashionable (24,4 %)
16th	Tempting (23,6 %)
17th	Innovative (21,4 %)
18th	Expensive (20,3 %)
19th	Safe (20,9 %)
20th	Trendy (19,9 %)
21st	Efficient (19,1 %)
22nd	Free (18,5 %)
23rd	Serious (17,6 %)
24th	Individual (15,8 %)
25th	Cheap (15 %)
26th	Changeable (13,9%)
27th	Emphatic (13,4 %)
28th	Broadminded (13%)
29th	Natureprotective (11,4 %)
30th	Adult (11,2 %)
31st	Polite (10,0 %)
32nd	Obedient (9,9 %)
33rd	Honest (9,1 %)
34th	Conservative (7,8%)
35th	Formal (6,6 %)
36th	Inefficient (4,8 %)
37th	Routine (3,7 %)
38th	Boring (3,3 %)
39th	Weak (2 %)

Appendix 5. Football profile: interview summary

UNIVERSALISM	STIMULATION	STIMULATION	STIMULATION
International (78%)	Fun (61,3%)	Exciting (55,3%)	Colorful (54%)
53xBrings People/countries togeth	37xMeet people (social interacti	35xEmotions/Feelings (Fun, happine	7xDifferent cultures and nationalities
44xPopular/Big sport (understandi	34xEnjoyment/Entertainment (F	27xBrings people together (Unity)	6xPopular/Big sport (international)
21xBuilds bridges between people	24xBrings people together & cor	27xNot to know the result in advance	4xBrings different people together (U
20xSee different cultures/countrie	17xEmotions/feelings (Happines	22xAtmosphere in the games (peace	4xFeelings/Emotions (Happiness...)
19xto meet people (make friends,	12xSide Activity (Stadium, Drink	21xInteresting to watch (entertainm	3xMeet people
18xEmotions/Feeling (Fun, Happir	12xPopular/Big sport (Trendy, yo	19xSkills/Performance (Players)	2xTo support country/Nationality (Pro
15xSociety benefits (Education, yo	11xFun to play (used to play...)	18xTo support your team/National ic	2xEasy to tell what people are suppor
13xPossible to everyone & everyw	11xHealthy (Physical & Mental, s	18xFan participation (more crowd)	2xCommon goal
9xEconomy factors (Good for your	9xForget your worries/Relax (Ho	17xMeet people from all over the wc	2xDifferent backgrounds
8xPeace/political tool (improve cc	12xEveryone can do it (Understa	16xNature of the game (few goals, n	2xDifferent Fans (attitude & characte
6xWC	9xSupport the team/Nationality	16xPopular sport/Big sport (internati	Anyone can do
6xS.A around the world	7xAtmosphere	14xCompetition between the teams	Atmosphere
6xPlayers	7xIntress about the game (love c	14xThe game itself/Love of soccer	People coming around world
5xEquality (No insults and stress)	6xAnything can happen	14xSee different places and cultures	No matter what nationality or age
5xAtmosphere (peace)	5xDifferent cultures/countries	13xHealth (Physical & Mental, life sk	Makes it easy to watch the game
4xTraditions	5xS.A	12xHappening something all the tim	Colourful place
5xNature of football (No high-tech	2xWC2010 (proud)	10xLifestyle (growing up with it, pass	Top countries play
4xFan Participation	5xFair Play (respect, attitude, fre	10xEconomy factors (Wealth for peo	Create hype
3xTo Support your team/Nationali	5xSuccess/Achievement	10xMessage of football (Free, family	Interesting colours, movement, sound
3xSuccesfull/Achievement	5xSkills/Performance	9xExperience (First time, once in life	Entertainment
2xHealthy (selfesteem)	5xFan participation	9xSuccess/Achievement (scoring, wi	Inheritage
2x Experiences (sharing moments)	6xGetting along with eachother	6xExciting to play	No boundaries
2xPassion & Pride	6xEconomic factors (jobs, Devel	5xPossible for everyone	
2xFan Fest	4x Experience (Amazing, sharing	4xEnjoy event and side affair (Vuvuzela, Stadion, time before match)	
2xMotivation (Dream come true)	4xHappening something always	4xWC	
2xCompeting against each other	3xExercise (challenging)	4xS.A (country image, African soil...)	
2xSoccer have good message	3xNature of football (Rules,Crea	2xMotivation/ambition	
The game itself	3xSafety (Negative side effects)	2xRelax/forget worries	
FIFA	2xCompetition between teams	2xTraditions	
	2xLifestyle		

Color legends:
Red = Social dimension
Purple = Functional dimension
Green = Mental dimension
Blue = Spiritual dimension