

# NESTE OIL RALLY IMAGE AND FAN VALUE PROFILE

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Bachelor's Thesis  
May 2013

Degree Programme in Tourism  
Tourism, Catering and Domestic services



JYVÄSKYLÄN AMMATTIKORKEAKOULU  
JAMK UNIVERSITY OF APPLIED SCIENCES



Tekijä(t) VAUHKONEN, Juuso	Julkaisun laji Opinnäytetyö	Päivämäärä 03.05.2013
	Sivumäärä 57	Julkaisun kieli Englanti
		Verkojulkaisulupa myönnetty ( X )
Työn nimi Neste Oil Rally image and fan value profile		
Koulutusohjelma  Matkailun koulutusohjelma		
Työn ohjaaja(t) NISKANEN, Mika		
Toimeksiantaja(t)  Sport Business School Finland		
Tiivistelmä  <p>Opinnäytetyössä tutkittiin Neste Oil Rallin brändi-imagoa. Tuloksia vertailtiin kotimaisten ja ulkomaalaisten, miesten ja naisten sekä eri ikäryhmien näkökulmista. Tutkimuksessa tarkasteltiin myös rallikatsojien omaa arvoprofiilia. Opinnäytetyön tarkoitus on tuottaa rallin järjestäjälle, AKK Motorsports:lle tietoa ja työkaluja olemassa olevan Neste Oil Rallin brändin vahvistamiseen.</p> <p>Tutkimus toteutettiin kvantitatiivisena tutkimuksena tekemällä 359 arvoihin liittyvää haastattelua kohderyhmältä Neste Oil Rallissa Paviljongin HQ alueella Jyväskylässä 2.-4.8.2012. Saadut tulokset analysoitiin Webropol-tilastointiohjelmalla. Tutkimuksen pääteorit ovat Shalom Schwartzin arvoteoria, jonka pohjalta myös haastattelulomake oli tehty. Lisäksi tuloksia analysoitiin Thomas Gadin 4-D bränditeorian pohjalta.</p> <p>Tulokset osoittivat, että haastateltujen rallikatsojien tärkeimmät brändiominaisuudet, joita he ralliin yhdistivät, olivat kansainvälisyys hauska, vahva, menestyvä sekä perinteinen. Nämä samat ominaisuudet esiintyivät pääasiassa kaikkien ikäryhmien, molempien sukupuolten ja sekä suomalaisten, että ulkomaalaisten kesken. Naiset arvioivat rallin brändi-imagon yleisesti huomattavasti negatiivisemmin kuin miehet. Neste Oil Ralli-tapahtuman osallistumiseen suurin motivoiva tekijä oli ylivoimaisesti toiminnallinen ulottuvuus, eli autot ja kuljettajat (itse kilpailu), oheisviihde ja oheismyynti. Tämä ulottuvuus oli noin 50 % prosentille vastaajista suurin motivaatio osallistua tapahtumaan.</p> <p>Tulevaisuudessa tutkimusta pystytään hyödyntämään tarkentamalla markkinointia tietyille asiakassegmenteille ja heidän arvomaailmoilleen sopivaksi. Tulevat tutkimukset samasta aiheesta voivat todeta, onko Neste Oil Rallin brändin kehitys menossa oikeaan ja haluttuun suuntaan. Tutkimus antaa tarkkaa tietoa eri rallikatsojista ja se tarjoaa erilaisen näkökulman Neste Oil Rallin brändi-imagon kehittämiseen.</p>		
Avainsanat (asiasanat)  brändi, fani, ralli, arvot		
Muut tiedot		



Author(s) VAUHKONEN, Juuso	Type of publication Bachelor's Thesis	Date 03.05.2013
	Pages 57	Language English
		Permission for web publication ( X )
Title Neste Oil Rally image and fan value profile		
Degree Programme Degree Programme in Tourism		
Tutor(s) NISKANEN, Mika		
Assigned by Sport Business School Finland		
Abstract <p>The purpose of the thesis was to study and compare Finnish and international rally spectators' images and evaluation on Neste Oil Rally. Another purpose was to examine rally spectators' main value attributes and how they differed when comparing various background information, such as age, gender and nationality. The aim of the study was to give tools to AKK Motorsports Ltd. for enhancing the existing brand of Neste Oil Rally.</p> <p>The survey was conducted as a quantitative research by collecting 359 interviews regarding values from the target group in Paviljonki HQ area in Jyväskylä, Finland on 2<sup>nd</sup> -4<sup>th</sup> of August 2012. The data was analyzed with statistical program Webropol in order to accomplish the placed objectives. The main theories to analyze the study data were Shalom Schwartz' value theory and Thomas Gad's 4-D-branding theory model.</p> <p>The study showed that the most significant value attributes that the spectators attached to Neste Oil Rally were international, fun, strong, successful and traditional. These attributes occurred mainly in all age groups, both genders, and among both the Finnish and foreign rally spectators. Women evaluated the brand image of Neste Oil Rally overall more negatively than men. The most motivating reasons to participate in Neste Oil Rally were functional dimension motives. This dimension included 50% of the motives which were mainly cars and drivers (rally itself), and amusement &amp; entertainment.</p> <p>In the future the study data could be used for specifying the marketing to the customer segments and their value attributes which were examined in this study. Later studies of this subject can reveal if the development of Neste Oil Rally is in the right path and if the branding has gone to the wished direction. This study revealed accurate information about different kinds of rally spectators and it provides an alternative perspective for improving the brand image of Neste Oil Rally in the future.</p>		
Keywords rally, fan, brand, values		
Miscellaneous		

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# 1 INTRODUCTION

## 1.1 Background of the research

Sport Business School Finland organized a research project into the Neste Oil Rally 2012. The project included three different surveys which were “rally fan values”, “the customer satisfaction of spectators on special stages” and “the customer satisfaction of spectators during and after the event”. The research group met for the first time in February 2012.

The purpose of the monthly meetings was to prepare and orientate the research group to the actual survey execution in Neste Oil Rally on 2<sup>nd</sup> – 4<sup>th</sup> of August 2012. All the 15 members of the research group were students of JAMK University of Applied Sciences. Most of them were studying sports marketing and two of the students were studying to be Bachelors of Hospitality Management, including the author of this thesis. The motive of the group members was to either collect the material for their theses’ or to accomplish their project studies. The survey was executed by using a quantitative research method. The results were analyzed by using a statistical program called Webropol. This part is explained broadly in the empirical research chapter. The total number of interviews considering the values was 359. 318 interviewees were Finnish and the rest 41 interviewees were all around the world, mostly from Europe.

The survey was executed in the Neste Oil Rally 2012 Jyväskylä HQ area in Paviljonki and also in different special stages. The HQ area was specifically built for the rally event. The thesis is based on the survey made in HQ area and on a questionnaire of the rally values. The thesis concentrates on observed brand profile of rally. It presents the rally profile through certain value and brand theories. Neste Oil Rally was naturally the choice to conduct the survey since it is the only WRC rally event in



Finland and simultaneously it is one of the most popular races of the WRC season among the drivers and spectators.

## **1.2 Purpose of the thesis**

Neste Oil Rally is one of the biggest sports events in Finland and it is generally known as being one of the most popular races of the WRC season. Thus, it is crucial for the rally event to develop continually and receive better and better information about the customers and their needs. Concretely, the organizers of the event want to know what makes Neste Oil Rally so popular and what its image among fans is.

The purpose of this thesis was to study domestic and international rally fans' images and evaluation of the brand profile of Neste Oil Rally. Another purpose was to examine both the Finnish and foreign fans' main value attributes and how do they differ when comparing various background information's such as age, gender and nationality. This information gives a clear picture of how rally is seen in different kinds of spectators' eyes. The goal is to give information and tools to AKK Motorsports for enhancing the already existing brand of Neste Oil Rally.

The research problems for this thesis are:

How do rally spectators' age, gender and nationality influence on their value priorities?

