Brand Management Strategy for Korean Professional Football Teams

: A Model for Understanding the Relationships between Team Brand Identity, Fans' Identification with Football Teams, and Team Brand Loyalty

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ABSTRACT

This research recommends a new approach to brand strategy for Korean professional football teams, focusing on the relationships between team brand identity as the basic element of sports team branding, team brand loyalty as the most desirable goal, and identification between fans and teams as the mediator between identity and loyalty.

Nowadays, professional football teams are no longer merely sporting organisations, but organisational brands with multi-million pound revenues. It is vital for football teams to build a relevant brand strategy based on the relationship with their fans. Existing research on sports branding suggests that fans who are deeply identified with a specific team tend to possess extremely high loyalty, holding a particular team as central to their identity. Therefore, managing the relationships between team brand identity, fan-team identification, and team brand loyalty can be the most powerful brand strategy for football teams, particularly for Korean football teams that do not retain strong fan bases and yet desire to gain consumers who identify with them.

Through two empirical studies and case study analysis this research investigated a construct of team brand identity in the professional football context. Consumers' associations with football teams were examined and 13 elements of a team brand identity scale were developed. It was revealed that team brand identity is composed of four identity dimensions which are experience, visual, non-product, and product.

Case studies, with a further literature review of team brand identity, clarified and confirmed the first study findings. The final empirical study tested and confirmed the correlated and serial relationships, and provided the basis for the new theoretical model on which to build the brand strategy.

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ACRONYMS

C-C identification   "Consumer-Company identification"

F-T identification   "Fan-Team identification"

K-League   "Korean professional football league"

CHAPTER 1. INTRODUCTION

These days, professional sports are pervasive of all demographic groups. Sports form a cornerstone of contemporary culture and are generally accepted as the culture of the world (Katz, 1994). Professional sports can be distinguished from other businesses in a number of ways; stadium lease arrangements, monopolistic negotiations for broadcasting rights, territorial rights in existing geographic markets, and the depreciation in capital over time of player contracts (Flavián and Guinalíu, 2005). The relationship between sports teams and their fans is the most important aspect of professional sport which has long defined it as being a separate entity to other business ventures, and has been the subject of research within many disciplines. The particular relationships between sports teams and their fans has been used to explain various phenomenon including aggression on the part of fans (Goldstein and Arms, 1971), the way in which fans see themselves (Hirt and Zillmann, 1985), and even the results of sports tournaments (Greer, 1983). The sports fan-team relationship has obvious implications in terms of the business perspective, particularly in relation to issues such as season ticket purchases, game attendance figures, and sales of team merchandise, among others.

In particular, football is one of the world's favourite sports. Millions of people around the world play football, and its industry produces greater revenue than any other sports. Important football tournaments, such as the World Cup, generate a higher degree of interest than even the Olympic Games. Professional football leagues around the world

such as the English Premier League and the German Bundesliga attract huge attention from millions of global fans. Described as the "world's game", football has long been a source of competition, history and champions (Anon, 2005). Given the degree to which football teams are commercialising and diversifying, in terms of their business interests, it is becoming increasingly necessary to develop a consumer base which is willing and able to purchase products and services offered by the sports team franchise. European and South American teams have thus far led this development, however Asian and African teams are also now following their European counterparts' lead. The most significant difference between these groups may be in their brand value.

The K-League is Korea's premier professional football league with fourteen member teams. Founded in 1983, with five member teams as the Korea Super League, the K-League was the first professional football league in Asia. In 1994, the Korea Super League adopted the name K-League. Since its original five team membership, the league has expanded to fourteen teams (Bae, 2009). It cannot be denied that the K-League has contributed to the remarkable upgrade of the overall level of Korean football and to the participation in the six consecutive tournament appearances of the world cup finals (1986, 1990, 1998, 2002, and 2006).

However, despite the high level of interest of Korean people in football among all the team sports, the interest and popularity of the K-League and its teams is relatively low. An initial reason for the unpopularity may be found in the beginning of the league in

1983. Unlikely sports teams in Europe that have been organised as voluntary organisations and offered everyone the opportunities of engaging in sports locally (Enjolras, 2002), K-League teams were established by several large enterprises, such as LG and Daewoo, which were compulsorily forced to manage their own teams by a policy of the past military regime without marketing or branding mind and any long-term plan (Koo, 2002). There is considerable evidence to show that the problem derived from the origin of the league still has an effect on the quality of the league. K-league was ranked as the 85th in "the Strongest National League in the World 2008" that was announced by IFFHS(International Federation of Football History & Statistics) (On, 2009). It was an embarrassingly surprising result for K-league because many Asian leagues which were broadly believed to be weaker than K-league were ranked on higher places. Although there has been controversy regarding the validity of the statistics, it may be an important evidence that K-league and its teams have a low level of brand awareness and equity. Many football experts regard the current situation as the result of the faint fan-base. Table 1 shows the average attendances of major professional football leagues in the season 2007-2008. Comparing to other leagues, even other Asian leagues in Japan and China, K-league marked a pathetic number of attendances. Furthermore, the average attendances of K-league have been fluctuated throughout the league history as illustrated in Table 2. Those statistical evidences indicate that K-League teams have failed to attract consumers and understand under what conditions consumers become enthusiastic and loyal to a team. In spite of the current miserable situation, researchers in Korea have paid little attention to the relationship between football teams and their

fans. Therefore it is necessary for them to form a new brand management strategy based on consumer research.

League	Country	Season	# of Teams	Games	Total Attendance	Average Attendance
Bundesliga	Germany	2007-08	18	306	11,815,215	38,612
Premier League	England	2007-08	20	380	13,676,390	36,076
La Liga	Spain	2007-08	20	380	11,067,120	29,124
Serie A	Italy	2007-08	20	380	8,808,400	23,180
Ligue 1	France	2007-08	20	380	8,285,686	21,804
J. League 1	Japan	2007	18	306	5,838,771	19,081
Eredivisie	Netherlands	2007-08	18	306	5,731,992	18,732
Campeonato Brasileiro Serie A	Brazil	2007	20	380	6,582,976	17,461
Chinese Super League	China	2007	16	210	3,715,000	15,119
Scottish Premier League	Scotland	2007-08	12	228	3,400,567	14,915
Russian Premier League	Russia	2007	16	240	3,147,567	13,114
K-League	South Korea	2007	14	188	2,298,774	12,227

Source: Wikipedia (2009)

Table 1. Attendances of major professional football leagues 2007-2008

Year	Games	Total	Average
1983	40	838,956	20,974
1984	114	1,051,446	9,223
1985	84	452,972	5,393
1986	102	344,028	3,373
1987	78	341,330	4,376
1988	60	360,650	6,011
1989	120	778,000	6,483
1990	90	527,850	5,865
1991	121	1,480,127	12,232
1992	123	1,353,573	11,005
1993	105	851,190	8,107
1994	126	893,217	7,089
1995	144	1,516,514	10,531
1996	182	1,911,347	10,502
1997	180	1,218,836	6,771
1998	185	2,179,188	11,780
1999	195	2,752,953	14,413
2000	194	1,909,839	10,052
2001	181	2,306,861	12,745
2002	181	2,651,901	14,651
2003	265	2,448,868	9,241
2004	240	2,429,422	10,213
2005	240	2,873,351	11,972
2006	275	2,345,028	8,528

Source: Soccer World (2009)

Table 2. Attendances of K-league 1983-2006

It is widely accepted that the management of professional sports teams have in mind the

ultimate goal of encouraging strong team loyalty, in order to create future opportunities

for the teams. This loyalty proves to be permanent, unfaltering, and encourages significant commitments in terms of time and money (Pooley, 1978; Sutton et al., 1997). Existing research on sports branding suggests that fans who are deeply identified with a specific team tend to hold an extremely high degree of loyalty, and frequently regard the team as being central to their identity (Funk and James, 2006). Gladden and Funk (2001) propose that the degree of identification between fans and sports teams is the best logical predictor of team loyalty. Furthermore, identification can be equated with a sense of belonging (Williams, 2000). Football fans are an excellent instance of identification translating into a sensation of ownership in the team, including involvement in the emotions associated with defeat and victory. In these circumstances, the success and failure of the team may be closely analogised to the personal success and failure of the fan.

The significance of identification with fans is well established in literature related to sports consumption (Kelley and Turley, 2001; Gwinner and Swanson, 2003; Carlson and Donavan, 2008). In determining the factors which influence whether an individual becomes an enthusiastic fan of a sports team, it is important to examine the consumer-organisation identification process in the team sport setting. It might be strange to note that, despite the potential that this kind of process has in building effective consumer relationships, there is relatively little empirical research which applies the concept of identification to the context of team sports (Gwinner and Swanson, 2003).

From the perspective of CRM (Customer Relationship Management), Bhattacharya and Sen (2003), in their Consumer-Company identification (C-C identification) study, suggest that consumers identify with attractive companies which can satisfy their self-definitional needs such as self-continuity, self-distinctiveness, and self-enhancement, and the identified consumers subsequently become loyal fans (Ahearne, Bhattacharya, and Gruen 2005; Einwiller et al. 2006). Their research, however, offers only a theoretical framework, and did not provide any empirical validation of their theory.

Drawing on the Consumer-Company identification literature (Bhattacharya and Sen 2003 Ahearne, Bhattacharya, and Gruen 2005), this research pays attention to the notion of the Consumer-Company identification in the team sport setting, namely "Fan-Team identification (F-T identification)", as the key conception of the brand strategy for professional sports teams. Fan-Team identification can be defined as the extent to which sports fans, as consumers, define themselves in terms of psychological oneness with a sport team as an organisational brand. Moreover, this study presents a conceptual model and an empirical test which explain a set of conditions that Fan-Team identification is likely to occur, and the identification leads to team loyalty ultimately desired by sports teams. To develop the model, the first step should clarify the construct of team brand identity (team identity). It would be generally agreed that brand is important for any kind of organisation, and developing 'brand identity' for organisations should be the core of their long-term brand strategy. Madhavaram et al. (2005) suggest that brand strategy begins with a "fully defined and operationalised" brand identity. Therefore, organisations should firstly concentrate on efforts that define and develop their brand

identity. Assessing brand identity, however, would be a very complex issue, because there are a lot of variables influencing brand identity. According to Aaker (1991; 1996), brand identity is regarded as a unique set of brand associations that are anything in a customer's memory linked to a specific brand. Such associations can be considered as the constituents of brand identity. Hence, this study relies on prior research on brand associations in the team sport setting (Gladden, Milne, and Sutton, 1998; Gladden and Funk, 2001; Gladden and Funk, 2002; Ross, James, and Vargas, 2006) and questionnaire surveys conducted among Korean university students in order to draw the brand identity elements of professional football teams from Korean consumers' views considering cultural difference regarding team sports.

To sum up, professional sports teams of today need to develop an effective brand strategy for positive relationship with their customers in order to gain a higher degree of team loyalty. Hence, it is important to understand why customers enter into relationships with sports teams. It is broadly accepted that when consumers identify themselves with a particular sport team, the team loyalty should be strengthened. Therefore, identification with their fans is reasonably the key issue for all sport teams, in particular professional ones. Recent literature on organisational identification suggests that the most important components of customers' motivation to engage in relationships with companies are through the link between identity, identification, and loyalty (Ahearne et al., 2005; Bhattacharya and Sen, 2003). This research applies the idea in the team sports context, and provides a conceptual model and an empirical test

result testified among Korean football fans so as to suggest a new brand strategy for Korean professional football teams.

It may be desirable to mention briefly the analytical results of the research. First of all, this study generates thirteen elements of team brand identity through investigating consumer associations with their favourite football teams and identifies four dimensions of team brand identity through factor analysis with the SPSS software in the first step. It was ascertained that team brand associations by which team brand identity is constituted would be different between various consumer groups according to cultural differences. In the second step, a case study confirms the importance of the identified construct of team brand identity and the link between team brand identity and Fan-Team identification process. In the third step, the final model testing is conducted through SEM (structural equation model) technique with Lisrel software. The key findings demonstrated that the brand management strategy for K-league teams should be developed in three domains: a similarity strategy with non-product identity (star player, head coach and success), a distinctiveness strategy with visual identity (logo, uniform, and colour), and a prestige strategy with experience identity (group experience, stadium, sponsor and web site). Ultimately, a new brand management model for professional football teams which is based on the relationships between team brand identity, Fan-Team identification, and team brand loyalty is suggested

1.1 Aim, Objectives and Research Questions

This section will show an aim and the objectives for this thesis. Five objectives are developed step by step towards achieving the aim. Research questions have been designed to validate the outcomes.

1.1.1 Aim

The purpose of this study is to recommend a new brand management model for professional football teams in Korea. Although the significant relationships between fans and teams have been regarded as the most important branding aspect in the football industry, research lags behind this development, especially in Korea, which is one of the sports developing countries. Drawing on the extant research, this study focuses on the relationships between team brand identity as the basic element of sports team branding, team brand loyalty (team loyalty) as the most desirable destination of that, and the identification between fans and teams as the mediator between the identity and the loyalty.

It is the goal of this study to present the process that a sport team brand identity generates identification with its fans and the identification subsequently reaches the team brand loyalty, as well as to emphasise the importance of the relationships between them. A consumer's identification (emotional connection or attachment) with a sport team is conceptualised in terms of Consumer-Company identification theory for the purpose of this study, which examines the link between team brand identity, Fan-Team identification, and team brand loyalty among Korean football fans.

1.1.2 Objectives

- Refining the existing Consumer-Company identification model for the team sport industry in order to investigate why and under what conditions sports fans enter into strong, committed, and meaningful identification with certain sports teams and what is the consequence of the identification.

- Finding the elements of team identity and clarifying the construct of team identity through investigating consumers' associations with their favourite football teams.

- Verifying the important role of the elements of team identity through discovering related and remarkable cases in the world football.

- Analysing, evaluating and examining the relationships between team brand identity, Fan-Team identification, and team brand loyalty among Korean football fans.

- Formulating an underlying conceptual model to support the branding of Korean football teams.

1.1.3 Research Questions

What are the specific elements which constitute the identity of football teams in Korean fans' minds?

Does team brand identity have an influence on fans' self-definitional needs?

What is the relationship between teams' identity similarity and identity attractiveness?

What is the relationship between teams' identity distinctiveness and identity attractiveness?

What is the relationship between teams' identity prestige and identity attractiveness?

What is the relationship between teams' identity attractiveness and Fan-Team identification?

What is the relationship between Fan-Team identification and attitudinal loyalty?

What is the relationship between attitudinal and behavioural loyalty?

1.2 Structure of the Thesis

This thesis is composed of seven chapters, and each one is introduced briefly below:

Chapter 1 (Introduction)

This chapter offers an introduction leading to the statement of the problem, the purpose of the study, the significance of the study, and the research questions. A brief background regarding the nature of relationship marketing, identification, and professional sports is addressed in this chapter.

Chapter 2 (Literature Review and Hypotheses)

This chapter provides a review of the relevant literature on brand identity, association, identification, and loyalty theories, in order to state the definition, perspectives and theories. Furthermore, hypotheses and a conceptual model are presented to examine the relationships between team identity, identity similarity, distinctiveness, prestige, attractiveness, F-T identification, and both attitudinal and behavioural loyalty.

Chapter 3 (Methodology)

The three methods adapted in this study are literature reviews, questionnaire surveys, and case studies. This chapter also includes descriptions of the research design, instrumentation, selection of the sample, date collection procedures and data analysis procedures.

Chapter 4 (Empirical Study 1)

The purpose of the chapter is to generate the elements of team identity and develop dimensions of team identity. In order to examine the main model of this research, which describes the relationships between team identity, Fan-Team identification and team

loyalty, the construct of team identity should be first investigated. To do so, this chapter generates the elements of team identity through investigating consumer associations following Aaker (1996)'s definition of brand identity as a unique set of brand association.

Chapter 5 (Case Study)

The purpose of this chapter is to verify that team associations can play an important role as the element of the team identity. After finding the team identity dimensions and elements from consumers' associations with professional football teams, it is necessary to further identify each dimension and item of team identity, and to clarify the influence of team associations on building team identity. To do so, the literature review and case studies on the 13 elements of team identity investigated in Chapter 4 are presented to clarify how each element plays an important role and contributes to forming brand identity in the world football field.

Chapter 6 (Empirical Study 2)

The main goal of the chapter is to testify the final model which presents the relationships between team identity, F-T identification, and team loyalty, and to examine the hypotheses by a survey among Korean football fans. Before the model test, this study conducted another factor analysis of team identity to confirm its dimensions and elements because there might be a divergence between different groups of respondents. The research model and hypotheses are examined through the structural equation models (SEM) test.

Chapter 7 (Discussion)

This chapter summarises the whole process of the study and provides both theoretical and practical implications based on the result of previous empirical studies. In addition, discussion of the limitations of this study, as well as future research opportunities in this area, are suggested.

CHAPTER 2. LITERATURE REVIEW AND HYPOTHESES

There are many kinds of existing theories and definitions which are related to brand strategy and management for sports teams. In this chapter, the literature on brand identity, brand associations, identification, and brand loyalty are chosen to apply the selected theories to the team sports context. Furthermore, the following sub-sections try to generate hypotheses and a conceptual model.

2.1 Brand identity

2.1.1. Brands

A brand can be defined as a name and/or symbol (such as logo, trademark, or package design) which is intended to distinguish the goods or services of a vendor or group of vendors from those of other vendors in the market, and to enable consumers to identify the goods of a particular vendor. Branding serves the dual function of both identifying the source of the product to the customer and guaranteeing quality, while also protecting the producer from being confused with competitors selling seemingly identical goods (Aaker, 1991). In this sense, brands enable consumers to identify and bond with a particular product or service (Weilbacher, 1995). From the customer's perspective, a brand can be the expression of an accumulation of all their experiences of the product or service which it represents, and is the main point of contact between the customer and the product (Kapferer, 2004). A successful brand identifies the good or service to the

customer in such a way as to communicate relevant, unique qualities which correspond to the needs or desires of the consumer (Chernatony and McDonald, 1998).

2.1.2. Brand Identity

According to Aaker and Joachismsthaler (2000), brand identity can be defined as a unique set of associations that contain an implied guarantee of quality to customers and indicate both a core and an extended identity. Core identity is the fundamental essence of the brand that remains constant across time and geographic locations. The core identity of a brand comprises of the elements of a brand that are most likely to remain constant despite changing environments. Elements of the core identity might include particular attributes of the product, the user profile of the product, branded store ambience and product performance. Extended identity, as might be expected, refers to those elements of the brand that aim to provide texture and completeness to the brand. The extended identity of a brand should be layered over the core identity to add detail, focusing on the personality of the brand. Brand identity as a whole must take into account many different considerations including positioning and personality (de Chernatony, 1999). These are built through the culture within the organisation, and the relationship which employees of the company, to whom the brand refers, have with stakeholders in the brand. Communication techniques can be used to form the associations in a customer's mind which come together to form the overall image of the brand (Kapferer, 1997). Brand identity can aid in the forming of relationships between the consumer and the product or company by creating a value proposition of the

practical, emotional or self-expressive potential of the product. Aaker (1996) proposes a vision of brand identity as being embodied by four elements; product dimensions, organisational attributes, personality and relationship attributes, and symbolic dimensions.

