

VALUES AND MARKETING COMMUNICATION WITH FRAGMENTED MARKETS

Case study in the UEFA Euro Cup 2012

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<p>Abstract</p> <p>The fundamental idea behind the research problem of the thesis is marketing communication with fragmented markets. The purpose of the study was to discover if consumer values could enrich customer segmentation and marketing communication. This study examines three research questions: what kind of values football fans have, what kind of values UEFA communicated in the Euro Cup 2012 and to what extent these values met.</p> <p>The study was conducted in UEFA Euro Cup 2012 in Gdansk, Poland 13.-23.2012. 344 respondents were interviewed and the results show that football fans' most common values were hedonism and benevolence. These respondents most commonly linked attributes international, fun and exciting to football. No significant difference was found between the genders. Instead, a slight difference between the value structures of female and male respondents occurred as female respondents valued universalism and hedonism more than male respondents while male respondents valued benevolence and security more than female respondents. Stimulation and universalism were UEFA's most commonly communicated values in the Euro Cup 2012. The attributes of football which UEFA used in marketing of football were still quite similar to fans' attributes. As the hypothesis suggested, the values seem to be of use in segmenting customers more accurately and, assuming the values have an effect on customer perception, may result positive reactions to marketing communication of UEFA.</p> <p>For future, it would be worthwhile to investigate how much values shape the perceptions to marketing communication messages. In addition, the possible differences between nationalities, gender and sports in terms of values would provide interesting research objectives. The thesis offers a new perspective to current challenge of consumer group fragmentation but also illustrates how values could possibly be utilized in marketing communication with football fans.</p>		
Keywords Fragmentation, marketing communication, values, segmentation, consumer behavior, football		
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Tiivistelmä <p>Opinnäytetyön tutkimusongelma oli yhteiskunnan muutos fragmentoituneiden markkinoiden suuntaan ja sen luoma haaste markkinoiden segmentoinnille ja viestinnälle. Ongelmaa lähestyttiin toteuttamalla case-tutkimus jalkapallon EM-kisoissa 2012. Tutkimuskysymyksiksi asetettiin kolme kysymystä: minkälaisia arvoja jalkapallofaneilla on, minkälaisia arvoja UEFA viestii EM-kisojen aikana ja kohtaavatko nämä arvot toistensa kanssa. Tutkimus toteutettiin paikan päällä Puolan Gdanskissa 13.–23.6.2012 ja tutkimuksessa hyödynnettiin sekä kvantitatiivista että kvalitatiivista tutkimusmetodia. Tuloksia analysoitiin sisältöanalyysin sekä tilastollisten menetelmien kautta samalla peilaten tuloksia teorioihin, jotka liittyivät aiheeseen.</p> <p>Tutkimuksen ja analyysien perusteella selvisi, että jalkapallofanien tärkeimmät arvot olivat hedonismi ja hyväntahtoisuus. Naisilla universalismi oli myös yksi kolmesta tärkeimmästä arvosta, miehillä sen sijaan turvallisuus. Jalkapallofanit, joilla oli sama arvopohja, liittyivät jalkapalloon samoja adjektiiveja: kansainvälisyys, hauskuus ja nautinnollisuus. Fanit, jotka omasivat eri arvopohjia, myös ajattelivat jalkapallosta eri tavalla. UEFAn eniten viestimät arvot olivat hedonismi sekä stimulaatio, mitkä eivät täysin kohdanneet jalkapallofanien arvojen kanssa. Siitä huolimatta UEFAn jalkapallon liittämät adjektiivit olivat suhteellisen samankaltaisia kuin faneilla. Johtopäätöksenä oli ehdotus arvojen käyttämisestä osana segmentointia, jolloin markkinointiviestintä olisi henkilökohtaisempaa ja sitä kautta myös todennäköisesti onnistuneempaa olettaen, että arvoilla on todella vaikutusta kuluttajakäyttäytymiseen.</p> <p>Tulevaisuudessa tutkimusta arvoista voitaisiin jatkaa tutkimalla esimerkiksi arvoja eri urheilulajien tai kansallisuuksien välillä. Myös laajempi tutkimus arvojen vaikutuksesta ihmisten suhtautumisessa markkinointiviestintään olisi hyvä selvittää. Opinnäytetyö tarjoaa ajankohtaisen ongelman tarkastelua eri näkökulmista sekä ehdotuksia markkinointiviestinnän kohdentamiseksi jalkapallofanien tapauksessa.</p>		
Avainsanat (asiasanat) Fragmentoitunut markkina, arvot, segmentointi, markkinointiviestintä, kuluttajakäyttäytyminen, jalkapallo		
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TABLE OF CONTENTS

1 FRAGMENTED MARKETS AND FOOTBALL	3
1.1 Meaning and importance of the research	3
1.2 Key concepts	5
2 THEORIES TO SUPPORT THE THESIS	9
2.1 Value theory.....	10
2.2 Consumer behavior.....	15
2.3 Marketing communication	28
3 THE RESEARCH PROCESS	33
3.1 Research methods	33
3.2 Implementing the research.....	36
3.3 Reliability and validity of the research.....	37
4 RESULTS	40
4.1 Fan value structure	40
4.2. Fans' discovered values in social media	46
4.3 UEFA's marketing communication messages in the EURO 2012.....	49
5 CONCLUSIONS AND DISCUSSION	54
5.1 Football and values	55
5.2 Comprised fan figures and UEFA's values.....	56
5.2. Discussion about fragmentation and results	61
5.3. Future research.....	63
REFERENCES.....	68
APPENDICES.....	65
APPENDIX 1. UEFA Euro 2012 questionnaire form (page 1).....	65
APPENDIX 2. UEFA Euro 2012 questionnaire form (page 2).....	66
APPENDIX 3. UEFA Euro 2012 questionnaire form (page 3).....	67
FIGURES	9
FIGURE 1. The framework of the thesis.....	9
FIGURE 2. Theoretical model of relations among ten motivational types of values.....	12
FIGURE 3. Theoretical model of relations among ten motivational types of values added with the main adjectives used in research... ..	12
FIGURE 4. Values affecting life and behavior.....	14
FIGURE 5. A model of consumer behavior.....	18
FIGURE 6. The traditional model of how human values influence product choice.....	20
FIGURE 7. Process of segmentation.....	24
FIGURE 8. The post-modern era and society.....	25

FIGURE 9. Shannon-Weaver Model of Communication.	29
FIGURE 11. General view of UEFA Euro 2012 and Respect and Say no to racism signs in the national stadium, Warsaw. 2012.	50
FIGURE 12. UEFA EURO Cup 2012 Preview. 2012.	52
FIGURE 13. Official photos of the mascots of the UEFA Euro 2012.....	53
FIGURE 14. The two comprised fan types and marketing messages of the UEFA.....	57
FIGURE 15. A typical female football fan and UEFA’s marketing communication messages..	58
FIGURE 16. A typical male football fan and UEFA’s marketing communication messages.	59

TABLES.....40

TABLE 1. Age of the respondents of the survey.....	40
TABLE 2. The most strong and most weak attributes related to football.	41
TABLE3. Four most popular answers to “How much is this person like you?”	41
TABLE 4. Percentages of the answers “very much like me” and the values behind the questions.....	42
TABLE 5. Most popular values and the attributes that were selected by group with a certain value.....	43
TABLE 6. The differences between the responses of males and females on football attributes.	44
TABLE 7. The three most important values of male and female football fans.	44
TABLE 8. Results of the content analysis of the UEFA’s marketing communication messages	54

1 Fragmented markets and football

1.1 Meaning and importance of the research

The behavior of a modern customer brings up challenges. Traditional segmenting based on socio-economic conditions seems to explain the behavior of customer only partly or sometimes even not at all. Purchasing a product does not seem to be dependable for example about one's social class anymore, which challenges traditional segmenting methods. Moreover, also marketing communication is challenging if the established segments are not accurate enough since marketing communication messages are created accordingly. Categorizing customers by their socio-economic variables might need an update now that the market place is more fragmented than before.

Previous literature about using human values as an additional base for segmenting fragmented markets seemed to be missing. There is quite a vast literature about these different areas of the thesis, for example various books and articles about segmenting are available (i.e. McDonald & Dunbar, 2004.) Also, literature about consumer behavior and marketing communication is versatile, see for example Szmigin's book (2003), Understanding the Consumer and Kotler and Keller's, Marketing Management (2009).

According to Bailey, Patler and Wilson (2009, 228), the literature about segmentation focuses more on choosing the segments instead of how the segmentation could be done. This thesis aims at providing assistance for the planning of segmenting by exploring the possibility of using human values as an insight into segmenting customers. After the segmenting process is done carefully, marketing communication messages have the chance to succeed.

The goal of the research is to discover if human values could be used as an insight to better understand customers' behavior nowadays. After being able understanding more about the behavior of a postmodern customer, this paper is aiming to transfer this information into the field of market segmentation and establishing marketing communication messages. The focus will be especially on fragmented markets.

The research question is: what values football fans have and which values has UEFA communicated through the UEFA Euro Cup 2012? Certain external marketing communication actions of UEFA will be analyzed to get an understanding of the values.

This question cannot be answered solely on the basis of one of the theories mentioned above but taking into consideration the essential from each aspect. This thesis is heavily basing also on Schwartz' value theory (Schwartz, 2006), which uses universally recognized values as a foundation for the theory.

Research begins with the aim to discover values of football fans and what attributes they link to football. Next it is examined which values are communicated by fans in different fan communities. Thirdly, it is explored shortly if values may have been taken into consideration by the UEFA when communicating with football fans as customers. The aim is to define a specific football fan value structure and explore if this structure has affected the content of marketing communication during the UEFA Euro 2012.

Therefore, it is vital then to first recognize the basic human values and use them in practice. It will be used in practice since the research questionnaire is based on the human value theory by Schwartz (2006). The second target is to find the most common values among football fans in the UEFA Euro Cup 2012. Thirdly, some marketing communication actions by the UEFA are examined in this same tournament and explored in order to find out if football fan value structure seems or seems not have been taken into consideration in the communication contents.

By gaining answers to these three questions, there will be a solid base to further analyze the data and reach conclusions about value theory and customer behavior. These conclusions will help in understanding the behavior of the postmodern customer. Another question is therefore if human value theory offers another possibility, in addition for the socioeconomic background variables, for segmenting fragmented markets and help establishing successful marketing communication messages.

The research problem of the thesis was “marketing communication with fragmented markets and utilization of values”. The following study questions were examined.

1. What kind of values do football fans consider important?
2. What values has UEFA communicated through the UEFA Euro Cup 2012?
3. Are fan values and UEFA’s communicated values identical or not?

1.2 Key concepts

As UEFA Euro Cup is a third biggest sport event in the world (UEFA European Football Championship Final Tournament 2016, 3) and the study of this thesis has been conducted in this particular event, there is a need to introduce particular concepts about sport marketing and sport industry.

Definitions of sport and marketing

The definition of **sport** is complex due to its many different features and sides that can be understood as sport. One of the definitions that describe sport well is written by Council of Europe in European Sports Charter (1992) where *“sport means all forms of physical activity which, through casual or organized participation, aims at improving physical fitness and mental wellbeing, forming social relationships, or obtaining results in competition at all levels”*. This definition states well how broad term sport is and what features it can cover. It is good to notice that word sport “goes beyond the playing field” and includes words like experience and entertainment at the same time but also those “various operations that make game happen” (Schwarz & Hunter, 2008, 4).

Marketing is defined by Kotler and Keller (2009, 45) as *“an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders”*. Hence, marketing aims at identification of different human needs and then utilizes this knowledge by trying to meet the needs identified and eventually offer selected products and services for selected people.

Marketing can be defined also as the study of the consumer, company, competition and then the creation of suitable tactics (Schwartz & Hunter, 2012, 13). The function of marketing is to create, communicate and deliver value for certain product or

service to make it buyable. Therefore, marketing can also mean all the actions that relates to the product or service since all those factors are affecting somehow on the customers' mindset about the product/service. (Kotler & Keller, 2009, 45.)

According to Shank (2009, 3) **sports marketing** is "the specific application of marketing principles and processes to sports products and to the marketing of nonsports products through the association of sport." As for Schwartz and Hunter (2012, 14) state that sport marketing is a process that includes development and implementation of activities related to "the production, pricing, distribution, promotion, and the publicizing of a sport product". The bottom line is that sport marketing can be everything associated with sport and marketing, also for example sport merchandise and sport events (Schwartz & Hunter, 2012, 13-14). Sports marketing in this thesis is evaluated in terms of UEFA's external marketing communication messages in the UEFA Euro Cup 2012.

Uniqueness of sport

Sport has some unique approaches that makes sport business different from some other businesses, (Trenberth & Hassan, 2012, 10) for example clothing business. This is important to take into consideration when conducting research about sport consumers. Better understanding of the unique aspects of sport might help also to understand the consumption and broadness of sport business.

Sport is **unpredictable**; the outcomes of the games will be solved only during the game which makes sport exciting and able to create experiences. Experiences in turn evoke different emotions among different people. Thus, the range of emotions that sport evokes is one essential part of sport. (Schwartz & Hunter, 2008, 19.) The same goes with the quality of the game, it cannot be guaranteed. Therefore, experience is one of the keywords when talking about sport and sport related business. (Trenberth & Hassan, 2012, 10-11.) Every human being is different and experiences are experienced differently so values of humans might help in understanding how and why this fan felt like this.

Another unique aspect of sport as a business is **intangibility**. It means that sport as a product is intangible and subjective. Every fan has her/his own personality and therefore, sees and experiences sport differently. It is difficult to reach full consumer satisfaction since sport evokes both positive and negative feelings (and everything in between) at personal levels. Media then reflects these feelings and the extent of the media coverage explains the importance and publicity of sport. (Trenberth & Hassan, 2012, 11-12.) Here it can also be seen that human values could be of assistance if people who consider certain values important, also experience football similarly. Then, customer satisfaction may be more likely to be reached.

Perishability is characteristic for sports because sport product is often an event where service and customer satisfaction is measured only for the time the event actually lasts. Afterwards, this particular sport product does not exist anymore, at least not in the form as it was during the event. (Trenberth & Hassan, 2012, 12.) Also, since sport is “normally publicly consumed and consumer satisfaction is directly affected by the external environment”, creating an entertaining event where the external features are supporting the success is important. This is because customers define their satisfaction level right at the spot of the event where also the external environment is experienced and evaluated at once. (Schwarz & Hunter, 2008, 19). Therefore, the external communication messages of UEFA during the event will be analyzed since the opinion about the event is also based on the feelings evoked by the advertisements and such.

Understanding the sport industry

Sport industry is defined as “the market in which the businesses and products offered to its buyers are sport related and may be goods, services, people, places, or ideas” (Pitts & Stotlar, 2007, 4). So it is vital to realize that sport business contains a lot more than just the sport event or sport apparel.

Sport business sector has been growing and achieved 11th place globally in business industry (Pitts & Stotlar, 2007, 3.). The sector of sport business includes these following fields: sports tourism, sporting goods, sports apparel, amateur participant sports, professional sports, recreation, high school and collegiate athletics, outdoor sports, sport marketing firms, sport sponsorship industry, sports-governing bodies.