What are the brand characteristics of Neste Oil Rally in eyes of the spectators?

### **1.3 Employers of this research**

Sport Business School (SBSF) is a research and development concept offering study programs both in Finnish and in English in sport management and sport marketing. SBSF has numerous sports organizations and teams as cooperation partners. They have conducted research at big sports events like FIFA World Cup 2010, UEFA Euro Cup 2012 and Neste Oil Rally 2011. (Sport Business School Finland, n.d.) SBSF was the organizer and supervisor of the research project group during the Neste Oil Rally.

AKK Motorsport Ltd. is a Finnish motorsport organization which represents Finland in FIA, Fédération Internationale de l'Automobile. AKK Sport Ltd. is a marketing company owned by AKK Motorsport. Its mission is to develop and implement top class motor sport events. It is the organizer of Neste Oil Rally Finland. (AKK Motorsport Ltd, n.d.) AKK will receive the results and conclusions of the study for the future development of the Neste Oil Rally.

### **1.4 Neste Oil Rally Finland**

The history of Neste Oil Rally goes back to year 1951, when it was decided to start having an annual race event in Jyväskylä. The first rally was organized that same year in September. The first organizer was the Central Finland District Organization of Finland's Automobile Club. The rally was named Jyväskylän Suurajot, in English Jyväskylä Grand Prix. The name changed in 1954 to the Rally of the Thousand Lakes and after 40 years in 1994 when the event signed its first sponsorship deal with Neste Oil Company, it changed its name to Neste 1000 Lakes Rally. (Neste Oil Rally)

The next major change in the event happened in 1997, as AKK Sports Ltd., the marketing company of the Finnish ASN, took the responsibility of organizing the event. At the same time the event changed its name to its current form, Neste Rally Finland. The company set out to develop the event into a clearly defined brand. It was essential to make people understand that a significant change had taken place. The new organization put their priority to safety and promotional aspects, and raised the standard of the event. This was also noted by the customers. In 1997 the event won the Award of Excellence: Outstanding Safety Effort, which is an award voted by the FIA registered teams. (Neste Oil Rally)

The event won the prize Rally of the Year in 1998, 2003 and 2004. In 1999 the event received acknowledgement for the promotional efforts with the Award of Excellence: Promotion, mainly for the top of the class corporate hospitality VIP Village at Hippos Super Special Stage. According to the teams' opinions Neste Rally Finland took the sporting, commercial and organizational aspects of World Championship rallying to a new level. The teams also considered that the Finnish organizers had a thorough and complete understanding of what the spectators and competitors wanted in a modern rally. (Neste Oil Rally)

## **2 THEORETICAL FRAMEWORK**

### **2.1 Introducing human values**

The study questionnaire was based on Shalom Schwartz's value theory thus it has the main focus in this chapter. The adjectives used in the questionnaire should cover all the core values recognized all around the

world. In this chapter the basics of human values are explained and also people's life circumstances and their influence on the value priorities. In addition, the influence of age and gender on values is explained in more detail since those two items of background information were also asked in the questionnaire.

Values are something that we think is important to us in our lives. For example issues such as security, pleasure and success are important to many people. Of course, some values might not be so important to a certain person whereas someone else considers them to be the most significant values of all. One of the leading human value researchers, Shalom H. Schwartz has described human values as follows:

- *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 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.*  
(Schwartz. n.d.)

Schwartz presents in his value theory ten basic values which are motivationally distinct. These values can be divided into three basic conditions which are typical of all humans: *needs of individuals as biological organisms, requisites of coordinated social interaction, and survival and welfare needs of groups.* The ten values should cover the core values of all humans in spite of different continents and cultures. (Schwartz. n.d.)

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

1. **Self-Direction.** *Independent thought and action; choosing, creating, exploring.*
2. **Stimulation.** *Excitement, novelty, and challenge in life.*
3. **Hedonism.** *Pleasure and sensuous gratification for oneself.*
4. **Achievement.** *Personal success through demonstrating competence according to social standards.*

5. **Power.** Social status and prestige, control or dominance over people and resources.

6. **Security.** Safety, harmony, and stability of society, of relationships, and of self.

7. **Conformity.** Restraint of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norms.

8. **Tradition.** Respect, commitment, and acceptance of the customs and ideas that traditional culture or religion provide the self.

9. **Benevolence.** Preserving and enhancing the welfare of those with whom one is in frequent personal contact (the 'in-group').

10. **Universalism.** Understanding, appreciation, tolerance, and protection for the welfare of all people and for nature.

(Schwartz. n.d.)

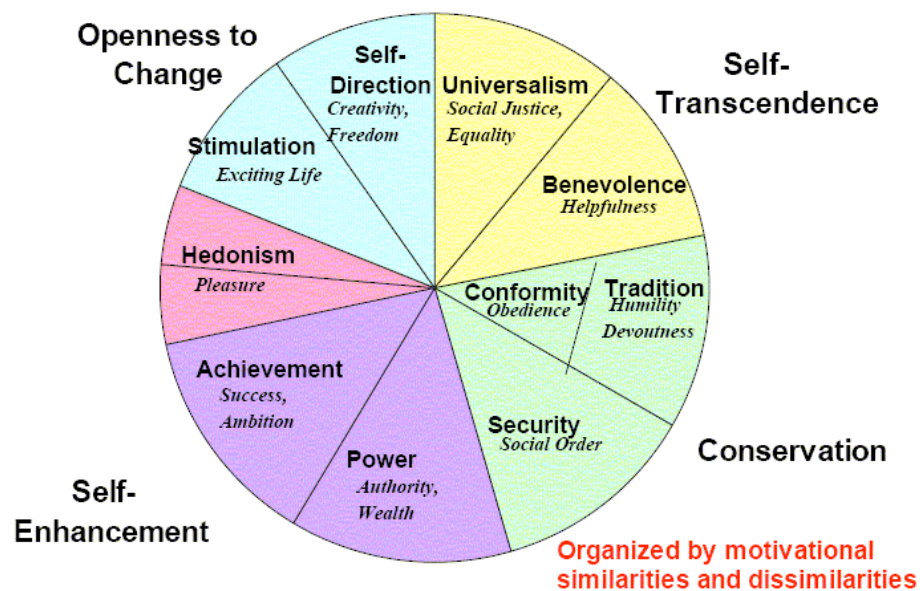


FIGURE 1. Theoretical model of relations among ten motivational values. (see original figure: Schwartz n.d.)

The circular structure in Figure 1 also shows the similarity and divergence of the values. The values next to each other have the most similar underlying motivations while values opposite to each other have the greatest contrast in their underlying motivations. For example, power and achievement oppose universalism and benevolence. The first two support only self-interests whereas the second two are all about inter-

ests towards others people. This structure has noticed to work all around the world. As mentioned earlier, people may differ with their most significant values but eventually all the values are found in the value structure. (Schwartz. n.d.)

### **2.1.2 Changeable value priorities**

It is logical that depending on people's life circumstances, some values are easier to reach for certain people. Wealthy people can have power values more easily and people who experience something new continuously can consider stimulation to be the most important value. Moreover, a certain value can restrict other values. For example, in cultures where men have a clearly higher status, women are expected to act through benevolence instead of power. (Schwartz. n.d.)

Background variables also affect value priorities. In certain life circumstances people consider one value that is easily achieved be very important and at the same time lose interest in a value that cannot be reached. People who consider themselves free in every way increase the self-direction values and ignore conservation and especially conformity. Some values can also affect in the opposite way. People who are having an economic crisis still have the power value as an important factor. (Schwartz. n.d.)

Other essential factors which impact on our values are the parenting we receive, our temperament and abilities, circle of friends, the cultural environment and the political and economic system by which we are surrounded. Altogether everything that affects our life circumstances remarkably can affect our value priorities. (Schwartz. n.d.)