In order to achieve success in its aims, a brand must develop an identity which resonates with consumers, enables a customer to distinguish the brand from its competitors, and is descriptive of the capabilities and objectives of the product or company it represents (Aaker and Joachimsthaler, 2000). The responsibility of brand managers in ensuring the brand succeeds is to plan, nurture, support, and protect the brand (Knapp, 2000). Essential in building a successful brand is appreciating how best to develop a brand that effectively speaks to the identity of the product or service it represents (Aaker, 1996). A brand should project relevant, long-lasting, believable benefits of the product or service (Ward et al., 1999). Brands that are able to portray this kind of cohesive gain advantage in the market and add value to the products and services they represent in the form of a price premium (Schmitt and Simonson, 1997).

Particularly when brands encounter aggressive competition in the marketplace, a strong and attractive image and reputation can differentiate a brand from that competition. The result of this is to generate consumer loyalty, leading to growth and strengthening of the brand. One way of promoting a strong brand identity is by linking the attributes of the brand to a method of communicating these attributes in a way that complements the

strengths of the product the brand aims to highlight, and is also easily accessible to customers.

Researcher	Definition
Olins et al. (1989)	Connection with the impressions, the image, and the personality reflected by a brand
Ind (1992)	Ethical and cultural values as well as organisational history and philosophy
Aaker (1996)	A unique set of associations that the brand strategist aspires to create or maintain
Dowling (1996)	Perceptions and beliefs concerning relevant brand characteristics, such as culture, climate, skills, values, competitive position, product offerings, as well as their reactions to the firm, including firm-related moods emotions, and evaluations
Brown and Dacin (1997)	Customers' knowledge concerning a brand, conceptualised alternatively as brand image, brand reputation, or, more generally, brand associations
Balmer (1998)	The core of what the brand is and many unique features of the brand, for instance history, philosophy, culture, communication and the industry the brand manages in
Aaker and Joachimsthaler (2000)	Resonating with consumers, differentiating the brand from those of competitors, and what the organisation wants the brand to stand for
Melewar and Wooldridge (2001)	A strategic indication of brand-level vision and mission, supported by the strategies which a brand employs in its operations or production
Melewar and Jenkins (2002)	A broad range of functions including business strategy, philosophy of key executives, brand culture, behaviour and design which are inter-reliant and unique to each organisation

Bhattacharya and Sen (2003)	A subset of brand associations that composes the brand's identity
Nandan (2005)	The perception of the brand as it is interpreted by the consumer

Table 3. Definitions of Brand Identity

2.1.3. Brand identity of sports teams (Team identity)

In the modern society, a sports team may be regarded as an organisational brand, and, as such, the identity of the brand is strongly linked to a consumer's knowledge of the team (Brown and Dacin 1997). Research suggests that identification with an organisation derives from the way the characteristics or identity of the organisation are perceived. (Dutton, Dukerich, and Harquail 1994). This perceived identity is linked to the organisation's enduring objectives, structure, administration and ethos (Kunda 1999; Scott and Lane 2000) that are integral and fundamental to the organisation, and distinguishes the organisation from others like it (Albert and Whetten 1985). To this end, a sports team's brand identity should reflect to fans or potential fans the sum of all the team has to offer (Urde, 2003). Brand identity takes on a more specific meaning when relating to sports team brands thanks to the degree to which individuals tend to identify with their favorite teams. This might include the team's most attractive and core attributes and values which the team represents, potential benefits to the supporter, and the significance of the experience of viewing that team in action (Bennett and Rundle-Thiele, 2005). Attached to this brand identity are a number of brand associations in the mind of the supporter which are linked to following that team. (Aaker, 1997). While

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brand identity is an integral part of the branding concept and of the business as a whole, much of the existing research regarding this issue has focused on the ideas of brand association rather than identity. It is therefore helpful to analyse the brand associations of sports teams in order to assess their brand identity. The study proposes that consumers identify with the subset of associations with the sports team which combine to constitute the team's identity. The current literature on brand association in the context of team sports and the fields of sports branding and marketing suggest various brand associations that may have relevance to sports teams globally.

2.2 Brand Associations

2.2.1. Brand Associations

According to Tuaber (1981), a brand represents a group of concepts that are associated in consumers' minds with a particular brand. Specifically, these concepts are "linked"

to a brand in a consumer's memory (Aaker, 1991). Keller (1993) defines brand

associations as the "other informational nodes linked to the brand node in memory": The meaning of the brand to consumers is defined by these associations. Associations can be conceptualised as the meaning a consumer assigns to the brand upon seeing or hearing its name, logo or theme tune etc. Brands can be revealed to consumers in a number of ways (Williams, 2000): Any visual, audio or sensory impact that a brand that retains value in the mind of the consumer can be considered an association. This could

of course include almost any expression of a brand, but there are identified categories of associations that can improve a customer's relationship with the brand (Aaker, 1996).

The component associations of a consumer's awareness of a brand name affects the "encoding, storage and utilization of new information about the brand" (Lynch and Srull, 982, p.27) and may have an impact upon a consumer's response to the brand (Aaker and Keller 1990; Keller and Aaker, 1992).

Research exploring the psychology of consumer decision-making tends to show that the associations consumers make with brand names are based on images, perceptions, and beliefs deriving from past experiences and information which has been synthesised by the consumer (Jacoby, Szybillo and Busato-Schach, 1977). In order to properly understand brand associations, it is therefore necessary to examine the processes involved in developing an individual's memory. Most of the widely accepted understandings of human memory structure consist of some element of associative model formulation (Anderson, 1983; Wyer and Srull, 1989).

Brand associations are crucial to organisations for a variety of functions, which include processing and/or retrieving information, distinguishing the brand, persuading potential customers of the imperative to buy and creating positive emotions on the part of customers about being connected to the brand, and inspiring new and varied products (Aaker 1991). This is true regardless of what the content of these decisions is. In fact,

all associations that are retrieved in the mind of the consumer when a product is

mentioned contribute to that consumer's perception of the brand, and are therefore

capable of influencing decision-making by the consumer regarding that brand (Aaker

1991). Essentially, this is the most important function of brand associations. If anything

an organisation does is capable of affecting a consumer's opinion of the brand it is

necessary to analyse marketing and branding decisions very closely in order avoid

negative effects.

There are many different forms of brand association. The amount of information which

is conveyed through an association can differentiate between different associations

(Alba and Hutchinson 1987; Chattopadhyay and Alba 1988; Johnson 1984). The quality

of responses to brand associations, in terms of how strong and unique they are perceived

to be, is key in analysing the differential response that constitutes brand equity. Before

considering these responses, it is useful to examine the different types of brand

associations that may present themselves in the mind of the consumer. In his seminal

piece of work Keller (1993) classified brand associations into three predominant

categories with differing levels of abstraction: attributes, benefits and attitudes.

Researcher	**Definition**
Tuaber (1981)	A collection of concepts that consumers discover to connect to a particular brand

Lynch and Srull (1982)	Affecting on the 'encoding, storage and utilisation of new information about the brand'
Aaker (1991)	(a) Anything 'linked' in a consumer's memory to a brand (b) The consumer's perception of the brand and thus influencing decision-making by the consumer regarding that brand (c) Differentiating the brand, causing a reason to purchase, creating positive attributes or feelings, and offering a basis for new goods or services
Keller (1993)	The other informational nodes which are linked to the brand node in memory, and these associations include the meaning of the brand to customers
Aaker (1996)	A key component of brand identity in forming consumers' view of a brand
Williams (2000)	Anything a brand does, says, or looks like that has made an impression on customers that they link with the brand

Table 4. Definitions of Brand Associations

2.2.2. Brand associations of sports teams (Team associations)

There are relatively few research studies that have examined the specific area of brand associations (Aaker, 1991, 1996; del Rio, Vazquez, and Iglesias, 2001; Heath, 1999; Lederer and Hill, 2001), and very few of those have focused on brand associations in the context of sport. As discussed, brand associations can be perceived of as the thoughts and emotions that a consumer mentally links to the brand in question (Aaker, 1996). For some individuals, viewing a sporting event is an opportunity to enjoy the

excitement of watching their favourite team playing live, while, for others, it is simply a chance to spend time with their family and friends, or even to network with business connections. This can alter depending on the sport in question; some sports (e.g., Amateur Football League) tend to attract audiences who see the game as an opportunity for social interaction, whereas others (e.g., Major Professional Football League) attract audiences who are more committed to concentrating on the actual game (James and Ross 2002). Given the number of different motivations spectators at sports games can have, there is a wealth of different associations that marketers must take into account when devising strategies. Ultimately, marketers will have to combine both tangible and intangible attributes to create an effective brand identity that appeals to a wide spectrum of consumers. This has been referred to as the "unique set of brand associations that a brand strategist aspires to create or maintain," (Aaker 1996, p.68).

Most of the many associations that are formed with particular sports are intangible and experiential (Mullin et al. 2000). Gladden and Funk (2002) have developed the Team Association Model (TAM) in an attempt to more thoroughly analyse brand associations. Gladden and Funk identified sixteen dimensions of brand association as potentially contributing to the foundation of brand associations in sport. These were conceived out of the three categories proposed by Keller (1993), and point to the significance of emotional identification with a team, and the exhilaration felt when watching that team play live. Gladden and Funk (2001) also measured 13 attributes and benefits which can be associated with a sports team's brand and found that vicarious achievement based on the successes of the team, nostalgia for previous experiences of watching the team play,

peer group acceptance of emotional attachment to the team, the 'escapism' of

becoming immersed in the game, tradition, product delivery and star players were

reliable predictors of loyalty to a team. Similarly, Funk (2002) reported that six of these

associations (star player, vicarious achievement, nostalgia, product delivery, success

and escape) categorised consumers by their membership of three groups; casual,

moderate and loyal. Ross et al. (2006) have developed the Team Brand Association

Scale (TBAS). The TBAS analyses 11 brand associations held by consumers that relate

to professional sports. Associations assessed by the TBAS, as defined by Ross et al.,

include (1) persons who are not players but are associated with a particular sport team,

for example the manager or coach ("Non-player Personnel"); (2) the performance,

and/or success of a team ("Team Success"); (3) the history of a particular sport team, for

example success in previous seasons ("Team History"); (4) the stadium and

geographical community which the team calls "home" ("Stadium Community"); (5)

specific characteristics displayed by the team on the field ("Team-play Characteristics");

(6) the identifying marks associated with a specific sport team ("Brand Mark"); (7) the

team's dedication to their fans ("Organisational Attributes"); (8) consuming food and

drink at the stadium ("Concessions"); (9) interacting with friends, colleagues and other

fans ("Social Interaction"); (10) the competition between historically competitive teams;

often between teams from the same geographic location e.g. Arsenal and Tottenham

Football teams ("Rivalry"); and (11) an individual's continued support for a particular

team ("Commitment").

2.3. Identification

2.3.1. Fan-Team Identification

Identification with a sports team is one of example of organisational identification (Mael and Ashforth, 1992), and it has attracted attention from those who regard sports fans as customers (Wann et al., 2001).

Sports management academics have emphasised the bond of identity between fans and sports teams in the last decade. Hogg and Abrams (1988, p.128) note "support for the home team is more than an act, it is part of identification with that team and/or what it represents" focusing on solidarity among British football fans. Sports fans who support a particular team obtain greater pleasure from their bonds with sports or sporting events than spectators who do not feel an attachment to a specific team. Furthermore, the ties with a particular sports team are connected to the fans' feelings of self-worth, ambition and aggression. (Wann and Branscombe, 1993; Sloan, 1989).

Individual identification with a sports team can vary depending on his or her motivation to be connected with the team. People who maintain a low level of identification with the group tend to have a passive relationship with the team, and attend games or events for entertainment value, social interaction opportunities, or stress-relieving qualities. In contrast to them, highly dedicated fans usually show their strong loyalty and regard the team's identity as integral to their own. Fans who feel a strong identification with their

favourite team are those most likely to seek negative interaction with fans of an opposite team (Branscombe and Wann, 1994).

People who keep a high level of identification with their favourite team are more susceptible to changes in emotions depending on that team's success or failure. That is, they frequently feel the successes and failures of their team in person since their feelings are closely linked with the performance of the team (Hirt, Zillman, Erickson, and Kennedy, 1992). Cialdini et al. (1976) describe the desire of individuals as "Basking-In Reflected-Glory (BIRGing)" in order to associate themselves with a successful team, and mention "Cutting-Off-Reflected Failure (CORFing)" as the contrary concept of it. This explains the reason why fans are more likely to attend matches during periods when their fovourite team performing well, while less fans go to the stadium when the team is on a losing streak or performing poorly (End, Dietz-Uhler, and Demakakos, 2003). Watching the success of the team is particularly effective in improving an individual's ego (Cialdini et al., 1976). In fact, there is some level of psychological risk related to team identification. As such, fans are not sufficiently able to distance themselves from the failures of their chosen team, although they felt excited and happy after the team's successful performances (Wann and Branscombe, 1990).

Wann and Branscombe (1993) maintain that F-T identification is an individual's attachment to or concern for a specific sports team. Mahony (1995, p.12) describes F-T identification as "the degree to which a fan defines him/herself by the same attribute that defines the sport team". F-T identification literature is mainly driven by the effort

of Daniel Wann and his colleagues. They propose that F-T identification has an influence on diverse constructs such as attribution of competition outcomes (Wann and Dolan, 1994), team knowledge and beliefs (Wann and Branscombe, 1995b), emotions (Wann and Branscombe, 1992; Wann et al., 1994), self-esteem (Wann and Branscombe, 1990), perceptions of influence (Wann et al., 1994), and belief in personal competence (Hirt et al., 1992; Madrigal, 1995).

Identity construct is the key to understanding fan behaviour, and therefore many researchers have studied to discover it. Lee (1985) observes the relation between self-esteem and social identity in the context of basketball fans. Furthermore, a recent research has found that gender has an effect on the development of sports fan identity in the context of socialisation (End et al., 2004). Murrell and Dietz (1992) studied the influence of group identity on levels and degrees of team support. Wann et al. (1996) analysed the reason why fans begin to identify with sports teams, why this support continues, and under what circumstances it tends to end.

On the other hand, a number of researchers have proven that identification is relevant to the marketing area, since the potential fans can contribute to the financial success of sports teams. Identification with the team supported by fans has been identified as a potential means of manipulation that brand managers can operate to reduce price sensitivity on fans (Sutton et al., 1997). Furthermore, identification can be utilised to analyse the degree of consumption among fans (Gladden and Funk, 2001; Trail, Anderson, and Fink, 2005; Trail, Fink, and Anderson, 2003), as a method to measure a

fan's psychological well-being (Wann, 2006), and as an element to explain the emotional and even aggressive behaviour of fans (Wann et al., 2002).

F-T identification is related to the consequences of brand equity as well. Gladden et al. (1998) and Ross (2006) identify the relationship between F-T identification and brand equity in their model. F-T identification is an indicator of attendance at collegiate sports events (Wann et al., 2004; Laverie and Arnett, 2000), and ticket sales and merchandise sales (Kwon and Armstrong, 2002). Sponsorship and sports ground advertising are also suggested as the examples of the connection (Gwinner and Swanson, 2003).

Researcher	**Definition**
Hogg and Abrams (1988)	The part of identification with the team and/or what it represents
Sloan (1989); Wann and Branscombe (1993)	The fans' feelings of self-worth, ambition and aggression relecvant to a particular sports team
Wann and Branscombe (1993)	An individual's attachment to or concern for a specific sports team
Mahony (1995, p.12)	The degree to which a fan defines him/herself by the same attribute that defines the sport team
Sutton, McDonald, Milne and Cimperman (1997)	A potential means of manipulation that brand managers can operate to reduce price sensitivity on fans
Wann et al. (2002)	The degree of the emotional and even aggressive behaviour of fans

Wann (2006)	A method to measure a fan's psychological well-being

Table 5. Definitions of F-T Identification

As explained above, a number of studies of identification between sports consumers and organisations have been carried out so far. However still no attention has been perceived in the process through which consumers identify with a specific organisation or brand in the professional sports field, even though it is a sufficiently interesting and potential area. Therefore, this study endeavours to investigate the process and components from the existing literature on organisational identification. It should be important to offer the process concerning an individual's identification with a sport team as an organisational brand.

2.3.2. Social Identity Theory

According to social identity theory, a personal conception of themselves is decided by their personal identity and their social identity. The personal identity consists of individual traits, such as their skills and areas of interest, while their social identity is built by their membership of groups, such as gender, race, nationality, marital status, and so on (Tajfel and Turner, 1986; Turner, 1982). The social classification allows people to build a sense of personal position within the social system, and furthermore to discover others who are in the same category. On the other hand, social identification with a specific group enables individuals to define themselves according to their

membership of that group (Hogg et al., 1995). In this regard, Stets and Burke (2000) argue that the social groups are a set of individuals who come together founded on their shared sense of social identification, while social identity founded on membership of a specific group does not need the members of that group to ever meet or interact.

Individuals sharing a common social identification classify themselves into being similar to or different from members of a contrasting social group through the process of comparing themselves with others (Deaux and Martin, 2003; Stets and Burke, 2000; Tajfel and Turner, 1986). Puddifoot (1997, p.344) stresses that "A critical aspect of social identity theory is…individuals will characteristically categorise people in such a way as to favour member of the group which they themselves feel they belong…that effectively maximises intragroup similarities and intergroup differences". Stets and Burke (2000) additionally propose that, once a person becomes a member of a specific social group, he or she will tend to attach positive evaluations to that group. The extent to which an individual identifies with a group is also influenced by the way in which outsiders perceive the group, or the way in which the member of the group believes that outsiders perceive the group to which he or she belongs (Fink, Trail, and Anderson, 2002). A person may focus on the difference between members and non-members of the group by boasting of the group's social status and its previous successes (Ashforth and Mael, 1989).

It is critical for brands to ensure their identity since it boosts support and loyalty from customers (Ashforth and Mael, 1989). Brands should convey a positive image, as

customers use brand affiliation as a way of self-expression. Hence, identification with a brand can be regarded as the overlap a customer perceives between their own identity and the identity they build for the brand. In this research, the sense of an individual's own identity being is combined with the identity of a brand studies to explore the nature of identification.

2.3.3. Organisational Identification

Ashforth and Mael (1989) define organisational identification as "sense of belonging or perceived oneness" with an organisation. Furthermore, three aspects of social identity - cognitive, evaluative, and emotional – are discerned by Ellemers, Kortekaas, and Ouwerkerk (1999). Bergami and Bagozzi (2000) discover the conscious elements of identification and the aspects of social identity are stemmed from organisational-based self-esteem. In order to express self-identity, it is crucial to develop a social identity, not just depend on personal identity (Brewer 1991; Tajfel and Turner 1985).