(Pitts & Stotlar, 2007, 3.) As it can be seen, the segment of sport contains many sides of sport and this list expresses the broadness of the word sport business.

Sport business should partly be seen as an entertainment business. Some definitions for the word “sport” are close to the definition of “entertainment”, for instance according to Webster’s (Shank, 2009, 4) sport is seen as “a source of diversion or a physical activity engaged in for pleasure”. Hence, going to see a sport match, people are expecting to be entertained. The event itself is the place for sport marketing so spectators often define were they entertained well or not also based on the marketing communication messages that affected them. This might influence their satisfaction of the event to better or worse. Therefore, spectators are consumers in sport industry very often. (Shank, 2009, 4-5.)

Sport industry is diverse and large puzzle so it is good to know and realize the amount of the pieces in order to gain understanding what factors have affected, affects and will affect it. To sense the side of the customer is important. Therefore, in sport events, such as the UEFA Euro Cup 2012, it is good to realize that spectators are your customers and their hopes, needs and wants should be filled as accurately as possible. Needs, hopes and wants are often based on people’s values (Schwartz, 2009). Successful marketing seems to require a solid comprehension of the values of the customer and then communication of the same values in order to meet with the customer.

Sport industry can be claimed to be quite a fragmented market because of the diversity of the sport business sector. Moreover, the complexity of different sectors of sport business show that different people, services and products can be seen as parts of sport business. As this thesis concerns the matter of fragmented markets, sport industry offers a good ground for the study. Similarly, sport industry offers a field of business where the value theory by Shalom Schwartz (2009) can be tested in terms of discovering the value structure of football fans.

2 Theories to support the thesis

Theoretical framework of the thesis combines elements of value theory, segmentation and marketing communication (see figure 1 below). Each of the chapters are going to introduce the core of the theories mentioned above.

The theory of values shows and explains how values work in human life, and how they can be tested. First it has to be verified that values explain some of the human behavior. Only then it is possible to reach further conclusions. The segmentation theory helps to understand the side of how to divide markets into segments and what challenges there may be. Only then can the hypothesis be evaluated and maybe answered. Lastly, the basics of marketing communication will be covered since this thesis attempt is to analyze the marketing communication actions by UEFA during the UEFA Euro Cup 2012.

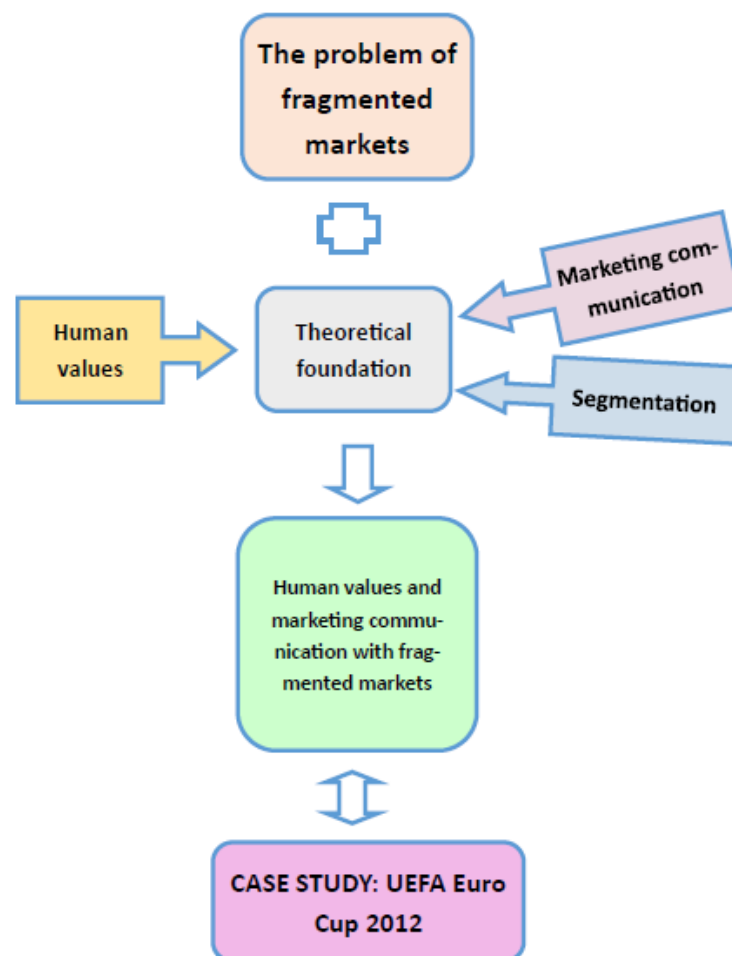


FIGURE 1. The framework of the thesis.

FIGURE 1. The framework of the thesis

2.1 Value theory

The questionnaire form is based on human values defined by Shalom Schwartz. This chapter explains the meaning of values, how they are divided and why they are related to consumer behavior.

Defining basic values

A value is defined by A modern dictionary of sociology (2006) as an “abstract, generalized principle of behavior to which the members of a group feel a strong commitment and which provides a standard for judging specific acts and goals”. This definition describes well how values are an affecting factor in decision making and work as principles in life.

Schwartz (2006, 1) states that these five features are common for all values but the thing that distinguishes values, is the content viewpoint.

“• Values are beliefs. But they are beliefs tied inextricably to emotion, not objective, cold ideas.

• Values are a motivational construct. They refer to the desirable goals people strive to attain.

• Values transcend specific actions and situations. They are abstract goals. The abstract nature of values distinguishes them from concepts like norms and attitudes, which usually refer to specific actions, objects, or situations.

• Values guide the selection or evaluation of actions, policies, people, and events. That is, values serve as standards or criteria.

• 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“.

According to Schwartz (2006, 0), there are ten motivationally distinct value orientations that people follow despite of their cultural background. Schwartz’s theory aims to explain human motivation by organizing different needs, their conflicts and congruence in a way that the theory works then as a ground base for

decisions, goals etc. matters concerning motivation. (Schwartz, 0-1, 2006.) The values are as follows:

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, 2006, 1-2.)

These ten values are derived from the basic needs of human being: “needs of individuals as biological organisms, requisites of coordinated social interaction and survival, and welfare needs of groups” (Schwartz, 2006, 1.)

The conflicts and congruency of the ten basic values are described in figure 2 below. Figure 3 demonstrates the main adjectives used in this research. Figures 2 and 3 also demonstrate how different attributes used in a survey might derive from same value or vice versa.

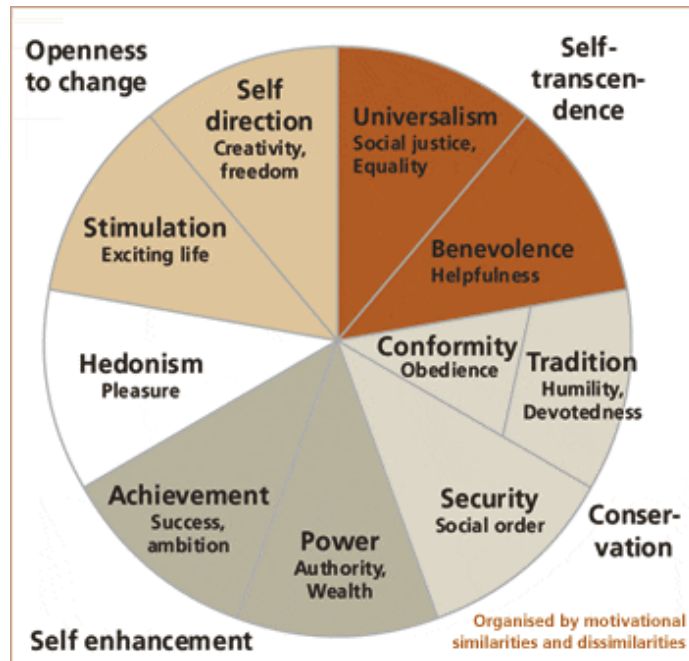


FIGURE 2. Theoretical model of relations among ten motivational types of values. (Schwartz 2006, 3).

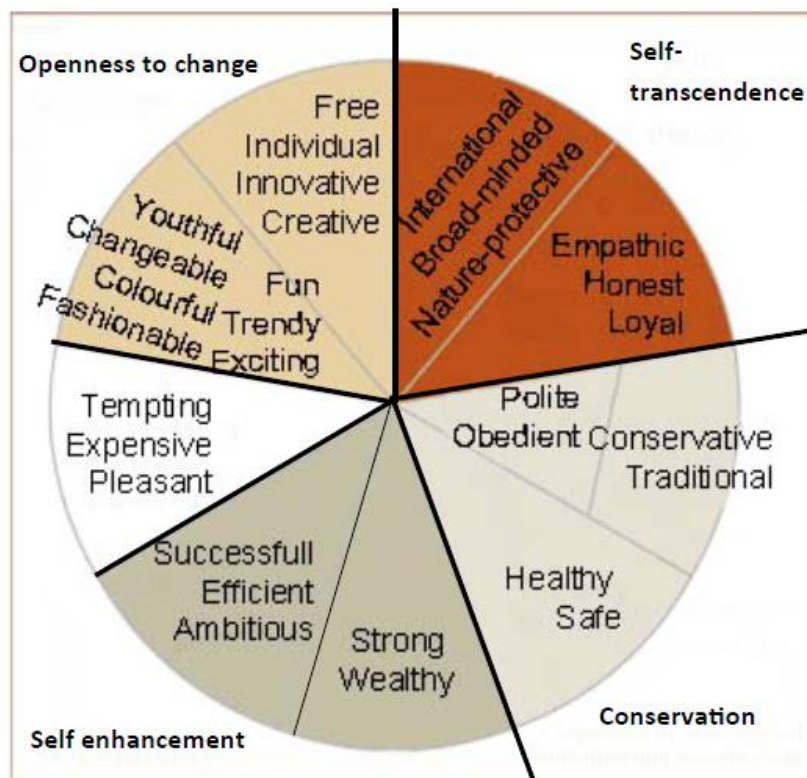


FIGURE 3. Theoretical model of relations among ten motivational types of values (Schwartz 2006, 3) added with the main adjectives used in research. (Schwartz 2006, 3). See original figure Schwartz, 2006, 3.

The core of the value theory is a circular structure of the values (see figure 2) that explains value relations, in other words values can be complementary or in conflict. Then it is possible to interpret different attributes being derived from some value and draw a parallel to other values and attributes. (Schwartz, 2006, 5-6.) Simply put, the antagonistic value and attributes for some value (for instance benevolence) can be found from the opposite side of the circle (in this example, achievement).

How values influence attitudes and behavior?

Individual values may change over time. The lifespan of a person can possibly alter the values gradually but still, the core values of human beings are deep-rooted and guide actions. A life circumstance contains background when one's age, education, gender, and other characteristics step in the picture. These characteristics can influence value priorities but also determine the life circumstance they are exposed to. (Schwartz, 2006, 5.)

Values function as guiding principles so the choices in life are made based on one's values. Choices are made i.e. when looking for education desired and also which kinds of friends, jobs and hobbies one will have. These things in turn affect one's attitude and behavior making the behavior resemble a treadmill. Therefore, "individual value priorities arise out of adaptation to life experiences". (Schwartz, 2006, 16). Culturally learned values are being used in everyday life as standards of determining the moral competence of people's actions and also determining if the action is socially unacceptable or acceptable (Rokeach, 1973).

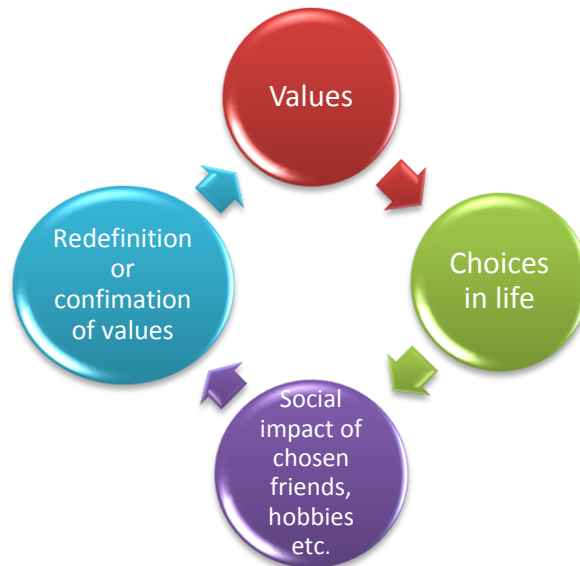


FIGURE 4. Values affecting life and behavior. Picture is based on Schwartz's value theory, 2006.

Values are one of the most powerful factors that influence motivated behavior. Rokeach (1973) states that values are “more stable and occupy a more central position than attitudes, within a person’s cognitive system”. This gives values a central role considering attitudes, behavior and also in understanding of consumer behavior. Also, according to Kotler and Keller (2009, 102-103), customer decisions are strongly influenced by core values. Kotler and Keller (2009, 102-103) state that core values touch much deeper than behavior and attitude because values are the ground of the determination of the choices and desires in human life.

In addition, from a sociological and psychological point of view, Hatch and Schultz (2008, 22) suggest that “human alienation drives people to seek likeminded and reject others – and thereby are customers also attracted to brands with values similar to their own, thus seeking a sense of belonging”. Schwartz’ value theory (2006) provides a suggestion about how the ten basic values could be linked with behavioral actions and through that, gives tools to analyze, predict and explain behavior guided by values. This thesis is founded on the theory and aims to utilize the information about how values might explain customer behavior and thus helping to segment fragmented markets.

2.2 Consumer behavior

Consumer behavior includes theories that try to explain why consumers act as they do. In addition, market segmentation will be covered during the next chapter because consumer behavior is one basis for segmentation. Fragmentation is a challenge for segmentation and can be perceived in consumers' behavior nowadays and will also be explained later on.

The core of consumer behavior

"Marketing in advanced Western societies is at a crossroads. It must find new relevance grounded in an understanding of postmodern consumers and their behavior..." (Szmigin, 2003, 1.) Szmigin (2003, 1) states that postmodern consumer behavior is different from the earlier consumer behavior, and new theories must be surveyed and suggested to explain the behavior. Otherwise, marketing may not meet the expectations anymore.

The field of surveying consumer behavior has changed significantly. Technological improvements have helped businesses to measure different data related to consumers but also the amount of customer transaction data might be overwhelming (Beller, Patler & Weiss, 2005, 3). Accessing, saving, and analyzing consumer data is important too but it might not be enough. Knowing what happened does not explain why the purchase was made. Neither does it clarify what kind of a strategy is viable to get people to buy more and again.

Consumer behavior is often understood as the question of how a consumer buys products or services but there is more behind the curtain. Hoyer and Macinnis (2009, 3) define consumer behavior as "the totality of consumer's decisions with respect to the acquisition, consumption, and disposition of goods, services, activities, experiences, people and ideas by (human) decision-making units (over time)". Now it can be seen that consumer behavior also contains the use of different matters in addition to the purchase.