### **2.1.3 The impact of national culture on values**

There are approximately 200 independent countries in the world and the beliefs and values of their cultures differ greatly. The economic and technologic change in developed countries has given rise to two key dimensions of cross-cultural variation. First dimension is a traditional/secular-rational dimension that mirrors the contrary between traditional and religious values that commonly dominates the agrarian cultures, and the secular, bureaucratic and rational values that commonly dominate the urban, industrialized cultures. Second dimension is more of a survival/self-expression dimension that utilizes large scale of beliefs and values, reflecting inter-generational change from economic and physical security ideology, towards increasing self-expression, subjective well-being, and quality of life concerns. These dimensions are strong images of cross-cultural variation, and they make it possible to map any society to on a two-dimensional map. (Esmer & Petterson 11-12)

### **2.1.4 The impact of age on values**

People change their values in the different stages of their lives. There are three causes that changes values during adulthood: historical episodes that affect certain cohorts (e.g., war, depression), natural ageing (e.g., loss of strength or memory), and a certain stage of life (e.g., child rearing, widowhood). All these stages impact on value-based experiences. They determine the opportunities and threats that people face and their assets to manage. (Schwartz. n.d.)

Older people tend to give more priority to materialist vs. post-materialist values than younger people. This has a causal connection to the continuing development especially in the western countries. Living conditions

have improved, and physical insecurity has reduced during the last few decades, and therefore the materialist values have lost their priority among younger people. Self-direction, hedonism and stimulation have, instead, taken their place as high-priority values. At the same time security, tradition and conformity values have also lost their importance. With psychical ageing security becomes one of the most significant values. A safe and familiar environment is important to older people. In addition, conformity and tradition values are crucial. In contrast, achievement and also power lose their importance. (Schwartz. n.d.)

In adulthood achievement is probably the most important value. The pressure for having a good job and starting a family is great while stimulation also controls especially young adults. During this phase tradition, security and conformity are of less importance, but after having accomplished a good profession and having a family, these values increase their priority rapidly. (Schwartz. n.d.)

### **2.1.5 The impact of gender on values**

Chodorov states that according to the psychoanalytic theorists, women tend to be more related and connected to each other than men. Men, instead, see themselves more as individuals and more autonomous. Similarly, Gilligan adds that women show more concern and worry about the ethics of responsibility whereas men concentrate more on justice and fairness. According to evolutionary theorists, this difference dates back to the antiquity where women took care of the community while men had the chance to attain more status and power. (Schwartz. n.d.)

Social role theorists also retell that the gender differences are related to individual cultural roles between men and women. Parson and Bales argues that the women's nurturing role has reduced their will to compete and increased will to preserve family harmony. Women presume more



“expressive” and person-oriented while are more of an “instrumental” and task-oriented. Also Bakan states “agency” and “communion” to separate men and women of one another. The society also affects to boys and girls to adapt different social and life goal with the menace of sanction. (Schwartz. n.d.)

TABLE 1. Correlations of the ten values with age, and education in 20 countries. (see original table: Schwartz n.d.)

<u>Value</u>	Age (N=35,030)	Gender (Female) (N=35,165)	Education (N=34,760)
Security	.26 (20)	.11 (20)	-.20 (20)
Conformity	.32 (20)	.02 (13)†	-.22 (20)
Tradition	.33 (20)	.08 (20)	-.22 (20)
Benevolence	.13 (20)	.18 (20)	-.04 (11)†
Universalism	.15 (19)	.12 (20)	.06 (16)
Self-Direction	-.08 (15)	-.06 (19)	.19 (20)
Stimulation	-.37 (20)	-.09 (20)	.16 (19)
Hedonism	-.33 (20)	-.06 (18)	.08 (15)
Achievement	-.26 (20)	-.12 (20)	.14 (20)
Power	-.09 (18)	-.14 (19)	.02 (13)†

†Correlation does not differ significantly from zero.

In parentheses is the number of countries with correlations in the indicated direction.

Due to missing data, the number of respondents varies slightly around the indicates Ns.

Table shows that women tend to be more relational, expressive and communal whereas men are more autonomous, instrumental and agentic. These differences between gender’s motives and orientations are al-

so likely to notice as a different value priorities. This proves once again that men put more importance to values such as power, achievement, hedonism, stimulation and self-direction. Instead women appreciate more benevolence, universalism, conformity and security. Table shows correlations that upholds these hypotheses with the exception of conformity. Notable is that the correlations are smaller than for age. This contributes to common statements that psychological variables are small in gender differences. Schwartz's & Rubel's cross-cultural study shows that express that the value priorities between man and women are connected approximately in 70 countries. However there is naturally some fluctuation in these differences and notable is that men and women do not differ much on conformity and tradition values. Finding reason for these kinds of cultural differences is a true challenge. (Schwartz. n.d.)

## 2.2 Defining branding

The term brand can be defined in various ways. Experts of the marketing and branding field defines term "brand" as follows:

*The American Marketing Association: "Brand is a name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers. The legal term for brand is trademark. A brand may identify one item, a family of items, or all items of that seller. If used for the firm as a whole, the preferred term is trade name."*

*Cheryl Burgess, Blue Focus Marketing: "A brand is a reason to choose."*

*Lisa Buyer, The Buyer Group: "Branding is more than a name and symbol. A brand is created and influenced by people, visuals, culture, style, perception, words, messages, PR, opinions, news media and especially social media. Like when a child is born and given a name, a brand*

*needs nurturing, support, development and continuous care in order to thrive and grow. Some brands have a life cycle and grow old like people. Some brands are timeless and never die, are “born again” or reinvented, while some brands live a short but powerful life and have an iconic legacy.”*

*Seth Godin, Author of “Linchpin”: “A brand is the set of expectations, memories, stories and relationships that, taken together, account for a consumer’s decision to choose one product or service over another. If the consumer (whether it’s a business, a buyer, a voter or a donor) doesn’t pay a premium, make a selection or spread the word, then no brand value exists for that consumer.”*

*Sergio Zyman, Author of “the end of advertising as we know it”: “A brand is essentially a container for a customer’s complete experience with the product or company.”*

Even if the definitions differ, the coherent idea for all of them is the importance of using brand as a competitive marketing tool. Today’s intensive social media using keeps brands exposed continually because of the ongoing-access to the Internet and other sources of information. One of most important things to success is to have strong brand-oriented associations that the modern consumers have integrated into their worldview. (Cohen 2011.)

According to Thomas Gad branding is increasing the value of the object. This has always been the meaning of brand, whether it is the brand of product, service, company, event or a method. Brands are much more powerful and important than products or logos. If the brand is great enough, can the core product or company go under big transformations without harming the brand. Brands cannot be limited geographically or classified. They don’t exist physically but they exist in people’s minds where they leave a memory trace. (Gad 2001, 29-30.)

In today's world it is not enough for successful companies to think that they provide the best of something in a category or industry. "Solely" innovative products and services won't undoubtedly guarantee long-lasting relationships with consumers. With a brand that is genuine and truly successful, every worker in the organization must know what their brand means and stands for. (Knapp 2000, 1-2.)

### **2.2.1 Brand equity**

Knapp defines brand equity as the entirety of the brand's perception, including the relative quality of products and services, financial performance, customer loyalty, satisfaction, and overall esteem toward the brand. It's all about how different components such as customers, employees and stakeholders feel about a brand. When organizations assimilate the idea of thinking like a brand, every single detail and action should be done towards the brand's purpose. (Knapp 2000, 3-4.)

Brand equity concept arose in 1980s becoming one of the most significant marketing concepts. It has raised the importance of the brand concept and provided concentration for managerial interests and research. Branding is about enhancing products and services with the power of brand equity. Even if it has shared opinions, most experts agree that brand equity comprises of the marketing effects remarkably consequential to a brand. Thus it is explained why branded products and services success better than non-branded products or services. (Keller 2008, 37.)