According to Turner (1982), even though there is no contact with particular members, individuals frequently identify themselves with attractive groups. Between members of the group, ties based not on direct social interaction, but on a common identification with that group, can be impersonal (Brewer and Gardner, 1996). Thus, identity is not deterministic (Schlenker, 1986; Turner, 1982), and is frequently negotiated and chosen by individuals of their own volition (Swann, 1987). It is additionally possible that an

individual who is not a member of a group could identify with that group, if he or she felt that this would improve his or her social identity.

Identification with an organisation is basically derived from the characteristics or identity of the organisation (Dutton, Dukerich, and Harquail 1994). Numerous studies on identification within an organisation have proven the significance of relationships between a corporation's employees (Ashforth and Mael, 1989; Bergami and Bagozzi, 2000; Bhattacharya and Elsbach, 2002; Dutton, Dukerich, and Harquail, 1994) and their consumers (Ambler et al., 2002; Bhattacharya and Sen, 2003).

It is significant for managers to develop strong and lasting relationships with consumers, and therefore researchers have studied to suggest efficient methods for it. One of the conceptual frameworks provided by Bhattacharya and Sen (2003) is to examine identification within consumer-company relationships. Identification within such relationships originated from high levels of attractiveness of a company results in positive consequences for the company such as high levels of loyalty of the consumer (Bergami and Bagozzi, 2000; Ashforth and Mael, 1989). Ultimately, people who identify with an organisation, company or brand are able to contribute added value to the consumer-company relationship.

Moreover, Bhattacharya and Sen (2003) maintain that customers consider their relationships with firms to develop identification with an attractive firm which can improve their self-definitional needs. What is more, they stress that a company has a

high influence on consumerism, and takes advantage of customers' desires to satisfy their self-definitional needs in offering strong social identities to customers.

2.3.3.1. The link between team identity and the self-definitional needs (identity similarity, distinctiveness, and prestige)

If a sport team's identity has a desirable characteristic to satisfy consumers' self-definitional needs (e.g.. similar to consumers' identity, distinctive from other competitors, or prestigious than other competitors), consumers will perceive the team to be attractive. Then the perceived attractiveness can provide opportunity for the consumers to identify with the team. Accordingly, it should be necessary to testify whether a team's identity affects fans' self-definitional needs (identity similarity, distinctiveness, and prestige) before examining the link between the self-definitional needs and identity attractiveness of a team. Based on the preceding review of the literature, the following hypotheses are developed:

Hypothesis 1: Team identity has a positive influence on identity similarity.

Hypothesis 2: Team identity has a positive influence on identity distinctiveness.

Hypothesis 3: Team identity has a positive influence on identity prestige.

2.3.3.2. The link between identity similarity and identity attractiveness

Customers have tried to possess a stable and consistent sense of self in the society they live in (Kunda, 1999). They feel identification with an organisation possessing the same character as them. (Dutton et al., 1994; Ashforth and Mael, 1989). Pratt's (1998)

research on organisations indicates that constructing a social identity from identification with an organisation is related to the need for self-continuity (Heider, 1958). That is, the attractiveness of a sports team is increased when the team's identity aligns with a fan's sense of who he or she is.

Belk (1988)'s identity consumption theory and the C-C identification model (Bhattacharya and Sen, 2003) focus on the role of identity similarity in constructing strong customer relationships and loyalty. The theory of identity similarity derived from the similarity-attraction paradigm, which proposes that people's preference for individuals or groups depends on the degree of similarity between themselves and that person or group (Berscheid and Walster, 1969).

The basis for the connection between identity similarity and identity attractiveness (Dutton, Dukerich, and Harquail 1994) is two fold: First, consumers find information concerning brands whose identity is closely aligned with their own easier to focus on and absorb (Markus and Wurf 1987). Second, constructing a relationship with a brand with whom they identify allows the consumer to express their sense of who they are (Pratt 1998). Building and supporting relationships with similar people and organisations enables individuals to improve their self-esteem, and maintain consistency in their self-identity. (Tesser et al., 1988; Byrne, 1971).

In the team sports context, the term of similarity has been frequently regarded as one of the crucial variables for identification in studies on sport sponsorship and advertising

(Gwinner and Eaton, 1999; Gwinner, 1997). Fisher (1998) suggests that similarity may be the most prominent variable with attractiveness for identification in his study on sports fans' identification and brand consumption choices of variables. Whilst it is possible that an individual's similarity to a particular sports team may influence the level of attractiveness of the team, they develop identification with a team as a result of the identity attractiveness. Moreover, the relationship between sports consumers and teams should assist consumers in strengthening their own identity when the identity of both the consumer and the team are closely aligned. Embracing favourable attitudes and behaviours toward specific sports teams may be closely linked to an identity similarity which provides an opportunity for fans to demonstrate similarity to and the desirable meanings associated with the team (Carlson and Donavan, 2008).

Hypothesis 4.

Identity similarity has a positive influence upon identity attractiveness.

2.3.3.3. The link between identity distinctiveness and identity attractiveness

Research on social identity has found the importance of distinctiveness in constructing organisational identity. Tajfel and Turner (1985)'s study stress that individuals feel the need to distinguish themselves from others. People tend to associate themselves with groups or other individuals who best represent the distinctive attributes which they value (Ahearne et al., 2005). Furthermore, the theory of optimal distinctiveness proposes that people have a tension between the need to fit in by being similar to others around them, and the desire to stand out by being different to others (Brewer, 1991). In

the same way, Cucka (2005) also stresses that it is necessary to show that the organisation has an identity which is both distinctive and relevant to the market in order to make an organisation attractive.

As shown in the research, distinctiveness is also an essential feature for organisational identity attractiveness (Bhattacharya and Sen, 2003). In high performing organisations, distinctiveness can be used as a method for attracting customers who consider that they possess distinctive characteristics (Osborne and Cowen, 2002). In the team sports context, the relationship between fans' perceptions of a team identity and their evaluation of its attractiveness is mediated by the identity's perceived distinctiveness on dimensions they value. Therefore, fans would feel more attracted to a sports team perceived as a distinctive organisation.

Hypothesis 5.
Identity distinctiveness has a positive influence upon identity attractiveness.

2.2.3.4. The link between identity prestige and identity attractiveness

The concept of prestige in an organisation represents stakeholders' perceptions that other people believe the organisation is respected, admired, or well-known. More specifically, prestige is an organisation's general reputation, and the level to which outsiders hold the organisation in high regard (Bergami and Bagozzi, 2000).

A number of researchers have agreed on the view that the prestige of an organisation promotes the desire of individuals to be identified with it (Ahearne et al., 2005; Bhattacharya and Sen, 2003; Bhattacharya et al., 1995; Bergami and Bagozzi, 2000). Many people regard a brand as a person, and wish to be associated with a positive and reputable brand. Ashforth and Mael (1989, p.24) say that "individuals often cognitively identify themselves with a winner", which also satisfies their self-esteem. "Basking-In Reflected-Glory (BIRGing)" reflects their wish to be considered prestigious in order to improve their self-esteem (Campbell et al., 2004). In addition, Arnett et al. (2003, p.94)'s research note that "perceived organisational prestige is associated positively with organisational identification, which they define as a sense of oneness with or belongingness to an organisation". Therefore, identification with prestigious organisations can be accepted as a key factor for consumers to preserve their self-enhancement and self-esteem (Bhattacharya and Sen, 2003).

The perceived prestige of an organisation has an effect on identity attractiveness in a positive way (Pratt, 1998). Bhattacharya et al. (1995) regard prestige as an indicator of organisational success. More specifically, prestigious organisations are presumed to be successful, and therefore customers derive their pride from being associated with the prestigious brand. (Ahearne et al., 2005; Dutton et al., 1994). What is more, the perceived brand image can develop consumers' pride when they identify with a prestigious brand (Ahearne et al., 2005; Dutton et al., 1994).

In the same way, the concept of a prestigious organisation is sufficiently seductive in the field of team sports. The pride of fans is shaped when they connect themselves with a team through history, symbols, shared goals, and so on. In this regard, supporting a team means extending themselves as well as communicating with others. There is therefore a greater opportunity for fans to improve self-esteem and obtain various benefits by identifying themselves with a prestigious team (Sutton et al., 1997).

Hypothesis 6.

Identity prestige has a positive influence upon identity attractiveness.

2.3.3.5. The link between identity attractiveness and F-T identification

The proposed model in this thesis suggests that attractiveness of a sports team has a critical influence on F-T identification. Compared with brands perceived as less attractive, consumers feel a particular relationship with those attractive brands (Hayes, 1999). Rossiter and Percy (1987) suggest that, unless an individual finds an organisation or brand to be attractive, he or she will find it difficult or undesirable to identify with it. The level of organisational identification is decided by the attractiveness (Dutton et al., 1994), and it can be applied to a sports team as well. The attractiveness judged by fans' perceptions is founded on not only their perceptions of the general characters and culture surrounding the team, but also their personal experiences.

Identity attractiveness is a measure of the degree to which individuals find an organisation's attributes to justify a lasting relationship with that group (Ahearne et al.,

2005). Bhattacharya and Sen (2003) maintain that the level of attractiveness of a brand is dependent upon satisfying at least one of three crucial consumer self-definitional needs, namely "self-continuity need" (finding similar identity), "self-distinctiveness need" (distinguishing themselves from others in social situation), and "self-enhancement need" (aligning themselves with organisations possessing an attractive image in order to improve their self-esteem). The question of whether a particular team is attractive or not is often closely tied to the extent to which that sports team's identity is matched to a fan's self-definitional needs. Tajfel and Turner (1986) stress that self-definition is significant in terms of social identities. People wish to establish a secure and stable sense of self-definition for a successful achievement (Erez and Earley, 1993; Schwalbe and Mason-Schrock, 1996), and thus fans expect to ally themselves with a successful team.

This research examines three potential indicators - similarity, distinctiveness, and prestige – in order to predict how attractive a sports team will be to fans. A customer's attractiveness evaluations of an organisation's identity are established on his or her perceptions of that identity (Bhattacharya and Sen, 2003). In this regard, the efforts of sports fans to satisfy their needs for self-continuity, self-distinctiveness, and self-enhancement of a team's identity will rely upon the extent to which they perceive it in terms of similarity, distinctiveness, and prestige.

Hypothesis 7.

Identity attractiveness has a positive influence upon F-T identification.

2.4. Brand Loyalty

In the competitive marketplace, the ultimate aim of brands results in gaining customer loyalty. The construct of brand loyalty has been a top topic for over 40 years. Aaker (1991, p.39) identifies brand loyalty as "the attachment that a customer has to a brand" and regards customer loyalty as one of the critical dimensions to build a strong brand (Aaker, 1992). In line with this perspective, loyalty has been defined as an integral component or consequence of customer-brand relationships (Fournier et al., 1998; Fullerton, 2003; Sirdeshmukh et al., 2002). Mahony (1995, Unpublished), additionally, used brand loyalty as a method of examining team loyalty, particularly in professional football teams.

Brand loyalty is generally classified into two dimensions - behavioural and attitudinal (Day, 1969; Jacoby and Chestnut, 1978). Before the late 1960's, researchers tended to emphasise the behavioural dimension when they conduct market studies and collect data. It is stimulated by a view that brand loyalty is necessary to encourage repeated purchases of the same brand over time. In particular, sports management and psychology research have emphasised the behaviour of spectators, such as attendance and television viewing. (DeSchriver and Jensen, 2002; Funk, Mahony, and Ridinger, 2002; Hansen and Gauthier, 1989).

However, this ignores the significance of attitudinal loyalty which differentiates spurious from real loyalty. Spurious loyalty is the kind of loyalty implied by a spectator who does not have a strong feeling about the outcome of the match, but still constantly

attends matches (Backman and Crompton, 1991). Hence, it is important to lay stress on the emotional attachment to the team, even though constant attendance is one indicator of true loyalty (Mahony, Madrigal, and Howard, 2000). This perspective is especially reflected on the sports field. A number of the earliest studies of team brand regard loyalty as an individual attitude toward a sports team.

Since the 1970's, not only behaviour, but also attitude has been utilised for efficient organisational constructs (Jacoby and Chestnut, 1978; Jacoby and Kyner, 1973; Jacoby and Olson, 1970). Researchers propose that loyal fans would likely hold both a favourable attitude toward a specific team and regular support behaviour (Mahony, Madrigal and Howard, 2000), and, they have developed a composite perspective of team loyalty in the sports context (Gladden and Funk, 2001; Hill and Green, 2000; Mahony, Madrigal, and Howard, 2000; Pritchard, Havitz, and Howard, 1999). Jacoby and Chestnut (1978) stress that neither behaviour nor attitude criteria alone can completely describe the true extent of the loyalty concept. Murrell and Dietz (1992) was the first to append an index which took into consideration both dimensions to analyse team support and loyalty. Funk and Pastore (2000) use both attitudinal and behavioural concepts to define team loyalty as the correspondence between attitude to reflect high structural support and a personal willingness to demonstrate loyal behaviour.

In passing, there is an important point which should be considered in understanding the relationship between attitudinal and behavioural loyalty. Jacoby and Chestnut (1978, p.19) defined brand loyal behaviour as "the overt act of selective repeat purchasing

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based on evaluative psychological decision processes". This definition gave a suggestion that loyal attitude formed by psychological processes would be prior to actual loyal behaviour.

Researcher	Definition
Jacoby and Chestnut (1978)	The overt act of selective repeat purchasing based on evaluative psychological decision processes
Rossiter and Percy (1987)	Repeated purchases of the same brand over time and a favourable attitude towards a brand
Aaker (1991)	The attachment that a customer has to a brand
Aaker (1992)	One of critical dimensions to build a strong brand
Oliver (1997)	A profoundly held commitment to rebuy or repatronise a favourite product or service constantly in the future, in spite of situational influences and marketing efforts having potential to incur switching behaviour
Fournier et al. (1998)	An integral component of customer-brand relationships
Chaudhuri and Holbrook (2001)	A degree of dispositional commitment considering unique value related to the brand
Yoo and Donthu (2001)	The tendency to be loyal to a focal brand, which is demonstrated by the intention to purchase the brand as a primary choice

Table 6. Definitions of Brand Loyalty

2.4.1. The link between F-T identification and attitudinal loyalty

As stated above, recent brand researchers have accentuated a favourable attitude by modifying traditional perspective (Mahony, Madrigal and Howard, 1999, 2000; Tapp, 2004; Rossiter and Percy, 1987). Chaudhuri and Holbrook (2001) define attitudinal brand loyalty as "a degree of dispositional commitment considering unique value related to the brand". Commitment means expressing a personal emotional or psychological attachment to a brand (Beatty and Kahle, 1988). According to Funk and James (2006), the attitudinal aspect of team loyalty is obvious in the mental commitment a fan makes to his or her chosen team. In order to measure a fan's psychological commitment to a team, metrics including inner attachment, persistence, and resistance have been used. (Gladden and Funk, 2001; Mahony, Madrigal, and Howard, 2000; Pritchard, Havitz, and Howard, 1999).

Consumers who identify with an organisation are more willing to forgive mistakes, or make more generous assessments of an organisation's responsibility and culpability for those mistakes (Bhattacharya and Sen, 2003). Alsop (2002) suggests that identified consumers tend to overlook and downplay any negative information they may receive about a company or its products they identify with, particularly when the magnitude of such information is relatively minor. The likelihood of such resilience to negative information is underscored by Bergami and Bagozzi's (2000) finding that identification with an organization causes people's interactions with it to be characterized by courtesy, altruism, and sportsmanship. In the sports context, these characteristics are likely to

cause identified fans to make more generous reactions and to be more forgiving of the team's failures when a team goes wrong. Similarly, Pritchard (1992) indicates resistance to change is a distinct subcomponent of attitudinal loyalty as a multidimensional construct. Furthermore identification causes people to become psychologically attached to and care about the organization, which motivates them to commit to the achievement of its goals, expend more voluntary effort on its behalf, and interact positively and cooperatively with organizational members (Bhattacharya and Sen, 2003). Highly identified fans show a stronger level of attachment that is based on a favorable attitude to the team than lowly identified fans (Sutton et al., 1997). Moreover, identified fans tend to have a more favorable attitude towards other aspects related to the team. For example, they are more likely to use products of the team's sponsor (Madrigal, 2001). Just as consumers may forgive themselves for inferior mistakes, they will forgive the companies they identify with, particularly because identification leads them to trust the company and its intentions (Hibbard et al., 2001). The more the fans identify with the team, the higher level of attitudinal loyalty the consumers will have. Based on these statements, the following hypothesis is developed:

Hypothesis 8.

F-T identification has a positive influence on attitudinal loyalty.

2.4.2. The link between attitudinal loyalty and behavioural loyalty

The definitions of brand loyalty founded on the behavioural perspective focus on a consumer's actual purchases towards a brand. Yoo and Donthu (2001) regard brand loyalty as the tendency to be loyal to a focal brand, which is demonstrated by the intention to purchase the brand as a primary choice. Brand loyalty is a profoundly held commitment to rebuy or repatronise a favourite product or service constantly in the future, in spite of situational influences and marketing efforts having the potential to incur switching behaviour (Oliver, 1997). Researchers consider past and current behaviour, and even behavioural intentions for the future, in order to analyse behavioural loyalty (Homburg and Giering, 1999). Components of past behaviour are both past purchases and recommendations to buy the brand or support the team (Anderson, 1998). More specifically in the sports field, it is attendance at team matches or events and watching matches on TV, consuming other club-related media, such as fanzines and television channels, buying club merchandise, wearing the colours or logo of the favourite club (Bauer, Stokburger-Sauer, and Exler 2008), and persuading others to support the team (Fink, Trail, and Anderson, 2003; Funk and Pastore, 2000; Gladden and Funk, 2001; Mahony, Madrigal, and Howard, 2000; Shank and Beasley, 1998). Furthermore, the behaviour can be a good indicator of future intent since it usually develops into future intentional behaviour.

The behavioural dimension includes considerations of repeat commitments towards a particular team, for example attending games and purchasing team merchandise. The attitudinal dimension is measured with reference to the degree of psychological commitments an individual fan makes towards a particular team. Relevant factors may

include knowledge of the team, a perception of importance in the role the team plays in the life of the fan, and the extent to which the fan feels personally the successes and failures of the team (Krosnick et al.,1993). Relevant qualities of this attitude include its durability and intensity. The attitude of the fan should be persuasive in maintaining the fan's interest in the team, and should prevent the fan switching allegiance to a competitor team. It should also influence the way in which the fan synthesises information about the team, and should inform the fan's future attitude towards the team

Recent research suggests that there is a positive correlation between attitudinal and behavioral brand loyalty (Gounaris and Stathakopoulos, 2004; Thiele and Mackay, 2001). The attitudinal measurement approach has been utilised to explain behavioural loyalty in the service industry (Backman and Crompton 1991a, 1991b; Iwasaki and Havitz, 1998, 2004). It may be reasonable that the measurement approach can also be of use in understanding the relationship between two dimensions of team loyalty (Tapp and Clowes, 2002).

Hypothesis 9.
Attitudinal loyalty has a positive influence on behavioural loyalty.