Ratneshwar, Mick and Huffman (2000, 2) outline that consumer behavior should be examined with the core question of "Why". They state that asking why is important because it will provide most useful and insightful answers. By asking when, where,

how and who provide the opportunity to find out also the situational, motivational, cultural and contextual factors in consumer behavior. Consumer behavior is affected by physical and psychological dimensions which need to be understood as well.

(Ratneshwar etc., 2000, 2-3.)

Understanding the consumer is usually divided into areas that marketers try to find insights into: psychological, economic, social and cultural drivers behind the action.

Here consumer research is one good way to find relevant information. (Hoyer & Macinnis, 16.) With these areas marketers' attempt is to explain and understand consumers' actions, and therefore improve their knowledge about customers in order to gain understanding and advantage from it in future. (Hoyer & Macinnis, 2008, 24.)

Consumer behavior is a psychological process that a consumer goes through before he/she buys the offering (meaning: goods, services, activities, experiences, people and ideas) (Kumra, 2007, 1; Hoyer & Macinnis 2009, 3). The process includes the recognition of needs, finding solutions how to solve the needs, then collecting and interpreting information about the offering, making and implementing the plans, then deciding to buy or not and ending with post-purchase behavior. Consumer behavior originates in a way from human behavior but human being switched to a consumer. (Kumra, 2007, 1-2.) Consumer simply means "anyone who consumes goods and services available in the market" (Management Study Guide, 2012).

Consumer behavior is affected by many factors, and these factors can be divided into four wide sections according to Hoyer and Macinnis (2008, 10, see also picture below): the psychological core, the process of making decisions, the consumer's culture, and the consumer behavior outcomes. These factors relate to one another and may not be separated as one determining factor of decision making. Cultural environment affects a consumer by motivating a consumer to different decision making. Features such as age, gender, friends, families etc. affect customer values and lifestyles and, as said earlier, (see page 13) in turn they will have an impact on how and why consumers make decisions.

Consumers have some kind of basis for forming their decisions. It is called the psychological core which includes motivational factors, exposures, understanding, attitudes, and so on (Hoyer & Macinnis, 2008, 12-15). These things are influenced by the culture of a consumer: consumer diversity, social class and household influences, psychographics: values, personality, and lifestyle, and social influences. (Hoyer & Macinnis, 2008, 12-15.)

The process of decision-making starts from the psychological core, which plays a big role in decision making. (Hoyer & Macinnis, 2008, 12-15.) Consumer's motivation, ability and opportunity affect decisions and also the exposure, attention, and identification of for example an advertisement. Motivation, ability and opportunity influence also memories (remembering i.e. the advertisement or not and how) and information (categorizing), such as does he/she pay attention to some ad or not. In addition, motivation, ability and opportunity have effect on how one interprets the perceived information. (Hoyer & Macinnis, 2008, 24.)

Eventually, after the decision made based on the psychological core, the actions of a consumer will follow. Actions done after the thinking process will compose human behavior. Behavior outcomes are the adoption of, resistance to, and diffusion of innovations and symbolic consumer behavior, and ethics and the dark side of consumer behavior. (Hoyer & Macinnis, 2008, 12-15.) After the decision is made, consumers evaluate their satisfaction of the decision. (Hoyer & Macinnis, 2008, 24). See figure 5 below which expresses the process of behavioral actions.

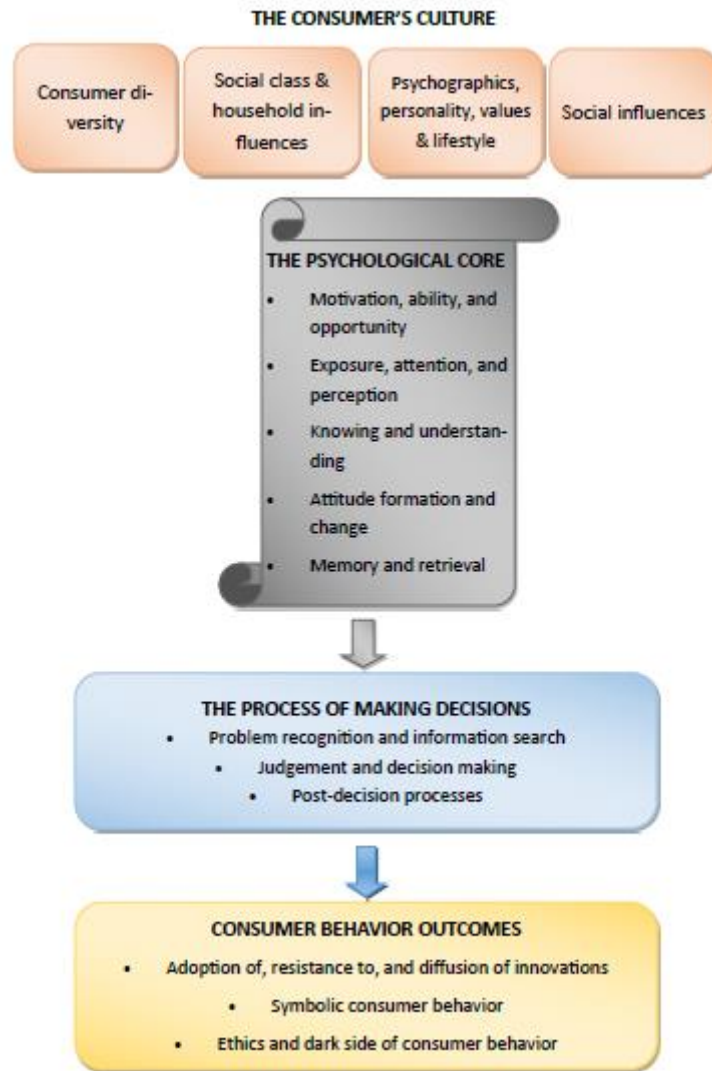


FIGURE 5. A model of consumer behavior. (See original figure Hoyer & Macinnis, 2008, 11.)

Consequently, consumer's decision making is a complex process which eventually leads to the behavioral outcome that is easier to measure and analyze. Nowadays, the aim is to find out why a consumer make a certain decision, and that develops a need to go further and deeper than only the measurement of the purchase data (the outcome of the psychological process). This is where values are brought into the story since "the postmodern consumer is a political consumer and their decisions are based on cognitive and affective processes that reflect their motives, **values** and buying intentions" (Jorgensen & Yde, 2010, 14).

Consumer behavior and values

The word value what is referred here, means the values that people have and which work as guiding principles in their lives (Holbrook, 1998, 45.) In the chapter of fragmentation (p. 18-19) there are explanations what makes postmodern customers unique. It was also mentioned how marketing professionals are phasing a challenge in terms of dividing people into somewhat similar segments basing on external features when everyone is seen as unique within postmodern society. Therefore, the situation seems to require different alternatives for segmenting variables instead of and/or in addition to socioeconomic variables.

Consumers are individuals and unique (stated earlier by Firat, see p. 18) which complicates the understanding of consumers' minds more problematic for marketers. Marketers' task is to allure masses of people which is difficult now when everyone is seen as individuals. Thus, the need of having different variables in marketing, segmenting and first of all, in consumer behavior is necessary. Kotler (2009) says that markets are changing more rapidly than marketing and eventually the market is made by the consumer. Szmigin's claim (2003, 5) is that we should understand to use values in marketing "*in the form of resistance, alternative consumption approaches and downshifting*" in order to get back on track on understanding the modern consumer's behavior.

Allen (2006) states that human values can have an indirect and direct influence on a product choice. As an example of direct influence: if one values hedonism, luxury car brands' attributes will appeal for him/her more than Toyota Corolla. This is because luxury car brands such as Lexus' attributes supports his/her values in life rather than Corolla that is known for safe and reliable features. Moreover, Toyota might seem a boring choice for hedonistic person who does not want to be perceived as a boring person. The key reveal of Allen's (2006) study is the following: "...human values significantly predicted product choice via tangible attribute importance. However, values also had a significant direct influence on product choice..." The figure 6 below illustrates Allen's (2006) findings.



FIGURE 6. The traditional model of how human values influence product choice. (Allen, 2006)

When customers start to assess a product's utilitarian meaning, and “make a piecemeal judgment, values may influence the importance of the product's tangible attributes, which may in turn influence product choice” (Allen, 2006). Secondly, values might influence on product choice directly when it comes to the symbolic meaning of the product. As then consumer's own judgment (affective or holistic) will affect. So, if person admires an exciting life and goes to buy a car, this person wants a fast car and the purchase decision is strongly affected by which of the cars has a powerful engine, because it will bring more excitement for his/her life than a regular engine. (Allen, 2006.)

Consumer behavior has been surveyed in depth and Beller etc. (2005), have found that consumer behavior is dependent on long lasting values that people have more than biological forces (i.e. age). According to Beller etc. (2005), the values are mostly formed from the basis of sociocultural conditions. This statement supports well the hypothesis of this paper that values might offer viable insights for segmenting customers due to the global conditions of postmodern customer.

Beller (2005) etc. also note that knowing the common values of a certain group will help defining and understanding values-based cohort groups but also anticipating the behavior. Therefore, it is a significant source to understand as the revelation might be highly profitable i.e. for businesses. This is the core of this paper too: finding out and revealing the values of a football fan, UEFA could use and reflect discovered values (that are not going to change radically at short notice) in their marketing communication. Then UEFA would confront the values football fans have and consider important. As a reward, UEFA would likely get their messages delivered better to the customers and therefore also noticed and understood by customers.

The basic idea of segmentation

Marketing to target groups forces marketers to identify and profile distinct groups of buyers based on their different needs and wants. This process is called market segmentation. Segmentation process continues with the selection of the groups worth of entering (called market targeting) and then positioning markets. (Kotler & Keller, 2009, 133.) Positioning a company means the established actions that are tailored to fit the segment's/segments' needs and desires and then communicating the offerings. (Kotler & Keller, 2009, 133.) Douglas and Wind (1987) state that the relationship between market segmentation and positioning is vital for successful marketing strategies. In this thesis the focus will be on segmenting of different groups and how it is made.

McDonald and Dunbar (2004, 34) claim that segmentation is needed because today people know what they want, where, when and how they want it. In other words, people are more demanding and know their rights. Segmentation helps companies to fill the needs when some of the needs are categorized. Also the amount of options has an impact too on the customer since there are so many options to choose from nowadays. Customers then choose the option that gives them the best value at that moment and it necessarily does not need to be the cheapest option. For companies, this means that they have to deliver an option for customers that is a winning proposal but still profitable. Thus, they need a careful market insights to have a solid ground to design functional, winning options. (McDonald & Dunbar, 2004, 34.)

A market segment is a certain group of people with somewhat homogeneous needs or wants that are discovered and identified earlier. Mass marketing (marketing one product for all) is not the only option anymore due to the different needs of people. Segment marketing has been said to be more efficient way to reach customers (i.e. Kotler & Keller, 2009). The benefit of segment marketing is that companies can offer better "design, price, disclose, and deliver the product or service and also can fine-tune the marketing program and activities to better deflect competitors' marketing" (Kotler & Keller, 2009, 133). As a pinpoint, the core is to offer a valuable proposition to the customer which he/she appreciates and therefore buys it.

Market research helps companies to identify consumers that have undiscovered needs and then discover the broadness of the available segment (Hoyer & Macinnis, 2008, 18). The goal for marketers is to “provide value to customers” (Hoyer & Macinnis, 2008, 18) so it should be on the record what is considered valuable in this case in order to success.

Markets can be segmented based on different variables. The most used ones are products and services, demographics, geography, channel, psychographics. Usually these segments are discovered and proved by market researches. (Hoyer & Macinnis, 2008, 18). Concentrating on a product and services offers companies a chance to specialize into certain product or service. However, the understanding of different customers will likely be superficial. (McDonald & Dunbar, 2004, 35.)

Demographics includes variables such as sex, age, lifestyle, education and so on. Segmenting only by demographics might be risky since people will react differently to propositions even though they would be same age and sex. For example, it cannot be guaranteed that three 53 years old ladies that have master’s degree would buy same clothes or even same kind of clothes because they have similar demographics. Hence, often demographics is being used as a help in order to identify what kind of people could be found in some segment and not as a single foundation for segmenting. (McDonald & Dunbar, 2004, 35.)

Geographical segments mean segments that are divided based on different geographical borders, for instance local, post number, international, continent and such. Geographical segmentation faces the same problem that one cannot assume that everyone in the same area, for instance in the same street, would react same way to a certain proposal. (McDonald & Dunbar, 2004, 36.)

Channels work rather as a background information than as an actual segmenting basis too. Via certain channel companies can reach people through their favorite channel. However, it cannot be trusted that one channel will get the attention of target people solely. (McDonald & Dunbar, 2004, 36.)

Psychographics aims at finding internal drivers of customer behavior by dividing people based on their lifestyle or values (Kotler & Keller, 2009, 138). Psychographics cannot still be one and only determining factor in segmenting. By concentrating on the internal factors, companies may find more suitable ways how to reach target markets and communicate the message better. (McDonald & Dunbar, 2004, 37.)

Marketing segmentation is still considered as an essential part of marketing as the customer selection is decided based on the segments that are worthy for the purpose. Consumer insight has lately been in the center when talking about effective customer relationship management (Bailey, Baines, Wilson & Clark, 2009, 228). Customer insights are viable for segmenting as CRM includes also segmenting customers. Customer insight “reflects the multiple informational sources in existence about customers” (Bailey etc., 2009, 227) and is very helpful for segmenting as it offers valid information about customers and their needs in addition to the external features.

Kotler and Keller (2009, 138) present behavior as one basis for segmentations. In behavioral segmentation people are divided by their attitudes and/or knowledge of a product. Buying decisions are one matter of behavioral segmentations where people can have five different roles in decision making: initiator, influencer, decider, buyer and user. Another matter is behavioral variables that are occasions, benefits, user status, usage rate, loyalty status, buyer-readiness stage, and attitude which are also included in behavioral segmentation. (Kotler & Keller, 2009, 138-139.)

All in all, companies’ target in segmenting is to identify the needs of customers since people cannot be expected to react the same way to a proposal when they have been split into segments based on some external feature/s. The external features may help and be used as a background information but must have some deeper insights of customers in addition, i.e. values.

Figure number seven (below) expresses the whole segmenting process and which stages this thesis is aiming to find useful information for. By discovering the possibilities of values guiding people's purchase behavior, the segmenting process might also benefit from using values as one segmenting variable.