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

There are various ways for a brand to communicate its benefits. David Aaker summarizes them as perceived quality, name awareness, brand associations, brand loyalty and other proprietary assets. (Aaker 1991, 16)



FIGURE 2. The concept of brand equity. (see original figure: Aaker 1991, 17)

### 2.2.2 4-D brand theory

Thomas Gad created a 4-D brand model to give a tool for branding. It gives great possibilities to build long-lasting and strong brands. With the 4-D brand model it is possible to find out the strengths and weaknesses of the brand. The 4-D model has four dimensions: functional, social, mental (psychological) and spiritual (ethical). (Gad 2000, 21-23.)

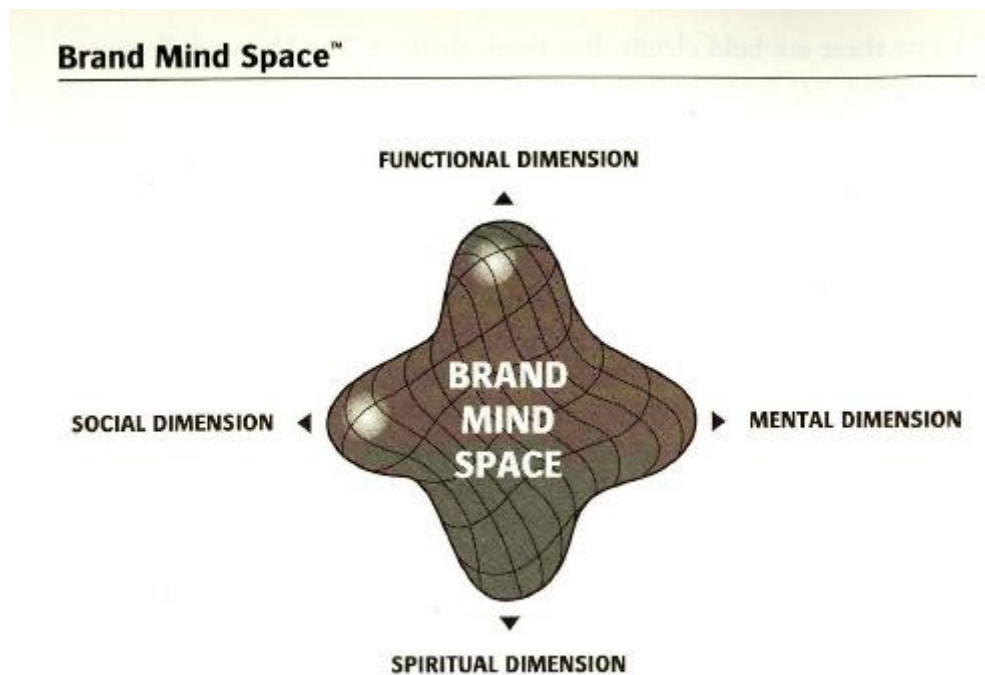


FIGURE 3. Thomas Gad's 4-D brand model. (see original figure: Gad 2000, 25)

### **Functional dimension**

It is the understanding the benefits of the product or service related to the brand. It includes all the components related to physical quality, taste, style and efficiency. Physical dimension is particularly important in the beginning of brand's lifecycle when defining brand's authorization, role and occasionally physical benefit.

### **Social dimension**

It reflects the connection between customers and a group of people of which the customers are eager to belong. It means that the trademark or logo can produce added value becoming cult society's symbol which is brand's mission in ideal thinking. A person "wearing" this symbol is wide-

ly recognized and is respected by other members of the cult society. The goal to fit in to certain commune is powerful not only among the consumers but also in B2B world. This aspect is more important than functional, where many competitors offer better or equally good products and solutions.

### **Mental dimension**

It is basically the opposite of social dimension. Instead of thinking what the society thinks about you, it is all about what the consumer thinks about itself. The best brands have both the social and mental dimension. This dimension is much more profound, it penetrates deep inside to one's personality. Everyone needs role models to shape their life and behavior and this is what brand and its mental dimension is for.

### **Spiritual dimension**

It refers to a greater system of which we all belong. Understanding the spiritual dimension allows to understand the connections between the brand, the product or the company, and the greater system. The new phenomenon about spiritual dimension is that it is used building brands on purpose. The problem is that the company can't be just slightly ethical. If the company chooses visibly to be ethical, they are exposed to open criticism if they don't operate by high ethical standards. (Gad 2000, 132-140.)

## The Brand code

The four dimensions help to understand the real nature of the brand and its future opportunities. Not any successful brand has only one dimension. The hardest part is how to synchronize all the four dimensions together. The key to success is the understanding how the brand and its core, the brand code are shown in different scenarios. Creating a future brand depends on if the company can create a code which is sustainable but also flexible enough to adapt to variable circumstances. The purpose of brand code is to anchor the brand's future status. It answers to question: what does the company really represent and how does it operate? This is all needed to notice how the brand is seen by the consumers. The brand code represents company's, products' or service's DNA-code. All the functions are executed through this code. It's the core of the whole business. The brand code is intended for everyday operation. It has six parts: product/benefit, positioning, styling, mission, vision and values. The first three elements are related to brand's current market situation and the last three are more affiliated to future actions. (Gad 2000, 141-146.)

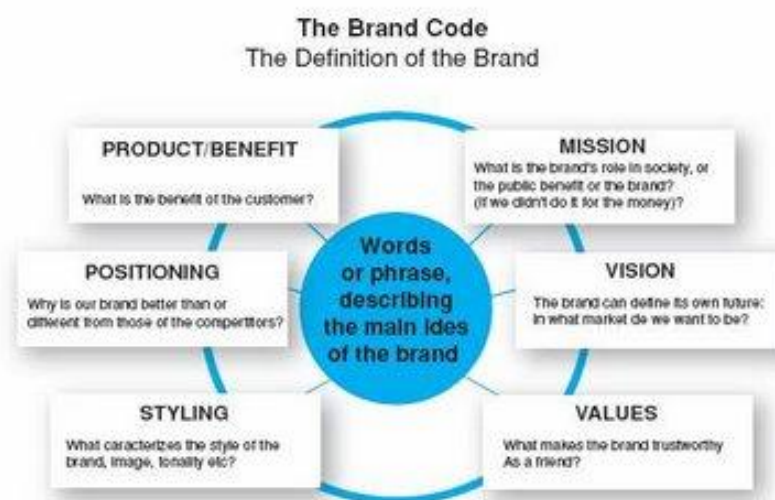


FIGURE 4. The Brand Code. (see original figure: Gad 2000, 146)



### **Product/Benefit**

The Company has to analyze thoroughly all the benefits which the customers receive from products, services, information and so on. The task is normally easy but occasionally it needs much effort to find the core product or service which is served to customer. Benefit is compactly related to functional dimension. (Gad 2000, 147.)

### **Positioning**

Positioning needs an answer to question: why is the company better or different than the competitors? The brand is the way to code to differ from others. This is related to ability to offer something remarkable to certain customer segment. The positioning element is also related to functional dimension. (Gad 2000, 147.)

### **Styling**

Styling describes company's or product's brands features, image, attitude and behavior. It is certain part in daily operation which is seen immediately to customers. Styling is strongly influenced by social dimension. (Gad 2000, 147.)

### **Mission**

When defining company's, product's or service's mission it is vital to define other things besides the benefit the customer receives. There ought to be a societal point of view also, at least in local level. A question needed to be answered in this element is: what would we be doing if we didn't do it for the economic benefit? This is the most important part of the brand code for those companies who want to recruit young and talented employees who appreciate having reasonable and pleasant pro-

profession. Mission is strongly related by spiritual dimension. (Gad 2000, 148.)

### **Vision**

Term “vision” can be defined in various ways and it is used different ways in company’s management strategy. Vision needs an answer to question: In which markets is the company willing to operate? When analyzing the most successful brands, they have clear visions which not only future markets but also what are they willing to offer and to whom and also usually when. Vision is the most significant element of the brand code. (Gad 2000, 149.)