2.5. The Summary of Literature Review and Hypotheses

In this chapter, the study conducts a literature review followed by the hypotheses to be tested. Based on the literature review, a conceptual model, which describes the

relationships between team identity, F-T identification, and team loyalty, is proposed. In developing the conceptual model, this study began by discussing the concepts that emerged from C-C identification theory that may apply the identification in the context of relationship between sports teams and their customers. Drawing on the literature related to the consumer-company relationship (Bhattacharya and Sen, 2003; Ahearne, Bhattacharya, and Gruen 2005), the study suggests that F-T identification can be defined in terms of the extent to which sports fans, as consumers, define themselves by reference to their psychological "oneness" with a sports team as an organisational brand. Figure 1 presents our proposed conceptual model.

Bhattacharya and Sen (2003) suggest that consumers identify with an organisation when they perceive attractiveness of its identity and, before this, the most important determinants as to why a consumer is attracted to a particular organisation's identity that satisfies at least one of their self-definitional needs: self-continuity, self-distinctiveness, and self-enhancement. In the same line, the attractiveness of a sports team's identity to any given individual can therefore be measured with reference to that individual's own identity (i.e., identity similarity), with reference to how well it measures up in the categories of attributes that are valued by that individual (i.e., identity distinctiveness), and with reference to the identity's prestige (i.e., identity prestige). As shown Figure 1, this study clarifies the link between team identity and F-T identification in terms of three sequential links. The components that lead team identity to F-T identification are

the three basic self-definitional needs and the attractiveness of that team identity (Bhattacharya and Sen, 2003). Firstly, this study focuses on the link between team identity and the three self-definitional needs. Secondly, the link between the three self-definitional needs and identity attractiveness is proposed. The third relationship under consideration in the study is the link between identity attractiveness and F-T identification.

This study also suggests consequences of F-T identification in terms of two serial relationships. The first link is between F-T identification and attitudinal loyalty. The second is the relationship focuses between attitudinal loyalty and behavioural loyalty.

Although it seems clear that there are benefits to be gained by teams from having fans that strongly identify with the team, a key issue in analysing the relationship between teams and their fans is determining what these precise benefits are (Mael and Ashforth, 1992; Scott and Lane, 2000). Bhattacharya et al. (1995) suggest that consumer identification will result in higher brand loyalty, which is consistent with the idea of increased overall loyalty towards the team (Adler and Adler, 1987). One benefit is that fans are more likely to possess a consistently favourable attitude towards a team since identification causes psychological attachment between the fan and the team. On the other hand, some studies have shown that organisational identification has the capacity to impact a consumer's behaviour in ways which benefit the organisation (Ahearne et al., 2005; Bhattacharya and Sen, 2003; Sen and Bhattacharya, 2001). In the same line, Lichtenstein et al. (2004) propose a classification of the benefits of identification to an

organisation; attitudinal benefits and behavioral benefits. Considering the capitalised nature of modern professional sports, the ultimate destination that the team management desire would be the behavioural dimension of team loyalty that is directly related to generating financial benefit for the teams. However, Wann (2006) suggests that attitudinal loyalty would be the antecedent of behavioural loyalty because sports fans have a tendency to behave faithfully after they possess a favourable attitude for a sports team.
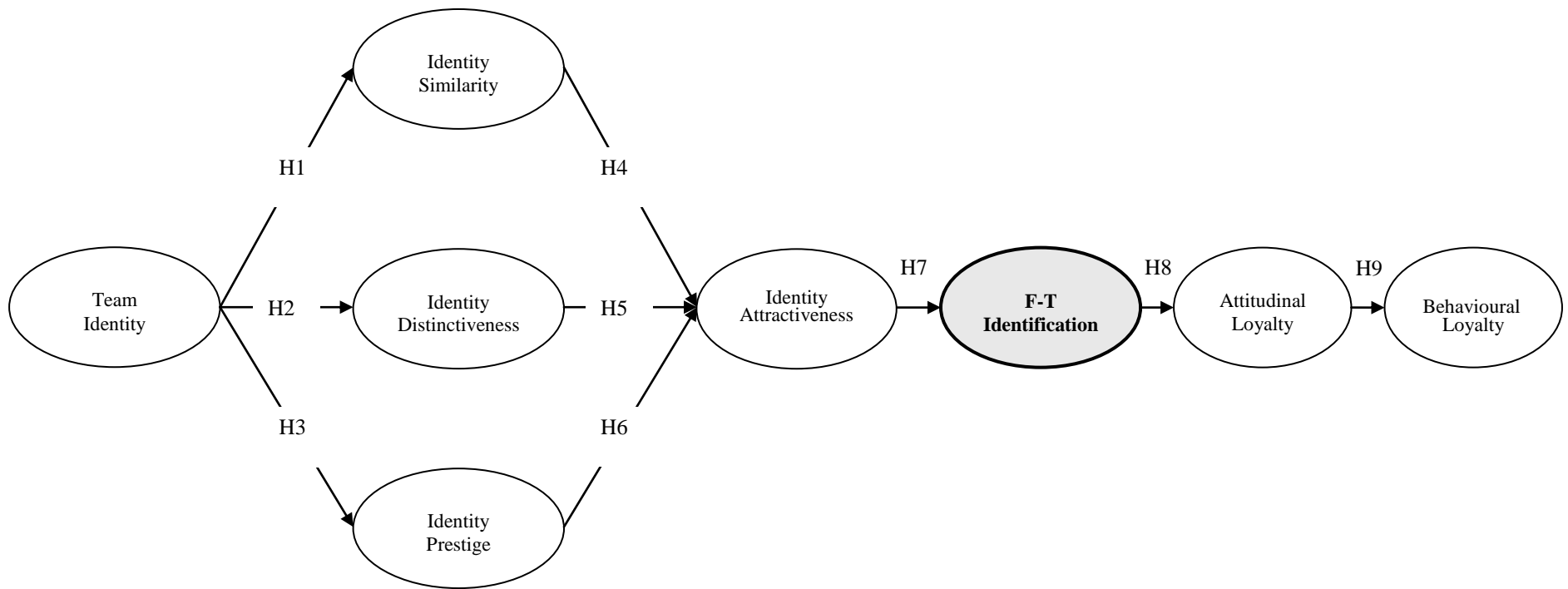
Figure 1. The Conceptual Model

CHAPTER 3. METHODOLOGY

The purpose of this chapter is to delineate the methodology used to achieve the proposed research objectives. The purposes of this research were to: (1) refine existing Consumer-Company identification models for the team sport industry; (2) find the dimensions and elements of team identity through investigating Korean football fans' responses to associations with football teams; (3) verify the important role of the associations as the elements of team identity through investigating related and remarkable cases in the world football; (4) examine the Fan-Team identification model in order to propose a relevant brand management model for K-League teams. This study used both quantitative and qualitative approaches to explore the construct of team identity and to examine the relationships between team identity, F-T identification, and team loyalty.

3.1 Research Procedure

3.1.1 Literature Review

This research provides the literature review in two chapters. The first is the main literature review in chapter 2, which has been undertaken in four areas:

(1) Definitions and theories of brand identity

(2) Definitions and theories of brand associations

(3) Definitions, theories, and importance of F-T identification

(4) Definitions and types of brand loyalty

The second literature review, in Chapter 5, offers a better understanding of team associations identified through the first empirical study of the research.

The literature review is carried out to achieve the following purposes:

(1) To investigate wide definitions and concepts of brand identity, brand associations, F-T identification, and brand loyalty

(2) To understand the role of brand associations as a tool for clarifying the construct of brand identity

(3) To apply brand and identification theories to the team sports context

(4) To provide a theoretical base for establishing the study model

(5) To hypothesise the relationship between variables

3.1.2 The Empirical and Case Studies

This research is composed of three steps which all involve the use of empirical and case studies for the purpose of this study.

The first step: Finding the team associations and developing the construct of team identity from consumers' associations with professional football teams.

The purpose of the first step is to generate the elements of team identity and develop dimensions of team identity. In order to examine the relationships between team identity, F-T identification, and team loyalty, which is the main goal of the dissertation, the construct of team identity has to be developed. For this purpose, two surveys were conducted with Korean football fans. Team identity items were generated in the first study using the free-association method, and dimensions of team identity were developed in the second study using the factor analysis method.

The survey was conducted to investigate consumers' perceptions of their favourite football teams, and a framework of team identity dimension was developed. This survey was performed between March and May 2007. Data was collected through direct contact with the respondents. The collected data was analysed using factor analysis.

The second step: verifying that team associations can play an important role as the element of team identity and team identity dimensions influence the process of F-T identification.

The purpose of the second step is to explore how team associations can play an important role as the element of team identity. After finding the team identity dimensions and elements from consumers' associations with professional football teams, it is necessary to further identify each dimension and item of team identity and to clarify the influence of team associations on building team identity. For the purpose of the

second step, a further literature review and case studies were conducted. Thirteen dimensions of team identity, which were generated in the first step, were used as the objects. The case study method, which was collected through a variety of sources, could also provide evidence that team identity dimensions have an effect on the process of F-T identification.

The third step: Examining the conceptual model which presents the relationships between team identity, F-T identification, and team loyalty.

The main goal of the third step is to develop the conceptual model which presents the relationships between team identity, F-T identification, and team loyalty by a survey among Korean football fans. Before the model test, this study conducted another factor analysis of team identity to confirm its dimensions and elements because there might be a divergence between different groups of respondents.

The purpose of main model testing is that the influence of team identity on the antecedents of F-T identification could be differentiated between the dimensions of team identity and the effect of the antecedents on the F-T identification could be varied individually. In addition, the influence of the F-T identification on team loyalty was testified.

For this purpose, this survey was performed from October 2007 until November 2007. Data was collected through direct contact with the respondents, the collected data were

analysed using the factor analysis method and model was tested using the Lisrel programme (structural equation models).

3.2 Research Method

3.2.1 Survey Research

The survey research may be basically concerned with relationships between variables, thus the survey research could be an appropriate strategy to discover the relationships which are assumed in this research (Glock, 1967).

Pinsonneault and Kraemer (1993) indicate three different distinctive characteristics of the survey research. First, the purpose of the survey research is to quantitatively describe the partial phenomenon in a population. According to Glock (1967), survey analysis is usually utilised to clarify the relationships between variables or to produce results via a predetermined population. Survey research, as a quantitative research methodology, needs standardised information concerning research subjects.

Second, survey data are mainly collected through asking structured and pre-determined questions to research subjects, such as individuals, groups, organisations or communities. The responses of the questions are utilised as data for quantitative analysis.

Lastly, data is generally collected from a sample, a part of a research population. A researcher obtains findings through analyses of the collected data from the sample, and, in turn, these findings are generalised to results of the population. For instance, in order to investigate the consumption behaviours of teenage boys in sports, a researcher examines the behaviours of sports consumption using 100 teenage boys and generalises the result to reflect the overall teenage boys' behaviours.

The survey research is utilised to explore, describe, or explain a phenomenon. In explorative research, a survey research is generally used to investigate the constructs related to the research of interests (Pinsonneault and Kraemer, 1993). For this purpose, the survey research method can be applied to refine the concept measurement or be employed to investigate the scope of responses which may happen in the population of interest. The researchers design what and how constructs, concepts, and variables must be measured in conducting explorative research. Hence, it is rare that the explorative research method is utilised at the last step of survey research. Explorative surveys should be employed as the most fundamental way for further research, while descriptive or explanatory surveys are applied to enhance constructs and investigate in detail with a systematic procedure (Fowler, 1984; Dillman, 1978).

The descriptive object of the survey research is utilised to discover what situations, events, attitudes or opinions are occurring in a population (Pinsonneault and Kreamer, 1993). Descriptive survey research for the main objective is to examine the distribution

of a partial event in a population, so a researcher, who is interested in minimally describing a distribution or comparing the difference between distributions, can use this method. Questions for descriptive analysis are supplied not to test a theory, but to describe a truth. By adopting this research method, researchers can, for instance, investigate what types of members in an organisation take advantages of computers, what types of people perhaps work at home after working in an office, what equipment they use to finish a given task, and so on.

Explanatory survey research is used to test a theory or a casual relationship (Pinsonneault and Kraemer, 1993). A researcher must offer a theoretical foundation regarding how variables are connected with each other and why they are linked to others, since the objective of explanatory survey research is to discover the underlying relationships between variables. A theory intended to be tested through explanatory survey research contains a variety of variables and assumes the direction of the relationship as well as the relationship between variables. In addition, the researcher can make use of the explanatory survey research method to establish a casual relationship, and then find an answer as to why the relationship between the variables exists.

The questionnaire surveys aim to offer the data for the statistical tests conducted for the study, summarising and weighing the results to reflect the overall perception of the respondents. In this study, the questionnaire research is conducted to understand the relationships between team identity, F-T identification, and team loyalty. Additionally, prior to the survey approach, the literature review was executed in order to create

questions and grasp the research issues. Therefore, the items in the questionnaires are based on the literature review.

3.2.2 Case study

Creswell (1998, p.61) defined case studies as, "an exploration of a bounded system or a case (or multiple cases) over time through detailed, in-depth data collection involving multiple sources of information rich in context". Feagin et al. (1991) indicate that the case study method is ideal for a holistic and in-depth investigation. This method has been broadly used in qualitative research as a method of inquiry across a number of disciplines (Gillham, 2000 Yin, 1994). Shake (2000) suggests that case studies are one of the most general ways for a qualitative inquiry which can be employed as a collective method.

Although case studies are frequently regarded as merely a technique or methodology of inquiry (Creswell, 1998; Denzin and Lincoln, 1994), some researchers (Yin, 2003; Simons, 1996) have a different opinion that case studies themselves are a complete research paradigm and a comprehensive research strategy (Stoecker, 1991).

Hammersley and Gomm (2000) state that case study methodology includes not only the integrated investigation of naturally occurring social cases, but also the wholeness of the particular information being studied. Further benefits of case study research are that it

allows individual readers to make their assessment implications of the study as well as understand the findings (Adelman, Jenkins and Kemmis, 1984).

Yin (1994) suggests that case studies are suitable for explaining "how" or "why" questions. For example, "how a sports team gains customer loyalty", and "when are sports fans willing to support a specific team". The approach in this study was to understand how and why team associations play an important role as the elements of team identity in the world football area. It would be helpful to gain a better understanding of various characteristics, current issues and contemporary practices of a football team's identity.

Furthermore, case study research is more effective on capturing special and unique features of research objects rather than generalising collected data for theoretical proposition (Yin, 1994). The issue of generalisation has appeared in the literature with regularity, because it is doubtful whether the results of case study research are regularly and widely applicable in real life. Therefore, it should be useful to trace both sufficient and insufficient samples in order to generate exemplary implications.

13 case studies are undertaken for this study. The selection of the cases was based on relevance, uniqueness, and remarkableness in order to explain how identified team associations play a important role as elements of team identity and why proper management strategy of team identity would be crucial to reach identification between fans and teams.

3.3 Sample

3.3.1 Sample selection

For the first step (empirical study 1), undergraduate students were selected as the sample. The reason for this selection was that undergraduate students are very accessible and familiar with sports. They were the most convenient sample for gathering the maximum number of associations in an attentive and focused environment. Bergmann and Grahn (1997) suggest that students provide similar responses to the general population. Furthermore, they are significant consumers or users of sports and possess relatively higher interests in professional football than others in Korea. It is broadly known that Korean football supporters were initially originated in the 1990's from online communities which were organised by teenagers and people in their twenties (Red Devil, 2008). In addition, the subjects were limited to students who have supported specific football teams. For the third step (empirical study 2), on the other hand, a survey is conducted with Korean football fans affiliated with two K-League teams in order to perform the final model testing.

It should be noted that considering a lack of Korean females' interest in sports comparing with males, the proportion of gender, roughly seven to three, in the surveys is reasonable. The majority of research on team sports has been conducted by male respondents rather than females. Tesser and Leone (1977) described that there were

differences between males and females when they evaluated football games and the level of knowledge about football. Wenner (1989) examined the differences between men and women in terms of attitude, motivation and behaviour concerning spectator sports and suggested that most men are more easily immersed into sports than women which mean that men, in general, possess a higher level of interest in sports than women.

3.3.2 Involvement and Knowledge

In the beginning of all the surveys in the quantitative steps, the respondents were asked to write down a football team they support and the duration that they have supported the team over. In addition, this study tested their involvement and knowledge about the teams in order to prove reliability and authenticity of generated data, and to ensure that the sample used for this study consisted of consumers who were highly committed to a football team. Wann et al. (2001) distinguished sport fans from sport spectators. Sports fans are defined as people who are knowledgeable, committed, and involved in sports teams while sports spectators just watch sports events without any psychological connection with sports teams. This study selected committed fans as subjects to collect valid data. Thus, the degree of their involvement and knowledge about football teams will be presented.

Involvement can be described as a continuous and motivational attitude regardless of benefits, and is explained as the internal condition indicating the degree of awareness, interest and desire (Mitchell, 1979). Capella (2002) defined involvement as the intensity

of time and effort for purchase, and Zaichkowsky (1985) described it as a perceived relationship based on a consumer's desire, value, and interest. The term has been used in social psychology, marketing, leisure and tourism (Mannell, 1993). Lascu et al. (1995) suggested that involvement in the sports context can be useful in understanding sports fans' behaviour and motivation. To test the level of involvement of respondents, scales used in Zaichkowsky (1985) were adopted. Involvement was measured by self-assessment on a seven-point scale (1 = not at all, 7 = a lot) by the degree to which respondents think (1) that a football team is one of important parts in their life, (2) that they are usually interested in the football team, and (3) that being a fan of the team is important to them. The three items were averaged to form an involvement index.

The more knowledge individuals possess in their memory about an object, the more likely that they evaluate an object coherently. Tesser and Leone (1977) described that there were differences between males and females when they evaluated football games. Females were more polarized towards football than males, which might be caused by the different level of knowledge about football between both genders. Knowledge has been normally measured by the list respondents know and remember about an object (Kallgren and wood, 1986), or self-reports how knowledgeable they feel about an object (Kanwar et al., 1990; Krosnick et al., 1993). This study employs the self-report method in order to confirm respondents are knowledgeable enough about football to answer the questionnaires. To measure knowledge, scales used in Park, Mothersbaugh and Feick's study (1994) were adopted. Knowledge was measured on seven-point scale (1 = a little, 7 = a lot) as to (1) the degree to which respondents think they know about football

teams, (2) how much they know about football teams compared to other sport teams, and (3) how much they know about football teams compared to experts of football.

3.3.3 Sample size

For the first step, two surveys were carried out with a total of 198 undergraduate students. The mean age was 23, 66% of the respondents were male and 34% were female. For the third step (empirical study 3), the survey questionnaire was administered to 209 Korean football fans affiliated with FC Seoul ($N = 106$) or Suwon Samsung FC ($N = 103$). The sample size was ranged from 13 to 49 years of age, and 68% of the respondents were male and 32% were female.