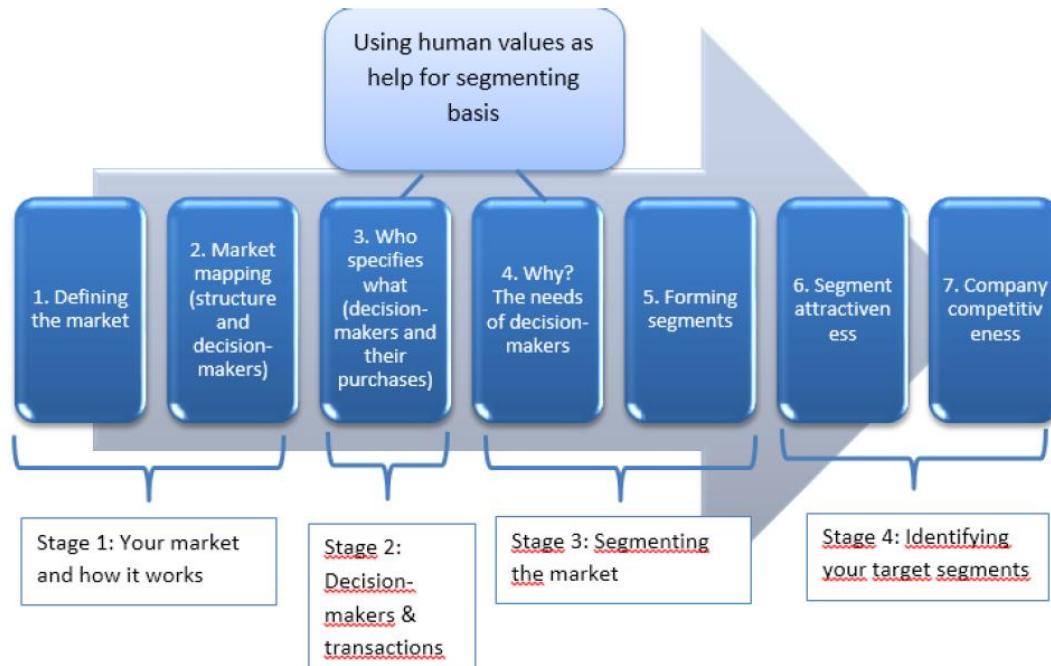


FIGURE 7. Process of segmentation. Figure made based on the segmentation theory by McDonald and Dunbar, 2004, 56-57. The highest box (light blue) demonstrates which of the stages this thesis is aiming to offer more information to.

Fragmented markets

Fragmentation has been defined by Firat in European Journal of Marketing (1997, 186) as follows: “omnipresence of disjointed and disconnected moments and experiences in life and sense of self – and the growing acceptance of dynamism which leads to fragmentation in markets”. This definition shows how fragmentation has started and where it eventually leads. It is a good definition for this thesis since the goal is to find out could value theory work as a help for segmenting fragmented markets now and in the future.

Fragmentation is one cause of **postmodernism** and in order to fully understand fragmentation, definition of postmodernism must be explained. Seidman (1994) explains how postmodernism is shown within the society. He says that postmodern society conveys a sort of generalized hostility against authorities by marginalized and

excluded groups. This kind of behavior is analyzed by Dawes and Brown (2000, 91): “...the influence and of form and style in determining social meaning, coupled with the growing unwillingness to commit to any single idea, project or product, have resulted in the increasing attention given to consumption, and a spreading acceptance of dynamism which leads to fragmentation in markets”. Seeing world individually and believing that there is not one and only truth about being also describes postmodernism well (Jorgensen & Yde, 2010, 6).

In terms of business, this vision of nuanced world is expressed in the markets by the need of realizing the different and unique needs of customers (Jorgensen & Yde, 2010, 7). Postmodernism then arouses challenges for business to customize their products and/or services in accordance to these needs that are deriving from individual interpretation of world and being. The picture below illustrates how postmodern era is reflected in economy, production and values.

POST-MODERN ERA

Type of Society	Production	Economy	Values
<ul style="list-style-type: none"> • Postmodernism 	<ul style="list-style-type: none"> • Service sector 	<ul style="list-style-type: none"> • Welfare society 	<ul style="list-style-type: none"> • Self actualisation • Individual lifestyle • Postmaterial needs

How postmodernism is shown in different areas. See original figure Inglehart, 1997.

FIGURE 8. The post-modern era and society. See original figure Inglehart, 1997.

The word modern consumer is used in this thesis to describe a consumer in the postmodern era. A modern consumer is the center of the market place, self-conscious (realizes being in the center) and also “committed to a reasoned and reasonable goal or end” (Firat & Shultz, 1997, 187). This leads to a situation where customer knows what she/he wants united with confidence and commitment and will strive for the satisfaction until she/he gets it. (Firat & Shultz, 1997, 187.)

Consumer orientation and behavior is therefore different than before and requires updated information about segmenting today's market. Rail (1998, 151) states that postmodernity is about a sport of a desire, not a desire for sports and that is why there is a desire for new products, sensations and emotions growing constantly.

Firat and Shultz (1997, 186-191) note that fragmentation can be recognized in everyday life, for instance TV-shows are highlighting the fact of not being loyal anymore and life being small parts of short-term decisions. They (Firat & Schulz) state that experiences in life are fragmented and the mix of different experiences of one human being represent different ways of being and different lifestyles.

Consequently, there must also be different ways to communicate with customers to meet them in different areas of their lives. This requires also reasonable segmenting in order to happen and then successful marketing communication.

In sport, postmodern culture and fragmentation is contributed by the mediated sport that fosters "aesthetic populism, fragmentation, depthlessness and effacing of history" (Rail, 1998, 153). In mediated sport fragmentation is shown for example as advertisements interrupting the match or montage where sport has been edited into series of little moments (Rail, 1998, 155). Therefore, sport is also reflecting and contributing the postmodern social condition.

People are seeking more "feel good" associations of purchase, meaning that they make more purchase decisions based on the prevailing feeling. It makes moments therefore separate, different and dependable of the situation. This leads then to the fragmentation of self since there are different feelings evoked and saved attached to a different products (Firat & Shultz, 1997, 193-194) and thus, makes every person unique.

Also a vast series of researches have stated according to Benton (1997, 201) that "consumers develop individual preferences, which are not influenced by other people". Mr. Benton (1997, 201) mentions that consumer's needs and wants cannot be fully satisfied and are unlimited. So when every person is unique and also have the range of versatile feelings associated with certain product or service (developed by other people or not), the ideology of mass marketing seems to be outmoded.

The concept of **globalization of fragmentation** in the context of UEFA Euro Cup 2012 needs explanations and examples in order to be understood. Firat says in 1997 (79) that globalization is not about one culture dominating the other but consumers will to experience and sample different cultures, habits and so on. As an example, people can go and eat Italian food on their business trip, dress inspired by Indian culture in the business meeting, then eat Chinese on supper and so on. Therefore, he/she changes the way of being depending on the situation (Firat, 1997, 79). This means that during these global sport events such as UEFA Euro Cup 2012, the diffusion of cultures is a true story and must be taken into consideration also in marketing.

Fragmentation is a global phenomenon (i.e. Firat 1997). Firat (1997, 77) summarizes the globalization of fragmentation to be derived from four different reasons that are “1) the nature of the modern market 2) the transforming consumers 3) global communications and 4) increasing multilayeredness of cultures”. (Deeper explanations for these reasons can be found in upper paragraphs of this chapter). These reasons causes partially that people are not believing in one way of being and thinking anymore.

This global, fragmented behavior is expressed, according to Firat and Schultz (1997, 195), as the use of the power of the images of themselves as a way to fortify people’s own presence and existence. Images are used to make them appealing in different scenarios also in several situations at the same time and eventually to build an individual image of themselves. (Firat & Schultz, 1997, 195.) The simultaneous use of images can be seen as unwillingness to commit to one certain brand, product or service. Therefore, products and brands that reassert one’s self-image are in favor.

Ultimately, words, products and brands do not mean the same for everyone as everyone are valuating them through their own self-image or desired one. For example owning a Tommy Hilfiger watch can be luxury for someone, trash for someone and embarrassing for someone. Hence dividing market into segments is therefore a challenge since there are as many perceptions of a certain product or brand as there are people. (Jorgensen & Yde, 2010, 10-11.)

2.3 Marketing communication

According to Kotler and Keller (2009, 510): “Done right, marketing communication can have a huge payoff”. The communication process is vital for marketing because it defines the effectiveness of the message. Next chapters are going to take a look at the basics of communication and then moving on to marketing communications.

What is communication?

“Communication is the joint creation of meaning”. (Sprague, Stuart & Bodary, 2010, 14). More precisely, communication is “the process whereby individuals share meaning and establish a commonness of thought” (Shimp and DeLozier, 1986, 4). In business life communication has changed significantly towards more interactive direction than before. Communication is needed for companies to deliver a message to customers and it should bear in mind that every touch point with possible customer is communicating something about the company. (Kotler, 2001, 271-272.)

Communication process (see the figure 9 below) starts from the source which can be for example a company that encodes a message. The message carries the core information and impressions that the sender wants to deliver (Pickton, 2005, 6). Wanted images and impressions are formulated into words or other symbols in order to encode the wished message (Sprague, Stuart & Bodary, 2010, 11).

The selected channel of message affects the success of communication because of the likely noise before the message is received by the receiver (customer). Then after the communication, the message is decoded by the receiver (if he receives the message) where the receiver interprets the message. (Sprague, Stuart & Bodary, 2010, 11-12.)

Now the receiver can continue the life of the message by giving response called as a feedback by the sender/source. In a feedback the sender might find out did his/her image match with the image the receiver got from the message. (Sprague, Stuart & Bodary, 2010, 11-12.)

In addition, the earlier experiences can affect since there might be more understanding as a ground for decision making (Sprague, Stuart & Bodary, 2010, 11-12.). For example if the sender is experienced and knows how to avoid the possible problem with noise, the success of delivering the message to customers might be better.

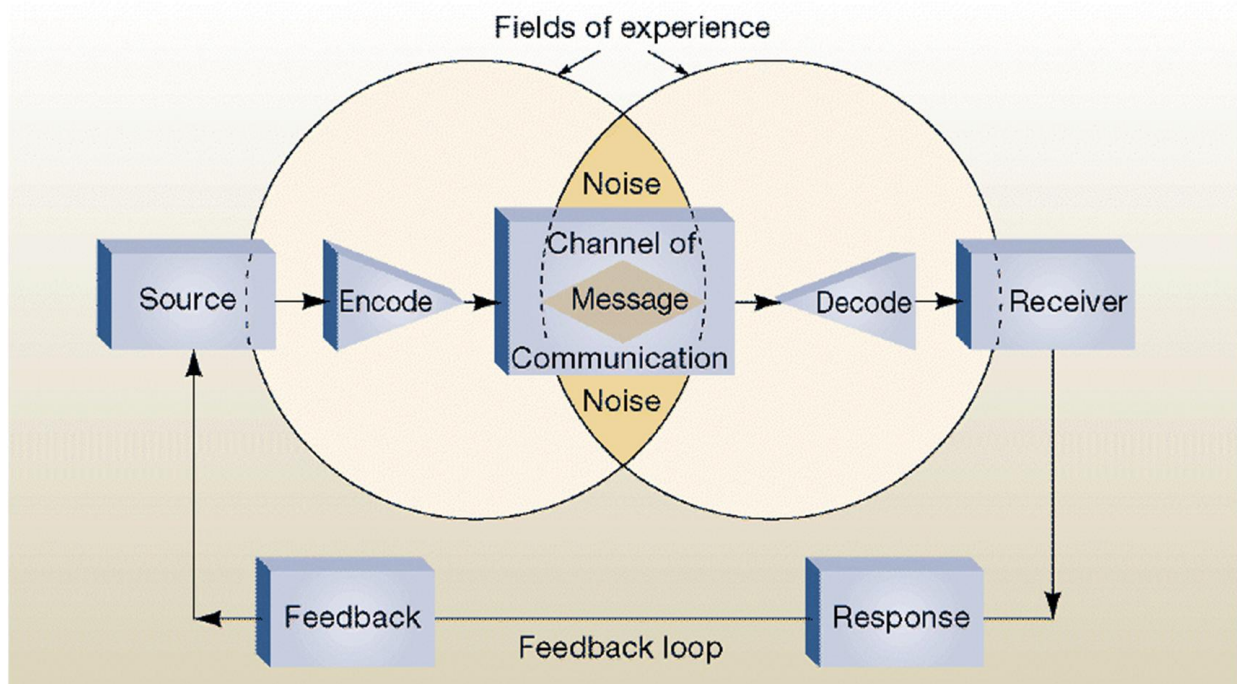


FIGURE 9. Shannon-Weaver Model of Communication, n.d.

The basics of marketing communication

Pickton (2005, 4) describes marketing communication to be “all the promotional elements of marketing mix which involve the communications between an organization and its target audiences on all matters that affect marketing performance”. Pickton (2005, 4) underlines the word target audience instead of target market because communication reaches beyond the concept of market. It means communications within the organization and also outside of it. This definition describes well how wide subject marketing communications is as it goes down to a point where every communication action with customer matters somehow. Every communication action can shape customers’ images and impressions of an organization.

One of the characteristics of how communication is categorized is by the nature of the communication: it can be divided into external and internal communications. Internal communication is a process where people are transmitting matters inside of the organization (Rayudu, 2010, 26.) Internal communication can mean for example giving instructions, sending informative emails or using public notebook with coworkers. As for external communication the communication actions can be seen outside of the organization, meaning for instance advertising, communicating with external publics such as shareholders, customers or investors. (Rayudu, 2010, 26.) In this thesis, the external communication of UEFA is evaluated by some parts, for example the mascots.

Marketing communications is also a process of establishing the message and delivering it from sender to receiver aka customer. In UEFA Euro Cup 2012 these marketing communication messages were also delivered during the event and noticed by fans. Via marketing communication the brand is brought alive and given the features previously planned. Therefore, marketing communication is the way to interact with customers and create relationships with them (Kotler & Keller, 2009, 509). Accordingly, the messages are designed to “direct their efforts toward influencing consumers’ brand-related beliefs, attitudes, emotional reactions, and choices” so that the consumer ultimately chooses their brand over the competitor (Schwarz & Hunter, 2008, 235).

There are alternatives how to influence people: marketers can inform, persuade, provide incentives or remind customers directly and indirectly (Kotler & Keller, 2009, 510). One additional alternative is also performing some functions to customers by telling or showing some insights about the products or service, for instance the use of it (Kotler & Keller, 2009, 511). Different options have their strengths and weaknesses that should be carefully examined by the marketer.

Marketers use different channels and ways to accomplish different objectives in order to create and determine the optimal mix of marketing communications. The objective in marketing communication is to create unique, strong and favorable brand associations and also make the brand known.

The difficulty is that people nowadays are exposed to different marketing messages so often that breaking through the clutter is challenging. In fact, successful marketing communication often demands consumer insights. The aim is to create a unique and strong link between the customer and the brand by contributing favorable touch points that are in line with the desired, favorable brand message and image. (Kotler & Keller, 2009, 510-512.)

Hill (2009, 136) is talking about perception as a part of understanding how customers process information to clarify that marketing is also the management of behavior. Hill (2009, 131) states that effective marketing communications derive from understanding of buyer behavior. Perception is “the selection, organization and interpretation of stimuli by individuals so that they can understand the world” (Hill, 2009, 136). Perceptions are shaped by attitudes, **values**, motives and past experiences. Thus, marketing communications should aim at to offer products “in a frame or ‘mental presence’ that is recognized by a buyer” (Hill, 2009, 139) in order to make a relevant and expected offer. Then the success of this kind of marketing communication actions is more likely. (Hill, 2009, 139.)