### **Values**

Values express the reliability of the brand and give it a true personality which ensures a continuance to the brand. One of the most popular word considering values is honesty. It is important for a company to have values which it can also follow. Styling can be and should be seen at the first contact to company but noticing the values can take more time and it requires knowing the company and using its products or services. Values are much more philosophical and they are strongly related to spiritual dimension. (Gad 2000, 150-151.)

### **3 EMPIRICAL RESEARCH**

Quantitative research requires earlier information considering the examined phenomenon. It is mainly measuring the factors and counting the transaction of the relation between them, and quantitative counting of the appearance of the factors. The most universal data collection method of quantitative research is a questionnaire. The factors of the examined phenomenon are transformed into variables which are processed on statistical methods in quantitative research. The target sample and the results should represent the whole population of the phenomenon. (Kananen 2011, 12-17)

The research method of this study was quantitative since the total number of interviews done considering the values was 359. Neste Oil Rally was already known as a phenomenon and the purpose of this thesis was to study the brand image of the rally and spectators' brand profile. To specify, the goal was to get information by studying the spectators' values and the transaction of relation between them. With the great number of interviews it was possible and reliable to conduct the study on the target group when it as if represented the whole population of Neste Oil Rally.

#### **3.1 Implementation of the study**

The data for this study was collected during Neste Oil Rally Finland 2012 in 2. -4.8.2012 in Jyväskylä. The sampling was analyzed with statistical methods in order to find out exact statistical facts about the rally fans and their value priorities. The research group conducting the surveys was a group of approximately 15 students from Jyväskylä University of Applied Sciences.

The actual interview locations in Jyväskylä were in the Paviljonki HQ in the city centre area and also in three different special stages near Jyväskylä: Koukunmaa, Mökkipera and Ouninpohja. Every day the research group was divided to half leaving one half to the HQ area and sending another to one of the special stages.

The data was collected by using Apple iPad-tablets and also by a traditional question form. Both methods were available both in Finnish and English (appendix 1). The structure of the questionnaires was exactly the same in both languages. The interviews were conducted via the Webropol survey system.

The questionnaire used in this study was divided in six parts. The first three questions explored the interviewee's background such as nationality, age and gender. The fourth question included 39 adjectives which the respondent had to evaluate with a scale of 1-7 as to how strongly the adjectives were related to rally as a sport. The fifth question had ten claims considering human behavior, and the respondents had to evaluate as to how much a certain kind of behavior remind their own behavior. The scale was from 1-6 starting from "not like me at all" to "very much like me". The last question was about the three most motivating reasons why the respondent had come to the Rally HQ Area.

### **3.2 Reliability and validity of the research**

The purpose of the study was to obtain as reliable information as possible. The value of this study is evaluated through reliability and validity. Reliability includes stability and consistency. Validity includes internal and external validity. (Kananen 2008, 79)

Reliability equals the stability of the measured results so that the indicator produces same results at different measurements. The reliability of

the indicator can be high but the indicator can still be wrong. Reliability does not guarantee validity. Reliability can be divided in two parts: stability and consistency. Stability means that the measure is stable over time. Consistency means that the indicator measures the same phenomenon. (Kananen 2008, 79-80)

The interviewing moment was planned to give as reliable results as possible. The interviewer stayed next to the interviewee to ensure that the interview was conducted correctly and the interviewee understood everything that he/she answered. The value priorities were analyzed in two groups, the Finnish people and the foreigners as separate group since there were only 41 foreign interviewees and the foreign sample itself was rather small which might have influenced on the reliability of the results. An exactly same kind of a study cannot be conducted again, but in order to measure the stability of the results of this thesis a survey can be conducted at Neste Oil Rally 2013 with the same questionnaire.

Validity means that the indicator is measuring the correct and wanted factors. Validity can be ensured by using the right research method, right indicator and measuring correct factors. Internal validity means the correct causal connection. In this study the internal validity is researched by studying the Rally brand profile through customers' values. External validity equals the generalizability of the results. The generalizability is in order if the sample groups' results represent the whole population. (Kananen 2008, 80) Since the goal was to receive information from great sample considering rally fan's image of rally, the quantitative research method was a natural choice. The total amount of interviews were 359 of which 318 were Finnish and rest foreign, mostly from Sweden, Norway, Estonia and Russia. The generalizability of this study cannot be displayed since there is no data from the whole population at the Paviljonki HQ Area.

## **4 ANALYZING THE RESULTS**

### **4.1 The rally value attributes**

The rally related value attributes are analyzed by rally spectators' age, gender and nationality. Rally spectators value profiles are analyzed of all spectators, all men and all women. The total number of interviews considering the values was 359. The age distribution of the interviewees is from 18-year-old to 72-year-old. The interviewees were analyzed in five age groups: 18-25, 26-35, 36-45, 46-59 and 60- 80 year-olds. 261 of all interviewees were men and 93 were women. Five interviewees had left section "gender" blank. 318 interviewees were Finnish and rest 41 was from all around the world, mainly from Europe.

#### **4.1.1 Value image of all rally fans**

The five strongest rally related values of all 359 rally spectators were international (6,45), ambitious (5,91), fun (5,89), traditional (5,89) and successful (5,87). Instead the five least strong relations were boring (2,25), weak (2,32), cheap (2,74), inefficient (3,0) and conventional (3,03). The ten strongest and least strong adjectives can be seen below.

TABLE 2. Rally brand characteristics of all rally fans including strongest and least strong relations to rally. In parenthesis the mean indication from scale 1-7.

All rally fans' values		
RANK	The most strongest relations to rally	The least strongest relations to rally
1st	International (6,45)	Boring (2,25)
2nd	Ambitious (5,91)	Weak (2,32)
3rd	Fun (5,89)	Cheap (2,74)
4th	Traditional (5,89)	Inefficient (3,0)
5th	Successful (5,87)	Conventional (3,03)
6th	Exciting (5,75)	Formal (3,01)
7th	Pleasant (5,71)	Conservative (3,19)
8th	Strong (5,65)	Serious (3,58)
9th	Attractive (5,47)	Ecological (3,78)
10th	Efficient (5,42)	Empathic (4,11)

The five strongest adjectives of all rally fans are divided into four different motivational groups which are universalism (international), tradition (traditional), achievement (ambitious and successful), and stimulation (fun). The five values are pointed to Schwartz's theoretical model below.



FIGURE 5. The five strongest adjectives of all rally fans.

### 4.1.2 Value priorities of Finnish rally fans

The five strongest rally related values of 318 Finnish rally spectators were international (6,52), traditional (5,94) and ambitious (5,93), successful (5,86) and fun (5,85). Instead the five least strong relations were weak (2,21), Boring (2,25), cheap (2,7), inefficient (2,92) and conventional (2,98). The ten strongest and least strong adjectives can be seen below.

TABLE 3. Rally brand characteristics of Finnish rally fans including strongest and least strong relations to rally. In parenthesis the mean indication from scale 1-7.

Finnish rally fans' values		
RANK	The most strongest relations to rally	The least strongest relations to rally
1st	International (6,52)	Weak (2,21)
2nd	Traditional (5,94)	Boring (2,25)
3rd	Ambitious (5,93)	Cheap (2,7)
4th	Successful (5,86)	Inefficient (2,92)
5th	Fun (5,85)	Conventional (2,98)
6th	Exciting (5,73)	Formal (3,02)
7th	Pleasant (5,7)	Conservative (3,1)
8th	Strong (5,63)	Serious (3,34)
9th	Attractive (5,55)	Ecological (3,67)
10th	Efficient (5,44)	Emphatic (4,05)

The five strongest adjectives of Finnish fans are divided into four different motivational groups which are universalism (international), tradition (traditional), achievement (ambitious and successful), and stimulation (fun). The five values are pointed to Schwartz's theoretical model below.



The adjectives are exactly the same what they are with all rally fans except they are in slightly different order.



FIGURE 6. The five strongest adjectives of Finnish rally fans.