Hair et al. (1998) indicated criteria for determining a proper sample size. When the maximum likelihood estimation is used as in this research, a minimum sample size of 100 to 150 is recommended. In addition, the sample size should be at least five times the number of parameters estimated. The main model in the third step of this study had 11 variables (4 team identity dimensions, 5 F-T identification, and 2 team loyalty variables) and thus a maximum of 36 parameters (11 variances and 25 covariances) were estimated, requiring at least 180 observations. Thus, 209 observations which were used in this research are more than the required sample size. The observations of the other studies, which did not use maximum likelihood estimation, were nearly the minimum sample size of 100 which is suggested by Hair et al (1998). Thus, the sample size of this research was enough to get meaningful information.

3.4 Data Collection

For the free association test in the first step, each subject was asked to write down a maximum of 10 team associations that first came to mind when thinking about their favourite teams, in order. This study looked at the construct and elements of brand identity from associations in a Korean consumer's mind.

For finding the dimensions of team identity, subjects were asked to rate the extent to which the 20 items represented team associations using a seven-point Likert scale (1=not at all agree, 7=strongly agree).

For the third step, survey data was collected before the game started and also during half time over the four games in the K-League at the Seoul and Suwon World Cup stadia: 4th October, 25th October, 12th November and 25th November, 2007. The purpose of the survey and details of the questionnaire were explained to respondents before the questionnaire and survey were conducted.

3.4.1 Free association test

International research is particular in its needs in that constructs and scales should be standardised and valid in a number of different countries (Knight et al., 2003). Failure to establish equivalence across borders can threaten the validity of the conclusions, and yet the constructs utilised by researchers and practitioners are not subjected to the kind of

rigorous testing one might expect (Durvasula et al., 1993; Mavondo et al., 2003). Constructs and measurement metrics are frequently transferred between contexts, with no examination of whether they are applicable across different countries and/or cultures (Buil et al., 2008). Despite notable levels of interest in brand association as a concept in the context of team sports, there have been surprisingly few attempts at validation in an international setting, particularly in countries where professional sports are in an undeveloped condition or just beginning to emerge as a phenomenon. There are a number of ways to measure associations in industry and consumer research. Aaker (1991) categorises these measurements as direct methods that scale various brand perceptions and indirect methods, which infer meanings on consumer response. Since this study is endeavouring to understand brand associations in a team sport from the consumer's perspective, the indirect approach was used. In order to identify brand associations in the team sport, a free association procedure was used.

3.4.2 Scales

Nominal, interval scales were mainly used. A Likert-type rating scale (interval scale), with an unequal 1-7 agreement format, was chosen. In addition, closed-ended questions were given to respondents when it was necessary. For example, respondents were asked to write words which they associate their favourite football teams with to generate team identity elements in the first step.

3.5 Data Analysis

3.5.1 Statistics Techniques

In order to test the main research model, which is concerning the relationships between team identity, F-T identification, and team loyalty, a regression analysis and structural equation model can be employed. Structural equation models (SEM) are one of the most broadly utilised methods for analysing multivariate date in the social sciences. Mcquitty (2004) indicates that SEM enables researchers to test a broad range of hypotheses concerning the relationships among any combination of manifest and latent variables. In particular, SEM is accepted as the most appropriate technique to investigate multiple relationships between dependent and independent variables. Furthermore, SEM is suitable for confirmatory analysis and allows for efficient hypothesis testing of complex models. These features are significant since the main object of this research is to examine the relationship between three variables, which are team identity, F-T identification, and team loyalty. Thus, the research model in this study was tested by SEM.

3.5.2 Statistical Programme

The SPSS programme was mainly utilised to analyse the data. Non-parametric (e.g. crosstab) and parametric statistics (e.g. factor and regression analysis) were applied because the data generated by this research included nominal and interval types (Siegel,

1956). In addition, in order to examine the main study model, which encompasses the relationships between team identity, F-T identification, and team loyalty, the Lisrel programme was applied. Lisrel is a statistical computer programme generally used to conduct analyses of covariance structures. 5% or 1% confidence levels were set to accept or reject the study hypotheses in all significance tests.

CHAPTER 4. EMPIRICAL STUDY 1

The first empirical step in the study should concentrate on developing a thorough understanding of the specific elements contributing to the construct of brand identity in the professional football context. To do this, one element, and possibly the most important one, that should be examined is brand associations (Aaker, 1991, 1996; Keller, 1993). There has been no research carried out on brand identity construct in the context of sports. Instead few empirical research studies have focused on brand associations in the team sport setting (Gladden and Funk, 2002). According to Aaker's definition of brand identity (1996) of a set of associations, existing studies on brand association in the team sports setting could be used for identifying the construct and elements of team identity. However some limitations have unfortunately been found in the extent studies. Firstly, Ross et al. (2006) indicate that many of the items considered as brand associations in team sports stemmed from research assessing factors influencing attendance (Fisher and Wakefield, 1998; Branvold, Pan, and Gabert, 1997; Wakefield and Sloan, 1995) and research on sport consumer motives (Wakefield, 1995; Wann, 1995; Branscombe and Wann, 1991), which may not be relevant to brand associations. Secondly, a more important and fundamental limitation of existing research is the fact that many of the developed brand association measures have relied upon categories identified by the researchers themselves (Gladden and Funk, 2002; Lederer and Hill, 2001). Finally, most research on brand associations has been conducted in western countries. There should be cultural differences in terms of consumers' perceptions between different countries. Hence it is necessary to develop constructs and items of

brand identity in team sports by consumer responses which accurately represent the actual associations of sport consumers following Aaker's (1991) definition of brand association, which relates to anything linked in memory to a brand. Therefore, the purpose of this step is to generate and develop a reliable and valid construct, and items of team identity from assessing team associations that are placed in the memory of Korean football fans.

4.1 Study 1: Items Generation

The goal of Study 1 was to discover the items which are related to team associations that individuals hold regarding their favourite sports teams. For this purpose, free associations were employed, which generated items in addition to those from relevant literature.

4.1.1 Subject

The sample selected for this study comprised of 98 undergraduate students who have supported specific football teams at Chon-buk national university in Korea. Subjects were between the ages of 19 and 25, and more than one-half (59%) of the respondents were 20 and 21 years of age. The gender distribution of the respondents was 29.6% female and 70.4% male, and the mean 'involvement' score and 'knowledge' scores were 6.45 and 5.93, respectively.

4.1.2 Procedure (Team association items generation)

In order to generate the initial pool of items for the team association scale, two sources of information were employed; a review of relevant literature and a free association test were conducted in order to get more detailed information as well as to overcome cultural differences from the literature. This survey was conducted in a quiet class room during a marketing class. Each subject was asked to write down a maximum of 10 team associations that first came to mind when thinking about their favourite teams, in order (see Appendix 1). This study looked at the construct and elements of team identity from associations in the Korean consumer's mind. 99 items were collected by a free association test from a simple questionnaire:

"When I recall my football team, I could associate '_____' with my football team."

It may be worth mentioning, in passing, that a pilot study was conducted to develop and test the questionnaire for its validity before the main survey was undertaken.

4.1.3 Item refinement (Known-Group Validation)

To discard the items which were not relevant to team association and to remove those which duplicated meanings of others, a group of five football experts in Korea who have wide knowledge about professional football and understand the current situation of K-league were selected as judges. They judged each item to consider if it described team associations, and whether it had a substantially different meaning from the other items collected. Judges were e-mailed a file containing an instruction explaining the

procedure and expectations, a detailed description of the researcher's interpretation of the factors, and a complete list of the items retained from the free association test. The experts provided feedback regarding the removal and the renaming of items following methods used by Ross et al. (1989), and the words which were judged by five judges as non-team association items were eliminated.

This known-groups test provides additional evidence for the team association items' validity. Therefore, after discussing the suitability of each item as a team association with sport and brand professionals, 69 items that were considered irrelevant to team association or that duplicated a particular meaning were discarded. The removal of these non-related and duplicate words left 20 items to be used for further study.

4.2 Study 2: Finding dimensions of team identity

The goal of study 2 was to find dimensions of team identity and measurement items of each team identity dimension.

4.2.1 Subjects

100 undergraduate students who have supported specific football teams at Chon-buk national university in Korea were selected for the study. Subjects were between the ages of 19 and 25, and more than one-half (65%) of the respondents were 20 and 21 years of age. The gender distribution of the respondents was 35% female and 65% male, and the

mean 'involvement' and 'knowledge' scores were 5.75 and 5.10, respectively.

4.2.2 Procedure

This survey was performed as a focussed exercise in a class room during a management class. Subjects were informed about the purpose of the survey and were asked to read some information on the cover page. Subjects were asked to rate the extent to which the 20 items were considered team associations (see Appendix 2), using a seven-point Likert scale (1=not at all agree, 7=strongly agree).

4.2.3 Results of factor analysis (Dimensions of team identity)

The factor analysis was run to generate the dimensions and to verify that all of the measured items are appropriately grouped according to the consumers' responses. Also the factor analysis plays a preliminary role in decreasing the numbers of measurement items for the team identity model verification without losing data information. It was conducted using principal components analysis and a Varimax rotation. The initial 20 items followed the preliminary four-dimensional conceptualisation of team identity: A four-factor solution resulted on the basis of the following criteria (Aaker 1997).

1. All four factors had Eigenvalues greater than one

2. A significant dip in the Scree plot followed the fourth factor (See figure 2)

3. The first four factors were the most meaningful, rich, and interpretable
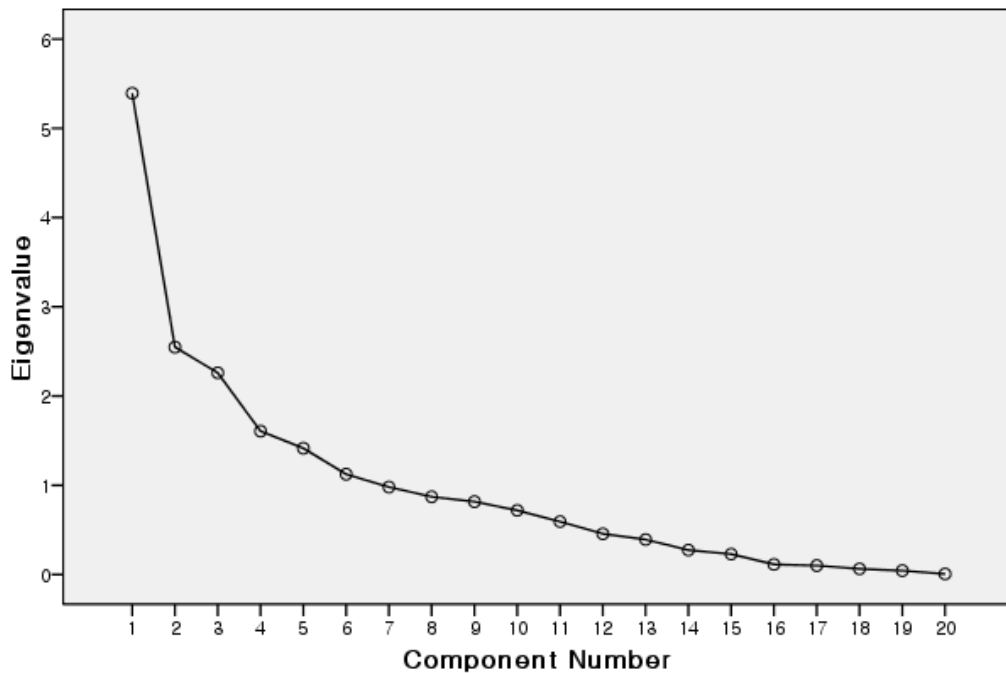
Figure 2. Screen Plot

Although the fifth and sixth factors (6 items) had an Eigenvalue above one, they were not included, because they did not appear to be meaningful or interpretable. The item which did not load highly (>.50) on any of the four factors was removed (1 item was removed) and the factor analysis re-run (with 13 items). Each of the team identity elements had a high loading (>.50) on one of the four factors and relatively low loadings on the other three factors. The result was an easily interpretable four-factor solution with high loadings and communalities for each of the items. Moreover, the variance explained in each of the factors was relatively high. Table 7 shows that factors are divided into four dimensions and the accumulated variance explained by the four factors was 85.109%.

The factor names were determined to best represent the types of concepts subsumed in each of the four dimensions, namely 'experience' (4 items), 'visual' (3 items) 'non-product' (3 items), and 'product' (3 items).

Items	Factor 1 (Experience)	Factor 2 (Visual)	Factor 3 (Non-product)	Factor 4 (Product)
Stadium	**.804**	.136	.010	.211
Sponsor	**.795**	.094	.334	-.039
Web Site	**.782**	.226	.061	-.057
Group Experience	**.753**	-.362	.065	-.093
Logo	.019	**.764**	.201	.249
Colour	.176	**.745**	-.040	.234
Uniform	-.002	**.580**	-.068	-.090
Regional province	.197	.097	**.807**	-.156
History	.268	-.078	**.656**	.221
Owner	-.259	-.025	**.615**	.408
Head Coach	-.107	.391	-.023	**.687**
Success	.072	.055	.180	**.681**
Star Player	.543	-.030	-.021	**.543**
Variance explained	22.897	14.282	12.771	12.724
Eigenvalue	2.977	1.857	1.660	1.654

Table 7. Results of Factor Analysis (Team Identity)

4.2.4 Reliability Testing

This stage of the research involved scale refinement and reliability testing for the 13 items. Cronbach's alpha was calculated for each of the four dimensions using the 13-

team identity scale. The resulting values were high (Factor 1: 0.902 Factor 2: 0.935 Factor 3: 0.933 Factor 4: 0.935). In addition, all traits within each of the four dimensions had high correlations (averaging 0.926, all exceeding 0.55) which indicate a high level of internal reliability.

Construct	Items	Cronbach's alpha value
Experience Identity	Stadium Sponsor Website Group experience	0.902
Visual Identity	Logo Colour Uniform	0.935
Non-product Identity	Regional province History Owner	0.933
Product Identity	Head coach Success Star player	0.935