Marketing communication strategy is essential to create when wanting to succeed. According to Norton (2007, 171) there are two core issues when planning a strategy: knowing the behavior of your customer and determining buyer patterns. Then one will be able to develop an effective strategy. (Norton, 2007, 171-172.)

“1) Identify a clear target audience, 2) determine the communication objectives, 3) design the message 4) select the communication channels, 5) establish the total communications budget, 6) decide the communications mix, 7) measure the communications’ results and 8) manage the integrated marketing communication process.”

Kotler (2009, 272), advises organizations to develop an effective marketing communication by following the steps mentioned above. It can be noticed that it depends on many things whether the communication process is succeeding or not. “The challenge is to communicate the right message, in the right way, to the right people, in the right place, at the right time” (Pickton, 2005, 6), so it requires careful groundwork in order to succeed.

The general buying decision-making process is following different stages in a certain order starting from problem recognition -> information search -> alternative evaluation -> purchase decision -> post-purchase evaluation (Kotler, 2009, 246).

Marketing communications can try to impact upon any or all of these stages depending on organizations' goals. (Kotler, 2009, 246.)

The tools for creating marketing communication mix are various and dependable on the organization, which tools or disciplines it wishes to use to best meet with the audience. The tools are advertising, sales promotion, public relations, direct marketing and personal selling. In addition, sponsorship, exhibition, product placement, field marketing and packaging are called as secondary tools of marketing communications. (Kotler, 2009.)

External communication and values

There is a difficulty to reach right people/identify a clear target audience because of the fragmentation (i.e. Szmigin, 2003) and then also other phases of the marketing communication process will not be as effective and efficient as before. Therefore, the meaning of segmenting your target audience correctly and carefully is essential. The better possible customers are divided into segments, the more targeted and tailored messages can be and the more results will be achieved by marketing communications (Norton, 2007, 171.) In addition, customer retention could be argued to improve when the marketing communication messages are well tailored in the first place (Norton, 2007, 170).

This thesis attempt is to find some assistance in human values for segmenting fragmented markets. Via segments based on the values and behavior, external communication actions could be more tailored and for instance, this thesis claims that customers will then be more likely to notice a certain advertisement better if it is in line with his/her own values in life.

Advertising is a major tool in communication strategy even though it is only one component of promotion and promotion is one component of the marketing mix. (Norton, 2007, 172). Advertising is "any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor" (Norton, 2007, 172).

This thesis is paying attention to some of UEFA's advertisements to find out some clues about the values communicated through the UEFA Euro Cup 2012 event.

Branding models are generally aiming at discovering customers' values and needs, then satisfying customers with a valuable offer that is attached with emotional values through advertising to make customers loyal to the brand (de Chernatory, Drury & Segal-Horn, 2004, 1). Company's image is comprising from the organizational values that are communicated to the customers who then are interpreting these values in their minds (de Chernatory, Drury & Segal-Horn, 2004, 3-4). Web pages of companies are transmitting the values, brand and identity of the organization (Utvich, 2004, 104). Consequently, some content from the UEFA's web page will be analyzed later on.

3 The research process

This chapter will explain the process of the research and prove the reliability of the process. Reliable groundwork offers a solid base to continue to the evaluation part later on.

3.1 Research methods

The research questionnaire is based on Schwartz' value theory. Thus, the variables to describe football are derived from human values (what values does he/she attach to football) and these characteristics of football were asked on the first page. The other side of the questionnaire is also based on the value theory where it is determined what kind of a person the respondent is (what values he/she considers important). See appendices 1-3 to see the questionnaire used.

Statistical methods were used when analyzing the values of a football fan. In addition, the method of content analysis was used when the marketing communication actions of UEFA were analyzed. Statistical methods were used for the analysis part since it was examined, if fans' values and the marketing communication messages of UEFA are identical or not. During the analysis, the theories of

segmentation and marketing communications were utilized in addition to the value theory.

The research form follows the features of **a quantitative research** as the emphasis is on formalized questions and predetermined response options (Hair, Bush & Ortinau, 2006, 171). In addition, there were a large number of people to be surveyed when the quantitative research method is considered more suitable. (Hair, Bush & Ortinau, 2006, 171.) The research goals can be achieved by a quantitative research method when the attributes of football and values of football fans are validated.

A qualitative research method was also utilized when interviews were conducted with some respondents. The qualitative method gave further insights into the research problem, what are the reasons behind the opinions. The size of the qualitative sample was naturally smaller compared to a quantitative research sample in order to be able to focus on the respondents. The qualitative method gave insights into the reasons behind the behavior so after the analysis, some further conclusions about the behavior of a football fan could be reached.

An unobtrusive method was used to discover values illustrated by the UEFA and in addition, to find values that fans communicated in their own social media platforms. The advantage of the unobtrusive method is that information cannot be affected by the social environment (Gretton & Jones, 2010, 176). In addition, the respondents do not have a chance to alter their behaviors or reactions since they are unaware of the research. The data is also repeatable as it can be found in the same place later on, i.e. UEFA's home page.

The unobtrusive method is divided into two sections, observational study and **content analysis** (Gratton & Jones, 2010, 185). In this thesis, content analysis was used as an analysis method to interpret the results and possibly support the findings. Content analysis analyses the content of communications (Gratton & Jones, 2010, 185). The use of content analysis made it possible to evaluate fans' behavior in different platforms and some of the UEFA's external marketing communication messages. The attempt was to analyze the UEFA's communication messages through the event and assess the possible values behind the actions and messages.

Therefore, the possible insights that could be discovered by content analysis lead to the decision why it was chosen.

Unobtrusive measuring was used also for analyzing fan behavior because it provided a possibility to measure the actual behavior, aka values that fans are reflecting in media. The aim was to discover more subtle features of fans' behavior by trying to find deeper information about fans from forums etc. that are not directly observable. Different social media platforms were analyzed, i.e. fan forums and blogs to get an understanding of values at the different media stages. Below is a picture (figure 10) demonstrating the research process in this thesis.

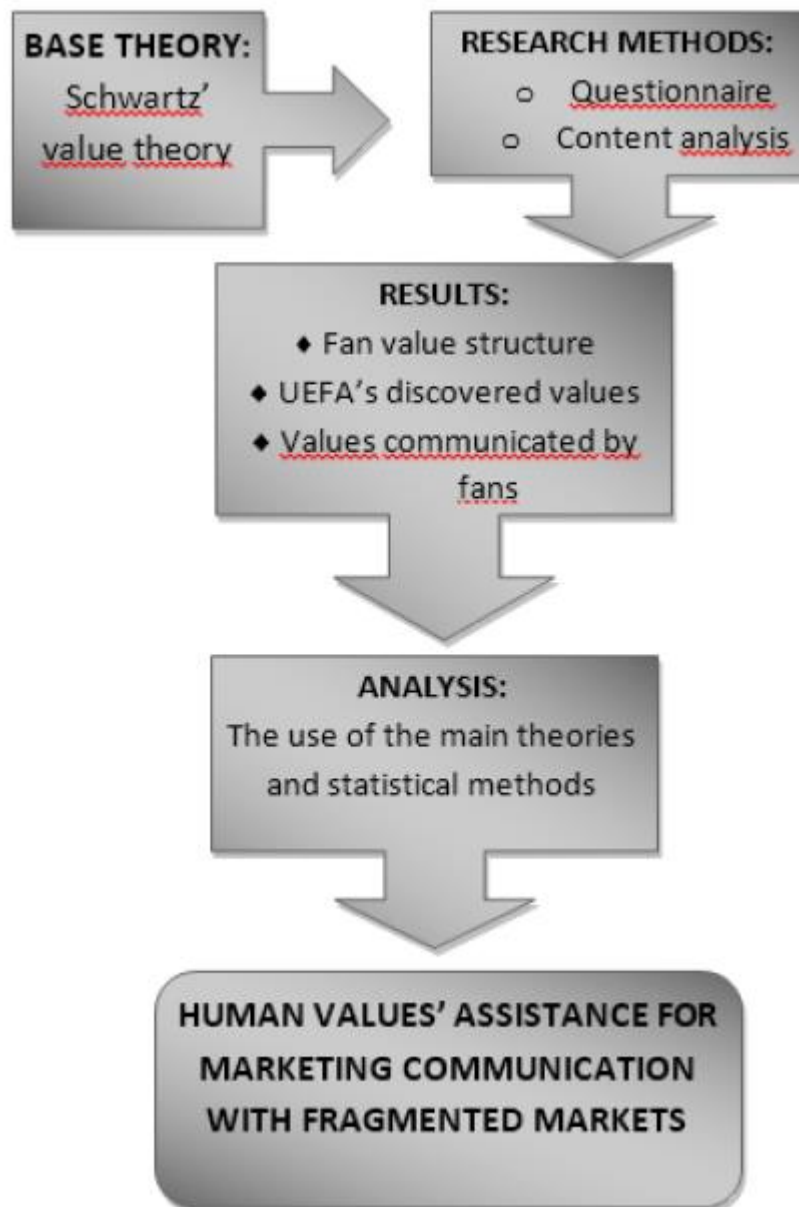


FIGURE 10. The research process of this thesis.

The marketing communication program of the UEFA is broad so this thesis focused on a few core marketing materials. Particularly, the communication messages in the Internet was analyzed since various forms of advertisements take place in Internet. Some advertisements of UEFA Euro Cup 2012 were examined as they provided words and imagery that were useful for this study. In addition, some of the findings are supported or challenged by the experiences of the research group in order to add an aspect of reality and practice. Communication actions in Internet were chosen since Internet and social media are a part of everyday life and connected to the phenomenon of fragmentation. Furthermore, online materials are on hand also later on which adds reliability of this study.

3.2 Implementing the research

The research was implemented during the UEFA Euro Cup 2012 (13.-23.6.) in Poland. The total amount of researches collected was 344. Respondents were asked to fill in a survey about how they feel about football (first page) and also what kind of values the fans of football consider important. The average time used for a survey was about 15 minutes per respondent or about 25 minutes if there was an interview included.

The questionnaires were filled in the fan zone area or in the city center where the football fans were associating with each other during the tournament. The aim was to ensure that the respondent is an actual football fan in order to give meaningful answers to the questions. One of the requirements, for example, was that the respondent must have some fan clothing or apparel so the research group could identify him/her as a football fan by the looks.

The survey started with questions about the nationality, age and gender of the respondent (see appendix 1). These questions were the only ones with an open ending, whereas others were structured. The next questions were about the image of football. Every respondent had their own opinion about how they see football and this fact was highlighted during the survey: there would not be right or wrong answers. The image of football was formulated by giving 40 different adjectives and

then the respondent's task was to answer how strongly it related to football in her/his opinion on a scale of one to seven. These adjectives were derived from Schwartz' value theory consisting of the ten basic values (see p. 11-12).

On the other side (appendix 2), the questions were formed as follows: "How much is this person like you?" and then described different kinds of persons, for example "He/She looks for adventures and likes to take risks. He/She wants to have an exciting life". The respondents could answer to this question between the options "Not like me at all – Very much like me" by ticking the alternative that describes them the best. The goal of this page was to reveal the personalities of the fans. These answers provide a base for compiling the profile of a fan since each of the answers equals some value from Schwartz' value theory.

The third phase of the questionnaire was completed by some of the respondents. They were asked to circle the three most important attributes about football. Next, the aim of interviewing the respondents was to discover reasons behind those chosen attributes were conducted. In other words, the aim was to understand their decision making process better. In this interview, the method was Means-End-Chain-model and technique used is called the "Laddering". The laddering technique shows which attributes are linked to each other and how (Reynolds & Whitlark, 1995, 10). The Means-and-Chain-model aims to clarify the thoughts behind the words, i.e. why this person considers football interesting. This third phase of the research followed the characteristics of an empirical research by gaining information through experience instead of theory.

The design of the questionnaire had been used already during i.e. FIFA World Cup 2010 in South Africa and perceived to be workable for the determined purpose. It was also easier for the students to conduct research since there were possibilities to conduct the same research and explore the process before the UEFA Euro Cup for example at the World Championships of Ice Hockey event in Helsinki in April 2012.

3.3 Reliability and validity of the research

As the goal is to produce as truthful results as possible, the research should be carefully evaluated by its reliability and validity. Only then, there will be a solid and

stable ground where conclusions can be made further on. In this case, the reliability and validity of the research had been tested before since the same questionnaire was also used for instance in FIFA World Cup 2010, Neste Oil Rally 2011 and Ice Hockey World Championships 2012.

According to Kananen (2008, 128), the **reliability** of quantitative research can be measured by its stability and consistency. Reliability means the constancy of the results. In other words, if the research would be conducted again, would the results remain the same. Stability measures the constancy of the results in terms of time. As for consistency demonstrates if the different parts of the indicator still measure the same, desired matter. (Kananen, 2010, 129.)

Constancy of this research cannot be tested as the research was conducted during this particular football tournament that will not be exactly the same when it will be held again. There still is a firm belief that this study is reliable since it has given similar, reliable responds in different settings (i.e. FIFA World Cup 2010) earlier and it has been repeated few times and perceived to provide worthy responds for the research questions.

In addition, the use of the services of Webropol (www.webropol.fi) adds reliability as the computer program calculates the numbers and helps to analyze the results i.e. with cross-tabulation. This diminishes the margin of human errors. Results analyzed by hand were reviewed few times and also read by others to strengthen the truthfulness of the study.

Validity of the research illustrates that the research is equivalent for the research questions (Kananen, 2010, 129). Moreover, it proves that the answers gained via research will provide meaningful solution for the research problem. Validity can be divided into the following sub categories: external validity and internal validity.

Quantitative research aims to make generalizations based on the results. These results could then be measured by the external validity as validity expresses if the research results would apply to similar situations later on as well. Therefore, it is important that the research sample would tally with the actual population. (Kananen, 2010, 129-130.)

Validity was hard to measure at the time of the research but some matters have been taken into consideration in this research process concerning validity. As an example, the selection of people for the sample was thought by predetermined variables (i.e. most respondents should be men between 25-35 years such as in FIFA 2010). After each day of research work, there was a summary of basic information of the surveyed sample so there was a chance to make adjustments on the following day and try to research more Polish women for example.

Internal validity means if the right barometers were used for the purpose and the results are truly measured by correct barometers in order to give reliable answers. Internal validity includes also if the concepts of the research were right. In addition, the validity of the criteria is also a part of the validity where one can use it to support one's own findings if some other researchers have gained similar results. (Kananen, 2010, 130-131.)

Internal validity is almost impossible to demonstrate also in this research process but the careful documentation of each phase of the process will demonstrate the studious work that has been done. In addition, there are theories that this research questionnaire is heavily basing on and makes it also theoretically a steady research.