#### 4.1.3 Value priorities of international rally fans

The five strongest rally related values of 41 international rally fans were fun (6,15), successful (5,98), international (5,95), exciting (5,9) and pleasant (5,8). Instead the five least strong relations were boring (2,24), cheap (3,08), weak (3,17), conventional (3,41) and inefficient (3,68). The ten strongest and least strong adjectives can be seen below.

TABLE 4. Rally brand characteristics of international rally fans including strongest and least strong relations to rally. In parenthesis the mean indication from scale 1-7.

<b>International rally fans' values</b>		
<b>RANK</b>	The most strongest relations to rally	The least strongest relations to rally
<b>1st</b>	Fun (6,15)	Boring (2,24)
<b>2nd</b>	Successful (5,98)	Cheap (3,08)
<b>3rd</b>	International (5,95)	Weak (3,17)
<b>4th</b>	Exciting (5,9)	Conventional (3,41)
<b>5th</b>	Pleasant (5,8)	Inefficient (3,68)
<b>6th</b>	Strong (5,75)	Formal (3,71)
<b>7th</b>	Ambitious (5,74)	Conservative (3,9)
<b>8th</b>	Colourful (5,48)	Free (4,51)
<b>9th</b>	Traditional (5,44)	Adult (4,59)
<b>10th</b>	Serious (5,39)	Environmental (4,63)

The five strongest adjectives of international fans are divided into four different motivational value groups which are stimulation (fun and exciting), achievement (successful), universalism (international) and hedonism (pleasant).



FIGURE 7. The five strongest adjectives of international rally fans.

#### 4.1.4 Value differences between men and women

When analyzing the values from both Finnish and international women's and men's point of view, there is much similarity but also some differences. Especially the differences show interesting facts how men and women experience some rally related values more important than the others.

TABLE 5. The ten most different rally related value attributes of all men and women. The indication is the mean from the scale 1-7. All the value images are seen in appendix 2.

<b>VALUE ATTRIBUTE</b>	<b>MAN</b>	<b>WOMAN</b>
<b>Nature-protective</b>	<b>3,98</b>	<b>2,78</b>
<b>Safe</b>	<b>5,4</b>	<b>4,47</b>
<b>Serious</b>	<b>3,54</b>	<b>2,81</b>
<b>Pleasant</b>	<b>5,88</b>	<b>5,29</b>
<b>Obedient</b>	<b>4,75</b>	<b>4,23</b>
<b>Conservative</b>	<b>3,23</b>	<b>2,76</b>
<b>Creative</b>	<b>4,75</b>	<b>4,29</b>
<b>Loyal</b>	<b>5,03</b>	<b>4,58</b>
<b>Emphatic</b>	<b>4,18</b>	<b>3,73</b>
<b>Traditional</b>	<b>6,05</b>	<b>5,62</b>

The biggest difference is presented in the adjective nature-protective. Women experience the Neste Oil Rally clearly less nature-protective the mean being 1,2 units lower. Another clear difference is in the adjective safe since women have the mean for safe 0,93 units lower than men.

TABLE 6. Value profile of all women spectators. The indication is the mean from the scale 1-6.

VALUE	How much is this person like you?	Mean
Power	1. He/She likes to be in charge and tell others what to do. He/She wants people to do what he/she says.	4,14
Achievement	2. Being successful is very important to him/her. He/She likes to stand out and to impress other people.	3,66
Hedonism	3. He/She really wants to enjoy life. Having a good time is very important to him/her.	4,77
Stimulation	4. He/She looks for adventures and likes to take risks. He/She wants to have an exciting life.	4,24
Self-direction	5. He/She thinks it's important to be interested in things. He/She is curious and tries to understand everything.	4,76
Universalism	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.	5,09
Benevolence	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.	5,28
Tradition	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.	4,03
Conformity	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.	4,44
Security	10. The safety of his/her country is very important to him/her.	5,42
	<b>The total number of interviewees</b>	<b>93</b>

The three most significant values of all women spectators are security (5,42), benevolence (5,28) and universalism (5,09). The three least significant values are achievement (3,66), tradition (4,03) and power (4,14). (See appendix 3 for more details).

TABLE 7. Value profile of all men spectators. The indication is the mean from the scale 1-6.

VALUE	How much is this person like you?	Mean
Power	1. He/She likes to be in charge and tell others what to do. He/She wants people to do what he/she says.	4,07
Achievement	2. Being successful is very important to him/her. He/She likes to stand out and to impress other people.	3,99
Hedonism	3. He/She really wants to enjoy life. Having a good time is very important to him/her.	4,79
Stimulation	4. He/She looks for adventures and likes to take risks. He/She wants to have an exciting life.	4,39
Self-direction	5. He/She thinks it's important to be interested in things. He/She is curious and tries to understand everything.	4,63
Universalism	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.	4,55
Benevolence	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.	4,77
Tradition	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.	4,19
Conformity	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.	4,29
Security	10. The safety of his/her country is very important to him/her.	5,03
	<b>The total number of interviewees</b>	<b>259</b>

The three most significant values of all men spectators are security (5,03), hedonism (4,79) and benevolence (4,77). The three least significant values are achievement (3,99), power (4,07) and tradition (4,19). (See appendix 4 for more details).

#### 4.1.5 Value priority at various ages

Results show that there are differences between age groups. The main pattern is that all the age groups are in order having a continuous rising mean in most of the characteristics. 18-25 year-olds or young adults seem to principally relate all characteristics more negatively than other age groups. Instead, 60-80 year-olds relate mainly all characteristics most positively. However, 46-59 year-olds make an exception having principally the second lowest mean in most of the characteristics.

Every group had the attribute international (6,27-6,93) rated as highest but the other attributes have variation in every group. 18-25 year-olds have surprisingly successful (5,77) and traditional (5,55) rated as second and third highest. 26-35 year-olds have and traditional (5,98) and fun (5,93). 36-45 year-olds appreciate attributes ambitious (6,24) and fun (6,19) as second and third highest. 46-59 year-olds have exciting (5,95) and both traditional and fun with the mean of 5,78. 60-80 year-olds instead have wealthy, colourful and expensive all with the mean of 6,36. (See more details from appendix 6).

The most notable differences in value attributes between the age groups are circled in the figure (see appendix 7). 18-25 year-olds see Neste Oil Rally clearly less nature-protective (3,35), whereas 36-45 year-olds see the event the most nature-protective with the mean 4,20. In addition, the attributes wealthy and trendy are lowest among 18-25 year-olds (4,74) and (4,55), whereas 60-80 year-olds have these two attributes with highest means (6,36) and (6,21). All the age groups are surprisingly unanimous about the attribute cheap, whereas the attribute expensive has more difference. 60-80 year-olds see the event clearly more colourful than other groups.

#### 4.1.6 The value profile of rally spectators

The three most significant values of all rally spectator are security (5,15), benevolence (4,91) and hedonism (4,80). The three least significant values are achievement (3,90), power (4,09) and tradition (4,16). (See appendix 5 for more details).

TABLE 8. The value profile of all rally spectators. The indication is the mean from the scale 1-6.

VALUE	How much is this person like you?	Mean
Power	1. He/She likes to be in charge and tell others what to do. He/She wants people to do what he/she says.	4,09
Achievement	2. Being successful is very important to him/her. He/She likes to stand out and to impress other people.	3,90
Hedonism	3. He/She really wants to enjoy life. Having a good time is very important to him/her.	4,80
Stimulation	4. He/She looks for adventures and likes to take risks. He/She wants to have an exciting life.	4,35
Self-direction	5. He/She thinks it's important to be interested in things. He/She is curious and tries to understand everything.	4,67
Universalism	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.	4,71
Benevolence	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.	4,91
Tradition	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.	4,16
Conformity	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.	4,35
Security	10. The safety of his/her country is very important to him/her.	5,15
	<b>The total number of interviewees</b>	<b>357</b>



## 4.2 Rally brand mind space

22% of the interviewees answered the race cars and the rally itself as the most motivating reason to participate. 18% came because the amusement and entertainment besides rally itself whereas 12% were motivated to meet other people. 11% felt that the atmosphere was the reason for coming and another 11% were motivated to come because of the weather, location and the timing of the event. 8% came for traditional reasons whereas 7% wanted to see the merchandise sales. Other motivating reasons were the experience itself (4%), work/invitation guest (4%) and ticket price (3%).