Table 8. Results of Reliability Test

4.3 The Summary of Empirical Study 1

Figure 3 summarises the procedure of the team identity development.

```
┌─────────────────────────────────────┐
│     Theoretical Considerations       │
└─────────────────────────────────────┘
                    │
                    ▼
┌─────────────────────────────────────┐
│     Initial word pool of 99 elements │
│   -  First survey with 98 students   │
│   -  Free Association Method         │
└─────────────────────────────────────┘
                    │
                    ▼
┌─────────────────────────────────────┐
│   Independent evaluation by five     │
│             judges                   │
└─────────────────────────────────────┘
                    │
                    ▼
┌─────────────────────────────────────┐
│     The list of 20 scale items       │
└─────────────────────────────────────┘
                    │
                    ▼
┌─────────────────────────────────────┐
│     Assessment data from 100         │
│            respondents               │
└─────────────────────────────────────┘
                    │
                    ▼
┌─────────────────────────────────────┐
│     Exploratory Factor Analysis      │
└─────────────────────────────────────┘
                    │
                    ▼
┌─────────────────────────────────────┐
│    The list of 13 identity elements  │
│    (Four team identity dimensions)   │
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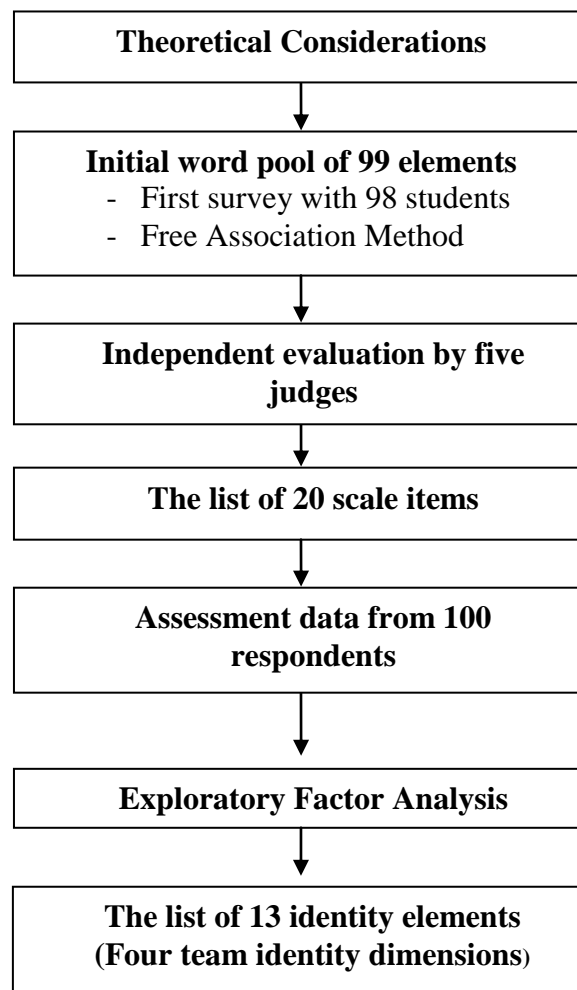
Figure 3. Flow Chart of the Construct of Team Identity Development Procedure

The objective of this chapter was to develop a construct of 'team identity' to measure the research model. To identify the team identity dimensions, a total of 100 subjects rated 20 team association items. The results of the exploratory principal components factor analysis suggest that consumers perceive at least four distinct identity

dimensions: experience, visual, non-product, and product. Cronbach's alpha suggested a high measure of reliability for the four dimensions. In summary, the results of these analyses show that the framework of team identity dimensions, as represented by the 13-item team associations as the elements of team identity, is reliable and valid. In the next chapter, this study not only confirms that all the identity elements have a crucial effect on a football team brand from actual cases in world football but also shows the evidence that each identity dimension may influence the self-definitional needs (identity similarity, distinctiveness, and prestige) that are the antecedents of identity attractiveness in order to support the conceptual model which was generated from the literature review.

CHAPTER 5. CASE STUDY

The purpose of this chapter is to provide the literature review and case studies regarding the 13 elements of team identity generated in the first step. By reviewing further the literature on the elements and investigating outstanding cases in the world of football, it is possible to confirm how each element contributes to forming team identity in a positive or negative manner, and to trace how four identity dimensions ultimately satisfy consumers' self-definitional needs. In particular, the case study is a significant process for the study to bridge between team identity and self-definitional needs because the connection between them is a precedent condition to support the validity of conceptual model before a comprehensive model test.

5.1 Literature Review

Before conducting the case studies, it is necessary to review existing literature associated with the 13 elements of team identity because some of the elements have not been given much attention in the existing research on brand associations in the team sports context. For example, Korean consumers pay more attention to visual identity elements compared to existing research.

5.1.1 Stadium

Stadium, particularly if it is owned by the team, can play an important role in building a brand identity for the team. The stadium can provide a historical or traditional value by

its meaningful background and history (Erdener et al., 2008). If the stadium is remembered for staging significant games in the past, then it can bring the identity of having a glittering past over to the team that owns it.

Another way in which the stadium can be used for creating positive team identity is by maintaining the stadium facilities to a high standard and integrating unique and additional features to the stadium building (Wakefield, 2007). For example, the stadium's seating segregation, colour scheme, and unique features that can be incorporated in the stadium design, can be used as brand strategies for the team identity, especially giving it a theme that closely resembles the team that owns it.

The city, as well as the locality where the stadium is located, is also significant to form the identity in the minds of the fans. A stadium situated in a pleasant neighbourhood will be perceived as more desirable than one located at a rundown location. Furthermore, in return, the teams that own these stadiums will be assigned with high and low statuses, respectively (Wakefield, 2007). In the same way, the cleanliness of the arena and the conduct and dress-code of the staff may participate directly in creating the team's image since people associate these details with the team as well. The atmosphere of the stage, as well as the facilities, will also have an effect on customers, namely, the more time that they want to spend at the stadium, the more positively they may think about the home team.

Irwin et al. (2002) suggest that managements of the teams can provide a memorable experience for the sports audience by ensuring that the personal contact people at the stadium are courteous, proactive in recognising the needs of the attendees and in helping them, and are also able to establish a rapport with the regulars. The quality of service provided at the stadium is something that the customers tend to remember and even talk about to others. It is also synonymous with what they think about the stadium and its owners, therefore, maintaining a good and attentive staff at the stadium can prove beneficial for getting a desirable image for the team. Good customer service has its own benefits as it ensures that the customers return to the stadium and hence bring more revenue (Parasurama et al., 1988).

5.1.2 Sponsor

Corporate sponsors link their names and products with particular football teams in order to get associated with that team, or to ensure that their own product or service is recalled whenever the team performs or wins. The guiding factor for the sponsors is to be associated with the quality or the success of the sponsored team (Quester, 1997; McDonald, 1991). Additional desirable outcomes of sponsorship include: creating awareness of their brand, promotion of their brand image or attempt to change their brand image and, to make the customers buy or try out their product or service (Meenaghan, 2001).

This identity, however, works in a dual manner. It is seen that the image of the sponsor is associated with the team also. The actions undertaken by the sponsors and the performance of their own products or services in turn create an identity with the team that the company is sponsoring (Irwin et al., 2008). The sponsors can be used for creating a positive brand identity if the football teams' managements encourage joint community relations programmes for their teams along with the sponsors. Using the resources of the sponsors, these community relations programmes can be directed towards one chosen cause with which the team associates itself. In this manner, the sponsors' corporate responsibility and goodness becomes transfixed onto the team as well and it can capitalise on the brand identity that results (Irwin et al., 2008).

The football teams can highlight their sponsors' vision and achievements in a bid to associate themselves with the same. The sponsors, in turn, can make their team's logo or colours more visible so that the sponsor's brand and the team are quickly recognised as linked to one another (Meenaghan, 2001). Creating a brand identity with the sponsor is beneficial in the cases where the sponsors products or services are widely acceptable among a large section of the society and particularly among the football fans. Additionally, the sponsors should be selling products that are familiar with the sports fans, and that have some relevance or relationship to the sport as well. For example, if the sponsor sells sports shoes, its already loyal customers will be inclined to take an interest in the sports team that their favourite brand is sponsoring (Ross et al., 2007).

The football teams' managements should be actively involved in selecting their sponsors, in addition to their ability to provide financial and promotional help, on the basis of criteria like similarity in the product (sports related) and likeability or acceptability of the product by the football fans (Venkataramani and Thun, 1999). Sponsors' own image on quality and other parameter like corporate responsibility, environmental and community concerns, as well as affiliation with sports, should be taken into consideration (Venkataramani and Thun, 1999). This is essential as the brand identity that may be formed with the sponsor's image will make the audience perceive the football team having characteristics similar to those of its sponsor.

5.1.3 Web site

A sport like football has a worldwide following and sports fans are scattered across the globe. As a result, football teams may have fans in far off and remote regions, sometimes in different nations and continents. These fans only have the options of following the matches on their television sets or following the sports news in the papers. For such a public that is not available at the field, and which cannot have access to promotional material or merchandise due to its location, the internet provides a potential media of reach (Beech et al., 2000).

The football teams can make use of the internet by, not only providing the latest coverage concerning their games and schedules to their fans, but also by creating a positive brand identity by developing a website that the fans can relate to. There are

several ways in which a website can help provide a positive identity for the team. The web sites' content, design, presentation and the frequency at which it gets updated provide useful cues to the readers concerning the quality and competence of the owners (José-Cabezudo et al., 2008). In addition, the webmasters for these sites should realise the emotional attachment that the fans have with the teams and capitalise on it by providing content related to the off-field actions and achievements of the team and the players. These cues are then associated with or projected upon the team that owns the web site (Beech et al., 2000).

The web sites that have the most updated information concerning the games and results, and contain the latest video footage will be viewed of as good quality and their management attributed to people who are diligent and competent (Ngai, 2003). Similarly, by providing live or recorded webcasts on their sites, teams can involve those in the action who may not be able to attend the live event or see the televised event. In this manner, users feel gratified and are able give the desired response (Sharp, 2001) which, in this case, will be to increase their likeability for the site as well as the team.

If the web site is made interactive, by offering chat opportunities with the players, coach and the sponsors, the readers would feel themselves getting deeply involved with the team. In addition, the web sites can also contain online communities or blogs by sports personalities where the readers can interact with others and post their own comments. Thus, the two-way communication via the website can be used as a positive brand identity (Beech et al., 2000).

The team can make game ticket purchases available via its web site, and can employ its website for making the sports merchandise available to customers who are located in other countries (José-Cabezudo et al., 2008). Websites can also be used for disseminating multi-media information related to sports reports, press conferences, players and coaches' interactions with people (Beech et al., 2000). Besides, web sites can be a medium to provide more trivial information like: parking facilities available and how to get to the stadium by public transport and cars.

5.1.4 Group Experience

Being part of a crowd has been an attraction of sporting events for centuries. The social bonds formed through common identity with a team is what Zillmann and Paulus (1993) contend separates a *fan* from being a mere *spectator*. The fan finds camaraderie, social connectivity, and a sense of a relationship with the team itself via the relationships formed with fellow fans (Cialdini et al., 1976). However, attending a sporting event might provide more than a mere social bonding among fans. There is ample evidence that fans have a direct effect on the outcome of the contests themselves (Edwards and Archambault, 1989; Greer, 1983; Schwartz and Barsky, 1977). A number of collegiate and professional football teams have such a strong, supportive fan base that they collectively become known as the '12[th] man' (i.e., an extra player for the team). Indeed, the National Football League's Seattle Seahawks franchise has gone so far as to retire the number 12 in honor of their fans.

As fans come to believe that their presence and participation in a game is vital to the success of the team, social identity is heightened to an even greater extent. At this point, the fans view their role as more than passive spectator to be entertained and instead as a part of something greater than themselves in which their participation is important. At the extreme, such fans perceive themselves as, virtually, members of the team. On the other hand, we recognize that the motivation to be 'part of the crowd' at a sporting event might have little to do with an individual's interest in a team or the outcome of a game (Laverie and Arnett, 2000). Instead, the event might merely provide an opportunity to socialise with others or to be seen in a high-profile setting. Businesses have increasingly used sporting events as a means to network with clients, as evidenced by the increased presence of supporters clubs at many major sports venues. In these instances an individual might have little or no emotional investment in the team's performance. The value of attending the game comes, not through personal identification with the team, but through the relationships or status that comes from attending the event. Thus, the outcome of the game itself is irrelevant relative to any favourable outcome for the individual spectator that the game provides. It is from this more narcissistic viewpoint that we operationalise salient group identification: the degree to which the sporting event serves as a conduit for social interaction and identification with a reference group (Gwinner and Swanson, 2003).

Fans come to the games, not only to look at and cheer for their favourite teams, but also because this is a way out for them to enjoy an outing and to cherish the overall

experience (Campbell et al., 2004). Therefore, sports fans can be influenced by their overall environment that they witness during the game and may create identity between that environment and the playing teams. All the experiences that they have, starting from the entry through the game and after it ends, have the potential of creating a positive identity for the team (Kotler, 2000).

These experiences may be in the form of tail-gating where the fans are welcomed with free goodies and other token sports paraphernalia even before they enter the stadium, or when they are offered promotional material after the game is over. It could also be in the form of the popular band and music that may be played before the game begins, or in the form of the cheerleaders and the team's mascot performing their acts (Gladden et al., 2001).

The spectators' experience can also be enhanced to include on-field promotions during the recess or the time-outs. These promotional activities during the game may provide a strong source of identity with the team and make the people remember the team with the fun and entertainment that they had (Kerr and Gladden, 2008). The group experience is also made memorable by the type of fan following the team has, for example, if the team is popular among the students, who are also very vocal and boisterous at the stadium as observed by the researcher, the older spectators may also feel charged and drawn into their enthusiasm.

5.1.5 Logo

A logo, being an image and more visual and colourful, is an easily recalled entity (Wheeler, 2006). A logo is an important part of the overall branding strategy of any organization as it is a visual entity that is easily recalled and has the potential to immediately provide a recall for the original brand (Kotler et al., 2006).

A logo forms a significant part of the company's identity and ensures that the company's or the team's name is remembered upon seeing the logo. A logo not only ensures instant recognition of the team (Gladden and Funk, 2002), but can also be used to express the team's qualities or attributes and provide a sense of credibility to the overall image of the team.

In order to take the maximum advantage of the logo, a team's logo should be proactively developed and then efforts made to associate it with the team's name and image. Care should be taken that the logo is of colours that are either popular or appealing or are the ones that reflect certain desirable characteristics. For example, using blue as the prominent colour in the team's logo could give an identity of success and confidence (Williams, 2008). Similarly, the design of the logo should also be reflective of the team's desired characteristics, and it should have some sense or meaning attached to itself that the fans can relate to as well.

A team's logo should be unique and distinctive and should be easily recognisable as different from the logos of the other teams. It may be made with the team's colours or

designed in such a manner that it reflects the origin place of the team or the mascot of the team (Mullin et al., 1999).

The logo that is vivid, and that carries positive and fashionable image will be remembered by the spectators in a positive way. These positive feelings are then transferred on to the team that possesses that logo. From the team's marketing point of view, this identity can be further highlighted by displaying the team's logo prominently on the team's uniforms, its flag and also displaying it in the team's stadium. In addition, the team's players and the coach can promote the logo by wearing it or displaying it when they give out interviews (Erdener, Gultekin, and Ekrem, 2008).

Logos themselves can contribute to the sales of the team's merchandise by creating an identity with the team. The fans are able to enhance their sense of identification with the team and boost their own self-esteem by possessing and wearing the team's logo on licensed merchandise (Wakefield, 2007). In addition to portraying the logo in a prominent position, along with the team's other paraphernalia, logos also need to be highlighted by the teams' sponsors and owners as well as by the players when they participate in press releases or as part of their endorsement assignments (Kotler, 2000).

It is also desired that a rethinking is done concerning redesigning a logo that has been long associated with the team. This may be essential in case of the changing times or when the team is looking for a new image to go with the acquisition of new players or a new coach (Kotler, 2000).

5.1.6 Colour

Teams have traditionally adopted some colour schemes with which they identify themselves. This colour selection is at times based on the popularity of the colour and some teams tend to use the colours that are popular at the time of the team's inception. Or, the colour could be representative of a particular quality as red denotes aggressiveness while blue denotes success and sophistication. In the minds of the fans, these colours become so intimately associated with the team that they may start referring to their teams by the names of the colours instead. For example, in the case of Manchester United, a leading Premier league team from the United Kingdom (Millions, 2008) the team may come to become synonymous with its colour red as because of its red uniform shirts and also its nickname, "the Red Devils" (Premierleague, 2009).

The benefits of using a colour to associate with a team are that people tend to attribute certain qualities to a particular colour (Williams, 2008). Thus, if a person thinks of black he may recall the team that uses this colour and also assumes that that team's members are bold and powerful – attributes largely associated with this colour. In addition, to assigning certain colour encouraged attributes to the teams, colours can also provide a visual package to the public. As colours are more attention catching than written words, this visual memory produced by the colour identity is more easily recalled. Colours are able to stimulate human senses more and can provide a quicker bonding with the attribute that is desired by the team, or the quality that the team wants to be associated with it.

The importance of colour lies in its overall effect on the image of the team and it should be carefully selected so that it actually goes with the complete packaging of the team (Ross, et al., 2006). For example, if a particular historical image was of a team whose members are serious and simple, but they are sporting the colour red that is actually associated with vigorousness and vitality, then it may generate a discordant note in the minds of the people. They will be confused as to what to associate the team with.

Managements of the team can help with the careful selection of the colours so that they can proactively take advantage of the positive identity that is built for their teams (Murray, 1996).

5.1.7 Uniform

According to Kotler (2006), "appearance is the visual expression of the brand that symbolizes and reinforces the brand concept". An important part of this overall visual appearance of any brand is depicted in the attire or the uniforms that people associated with it adopt. Uniforms are an essential element of the overall branding strategy and serve as providing the first impressions to the people who see the team members. Uniforms provide a visual on what the audience can expect from the person who is wearing it. Uniforms that are worn by the employees or the team members reflect strongly on the brand identity of the organization and hence these should be designed in such a manner that the impression they create is favourable (Powers, 2001).

The UTSA (The Uniform and Textile Service Association) recommends that the logo or the emblem should be prominently displayed on the Uniforms in order to provide a link to the brand of the owner (Powers, 2001). Additionally, the uniforms should be designed so as to provide respectability, smart appearance or assertiveness, but should also be comfortable and provide the ease of flexibility (Powers, 2001).

Sports uniforms are defined by the colours, logos and styles. Uniforms of the football teams have the potential of reminding the football fans of the past victories or defeats and the past legendary players or the current heroes of the team (Kotler et al., 2006).

In order to take maximum advantage of the uniforms and generate a positive brand identity for the team, it is important the uniforms are formulated to complement the other brand identity like the colour, the region or home-city and the logo or the emblem of the team (Gladden and Funk, 2002). The uniforms should be ideally in the team colours with the logos or the team's home-city name prominently displayed. This ensures that the audience, both live and the remote, can readily make the linkage between the team's uniforms and the team whenever they see the uniforms on or off the field (Kotler et al., 2006).

Making changes to the uniform can lead to an alternation in the perception of the team in the minds of the fans (Kotler et al., 2006). If a team wants to move away from its

traditional image of aggressiveness to incorporate a sophisticated and calculative player, it can do this by altering its uniforms designs and colours (Kotler et al., 2006).

Football fans have an emotional attachment to the game and the teams, and love to buy their favourite teams' merchandise. Wearing the team's uniform is a major form of boosting self-image for the fans and uniforms with the teams' logos are sought after (Couvelaere and Richelieu, 2005).

This provides a chance for the team's marketers to enhance the image of the team by making the uniform that they sell of good fabric and of high quality stitching. The quality and the appearance of the clothes that the sports enthusiasts get, when they purchase from the teams' dealers or websites, reflect on the quality of the team itself (Danielson, 2001).

5.1.8 Regional province

Place of origin plays an important role in determining the overall worth of any brand (Capron and Hulland, 1999). Several research studies have concluded that the place of origin for any product helps the consumer in acquiring an attitude towards it - regarding its quality and perceived value - and leads to his liking or disliking of it (Wall et al., 1991; Kotler and Gertner, 2002; Bilkey and Nes, 1982). The distinct characteristics of the home city or the region from which a particular brand hails serve as potent brand identity cues (Kotler and Gertner, 2002).