The use of the **unobtrusive method** will offer another viewpoint of validity and reliability. Unobtrusive method was used for analysis if the results were accurate and reliable. Unobtrusive method is challenging to use as an only method because the lack of interaction might make the interpretation of results more difficult (Gratton & Jones, 2010, 190). In this research, the unobtrusive method was chosen to reveal more the actual behavior of football fans in addition to the reported behavior in order to provide more valid and reliable results. Therefore, the lack of interaction in the research is removed since the main research method still is quantitative.

4 Results

4.1 Fan value structure

Total amount of surveys collected was respectively 344 where majority of the respondents were males (86, 57 %). The most of the respondents were between 25-30 years but all the other ages were nicely represented as well as it can be seen from the table 1 below.

Age:	Percentage:
18-24 years	22,65 %
25-30 years	36,47 %
31-35 years	20,00 %
over 35 years	20,88 %

TABLE 1. Age of the respondents of the survey.

Question number four explored how football fans think about football and which attributed relate the most and least to football in their opinions. Ten most strong and the most weak relations can be seen from the table 2 below. The most often valued as seven in the scale of one to seven was the word international. International got an average of 6, 53 where the highest possible score was 7, 00. Other attributes scoring above six were fun and exciting. In addition, traditional, ambitious, successful, colorful, healthy, youthful and creative are strongly related to football and among ten most popular attributes. The results will be analyzed further on considering the three most important attributes.

According to Schwartz' value theory, international refer to universalism as a value where understanding and appreciation of the people and nature is valued.

Universalism belongs to a bigger group of values named as self-transcendence. Fun and exciting refer to stimulation. Fun and exciting both indicate to group of values named openness to change. Openness to change is divided into self-direction and stimulation which shortly mean matters such as independency and desire to look for excitement etc. in life.

The weakest relations to football scored the following words: boring, weak, and routine as all of them were scored below three. Other attributes that fans did not see relating to football were formal, inefficient, adult, nature-protective, cheap, individual and polite. All of these got an average below 4, 10.

Strongest relation to football

Rank	Attributes	Median
1	International	6,53
2	Fun	6,35
3	Exciting	6,10
4	Traditional	5,93
5	Ambitious	5,86

Weakest relation to football

Rank	Attributes	Median
1	Boring	2,08
2	Weak	2,74
3	Routine	2,97
4	Formal	3,23
5	Inefficient	3,56

TABLE 2. The most strong and most weak attributes related to football.

Next the respondents were asked about their personalities. Question was “How much is this person like you?” and they answered on a scale from “very much like me” to “not like me at all” (altogether six options, see appendix 2). Three of the answers popped up meaning that respondents identified themselves strongly with the person described in the questionnaire. These were numbers three, seven and ten that in Schwartz’ value theory are equal to values in the following way: three means hedonism, seven means benevolence and ten means safety. See Table 3 below which illustrates average values of responses to question “How much is this person like you?” ranked in descending order.

Rank	How much is this person like you?	Average
1	3. He/She really wants to enjoy life. Having a good time is very important to him/her (84,71 %)	5,3
2	7. He/She always wants to help the people who are close to him/her. It's very important to him/her to care for the people he/she knows and likes (75,73 %)	5,04
3	10. The safety of his/her country is very important to him/her (74,78%)	4,96
4	6. He/She thinks it is important that every person in the world should be treated equally. He/She wants justice for everybody, even for people he/she doesn't know (65,88 %)	4,78

TABLE 3. Four most popular answers to “How much is this person like you?”

The least popular answers were numbers one, two and nine, where below 50 % of the respondents could identify themselves with. These values are categorized in the same particular order as achievement, power and conformity. Especially conformity was rarely chosen to be “very much like me” and “somewhat like me”. People who answered “very much like me” can be seen in descending order in the table 4 below. Table four demonstrates also the values behind the questions.

How much this person is like you?	Very much like me	Value
3. He/She really wants to enjoy life. Having a good time is very important to him/her (84,71 %)	52,65%	Hedonism
7. He/She always wants to help the people who are close to him/her. It's very important to him/her to care for the people he/she knows and likes (75,73 %)	39,77%	Benevolence
10. The safety of his/her country is very important to him/her (74,78%)	37,54%	Safety
6. He/She thinks it is important that every person in the world should be treated equally. He/She wants justice for everybody, even for people he/she doesn't know (65,88 %)	32,94%	Universalism
5. He/She thinks it's important to be interested in things. He/She is curious and tries to understand everything.	26,9%	Self-direction
4. He/She looks for adventures and likes to take risks. He/She wants to have an exciting life.	23,44%	Stimulation
8. He/She thinks it is important to do things the way he/she learned from his/her family. He/She wants to follow their customs and traditions.	18,64%	Tradition
2. Being successful is very important to him/her. He/She likes to stand out and to impress other people.	17,51%	Achievement
1. He/She likes to be in charge and tell others what to do. He/She wants people to do what he/she says.	10,53%	Power
9. He/She believes that people should do what they're told. He/She thinks people should follow rules at all times, even when no one is watching.	10,03%	Conformity
Total average	27,02%	

TABLE 4. Percentages of the answers “very much like me” and the values behind the questions.

Respondents who answered “very much like me” to a hedonistic question, attached football most often with attributes exciting, fun and international. Attributes that are scoring above the number six are mentioned here and only those mentioned scored

above 6. As for, benevolent fans considered football exciting (6, 19), ambitious (6, 14), traditional (6, 07), fun (6, 38), and international (6, 66). Thirdly, respondents who value safety, attached football with these attributes: exciting (6, 14), traditional (6,1), fun (6, 46), and international (6, 64). The average value of all attributes was 4, 78.

Table 5 below is representing these results.

Core value (answered "very much like me")	Strongest attributes to football (valued above six)	Value categories of the mentioned attributes
Hedonism	Exciting, fun, international	<ul style="list-style-type: none"> • Openness to change • Self-transcendence
Benevolence	Exciting, ambitious, traditional, fun, international	<ul style="list-style-type: none"> • Openness to change • Self-transcendence • Self-enhancement • Conservation
Safety	Exciting, traditional, fun, international	<ul style="list-style-type: none"> • Openness to change • Self-transcendence • Conservation

TABLE 5. Most popular values and the attributes that were selected by group with a certain value.

Total amount of male respondents were 286. Male respondents' five most important adjectives of football were international (6, 53), fun (6, 37), exciting (6, 17), traditional (5, 96), and ambitious (5, 86). The three most common values among men were hedonism with an average value of 5, 32, benevolence (5, 01) and safety (4, 95) that are similar to the overall results.

The total amount of female respondents were 45. Females considered football international (6, 64), fun (6, 16), ambitious (5, 98), traditional (5, 87), and colorful (5, 73). As a difference for male respondents, "Exciting" (5, 6) was 7th most related to football. The three most popular values among females were hedonism (5, 25), benevolence (5, 25) and universalism (5, 19). Again, the third one differs from males' values as males considered safety to be the third most important value to them.

There was a slight difference between female and male respondents as it can be noticed from the tables 6 and 7 below. Females did not consider football as exciting

as males whereas males did not consider football as ambitious as females. In terms of values, females were more homogeneous as the average values of certain values were higher. It means that majority of the female respondents were strongly similar considering values whereas values considered important spread more widely among males. In addition, universalism was third most important value for females as for males, universalism got an average value of 4, 73 which is a lot lower then females' equivalent (5, 19). Males valued security to be the third most important value instead of universalism.

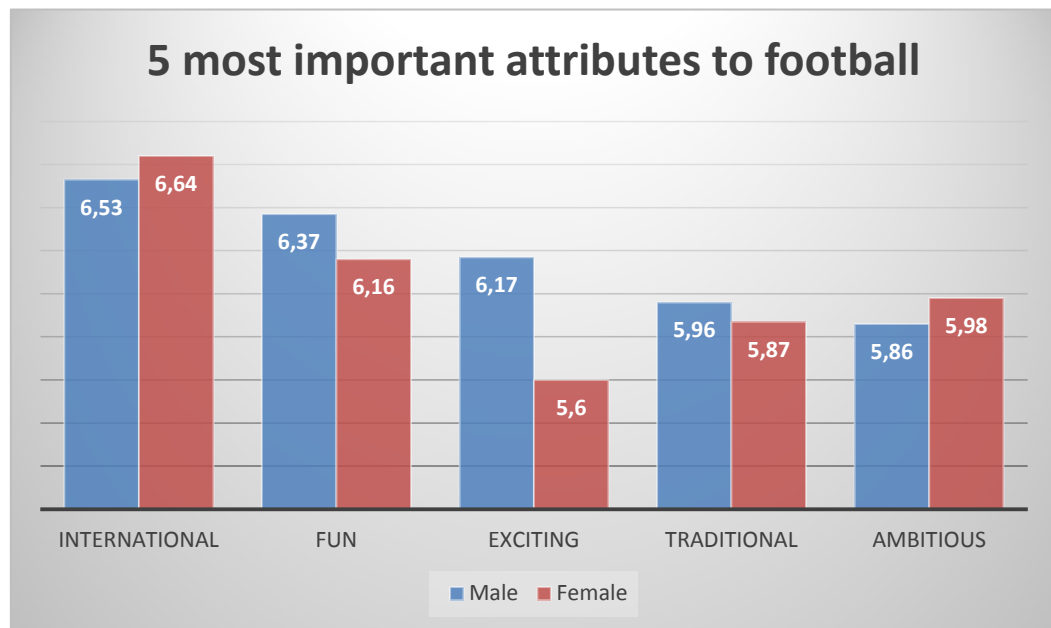


TABLE 6. The differences between the responses of males and females on football attributes.

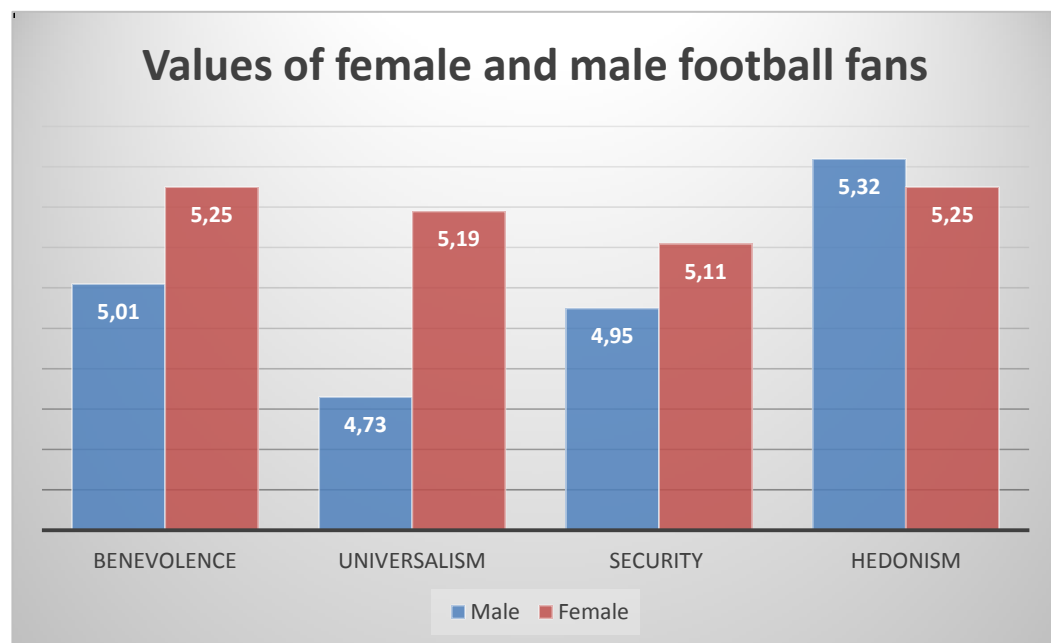


TABLE 7. The three most important values of male and female football fans.

The male respondent who values hedonism considers football to be international (6, 62), fun (6, 44), exciting (6, 29) and traditional (6, 01). Security valued males attached football with the attributes international (6, 71), fun (6, 46), exciting (6, 25) and traditional (6, 07). Benevolent males thought football is international (6, 65), fun (6, 39), exciting (6, 29) and ambitious (6, 15).

Female respondents who value hedonism attached these attributed to football: international (6, 64), fun (6, 14), trendy (6, 09) and traditional (6). Benevolent females considered football international (6, 68), fun (6, 27), ambitious (6, 14) and trendy (6). Thirdly, females who considered themselves to have values of universalism, thought football as fun (6, 68), international (6, 59), ambitious (6, 23) and successful (6, 09).

Benevolent males thought football is exciting but benevolent females replaced exciting with trendy. Males who seek excitement and enjoyment in life, related football with the same attributes than females sharing the same value, hedonism. Therefore, there did not seem to be a major difference between males and females if they shared same values.

However, it can be noticed that there were some differences between female and male football fans, how they considered football when different values were emphasized. The difference comes up in values when male and female football fans have different values. The first two values of female fans were hedonism and benevolence with the same value of 5, 25. Males' first important value was hedonism with the value of 5, 32 being clearly the first. Benevolence was considered next important value for men and third one was security. Females valued security too but not as much so third most important value for females was universalism.

Females who valued universalism related football with fun, international, ambitious and successful. Third most important value for males was security. Males who considered safety and security important thought football was international, fun, exciting and traditional. Thus, here the difference between the images of football can be seen when the values were different and shaped the image accordingly.

As a conclusion, two kinds of typical fan figures were comprised based on the results. Firstly, males and females who sought for pleasure, enjoyment and good time saw football as a way to relate with those matters. Therefore, it can be suggested that enjoyment and having fun were reasons to follow football and attend the UEFA Euro 2012 as football represents fun and excitement for them.

Secondly, benevolent fans (both female and male) considered helpfulness important and appreciated loyalty, honesty and empathy. These kind and caring fans saw football as international, fun, and ambitious. According to the qualitative material (interviews), considering football ambitious referred to the competitiveness of the game. Ambitious was related to the fact that one has to be ambitious in order to win and become a great player of all the players around the globe. To notice the competitiveness and hard work that lies behind the football fits to the nature of benevolence.

4.2. Fans' discovered values in social media

Values found in different fan forums were quite similar to the findings of the questionnaire. Chat forums about UEFA Euro Cup 2012 were passionate, many of the fans represented their nations enthusiastically. As an example, John Brewin writes in his blog that especially Polish people were devoted and commitment to show support to their home country, also after the tournament was over for Poland one could here Polish to sing and cheer for Poland through the night. (Brewin, 2012.)

This commitment shows loyalty to one's home country and the word loyalty is linked to benevolent values. In addition, since loyalty in this case refers to patriotic behavior, the value of tradition should be considered as well. Personal experiences of the research group support this finding strongly since supporting and cheering for one's own country was seen, heard and felt everywhere.