The Rally brand mind space is examined through the most motivating reasons for a rally fan to come to the Paviljonki rally HQ area. Clearly the most important dimension for rally brand creation is functional. Nearly quarter of the fans had the cars and drivers itself for the most motivating reason to come. In addition, nearly fifth of the fans considered amusement and entertainment being the most motivating reasons. Moreover, merchandise sales and ticket price combined to previous reasons, approximately 50% fans are most influenced by the functional dimension.

Mental dimension has the second highest influence to rally fans. Atmosphere and experience cover 15% of all motives for coming. Social dimension has almost as high influence than mental. 12% of the spectators felt that meeting other people was the most motivating reason to come. 8% of the spectators were influenced on the most by spiritual dimension so that the tradition was the most motivating reason to participate.

TABLE 9. The most motivating reasons for coming to rally HQ area.

The most motivating reasons to come to rally HQ area	%
Cars and drivers (rally itself)	22
Amusement & entertainment	18
Meeting other people	12
Atmosphere	11
Weather, location and timing of the event	11
Tradition	8
Merchandise sales	7
Experience	4
Work/invitation guest	4
Ticket price	3
TOTAL	100 %

## 5 CONCLUSION

The results showed that the current brand image is relatively connected to rally spectators' value profile. With enhancing those already strong connections and developing those few somehow related connections, the future brand of Neste Oil Rally can be stronger and even more attractive.

### 5.1 Value attributes of Finnish and international fans

Both the Finnish and foreigners see the brand profile of Neste Oil Rally mainly the same way. Adjectives such as international, ambitious, fun, traditional and successful are universally related to Neste Oil Rally. The highly prioritized values of men and women are very similar to what Schwartz presents in his theory.

The results present that Finnish fans consider the rally much more traditional than international fans. Logically, it's very natural since the Neste Oil Rally is a very traditional event in Finland but the international fans do not necessarily know the tradition behind it. International fans put the adjective fun in more priority instead. This can be explained that coming to Neste Oil Rally is more special for them and the travelling to other country makes it more exciting and their main purpose is to have fun. It is also shown in the open questions for reasons to come to the event. Words such as "fun" and "enjoy" were related to rally much more among international fans compared to Finnish in percentage. International fans are more openness to change and they appreciate more values such as stimulation and hedonism. Finnish fans appreciate more self-enhancement since they have values power and achievement in high priority. To summarize, the results show that despite the slight differ-

ences, both Finnish and international rally fans have nearly the same image of rally. Also in Schwartz's theory indicates that people with similar life circumstances, in this case same interests (rally), have the same kind of value priorities.

## **5.2 Value attributes of men and women**

Men and women seem to have the same differences in their rally related value priorities than stated in Schwartz's theory. The values which women have high priority such as benevolence, universalism and security have all clearly lower appreciation. Women don't experience Neste Oil rally so emphatic, loyal, nature-protective, safe, obedient or traditional. Men instead have high value priority of hedonism, stimulation and self-direction. It is shown so that men see Neste Oil Rally clearly more fun, trendy, pleasant, free, creative, individual, innovative, colourful and fashionable event. In contrast, according to Schwartz men have higher priority to power and achievement values but women spectators' value profile show that they appreciate more power value and they have also experienced Neste Oil Rally more ambitious and strong.

The reason behind men's more positive image of Neste Oil Rally could be explained so that the event is generally more favoured by men. Supposedly higher percentage of men are "true" fans of Neste Oil Rally whereas some women came to event because they were looking after their kids or they just joined with their husbands as if they were semi-forced to come. These kinds of motives are directly shown in women's views with lower means of the rally image in the statistics. To summarize, Neste Oil Rally could concentrate in future to develop the event especially for women. Even though Neste Oil Rally is considered being a "masculine" event, women possess a great possibility for the organizer

to grow its popularity and perhaps transform the event more as a whole family event.

### **5.3 Value attributes of different age groups**

The results showed slight differences on values between various age groups. All the groups evaluated Neste Oil Rally very international, since it had the highest mean in every group. The common pattern in most adjectives is that the older the age group, the higher the mean is. 18-25 year-olds have the lowest means in almost every adjective, whereas 60-80 year-olds have the highest means in most of the adjectives. Exceptionally the age group 46-59 year-olds has mainly second lowest means in most of the adjectives.

According to Schwartz's theory, young adults do not consider values such as security, conformity and traditions so important. These values are also lower in 18-25 year-old rally fans' value profile. This age group has clearly lower means in adjectives as safe, healthy, polite, obedient and tradition in the image of Neste Oil Rally. In contrary, the value profile shows that hedonism, stimulation and self-direction values have higher priority than other age groups have. However, the images of these values about rally are all lower than older age groups have.

60-80 year-olds value profile proves Schwartz's theory, meaning that this group value tradition, conformity and security more than younger people. These attributes of the rally image are much higher for this age group. To summarize, older people are much more satisfied to the image of Neste Oil Rally. Even the values that are, according to Schwartz, not so important to them anymore are still ranked relatively high in rally related image. Young adults instead are more demanding even with the values which they have high priority. These differences are explained so that modern young adults are habituated to demand more and receive

better service and quality of the product. Older people have experienced more poverty and moderate living conditions in their youth so they are more easily satisfied to the present life.

#### **5.4 Neste Oil Rally brand code**

The results showed that functional dimension has the biggest influence on the rally fans. To create a strong and long-lasting brand, all four dimensions are needed though. Based on data of this study, to enhance the current and future branding, the brand code is a right tool to define the Neste Oil Rally brand.

The first three elements (product/benefit, positioning and styling) are related to brand's current market situation. The product, in this case the cars and drivers (race itself) is very significant factor in Neste Oil Rally. Approximately 50% of the customers came to the event because of the product itself. Supposedly the product and its benefits are satisfying the customers. Possible development of the product could happen in customer segmentation, especially how to interest women spectators of the Neste Oil Rally. More accurate, values such as security and universalism which women appreciate should be increased.

In positioning, Neste Oil Rally has a great potential in both the domestic and international markets. Because it is a one of a kind event in Finland, it has no real competitors nationally and the branding could bring more new domestic customers to event. For the rally fans the race itself is a working motivator. Instead, especially people who are not that into rally itself, could be more interested in to come and experience the other services such as concerts, drinking area and other additional services. It is vital to continuously think and develop the product and services which are offered to customers. Thus, a future research needs to be done considering the desires and wishes of rally fans' and non-rally fans' about

the additional service offered at the event. For the international customers the core question is that how to make Neste Oil Rally the most popular rally of the WRC series and what so special can be offered to make people to travel to this exact rally event from all around the world.

The styling of Neste Oil Rally can be summarized to five adjectives which were universally recognized: international, ambitious, fun, traditional and successful. These brand characteristics define the current style of the event. Styling is strongly related to social dimension because the style is the most significant factor which is seen by customers immediately. Redefining the styling could be a tool to find new customer segments for Neste Oil Rally.

The three other elements are more affiliated to company's future actions. Mission includes also the other issues besides the benefit that customer receives from the product. It is strongly influenced by the spiritual dimension. Mission should have a societal message. Neste Oil Rally's slogan "more than a rally" is related to the subject but it raises questions about how it really is more than a rally and how can the customers have that feeling? There should be a more concrete mission to have customers really know what the rally is all about.

Vision is the most significant element of the brand code. Neste Oil Rally should analyze how the vision determines in which markets is the brand willing to operate. The vision could be for example "One happy rally family" which suites for both the employees and customers. This vision could also be tempting for new customer segments such as larger number of women customers. The broad-minded, communal and emphatic vision conveys values such as universalism, benevolence and security which all are highly valued by women and also all rally fans in this study.