In the case of the football teams, it has been noted that the city of origin derives much fame and acknowledgement from being aligned with the team. It is, at times, a status symbol for the city to have a football team that is successful and that is in news for its achievements (Couvelaere and Richelieu, 2005). However, the converse is also true. The football teams can also derive marketing benefits by highlighting their identity with the home city or the region. The home city and the region or the state that they belong to provide a frame of reference to the audience and the sports fans tend to assign attributes to the teams based on their perception of the region (Kotler and Gertner, 2002).

Though the people belonging to the same region or city will provide the core of their fans, it is essential for the teams to expand their fan base (Irwin et al., 2008). They can do this by highlighting their origins, and promoting those characteristics of their home town or region that reflect positively (Danielson, 2001).

A strong brand identity can be formed for the home city by capitalising on the emotional attachment that the locals have with their region (Ross, et al., 2006). By promoting the football team as having being representative of the region, the team managements and marketers can install a sense of pride among the locals. This can be further enhanced by building a promotional campaign that echoes the characteristics of their place of origin, for example, if the campaign draws on bravery of the region that is associated with historical acts of bravado, then a closer relationship can be established with the fans (Irwin et al., 2008).

A brand identity is strengthened when teams write their home town names on their jerseys, or carry the city's flag into the stadium. The identity can be made more notable if the football team and its players, when appearing in front of the media or during press conferences, make references to their home cities (Danielson, 2001).

In order to involve audiences from different regions, the teams need disseminate information concerning their place of origin and extol the regional characteristics or achievements of the people in such a manner that outsiders can relate to them in some manner (Danielson, 2001).

5.1.9 History

A team's historical traditions related to its past are another important antecedent that leads to its popularity and generate loyalty from the public (Gladden and Milne, 1999). Traditions may include the various legends or stories associated with the team related to its star performers, achievements or abilities, or it may be the past record of the team and its winnings. In addition, tradition could be related to their playing style and strategy. Teams get associated with their traditions and the fans perceive the current team's members as possessing abilities and charisma similar to what the team's traditional high achievers had (Ross, et al., 2008).

The teams that have become synonymous with being thorough professionals, and being associated with winning a large number of games, are able to command a greater number of attendees to their matches (Kotler et al., 2008). While it is difficult to actually create a record of wins or a style of play that is likeable or memorable, it is possible for the team's managers to promote the team's tradition carefully and in a manner that positive identity is made in the minds of the fans. By carefully manipulating advertising, a team can be projected as aggressive with a tradition of having players who are hard and rough on the opponents (Kerr and Gladden, 2008). For example, if a team has associated itself with playing a mean and aggressive game. This in turn can attract sports fans who love to see a tough game whenever the said team is in action.

Historical rivalry with a particular team is another thing that can help form an identity in the minds of the fans. If a football team had challenged and defeated another big team in the past, or if it keeps running into difficult matches with another team, an identity is formed relative to the other team (Mullin et al., 1999). This could be a source of generating a vicarious rivalry between the fans of the competing teams and may lead to a hardening of support and loyalty for their own teams. In psychological terms, such a vicarious competition gives a sense of exhilaration and achievement to the sports fans and they feel themselves as involved physically in the competition (Ross et al., 2008).

The result of such enhanced vigor and support is reflected in increased game attendance and high revenue via ticket sales when known rivals have a match (Marcum and

Greenstein, 1985).   This is evident in the turn-up in matches of traditional rivals, who have been pitched as foes of each other by both the media and the fans. This can be further highlighted by comparative advertising (Cateora, 1996) or by promoting a team's ranking. Comparative advertising is a useful tactic where the rivals or the marked opponents are quoted or referenced in the ads in such a manner that the viewers see their own team as the better of the two (Cateora, 1996).

Additionally, by promoting a schedule that gets the well-known rivals more and more against each other will also support the brand identity and lead to drawing in more crowds (Gladden and Milne, 1999). This is a strategy that is actively followed by the sports events managers who try and pitch the teams as rivals and schedule their matches strategically such that teams find themselves in combative matches (Gladden and Milne, 1999). This strategy can be actively adopted by the teams' managers themselves so as to promote this brand identity for their own team.

Another way on which the antecedent condition of history could be enhanced to improve the team's marketability is by creating merchandise – in terms of stickers, cards, stationary and football balls, and toys - that is reflective of the team's history and traditions. Furthermore, history and tradition can be highlighted by promoting an appropriate image in the media and press releases, and by associating with sponsors who may be viewed as similar to the team's tradition (Kotler et al., 2008).

5.1.10 Owner

Team owners can provide a distinct and positive identity to their teams by way of their personalities and their actions. The personality of the endorser is largely translated to the brand in the minds of the viewers (Sengupta and Subrato, 2006*)*. There is a strong relationship between the owners' or the company's image, and the product that it is promoting (Batra et al., 1999*)*. Similarly, the personality, attitudes and general appearance of the football team's owners go a long way in creating a similar identity for the team.

As team owners are mostly people who are highly visible due to their overall public image, it becomes important that they conduct themselves in a manner that has positive repercussions for their teams. If the owners are taking a positive and likable posture in the public then this feeling gets associated with their team. Managers of the teams could actively guide the team owners to appear publicly in such a manner that makes them look confident and successful, both desirable attributes that will get associated with the team (Sengupta and Subrato, 2006). Moreover, the owners can be more involved with the team by becoming visible in the stands during the team games, as well as by participating in the media coverage for the matches that their teams go to. If the owner of a team is a legendary figure who started from being a coach to becoming an owner of a fledgling team, then he could be well known for his tenacity and perseverance (Farrell, 2008). In this case the fans associate his team with the same qualities that he possesses.

Owners can build a liking for their teams, if they perform actions that please the team's fans (Ross, et al., 2006) and hence gain their loyalty. Some football team owners take an interest in interacting directly with the fans via email and via their team's websites. Others create a positive environment and liking for their team by promoting one on one interaction with the fans on and off the field. These and other similar acts generate a feeling of goodwill among the fans and improve their loyalty. If the owners of the team are known to be generous spenders on the team and hence show that they consider their teams worthwhile, the fans will also see the teams in high regard (Farrell, 2008). Similarly, the owners can also show that their investment in the team is due to their genuine liking of the game and the team and not because it made some business sense to them (Farrell, 2008).

5.1.11 Head coach

Coaches are identified as an integral part of the overall sports product (Rosner and Shropshire, 2004), and hence prove to be an important antecedent condition that affects the overall marketability of the team. In addition to the star players, the teams are also known for the coaches that they have. Team coaches play a significant role not only in developing and training the team members for better physical performances, but also in creating an overall attitude for the players which the teams get associated with.

They have their own coaching style, for example, if a coach is known to be aggressive and a disciplinarian with zero tolerance for laidback attitude, his team will be expected

to have similar qualities (Mullin et al., 1999). Coaches also come with their own history of successful coaching or even playing the game, and can thus provide a positive identity for their current teams. Good coaches have a proven track record and are able to boost the winning chances of their teams, thus improving the expectation of success that the fans associate with the team.

Like the players, the coaches' personalities, as well as their off-field behaviour and activities, are sources of identity for the fans. Charismatic coaches have their own fan following and this can be further taken an advantage for enhancing the team's image. Some coaches become so popular that they are sought after for endorsements and media interviews and become legends in their own fields (Katz, 1994). This success and acceptability in the public gets translated to the team which in turn is seen as being successful and news-worthy.

Coaches could be advised to conduct themselves in front of the public in a manner that makes them appear as positive, confident and capable personalities. This will form a similar image in the minds of the fans for their teams. The image that the coach has almost always gets transfixed onto the teams that he leads (Rosner and Shropshire, 2004).

In addition, their media exposure may be increased, for example, via interviews that are geared towards highlighting their qualities and which show them to be competent coaches (Ross, et al., 2006). Endorsements and identity with brands that already have a

likeable image, is also another way in which the managements could manipulate this antecedent condition and highlight the coaches of their teams. Such acts also increase the visibility of the team.

Coaches could also be encouraged to participate in community related events or start writing their own columns so that they maintain their visibility in the public eye and continue to act as a reminder of their team's names (Mullin et al., 1999).

5.1.12 Success

Success is one of the most relevant antecedents that affects the marketability of any sports team (Gladden et al., 1998). Football teams that have a record of good performance and a large number of wins are the ones that get associated with the image of success. This identity is important to the teams as consumer's identification with the successful team makes them feel a sense of loyalty to it, and hence vicariously feel successful themselves (Milne and McDonald, 1998). Research has shown that human beings like to appear similar to or to be associated with successful people and/or products that have a feel of being successful (Milne and McDonald, 1998). This innate desire is also reflected in terms of their loyalty, attendance and support of teams that they associate with being successful. It is this inclination of the fans that makes success of a team a very crucial factor in determining its ultimate brand equity (Gladden and Milne, 1999).

Several research studies done on team sports and especially football teams have revealed that if a team is associated with the perception of being successful, it is highly beneficial to the team (Bauer, et al., 2005). The teams that are tagged as successful are able to capitalise on this identity in several ways. They are able to earn greater revenues via ticket and merchandise sales and may get more sponsors and advertisers. They also get better exposure in the national and the international media (Milne and McDonald, 1998).

However, this identity in the minds of the fans is not developed in a straight-forward manner. Different fans of the team rate the success and the performance of their favourite teams differently (Aaker, 1996). Sometimes, strong teams that win against weaker teams are not considered to highly successful, and on the other hand, weak or newer teams are at times lauded for their efforts even if they do not win. Similarly, people may not be influence by wins or losses when they are supporting their home teams.

There is therefore a complexity in determining how consumers understand success and on what parameters they associate a team with the tag of success (Sloan, 1989). The available literature on the perception of the fans concerning which football teams they consider as successful indicates that further research is required to capture all the background reasoning and emotional attachments that may be influencing their thought processes (Funk and Pastore, 2000).

In addition to the above dilemma, success is something that cannot be fully managed. Success is something that depends on factors like the football players' fitness, injury, the other team's motivation, and, at times, on pure chance. While some of these determining factors can be improved by good coaching and better motivation of the players, other factors like injuries, personality factors and attitudes cannot be easily controlled (Cateora, 1996).

5.1.13 Star player

Sports fans tend to assess the value of a team based on the identity that comes to their mind when they think of the team. This is also true in the case of the team's star players. According to Mullin (1999), a variety of identity can be made with the players, based on their on and off-field behaviours. On the field, identity is made by the players' performance of the game as well as by the players' attitude and behaviour towards the opponents and their own team members (Shilbury et al., 1997).

In addition, it is the player's physique and height that also leaves an impression on the minds of the people. Off the field, it could be the player's lifestyle, acts of benevolence or charity or their other interests that they publicly indulge in that get noticed by the public. Players also get recognized by the products or organizations that they endorse (Gladden et al., 1998) and, by identity, the team too gets recalled with the mention of those products along with the players.

The star players can play a crucial role in drawing the crowds for the team's games and selling its merchandise as people attribute their activities or qualities to the team that they belong to (Gladden, 1997). The presence of star players also adds to the attractiveness of the team and makes the games more entertaining for the spectators, thus associating the team with a time spent well. Acquiring star players from other teams is another way that teams can create desirable identity for themselves. In several cases it can happen that the fans' loyalties shift to the teams that their favourite players play for (Danielson, 2001).

In order to build a marketing strategy for the team, it becomes important that the managers play upon all the factors that can be highlighted to reap positive benefits. The most visible and potent part of any team is its players, and the managements should build the antecedent conditions in such a manner that the team's star players are given maximum mileage in the team's public relations efforts (Wheeler, 2006). The players should be groomed so that their behaviour outside the team appears attractive and makes the public like them (Gladden, 1997). The teams can also prepare positive profiles of their players and then highlight these in the media so that the fans get a sense of familiarity with these star performers and also feel inclined to support the team (Gladden et al., 1998). Additionally, the players should take into consideration their team's image before they choose to align themselves with commercial brands as, by identity, their team's image also gets associated with the same (Wheeler, 2006).

5.2. Case Study

Case studies related to thirteen team identity elements, which identified in the first step, were conducted. It is necessary to discover relevant cases to verify the importance and role of the elements which construct sports team identities.

5.2.1 Old Trafford (Stadium)

Source: Wikimedia (2006)

Figure 4. Old Trafford Stadium

Old Trafford is one of the most impressive stadiums in Europe. Its nickname is "Theatre of dreams". The stadium has been selected Europe's best football stadium by the UK's travelling fans. Fans were asked to rate the stadiums of the European teams they had visited in terms of the facilities, view of the pitch, and access to and from the ground. As a result, Old Trafford ranked at the top followed by Arsenal's Emirates stadium,

Barcelona's Nou Camp, Newcastle's St James's Park and Manchester City's City of Manchester Stadium (Aucock, 2006).

Old Trafford is not only a sporting arena but also a holy land of Manchester United where both glorious and gloomy histories exist together. For instance, a number of trophies exhibited in the museum show the splendid achievements of the team. On the other hand, there is a plaque dedicated to the victims of the Munich air disaster on the south end of the East Stand, and a clock stopped at 3.04pm to commemorate the miserable events of February 6, 1958 at the junction of the East and South Stands.

Source: flickr (2008)

Figure 5. Manchester United Trophy Cabinet

Manchester United always endeavours to provide impressive experiences to visitors at the stadium. One of the most outstanding efforts is the Old Trafford tour programme. This programme was designed as a theme park tour reflecting the business mind of

Manchester United. It was a useful idea for the team to be promoted and even generate financial profit. The tour starts with lots of pictures taken of Old Trafford stadium. The dressing room is the most popular place for visitors and gives them the opportunity to put themselves in the shoes of famous footballers. Then, visitors move to the ground in two rows as if they were footballers, listening to recorded spectators' shouting and entrance music. "Red carpet" is a rest place for fans. They can take a seat with a player's name and number. The museum opened in 1878 and covers every detail of United's history. "Megastore", the last course, is an attractive shopping mall where there are approximately 2,000 visitors per day and reaching 17,000 on a match day. The shop sells a variety of products including licensed goods, such as football kits, fashion accessories, balls, home ware and so on. The most popular item is uniforms with a favourite footballer's name and number (Manutd.com, 2008).

Source: Wikidipia (2007)

Figure 6. A Plaque and a Clock at Old Trafford

5.2.2 FC Barcelona with Unicef (Sponsor)

FC Barcelona had been famous as the only major European football team not to wear an advertisement on the front side of its uniform. Nevertheless, the Catalan team broke that tradition through the five-year collaborative agreement with UNICEF which was signed in September, 2006 by Barcelona president Joan Laporta at the United Nations headquarters in New York. In addition to contributing approximately $1.9 million per year to UNICEF humanitarian projects over the next five years, the celebrated sport team has featured the UNICEF logo on its shirts, the first such placement in the team's 107 year history (Savage, 2007).

The partnership, helping children across the developing world, focused on supporting programmes in Swaziland aimed at the following (Dabo, 2006):

- Preventing mother-to-child transmission of HIV
- Providing treatment for paediatric AIDS
- Preventing HIV infection among adolescents
- Providing care and support for children orphaned and made vulnerable by HIV/AIDS.

Ann M. Veneman, a UNICEF Executive Director, announced that Barcelona shows us that sports can be a powerful, positive force for children. The team has opened a door of hope to thousands of children (Dabo, 2006).

In addition, Laporta (International Herald Trubune, 2006), concerned about their history, mentioned that, "On the one hand, Barcelona will incorporate on its shirt something it hasn't done in more than 106 years of history, the logotype of an organisation. On the other hand, this is an unprecedented agreement because for the first time a football club has positioned itself as more than a club, as a charitable club par excellence."

Barcelona, in fact, had negotiated with the Chinese authorities to advertise the Beijing 2008 Olympic Games and Austrian online betting company, Bet and Win, but cancelled the projects with them. Laporta (International Herald Trubune, 2006) said that, "There can't be an organisation in the world that provides Barcelona's shirt with more prestige than UNICEF. The fact that Barcelona and UNICEF have begun an initiative has an extraordinary value." He emphasised that the team sought to promote a humanitarian message instead of any type of commercial shirt sponsorship, although he gave up the opportunity to assure a large source of funds. Furthermore, he said that, "At FC Barcelona, we are aware of the global dimension of football. The increasing number of FC Barcelona supporters and fans around the world in the last few years has been spectacular. The team has an obligation to respond to this enormous positive wave. The best way to do so is by using football as a tool to bring hope to millions of vulnerable children in need."

FC Barcelona has built a philanthropic history with the work of its foundation. It has expanded its commitment to social, cultural, educational and humanitarian actions from

Catalonia to a worldwide scale during the last few years under the slogan, "Barcelona, more than a club, a new global hope for vulnerable children" (Donovan, 2006). Barcelona fans have also experienced such a charity by simply supporting the team and wearing its uniform. Consequently, the humanised foundation has become a social identity of the team by suggesting a representative social model as an innovative and unique case. The team enhances its social identification with people who hope to help the most vulnerable children in the world through the improvement of educational, cultural and solidarity activities.

Source: FC barcelona (2008)

Figure 7. Partnership between FC Barcelona and Unicef

5.2.3 MyFootballClub (Web site)

MyFootballClub (MyFC), an English Industrial and Provident Society, is established to recruit at least 50,000 football fans from across the world in order to purchase one of

English football teams in August 2007. The object of the organisation is to offer its members an opportunity to manage the club through a democratic voting system conducted over the internet (MyFootballClub, 2008).

MyFC was designed by a former football journalist, Will Brooks (Sinnott, 2007). At first, he estimated MyFC's purchase fund at £1,375,000, if 50,000 people became members of the club. On 31 July 2007, the watershed figure of 50,000 registrations was finally approved and a total of 53,051 members joined the revolutionary organisation at that time (MyFootballClub, 2008).

On 23 January 2008, 95.89% of MyFC members agreed to purchase a 75% share in Ebbsfleet United F.C., playing in the Football Conference, thereby MyFC purchased that club, becoming the first online community to run a professional football team in history (Perry and Sinnott 2007; Colchester, 2008).

All members possess an equal share in Ebbsfleet United F.C. and they collectively manage the team through a voting process on the MyFC web site (Schwartz, 2007). In other words, they can experience a special role as a manager or owner in making numerous decisions, which include matters both on the pitch, such as team selection and player transfers, and off the field, like a service plan at the stadium.

Some people have a pessimistic view of the future of MyFC because they are apprehensive of efficiency of the collective management. However, it is clear that

MyFC has shown a progressive model for the professional football industry regardless of its success. The most significant contribution of the online organisation would be to change the identities and roles of its members from consumers or customers to managers or owners.

Source: MyFootballClub (2008)

Figure 8. MyFootballClub Homepage

5.2.4 Urawa Red Diamonds (Group Experience)

Urawa Red Diamonds, also referred to as "Urawa Reds", is located in Urawa City in Japan. They play in the first division of the Japan Professional Football League (J-

League), which was established in 1991 and celebrated its eighteen season in 2008 (Urawa-Reds, 2008).

The official supporters club of Urawa Reds is one of the most historical organisations in the J-League. In particular, this organisation is well known for its unique structure which consists of a number of small sub-clubs. Each sub-club contains at least three members and has various group characteristics such as companies, friends, and families (Urawa-Reds, 2008).

Source: Naver (2008)

Figure 9. Enthusiasm in Saitama stadium 1

Former chairman of the supporters club stated, "Urawa Reds marks the largest number of attendances among J-League teams. We are very proud of our team and ourselves (the supporters). The supporters club, which composed of about 3,400 sub-clubs,