Racism at UEFA Euro 2012 was a popular subject in many fan forums (i.e. www.footballforum.net) and often discussed. Many of the chats discussed if UEFA's actions to prohibit racism during the tournament were sufficient enough. Here one of the fans expressed his/her opinion about the subject:

“No I don't think that is enough, there were warnings before the tournament started that there could be issues of racism, so they should have made it clear that if any such situation were to arise that these measures would be implemented straight away, not the second time, which is a complete contradiction of their own policy”. (Ukraine football hooligans training to wreck havoc and racial abuse, 2012, 4)

Fans were concerned about the existence of racism in Poland and Ukraine and said that it is clearly an obvious issue in both countries. Racism was mainly considered unfair and a sign of barbarism of the culture. For instance, this fan says that "You know it's wrong when people are being advised to stay at home because of the colour of their skin" (Ukraine football hooligans training to wreck havoc and racial abuse, 2012, 3) and another one continues:

“David Davies spoke to a UEFA official who said that they had maybe made a mistake and every one of them have their fingers crossed this tournament goes ok. That shouldn't be needed for big tournaments like the Euro's in this day and age. Over anything, a few groups just need to get with the times.” (Ukraine football hooligans training to wreck havoc and racial abuse, 2012, 3)

These examples prove that people are concerned about racism and think that people should be treated equally. In addition, treating people differently based on skin color, culture, religion etc. has been considered to be outmoded. This therefore reflects the same values found by the questionnaire: universalism. Another subjects referring to universalism as a value were fights between nations (especially Russia vs. Poland), slaughter of trays before the tournament, prostitution and so on. (See for example Euro 2012 – “creating history together” (eli kisat joita et nähnyt tv:stä), 2012).

Fans criticized UEFA for being somewhat dishonest considering media actions. For example, there was a video clip of a German fan crying in the game and later on it was found out that this clip was taken earlier than during that particular match where it was showed. (Euro 2012 – “creating history together” (eli kisat joita et nähnyt tv:stä), 2012, 1.)

To conclude, there are at least these mentioned signs expressing and proving the will of social justice, equality, and helpfulness among fans in the discussion forums. These refer to the values of universalism and benevolence and support questionnaires' findings strongly.

In addition, enjoying and having fun run through the discussions. Enjoyment and having fun are reasons to attend the tournament and follow football in general. Enjoyment and having fun are referring to stimulation value that was not the most popular value of football fans but football was related to enjoyment and having fun very often (see p. 40). One example is from Finnish football fans' forum (Matkakuume – pääsyliput – matkarapot, 2011) where the topic is established already in October 2011 to start discussion about flights, accommodation, group divisions, tickets etc.

Research group's experiences embrace these findings as the atmosphere was festive and fans' main purpose seemed to be to have fun and enjoy the tournament. Fan's comment about Irish fans having fun though Ireland was losing shows that having fun was important: "But this Irish fans are simply great, their team was being owned and losing 4-0 and they didn't stop singing and making the party always trying to motivate their team. Simply amazing" (UEFA Euro 2012 Thread, 2012).

Hedonistic people pursue for pleasure and gratification and these features are perceived in terms of UEFA Euro Cup 2012. Fans started discussions many months before the tournament about the UEFA Euro 2012 and arrangements for the trip. Especially best hotels, bars, party places etc. were often discussed as they offered possibilities for enjoyment. This kind of posts were seen when searched threads including the word fun: "The maps changed often in Europe, there's no point of discussing that, it's time to drink!!!" (Euro 2012, 2007). This sentence illustrates that time to drink means partying and no matter what else is happening around, the main point is to have fun in the tournament.

Safety was one of the strongest values of football fans. Safety issues were discussed in many forums and subjects mentioned for instance are: fights, hooliganism, and corruption (especially being short-changed). Fans were worried about their own safety, can they for example walk alone during the night or should some particular taxi company be avoided. One article was about racism and one fan is showing his/her worries commenting below the article: "well UEFA saying refs have the power to protect the players, but who is going to protect the fans?" (Sol Campbell warns England fans to avoid Euro 2012 for fear of 'coming back in a coffin', 2012).

4.3 UEFA's marketing communication messages in the EURO 2012

The UEFA is presenting 11 values on their web page as follows: "European sports model and specificity of sport, respect, national team and clubs, financial fair play and regularity of competitions, sporting integrity and betting, youth protection and education, grassroots football and solidarity, good governance and autonomy, unity and leadership, pyramid structure and subsidiarity, football first" (UEFA Eleven Values).

Respect is one of the mentioned 11 values and was one of the core values and themes communicated through the Euro Cup 2012 (UEFA Euro 2012 Football and Social Responsibility). Respect was presented through different projects. One was fan culture that aimed for positive and peaceful fan culture. Another project was diversity where promotion of antidiscrimination and minimization of racism in the tournament were in the center. Your health – Euroschools 2012 promoted healthy lifestyle and civic involvement and was fourth of the projects. (UEFA Euro 2012 Football and Social Responsibility.) Lastly, respect was communicated through a project named inclusion that aimed for integration of disabled people and "build up awareness of the need for disabled people to exercise their rights and enjoy opportunities" (UEFA EURO 2012 Football and Social Responsibility, 2012). In Schwartz' value theory, respect refers to universalism and benevolence as values since it aims at social justice and also help for the disadvantaged people.

Respect was a campaign of social responsibility programme that UEFA implicated during the tournament (Respect campaign for UEFA Euro 2012 unveiled, 2011). Therefore, the word "respect" was shown in advertisements and banners all around the city and the stadiums during the UEFA Euro Cup 2012. For example, there were banners and flags designed in line with UEFA Euro 2012 theme but with the text "Respect" (see picture 11 below). Some fans in discussion forums argued that advertising respect is not enough (Football forum, referred on 1.4.2013) but requires actions too when needed.



FIGURE 11. General view of UEFA Euro 2012 and Respect and Say no to racism signs in the national stadium, Warsaw. 2012.

The slogan of the UEFA Euro 2012 was “Creating history together”. The slogan was also advertised in varying ways and repeated so that people would memorize it. “Creating history together” refers to the tournament hosted together by Poland and Ukraine and to the energy that football fans give to the tournament (UEFA Euro 2012 Creating History together, 2012).

The slogan seems to allude to communal features which cannot be solely attached to one certain value of Schwartz’ value theory. The closest values for working together to achieve something are benevolence and universalism. In addition, working towards a common goal together could also refer to security value as the harmony of relationships is valued. Slogan’s word “creating” can also be attached to the word creative which refers to the value of self-direction. “History” as a word refers to tradition value and “together” to benevolence. On the other hand, history should not be understood here as history since the whole sentence refers to future. Therefore, the word history can be attached to the value of stimulation due to the future aspect.

The UEFA understood the value of fans and invested in it starting from the slogan. Creating history together utilizes the power of social media since the aim seemed to be the generation of the tournament together with fans. As an example, there were different applications for mobile devices. With these applications and in addition

with the use of Facebook and Twitter, UEFA communicated a message that it wants to get fans involved more in the tournament. This kind of involvement with fans seems to lead to values of stimulation (creating the feeling and excitement about the event) and also security (harmony of relationships).

The official application for smart phones supported UEFA's message to get fans involved. The application included features such as results, news etc., but in addition a function that fans can send a photo of themselves to other fans and face paint a photo and share it with friends (UEFA and Orange launch UEFA Euro 2012 app, 2012).

UEFA's advertisements were similar in design and repeated the logo. The advertisement (see figure 12) below demonstrates the star players of each team and builds up excitement of the matches. The use of these famous players in advertisement illustrates the desire to get attached with famous persons. This leads more towards the value of achievement as one can enjoy the success of the players and feel successful as well even though she/he did not attend the play as a player. This advertisement presents power and strength as the stormy sky brings up an image of them.

In addition, players running and playing the ball emphasizes this image, if the players would stand and pose instead of the actual play, this advertisement would not be as powerful. The trophy in the middle reminds everyone about the prize of the win and relates to the value of achievement again. Furthermore, the football in the sights evokes feelings of war which cannot be attached to a single value but has the features of achievement and power.



FIGURE 12. UEFA EURO Cup 2012 Preview. 2012.

The mascots of UEFA Euro 2012 were big part of the communication of UEFA. Fans had been taken into account considering the mascots when fans were able to vote the names for the mascots (UEFA EURO 2012 mascots unveiled in Warsaw, 2010). The name options were decided beforehand and fans voted between the three sets of names. Mascots represented “the joint effort and commitment of both countries and their football associations to organize a successful EURO 2012” (Surkis, 2010). Mascots were also said to promote Poland and Ukraine since they are young and dynamic like the mascots (Laurinec, 2010).

The official pictures that UEFA used during the tournament are in line with the mentioned comments. The mascots are either playing in the official photos (dynamism) or holding together (the joint effort) in addition to having fun (see figure 13 below). Mascots are smiling, young and representing the colours of their home nations. In the picture there are two out of five different official pictures of mascots that were used. Mascots’ youth and dynamism are relating to stimulation value where attributes fun, youthful, colourful, changeable are attached to.



FIGURE 13. Official photos of the mascots of the UEFA Euro 2012.

The official logo of the UEFA Euro 2012 was unveiled in December 2009 and its' purpose is to give the tournament a personality of its own (Co-hosts in bloom for UEFA Euro 2012, 2009). The visual-esthetic side of the logo origins from “wycinanka” that is “traditional art of paper cutting practiced in rural areas of Poland and Ukraine, as a tribute to the fauna and flora of the region” (Co-hosts in bloom for UEFA Euro 2012, 2009). The logo consists of the flower that represents both of the host countries in their colors. The central ball symbolizes the emotion and passion of the competition and “the stem denotes the structural aspect of the competition, UEFA and European football” (Co-hosts in bloom for UEFA Euro 2012, 2009). The colors used are inspired by nature and are woodland green, sun yellow, aqua blue, sky blue and blackberry purple. (Co-hosts in bloom for UEFA Euro 2012, 2009.)

The use of nature in the logo refers to the value of universalism since appreciation of nature is one of the keys of universalism. The flower reminded of growth and life and the logo was called “the blooming logo” which can be attached to attributes such as changeable and youthful. Moreover, the logo is colorful and all of these attributes are a part of the stimulation value. Emotion and passion brings another angle since they refer also to the value of hedonism in addition to stimulation.

Results of the content analysis of the UEFA's marketing communication messages		
Communication Tool:	Adjectives:	Values:
1. Advertisement	Strong, powerful, exciting,	⇒ Achievement ⇒ Hedonism
2. Campaign	Respect , collaboration, equality, healthy	⇒ Universalism ⇒ Benevolence, ⇒ Security
3. Mascots	Fun, young, cooperative, dynamic	⇒ Stimulation ⇒ Universalism
4. Slogan	Future, creative, cooperative	⇒ Security ⇒ Stimulation ⇒ Universalism
5. Logo	Blooming, colorful, emotion, passion, nature	⇒ Stimulation ⇒ Hedonism ⇒ Universalism

TABLE 8. Results of the content analysis of the UEFA's marketing communication messages.

The table 8 assembles the communication tools that were analyzed from UEFA, what adjectives was found during the analysis and finally, which values are equivalent to the adjectives discovered. Most popular values in UEFA's marketing communication messages were universalism (mentioned four times) and stimulation (mentioned three times). Third place goes to security and hedonism which both were mentioned twice.

5 Conclusions and discussion

The results give useful information about football fans' values in theory and in practice, differences and similarities between the genders and what values UEFA aimed to communicate to fans. These results can be transferred into insights that would offer more reasoned variables that can be used in segmenting and via

segmenting, also in marketing communication. Apposite targeting of the customer has never been this important as the fragmentation of market and people challenges older marketing communication and segmenting methods. Therefore, the concentration to the customer instead of the message only is needed and values appear to offer some assistance.

5.1 Football and values

The strongest relation to football had attributes international, fun and exciting. Three most popular values of football fans were hedonism, benevolence and security. Hedonistic and benevolent fans considered football international, fun and exciting. People who valued safety and security considered football international, fun and exciting as well. Attributes after the three most related ones started to show differences between the values. Thus, the image of football remained quite the same despite of the values and therefore, describing football as international, fun and exciting in marketing communication would appeal to majority of the fans if values would truly affect the behavior of people.

Values discovered from the fan forums supported the findings of the questionnaire. Attributes that referred to the discovered values were passion, loyalty, safety, fun, enjoyment, social justice, equality, and helpfulness. These attributes lead to the values of security, hedonism, benevolence, universalism, stimulation. Therefore, it could be claimed that fans actual behavior seem to be correspondent to the behavior they reported in the questionnaires. This supports the reliability of the research findings. In addition, it could be worthy to attempt to use these attributes in the marketing communication of football since fans identified themselves with these characteristics.

Values the UEFA communicated in the Euro Cup 2012 through the logo, slogan, one main advertisement, mascots and campaign were universalism, stimulation, security and hedonism. Universalism and stimulation were the two most often communicated values. Attributes and words identified in the mentioned communication messages were strong, powerful, exciting, respect, healthy, equality,

collaboration, fun, youthful, creative, future, colorful, emotion, passion, and nature. UEFA's values did not encounter exactly with fans values as UEFA communicated universalism and stimulation the most and fans' values were hedonism and benevolence. If the values would match, the attitudes towards the UEFA's messages would probably be noticed better. In addition, the image of the UEFA would benefit from positive reception to communicated messages by fans.

The difference between females and males did not occur when they shared same values, consequently, they considered football still the same way. Females and males had two similar values and third value was different. Then the difference was determined as they attached different attributes to football when they had different values.

5.2 Comprised fan figures and UEFA's values

Hedonistic fans, who see football as a way to support their values and lifestyle would likely be appealed by the advertisement presented upper. This is because the advertisement communicates power and excitement which appeal to hedonistic people. On the other hand, the amount of achievement might be too overwhelming in the advertisement as hedonistic fans looked for enjoyment more than achievement. Universalism and stimulation were the two most common values the UEFA communicated in the Euro Cup 2012 so neither of these values are identical with the fan type number 1. It can be noticed though that stimulation is close to hedonism as a value and therefore exciting marketing communication messages may appeal to hedonistic people too if values determine and shape customer perceptions.

Secondly, benevolent fans who are loyal and empathic and consider football international, fun, and ambitious would more likely to be appealed by the marketing messages of the UEFA's campaign if assumed that values guide the actions of people. In addition, since universalism and benevolence are close to each other in Schwartz' circle of value (see p. 13), also the logo, slogan, and mascots might please benevolent fans but it cannot be guaranteed. In the figure below the two different fan types are

demonstrated and also the marketing communication messages of the UEFA Euro Cup 2012.