Values express the true personality of Neste Oil Rally brand. They are related to spiritual and mental dimension and that is why emotions and feelings are in important position. Neste Oil Rally should arouse values

such as honesty and safe which are crucial for this kind of brand. These values should also be seen at least by customers who already have an acquaintance of Neste Oil Rally.

To summarize, the race itself as a product is working well and it is difficult to develop into the new level. The additional services instead have a great potential to bring the Neste Oil Rally into a new level. For example, developing the shows, food and drink services and other additional services in the HQ area and special stages would definitely lure new customers to the event. To increase the valuation of Neste Oil Rally brand, it should emphasize the attributes such as international, ambitious, fun, traditional and successful. Moreover, the adjectives that were highly appreciated by fans weren't experienced in the event. Marketers should pay attention to this issue. Especially, people should for example feel safe in the event so the security issues needs to be improved.

The social, mental and spiritual dimensions need to be in a higher priority. The social dimension reflects the awareness of the brand. The customers should be proud to show that they belong to Neste Oil Rally "family", for example by wearing fan clothes or following the social media. For example, Neste Oil Rally is only the sixth most popular rally of WRC season in Facebook. By correct marketing there is a great opportunity for increase the number of Facebook fans which all are potential future customers. The mental dimension is all about that the customer itself has got to be in a greater focus in future. The brand should penetrate deep into customers mind and make the rally and especially Neste Oil Rally more of a lifestyle to him/her. The spiritual dimension is in a decent level but to avoid the open criticism, Neste Oil Rally should operate through the high modern ethical standards. Every action in the marketing and in the event should be done as ethically as possible to show the customers that the brand really is transparent.



## 6 DISCUSSION & FUTURE RESEARCH

This study gives deeper information of rally fan's values and their image of the rally. With these results it is more possible to conduct more accurate marketing when it is known what the customer is really like. Analyzed information gives tools for the organizer, AKK Motorsports, for enhancing the brand of Neste Oil Rally. The findings of this study can also be compared to the organizer's views of the current brand of Neste Oil Rally. Thus, with the similarities of these aspects, the strengths of the brand can be confirmed. Vice versa, the differences and weaknesses are possible and easier to turn into future strengths of the brand.

The specific information considering different genders, age groups and nationalities gives AKK information of these groups' value profile and image of Neste Oil Rally. The image profile of Neste Oil Rally showed the strengths and weaknesses of the current state of the event and that could be taken into account in marketing decisions. This information can be exploited by targeting the services and products through the value priorities of each group.

The possibilities for future studies are nearly unlimited. This study was first of a kind and to support the findings of this study, a qualitative research from the same subject would give an alternative point of view of value profiles of rally fans. One option would also be to conduct a quantitative and qualitative research and connect the results to each other. As mentioned earlier, a research considering the additional services in the event would be in need. By studying the wishes and desires of real rally fans, and people who are just visiting the HQ area, would surely give great ideas for future development. Although the Neste Oil Rally brand is internationally known and it is one of the most popular races of WRC series, future research is necessary for the AKK as a marketing asset for ensuring the future welfare of the brand.

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**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 the 3 most motivating reasons for you to come to the Rally HQ today?**

1.

2.

3.

Submit



**Appendix 2. Rally related value attributes of men and women (Ten biggest differences marked as red)**

ADJECTIVE	MAN	WOMAN
Exciting	5,7	5,78
Honest	4,83	4,84
Broad-minded	4,7	4,71
<b>Nature-protective</b>	<b>3,98</b>	<b>2,78</b>
Free	4,77	4,61
<b>Creative</b>	<b>4,75</b>	<b>4,29</b>
<b>Emphatic</b>	<b>4,18</b>	<b>3,73</b>
Innovative	4,95	4,78
<b>Pleasant</b>	<b>5,88</b>	<b>5,29</b>
Successful	5,87	5,87
Ambitious	5,87	6,09
Strong	5,57	5,79
Wealthy	5,37	5,31
Healthy	5,15	5,05
<b>Safe</b>	<b>5,4</b>	<b>4,47</b>
Polite	5,11	4,71
<b>Obedient</b>	<b>4,75</b>	<b>4,23</b>
<b>Traditional</b>	<b>6,05</b>	<b>5,62</b>
<b>Loyal</b>	<b>5,03</b>	<b>4,58</b>
Individual	4,98	4,58
Trendy	5,24	5,02
Fun	5,96	5,58
Cheap	2,73	2,58
International	6,51	6,52
Efficient	5,54	5,16
Changeable	4,76	4,64
Tempting	5,67	5,24
Fashionable	4,93	4,73
Colourful	5,35	5,07
Youthful	4,99	4,86
<b>Conservative</b>	<b>3,23</b>	<b>2,76</b>
<b>Serious</b>	<b>3,54</b>	<b>2,81</b>
Expensive	5,35	5,58
Inefficient	3,03	2,63
Adult	4,35	4,26
Weak	2,32	1,95
<b>Boring</b>	<b>2,16</b>	<b>2,51</b>
Routine	3,04	2,92
Formal	3,15	2,74









## APPENDIX 6. Rally related value attributes of age groups

(The indication is the mean from scale 1-7.)

Adjective	18-25		26-35		36-45		46-59		60-80	
	Y.O	Mean	Y.O	Mean	Y.O	Mean	Y.O	Mean	Y.O	Mean
Exciting		5,44		5,69		5,91		5,95		5,71
Honest		4,71		4,78		4,93		5,02		4,79
Broad-minded		4,53		4,78		4,81		4,50		4,79
Nature-protective		3,35		3,70		4,20		3,75		3,93
Free		4,38		4,73		5,10		4,37		4,86
Creative		4,33		4,86		4,90		4,50		4,86
Emphatic		3,86		4,28		4,18		4,02		4,00
Innovative		4,64		4,98		5,06		4,86		5,43
Pleasant		5,36		5,73		5,93		5,56		6,08
Successful		5,77		5,87		5,98		5,70		6,00
Ambitious		5,52		5,90		6,24		5,73		6,00
Strong		5,41		5,61		5,80		5,56		6,14
Wealthy		4,74		5,36		5,36		5,58		6,36
Healthy		4,86		4,93		5,27		5,21		5,57
Safe		4,71		5,27		5,25		5,13		5,71
Polite		4,59		5,03		5,18		4,80		5,64
Obedient		4,20		4,57		4,99		4,53		5,21
Traditional		5,55		5,98		5,99		5,78		6,29
Loyal		4,68		4,91		5,03		4,87		5,50
Individual		4,89		4,83		4,98		4,89		5,57
Trendy		4,55		5,03		5,35		5,69		6,21
Fun		5,41		5,93		6,19		5,78		6,07
Cheap		2,98		2,71		2,68		2,74		2,71
International		6,27		6,48		6,49		6,40		6,93
Efficient		5,06		5,33		5,72		5,40		5,86
Changeable		4,53		4,63		4,77		4,75		5,57
Tempting		5,06		5,52		5,54		5,44		6,21
Fashionable		4,36		4,89		4,97		5,24		5,50
Colourful		4,69		5,27		5,47		5,53		6,36
Youthful		4,59		4,88		5,05		5,09		5,79
Conservative		3,68		3,13		2,91		3,22		3,57
Serious		4,02		3,48		3,55		3,33		4,29
Expensive		5,20		5,31		5,38		5,67		6,36
Inefficient		2,92		2,91		3,02		3,15		3,79
Adult		4,44		4,32		4,32		4,26		4,93
Weak		2,41		2,31		2,32		2,22		2,64
Boring		2,59		2,32		2,02		2,07		2,62
Routine		3,41		2,94		2,86		2,96		3,71
Formal		3,42		2,91		3,08		2,95		4,00
<b>Respondents</b>	<b>66</b>		<b>122</b>		<b>97</b>		<b>55</b>		<b>14</b>	

## APPENDIX 7. Rally related value attribute structure of age groups