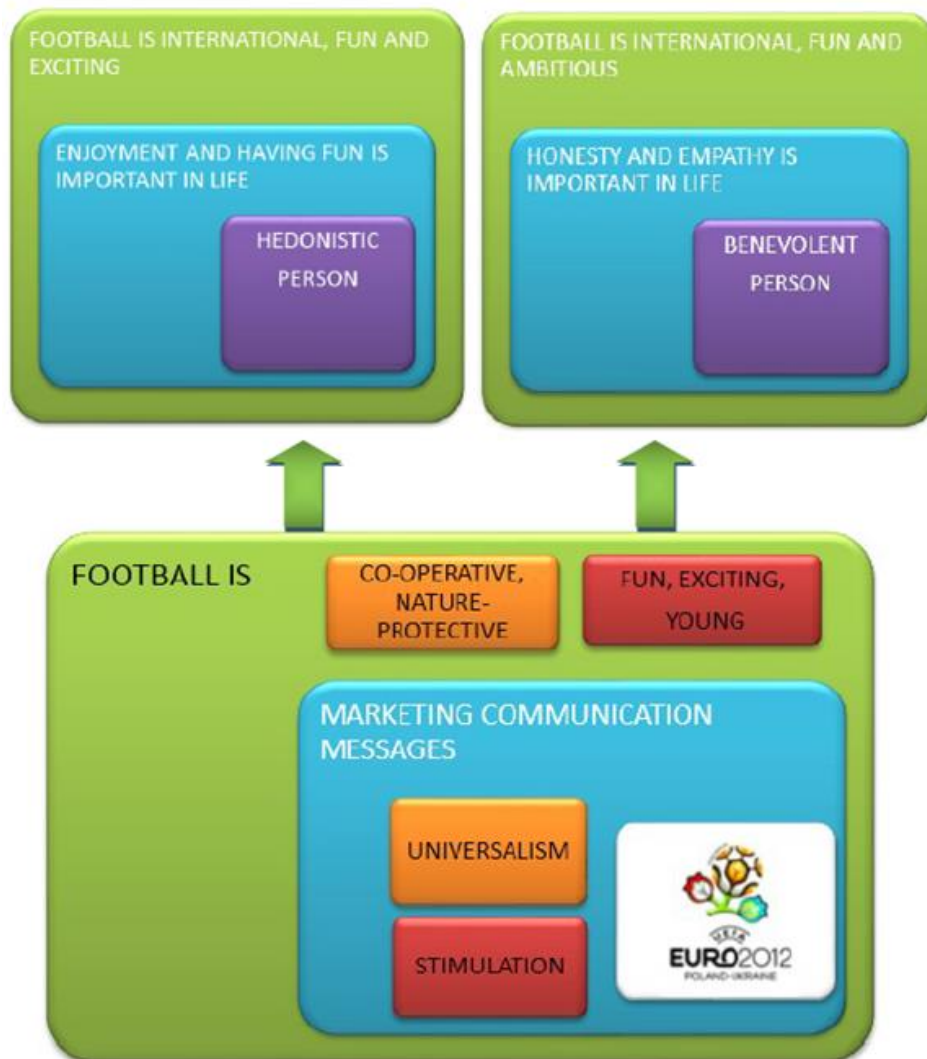


FIGURE 14. The two comprised fan types and marketing messages of the UEFA Euro Cup 2012. Picture is made based on the results of the research.

As it can be seen, the attributes of football were somewhat similar but values slightly different. Hence, both parties are thinking about football about the same way but UEFA's marketing communication messages are not identical to fans' values. This might affect to the way of communication to fans, meaning that if communication is done based on the attributes of football, it might not be necessarily personally touching as fans consider different values important. With minor changes in marketing communication the values could also be turned similar and be more overarching.

Stimulation occurred in many of UEFA's marketing communication messages but it was not until sixth most important value for fans. Also achievement occurred in the advertisement but fans did not consider achievement too much since it was 9th out of 12 possible values. The most important values of fans were hedonism, benevolence and universalism (females) / security (males). The campaign and the slogan had some features of the value of security but as it was expressed in the fan forums, fans were concerned about their own safety and questioned the efforts and actions made for the safety in addition to words.



FIGURE 15. A typical female football fan and UEFA's marketing communication messages.

Hence, females seemed to be in a better position considering the marketing messages the UEFA communicated. Females' most important values were hedonism and universalism and there was always another one of these two values used in the marketing communication message of the UEFA. Especially, universalism was used in four tools out of five and it was the most important value for females being rated as 5, 25 average value similar to hedonism. As for males, the value of universalism was not among the first three (4th of 12 values). The pictures 15 and 16 illustrate the typical female and male fan and the similarity/difference to UEFA's marketing communication messages.

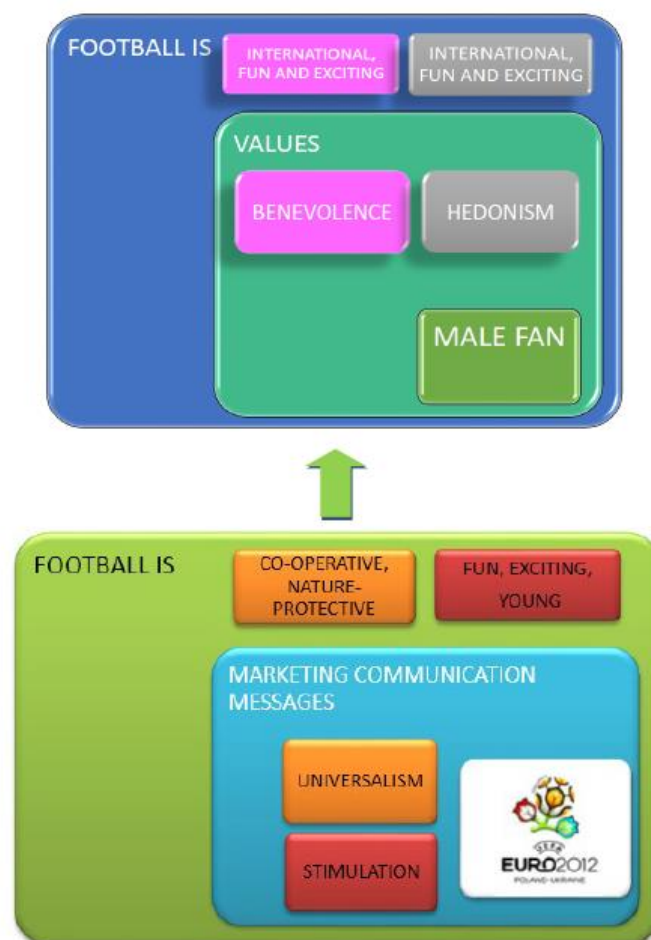


FIGURE 16. A typical male football fan and UEFA's marketing communication messages.

As a conclusion, marketing communication messages of the UEFA that were analyzed, touched apparently more females than males if presupposed that values impact the reactions to marketing messages. The UEFA's marketing communication messages seemed to be more appealing to universal people which most of the

females were. However, benevolent people (females and males) appeared to lack suitable messages as the campaign was the only one communicating this value, assuming that these values are affecting the behavior and response to advertisements. There might be a place for development in UEFA's marketing communication since benevolence seemed to be the core value for both genders. In addition, in the future the UEFA could try to appeal more to values of security and hedonism as they were among the top three values of fans.

In addition, it could be claimed that if marketing communication messages would be established based on hedonism and benevolence, it might appeal to both gender since these two values were in the top three values of both parties. Of course, a slight distinction of attitudes towards the message is likely since for instance, females appreciated benevolence more strongly than males. If wanted to tailor the marketing communication messages more to females, then the use of universalism, benevolence and hedonism is the key whereas for men hedonism, benevolence and security would tally. This would happen only when assumed that values are really affecting customer perception.

There were no significant difficulties during the research process but occasionally it was time demanding and challenging. The questionnaires were conducted in different fan areas in the Euro Cup 2012 so naturally sometimes the noise made interviews harder to conduct. In addition, when a group of people was passing by and only one was interviewed, the interviewee was in a hurry and answered without thinking too much which might have affected the truthfulness of the answers.

Discovering fans' values from different forums was challenging because the discussions were long and hard to find due to the fact that the tournament had ended many months ago. Also, in the future, the observation or content analysis of i.e. Twitter, Instagram and Facebook during the tournament would be a worthwhile platforms to analyze since they are used very often and might reveal something valuable and different about fans' behavior.

Analyzing UEFA's marketing communication messages was restricted to five different but common and well-known messages. Naturally, there would have been many more messages to analyze so this research does not interpret the whole marketing communication process of the UEFA but offers some kind of a perception of it during the Euro Cup 2012.

5.2. Discussion about fragmentation and results

The markets are more fragmented nowadays and establishing viable marketing communication is challenging. The fragmentation of markets seems to make some of the older theories of segmentation somewhat outmoded. Values are quite permanent matters in people's lives although other matters, such as economic issues, might change around them. Therefore, values could offer another alternative for segmenting variables.

In addition, purchasing behavior cannot be explained in the same way as before due to the changing environment, for example technological developments. This new kind of market requires also new theories or suggestions how to market to postmodern customer in fragmented markets.

The research results provided a possibility to comprise two common fan types of football, the difference between female and male football fans in values and analysis of some of the UEFA's marketing communication messages in the Euro Cup 2012. Even though, it should not be generalized that all the fans are similar to the comprised fan types, these figures seem to provide a meaningful way to approach the majority of the football fans. Decisions are claimed (explained in the chapter of consumer behavior) to be made often based on the values and values guide human lives. Thus, if the same values, that customers consider important, would be communicated in the business, theoretically it would lead to positive reactions which is the core of marketing communication.

Postmodernism is demonstrated in the society in different ways and the values postmodernism has brought along are self-actualization, individual lifestyle and postmaterial needs (Inglehart, 1997). These values transferred into Schwartz' equivalent values would be hedonism, self-direction and power. Surprisingly, football

fans' value structure differs from the general postmodern values of life. Hence, it should be noticed that values referring to the postmodern era perhaps should not be generalized but the values could be discovered in the community where the marketing communication actions would be implicated instead.

Interestingly, power and achievement were not considered important values by fans but these two values are often viewed as the cornerstones of fandom. Achievement and power were mentioned in the attributes of football so it suggests that these attributes could be attached to the sport itself, not to the fans whose values were almost the opposite of those. This could perhaps be used as an insight for marketing communication because too often football is considered to be slightly violent and powerful sport due to the fanatic audience, massive paychecks of players and so on. So instead of communicating football as a powerful sport, benevolent and hedonistic elements could be communicated as they would be more appealing for football fans. If the attributes of football found in this research (fun, international, exciting) would be utilized in addition to values, marketing communication messages should resonate with fans positively.

The challenge of fragmentation could also be alleviated by choosing different elements according to the value profiles discovered. It is meant that if the target group most important value is traditionalism, then traditional medias and channels would seem to offer a better choice for communication.

In addition, it could be argued that the values of football fans might determine that these people follow football and participated in the Euro Cup 2012 on the whole. This appears to be true especially for hedonistic persons as they seek for pleasure and enjoyment and football offers a way to enjoy life. Then also the reason to attend the Euro Cup 2012 seems to be in line with the values. So if values are really affecting the human behavior strongly, football fans' values appear to provide some inspiration for the marketing communication in the future considering football tournaments.

It was argued that segmenting variables might need some support in addition to the socioeconomic variables and according to the results, the discovered values really seem to provide some useful information. For example, both genders with hedonistic

values think the same way about football, so if hedonistic elements would be added in addition to the other segmenting variables, the division into segments would be based on also the internal features of the person. This in turn would possibly lead to better connection with fans as the marketing messages would suit to their lifestyle which is claimed here to be shaped by values.

Human values was stated to have an effect on purchase decision according to Allen (see p. 20-21) and Beller's findings (see p. 21) noted that knowing the common values of a certain group will be helpful for predicting the behavior of the group. Therefore, now when the values of football fans in the Euro Cup 2012 are recognized, the behavior of this certain group could probably be anticipated and understood better. It should be viewed as a valuable insight if this kind of information is required to better understand and perform with the fragmented markets.

Football is a sport played worldwide and the previous researches done in for example FIFA 2010 World Cup in South Africa and in Finnish football match in Jyväskylä provided similar results about the attributes of football and values of football fans. This demonstrates that football fans appear to be quite similar despite the tournament. Since football is a global sport, these findings touch undoubtedly a massive amount of people who follow football when assumed that values are a remarkable effect of the behavior. In that case, it can be said that this thesis provided noteworthy information locally and globally.

5.3. Future research

This research provided interesting results about the value structures of fans and values that UEFA communicated and also created questions for future research. The research material itself contains a great deal of information that could be utilized to deepen the understanding of this subject or other matters. For instance, question that this research aroused and would be insightful to investigate in the future, would be to solve if there is a difference in values of different cultures and nationalities.

The difference between females and males was not significant when they shared the same value but some differences of the values emerged. Therefore, it would be

interesting to apply to genders outside of football or sports, are there differences between the values of females and males in everyday life. If there is a difference, is sport then the matter that unites also the genders.

UEFA's marketing communication process is broad like mentioned before, so this research could not cover all the aspects of UEFA's marketing communication actions. Therefore, research of the UEFA's overall marketing communication in depth would provide more information about it and maybe reveal more values they communicate.

The results were interesting and provided some insights about values that could be utilized in market segmenting in terms of football fans when values are claimed to affect the behavior. Naturally, it would be interesting to survey if the results remain the same if it would be another sport. In addition, the qualitative material done in the Euro Cup 2012 would bring another angle by offering explanations why this hedonistic person thinks football is interesting and why people who value power think football is interesting. This kind of information could also be utilized in segmenting after knowing should segmenting be different for people that think about football the same way but appreciate different values in life.

All in all, the key matter was to discover if values could be used as an assistance in segmenting and marketing communication with fragmented markets. This research tested human values in global football tournament and fulfilled the purpose of this study by firstly, affording answers to the predetermined research questions and secondly, providing suggestions based on the analysis of the results. Suggestions were that values could be used as an assistance for segmenting and marketing communication in terms of football fans when assumed that values really impact on customer perception. In addition, the test if values of fans remain the same in practice than what they reported gave a little but useful adjunct for the research. So the challenge of fragmented markets has not been solved but some aid is possible to gain via discovering value structures of the target group.

Appendices

APPENDIX 1. UEFA Euro 2012 questionnaire form (page 1)



VALUES BEHIND FOOTBALL

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

Your answers are very important to us! Please note that all the answers will be kept confidential and presented anonymously and scientifically. The survey is organized and conducted by Sport Business School International.

Thank you for your participation!

1. Nationality:

2. Age:

3. Gender:

Male Female

4. In your opinion, how strongly the following characteristics relate to football as a sport?

APPENDIX 3. UEFA Euro 2012 questionnaire form (page 3)

5. How much is this person like you?

	Very much like me	Like me	Somewhat like me	A little like me	Not like me	Not like me at all
1. He/She likes to be in charge and tell others what to do. He/She wants people to do what he/she says.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Being successful is very important to him/her. He/She likes to stand out and to impress other people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. He/She really wants to enjoy life. Having a good time is very important to him/her.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. He/She looks for adventures and likes to take risks. He/She wants to have an exciting life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. He/She thinks it's important to be interested in things. He/She is curious and tries to understand everything.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. He/She thinks it is important that every person in the world should be treated equally. He/She wants justice for everybody, even for people he/she doesn't know.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. He/She always wants to help the people who are close to him/her. It's very important to him/her to care for the people he/she knows and likes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. He/She thinks it is important to do things the way he/she learned from his/her family. He/She wants to follow their customs and traditions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. He/She believes that people should do what they're told. He/She thinks people should follow rules at all times, even when no one is watching.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. The safety of his/her country is very important to him/her.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. What are 3 most motivating reasons for you to come to the official EURO 2012™ Fan Zone today?

1.

2.

3.

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