prepares and produces cheering instruments such as flags and placards ourselves without any external support. Such voluntary behaviours reflect our love and attachment to the team (Lee, 2002)".

In every home game, Saitama stadium, with a capacity of 63,700, is full of an enthusiastic atmosphere (Lee, 2002). The magnificent sight of the splendid red wave is presented with extremely noisy singing the club song. As seen in picture, the spectacle is amazingly systematical, just like a card section, which is one of the most different aspects from the western cheering culture. More importantly, not only supporters, but also ordinary spectators participate in the well organised cheering. Even though some spectators, in fact, are not fanatical supporters of the team, they enjoy such a magnificent group experience and are easily tempted to revisit the stadium and to become its supporters. Hence, all the people in the stadium, regardless of whether supporters or not, naturally share the same identity and feel identification with the team and others in the group experience.

In 2006, Urawa Reds won the J-League for the first time under a slogan, "ALL COME TOGETHER" (Urawa-Reds, 2008). It is accepted that the cooperation between the team and the supporters helped their achievement. Moreover, the unique group experience, which is benchmarked by even European football teams, was the main catalyst for the cooperation.

Figure 10. Enthusiasm in Saitama stadium 2

5.2.5 FC Barcelona (**Logo)**

European football teams keep a more classic route when designing their logo, unlike a number of American sports clubs. Instead of colorful mascots, many of football teams choose to brand them with a crest as a logo. While American sports teams use the primarily illustrative logos, European football teams incorporate more historical designs into their logos.

These designs are not necessarily ostentatious, but they are related to history, and meaningful symbolism to recall a sense of nostalgia often lost in modern branding. During the late 1900's a number of European teams realised the potential financial opportunities present in the football industry and changed their logo designs. However, a current trend of reconnecting the teams with their roots emerged.

Football teams' logos usually borrow components of their home city's crest in combination with unique symbol of the team. FC Barcelona's logo is one of the outstanding examples. Its logo is consisted of three parts as shown in Figure 11. The left features signify St. George's Cross, and the features on the right represents the colors of Catalonia. The colour of bottom pattern represents the Barcelona team, and shows a graphic image of the old ball. By including all of these components, the FC Barcelona logo proves a perfect balance between the origins of the team and what the team symbolises (Burns, 1999).

Source: FC Barcelona (2008)
Figure 11. FC Barcelona Logo

In particular, the two upper panels of the logo contain special meanings. The top-left pattern denotes St. Jordi, who died a martyr to his religion in Catalonia, Barcelona. According to a Catalan legend, he was a Roman knight who slew a dragon and medieval monarchs prayed to the saint in order to win wars against heathens. Thus, St.

Jordi symbolises Barcelona, and the independence and freedom of Catalonia. Hence the red cross symbolizes the freedom spirit of St. Jordi (Burns, 1999).

On the other side, the top-right pattern represents the local flag of Catalonia. The yellow and red stripes were derived from a gloomy part of Catalan history when Catalonia was forcibly merged into Spain. At that time, the last Catalan king was murdered by Spanish soldiers leaving four red marks from his bloody hands on the yellow shirts he dressed in. Therefore, the pattern stands for the strong opposition of Catalonia to Spain. As a whole, Barcelona's logo implies the pride of the team based on Catalan identity (Ball, 2003).

5.2.6 Red Devils and Be the Reds (Colour)

"Red Devils" is the official supporters group for the Korea Republic national football team. In the 1990's, Korean football fans realised that the country needed to change the culture of cheering in the football match in order to demonstrate their enthusiasm and be able to encourage the players of the teams which the fans support. The first and foremost field for this operation was the national team games. The temporary name "Great Korea Supporters Club" was thus established in December 1995. Its nickname "Red Devils" derives back from the 1983 Mexico Youth World Cup when the Korean youth team reached the semi-final (Red Devil, 2008). The international media called the team and supporting fans "Red Furies". Through translation, it became "Red Devils", which is generally known in Europe as the nickname of Manchester United and the Belgium national team, and was selected in 1997 as the official name of the

organisation. In fact, a lot of Korean people tended to dislike the red colour which reminded them of a miserable memory of the communists' red army during the Korean War. Sociologists in Korea have called this phenomenon "Red Complex". Hence, the most essential contribution of the Red devils can be considered as overcoming the red complex which had been placed in Koreans' mind for a long time (Joo, 2002).

Source: Naver (2008)

Figure 12. Red Devils

Furthermore, the Red devils sublimated "Red Complex" into "Red Syndrome" through a campaign called "Be the Reds!". This campaign became known to the general public when a telephone company began to support it. The publicity advertisement of the campaign, which was made for use by television and newspapers, requested the entire 45 million Korean people to become the Red Devils and support Korean football by

wearing red T-shirts during the 2002 FIFA World Cup. (Business Korea, 2001). The campaign was rapidly popularised by the red T-shirts which featured a white brush stroked on silk screened logo "Be the Reds!" The logo, additionally, was utilised on hats, bandannas, socks, wristbands, backpacks, shoes, napkins, underwear, and other things. It was possible to secure widespread distribution of "Be the Reds!" items for supporters of the Korea football team everywhere because the original logo was not copyrighted and the designer did not intend to hold the copyright. The initial "R" in the logo was originally designed to signify the number '12', implying that those who wear "Be the Reds!" shirts would be the twelfth Korean footballer on the pitch (Joo, 2002). Therefore, the most important implication of the campaign "Be the Reds" is to provide a collective identity for Korean people and to express the identity of the Korea team with a single red colour only.

Source: Naver (2008)

Figure 13. Be The Reds

5.2.7 FC Arsenal (Uniform)

Arsenal was initially formed, in 1886, as Dial Square FC by workers of the Woolwich armaments factory in South London. The name was changed into the more impressive Royal Arsenal later, and, when the team, turned professional it became Woolwich Arsenal in 1891. The first red and white strip uniform of the team' was donated by Nottingham Forest. At the time, Forest wore "Garibaldi Red" shirts, a richer and darker shade than the conventional red. The team maintained this shade except for the period between 1895 and 1896 when the famous white sleeves were added in the 1930's (Arsenal, 2008).

In June 2008, Arsenal launched their 2008/09 home uniform, designed by Nike, but it caused negative feedback from some fans who were agitated about the elimination of the traditional white sleeves (see Figure 14), which was pioneered by Herbert Chapman (Veysey, 2008).

Mark MacLean, a member of Online Gooner, the Arsenal fanzine, said, "But my strongest objection is that the home kit does not have white sleeves. That is the Arsenal tradition. Can you imagine Nike messing about with Barcelona's shirt or Man United's shirt? We will look more like Charlton Athletic next season. Arsenal are one of the few clubs who can point to their history and tradition." (Veysey, 2008)

A football expert of the Independent Football Commission emphasised how important it is to inform supporters about the expected tradition of uniform, a policy that Arsenal have retained (Veysey , 2008).

In fact, Arsenal fans have already experienced a breaking the traditions. In the season 2005-2006, Arsenal players wore darkred shirts even without white sleeves (see Figure 14). Although some fans criticised this exceptional change, it was accepted favorably because its design and colour were unique compared with other teams in the premier league.

Modifying the design of the uniform might not be a conspicuous change. However, considering that the important role of uniform can lead individual fans to affiliate with other members and to distinguishing from competitors, uniform should be managed as a fundamental element to generate identification between a fan and a team or other members.

Dial Square **1886** **Royal Arsenal** **1887**	**1886-1890** a e	**Woolwich Arsenal** **1891**	**1894-1895** i	**1895-1896** a
1896-1899 a i	**1899-1900** a i	**1905-1906** a e	**1906-1908** a e	**1908-1914** a e
Arsenal **1914**	**1919-1920** a	**1920-1929** a e	**1929-1930** a	**1930-1931** a
1931-1932 e	**1932-1933** e	**1933-1934** e	**1934-1935** a e	**1935-1939** a e
1945-1946 j	**1946-1958** e f	**1958-1960** e f g	**1960-1961 (1)** k	**1960-1961 (2)** k

Source: Arsenal (2008)

Figure 14. The History of Arsenal Uniform

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5.2.8 A.F.C. Wimbledon (Regional province)

A.F.C. Wimbledon, a semi-professional English football club, plays in the Conference South of English football. The name AFC has been used as meaning "A Fan's Club" by some fans. In addition, the team picked "Wimbledon" from its origin, Wimbledon in the London Borough of Merton, although their home ground is in the adjacent Borough of Kingston. The team and its supporters regard the team as a succession of the former Wimbledon F.C., and do not consider that Milton Keynes Dons (MK Dons), which was founded after Wimbledon F.C. moved to Milton Keynes in 2004, as a representative of the heritage, history, and tradition of the team (A.F.C. Wimbledon, 2007).

Kris Stewart established A.F.C. Wimbledon with a number of opposing supporters of Wimbledon F.C. in May 2002 when the Football Association decided to allow Wimbledon F.C. to move 56 miles north to the new town of Milton Keynes in Buckinghamshire (Buckley, 2002). Almost soon after the decision, traditional local supports started to protest against the move, however, Wimbledon F.C. was physically relocated to the new town a year later (BBC, 2004).

After moving, Wimbledon F.C. was purchased by Pete Winkelman who rebranded the team as Milton Keynes Dons F.C. in 2004 (The Political Economy of Football, 2004). This left A.F.C. Wimbledon as the only holder of the "Wimbledon" name. All the organised supporters' groups that had upheld the old team then pledged allegiance to A.F.C. Wimbledon. However, there were numerous disputes on the home of the honours won by Wimbledon F.C. Former supporters of the team affirmed that the

honours and trophies won by Wimbledon F.C. reasonably belong to the community of Wimbledon and should be reverted to the local area. Accordingly A.F.C. Wimbledon issued an official statement, which expressed that the honours of Wimbledon F.C. belong to the fans on the club's official website:

> "The supporters of A.F.C. Wimbledon believe that our club is a continuation of the spirit which formed Wimbledon Old Centrals in 1889 and kept Wimbledon Football Club alive until May 2002. We consider that a football club is not simply the legal entity which controls it, but that it is the community formed by the fans and players working towards a common goal. We therefore reproduce the honours won by what we believe was, and will always be, 'our' club, in our community (A.F.C. Wimbledon, 2008)."

In October 2006, an agreement was made between M.K. Dons F.C., the MK Dons Supporters Association (WISA, 2006), the Wimbledon Independent Supporters Association and the Football Supporters Federation. According to the agreement, not only the replica of the FA Cup, but also all heritage collected under the name of Wimbledon F.C., would be returned to the London Borough of Merton. In addition, ownership of trademarks and website domain names connected with Wimbledon F.C. would also be transferred to the Borough. As part of the same contract, it was approved that any reference made to MK Dons should ascribe only to events subsequent to 7 August 2004 (the date of the first League game of MK Dons). As the result of this negotiation, on 2 August 2007, MK Dons transferred all Wimbledon F.C. memorabilia including the replica trophies to the London Borough of Merton (BBC Sport, 2007a).

It has been broadly known that relocation of a sport team frequently results in confusion or divergence of its identity. To the fans of A.F.C. Wimbledon, their home town, Wimbledon, does not mean just a name of the football but the identity of the club. Therefore, it was impossible for them to identify with a team which is not located in their own hometown.
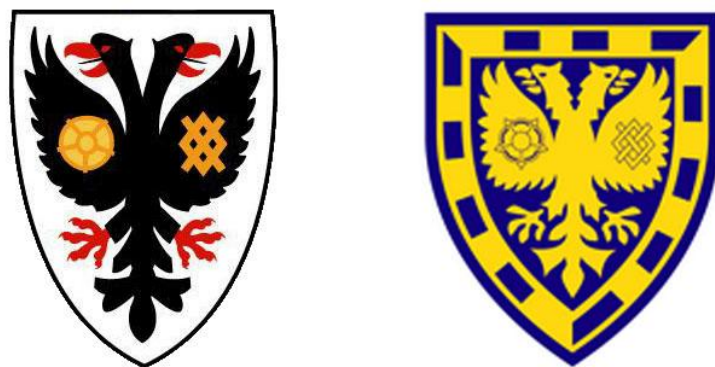
Source: Wikidipia (2008)

Figure 15. The Logos of AFC Wimbledon and Wimbledon FC

5.2.9 Old Firm (**History**)

The "Old Firm" represents the rivalry between the Scottish football teams Celtic and Rangers, both based in Glasgow. There are a lot of great derby games of football in the world, for example, in Spain, FC Barcelona and Real Madrid; in Italy, AC Milan and Inter Milan; and, in Argentina, Boca Juniors and River Plate. In addition, there is no love lost between Flamengo and Fluminense in Brazil, between Galatasaray and Fenerbahce in Turkey, and Feyenoord and Ajax in Holland, which are called literally a "classic" between the two sides and always results in extremely keen competition

(Inside Left, 2008). The Old Firm derby is one of the oldest and most fiercely contested derby games in the world. The original meaning of the term, "Old Firm" is unclear. According to one theory, the expression stems from the first game between Celtic and Rangers in 1888. A newspaper report said that both sets of players were so intimate that you would believe that they were old firm friends (Murray, 1984). However, Murray (1984) argued that the term derived from the commercial benefits of the two teams' rivalry, which were viewed with aversion among genuine football fans in the early days of the derby game.

Source: Freebettingonline (2008)

Figure 16. Old Firm Fighting

The two teams have dominated the top level in the history of Scottish football, having won between them 66 Scottish Cups and 93 Scottish Premier League championships, as of 2008. Until 31 August 2008, Rangers and Celtic had played against each other 380 times, with Rangers winning 152 matches, Celtic 137 matches and 92 draws (Old Firm,

2008). The teams possess large bases of supporters, not only in Glasgow and Scotland, but also across the world. It is estimated that Rangers and Celtic have brought around £120 million to the Scottish economy (BBC Sport, 2005).

The source of the two teams' competition is more than just a simple sporting rivalry, such as economics (Flamengo and Fluminense) or political (Lazio and Roma) or cultural (CSKA Sofia and Levski) (Inside Left, 2008). It is combined with a series of complex arguments, particularly focused on religion (Catholic and Protestant) and Northern Ireland-related politics (Loyalist and Republican). Rangers' traditional supporters mainly come from the Protestant community, while Celtic supporters come from those of Irish descent. The rivalry between the two teams has frequently been characterised along sectarian lines. Celtic have had a historic identity with the Catholic people in Ireland, and a number of Celtic fans sing Irish Republican songs and wave the Irish tricolour. On the other hand, Rangers' fans are traditionally loyalists, and, as a result, they sing songs reflecting that point of view and wave the Union Flag. In the similar line, the ferocious rivalry has made it rare for a player to be affiliated with both teams during his career (Kuper, 1996). The result has been an enduring hatred between fans that has extended beyond the kind of intra-city sporting rivalry. This has frequently caused sectarian violence in the history, sometimes leading to deaths. Both Rangers and Celtic recently recognised their problem with sectarianism, and conceded that a part of their supporters had been guilty of perpetuating partisan, sectarian beliefs as well as cultural intolerance. Nevertheless, the negative aspect of the derby and its history reflects discriminative identities between the two sides (Murray, 1984).

Source: Timeinc (2008)

Figure 17. Celtic and Rangers Fans

5.2.10 FC United of Manchester (Owner)

FC United of Manchester (FC United), a semi-professional English football team, is based in Bury. The team was established in the summer of 2005 by dissatisfied supporters of Manchester United. Although these supporters had a variety of reasons for their disappointment with the team, the main motivation for FC United's formation was the unpopular takeover of Manchester United by the United States businessman Malcolm Glazer. The controversial takeover caused hundreds of supporters, who are affectionately referred to as "The Red Rebels", to defect from Manchester United (Soccernet, 2005).

Figure 18. The Logo of FC United

In fact, Manchester United supporters had previously considered establishing a new team because Australian media mogul Rupert Murdoch proposed the takeover of the team in 1998. The plan was not fulfilled as the takeover bid was unsuccessful. However, the idea was discussed again as a last resort in Manchester United fanzines, including the "Red Issue", when Glazer announced his plan to take over the team. After the Glazer family achieved overall control of Manchester United on 12 May 2005, supporters who had opposed the takeover arranged a meeting in order to establish a new team.

At that time, a nearby team, Leigh RMI, was in financial problems and requested FC United for a takeover, as the fiscal support from FC United would have ensured their survival. The organisers of FC United refused this proposal because they were creating FC United in response to an unacceptable takeover and did not think that taking over another existing team was the appropriate course of action (Bolton News, 2005).

By 8 July 2005, more than 4,000 people had promised financial support to FC United and the team secured over £100,000 in the bank (Brennan, 2005). Finally, the supervising committee carried forward schemes for the team (FC-UTD, 2008).

Source: BBC (2007)

Figure 19. Protest against Glazer's Takeover

FC United's first three seasons were successful, gaining a valuable promotion each time. During first season (2005-06), the average attendance of the team was the second-highest in English non-League football (Tonykempster, 2008a), even though attendances have fallen in following seasons. They are still the 100th best supported English team in 2007-08 (Tonykempster, 2008b). The supporters club of the team has extended its branches to more than ten countries including France, Poland, New Zealand, the United States and Canada, even though the majority of the team's support has stemmed from Manchester and the surrounding region (FC-UTD, 2008).

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The case of FC United offers an important suggestion that a team owner's personality or reputation can directly influence on the team's identity and loyalty. FC United's fans might be the most faithful followers to Manchester United, however they inevitably withdrew their loyalty to the team due to a single reason of a disagreeable owner.

5.2.11 Jose Mourinho (Head coach)

Jose Mourinho is probably the most popular, entertaining, controversial, and hated head coach in football today. He led Portugal's FC Porto to the 2004 Champion's League title, Europe's top football competition. That year, he moved to coach Chelsea and led the team to two successive titles in England's Premier League. He abruptly left the team in September 2007, due to discord with the owner, Russian billionaire Roman Abramovich, over the team's playing style.

Kemp (2007) mentioned that Mourinho's leaving negatively affected Chelsea's brand image, because his impact on the team brand during his three-year tenure was very strong and still unclear. Since his departure from the Chelsea, the media and fans recalled his charismatic personality and managerial successes rather than the character flaws causing court controversy apparently for a long time. In particular, female football fans were disappointed by his resignation and the female press immediately turned hysterical. For years, females had been attracted by his masculine personality. Alison Kervin wrote in the Daily Telegraph, "How will we replace this entertaining, contrary

and exhilarating being with his Hollywood good looks and sexy accent?" (Hofman, 2007) A number of females seemed not to be the fans of Chelsea but of Jose Mourinho.

The main reasons why football fans are widely excited over him can be considered in two aspects: a great head coach and a colourful personal brand. First of all, while some people argued that Mourinho is an exaggerated individual as a football coach, the greater part of football fans agreed with his excellent and respectable abilities on the football field. Bagehot (2007) stated that, "Mr. Mourinho's impact has been both wonderful and a little troubling. Having failed to win the league championship for 50 years, under Mr. Mourinho we have won it two seasons running, setting records for consistency and defensive solidity on the way. The combination of Mr. Mourinho's tactical and motivational brilliance has proved unbeatable." In the farewell statement, Chelsea also praised him for his achievements: "Jose has been instrumental in putting Chelsea where it is today, among the leading clubs in European and world football" (BBC Sport, 2007b).

Secondly, Jose Mourinho is a brand himself. In 2005, he registered himself as a trademark in a bid to stop companies trading on his name and using his public image without his approval (Jose, 2005). Previously he created a more popular brand name for himself in a press conference upon joining the Chelsea. He said, "Please don't call me arrogant, but I'm European champion and I think I'm a special one." which resulted in the media calling him "The Special One" (What Mourinho said BBC Sport). He sublimed his identity into a positive image, branding himself as "The Special One".

This nickname, in fact, even more emphasises his typical arrogance which can be translated into confidence in oneself, can promote confidence in one's followers, and can give one the psychological edge over one's enemy. Although there is a negative aspect, His arrogant personality, namely being outspoken and talented in mind games with fellow coaches off the field, had an effect on adding a lot of hype and colour to Chelsea's identity. In other words, the football managerial hero helped to make the brand "Chelsea" deeply associated with his charismatic identity (Winter, 2007).

Source: wordpress (2007)

Figure 20. Jose Mourinho

5.2.12 Olympique Lyon (Success)

Olympique Lyon is a French football team based in Lyon. According to a number of supporters and sport historians, the team was established as Lyon Olympique Universitaire in 1899, but it was nationally founded as a team on 3 August 1950. Olympique Lyon play in Ligue 1 as reigning champions of France and have dominated

the top level of French football in the early years of the 21st century. Since their second-place finish in 2001, they have won seven successive Ligue 1 titles (2002-2008), becoming the greatest team in French football history. Their main honours are, not only seven Trophées des Champions, but also four Coupe de France, three Ligue 2 Championships. On the other hand, Lyon's European ambitions have not yet been fulfilled although they reached the quarter-finals of the UEFA Champions League in the season 2004-2005. They, additionally, are also a member of the G14 group of leading European football teams. In achieving their success, many world class coaches, such as Jacques Santini, Paul Le Guen, Gérard Houllier, and Alain Perrin, and players, such as Juninho, Michael Essien, Grégory Coupet, Karim Benzema, and so on, have managed or played for the team (Olympique Lyonnais, 2008).

Source: Flickr (2008)

Figure 21. Olympique Lyon champion de France 2007-2008

Olympique Lyon play their home games at the 41,044 seater Stade de Gerland, Lyon. The seats are frequently sold out before the majority of their home European and League matches (Olympique Lyonnais, 2008). Table 9 indicates the average attendances of Olympique Lyon between 1999 and 2008. After acquiring their first Ligue 1 trophy in the season 2001-2002, average attendance has generally improved. Particularly, average attendance has increased up to more than thirty-seven thousand since they won the quarter-finals of the UEFA Champions League in the season 2004–05 (European-football-statistics, 2008). In addition, their supporters, known as the "Bad Gones", have also gained a great reputation and more members in Europe, due to their control of Ligue 1 and appearances in the Champions League (Olympique Lyonnais, 2008). In brief, Olympique Lyon can be a representative example that a team's continuous success helps the team obtain more fans who perceive the team to be attractive.

Season	Average attendance
1999 – 2000	34.467
2000 – 2001	34.084
2001 – 2002	34.005
2002 – 2003	36.718
2003 – 2004	35.997
2004 – 2005	37.510
2005 -2006	38.465
2006 – 2007	38.546
2007 – 2008	37.297

Source: European-football-statistics (2008)

Table 9. Average attendance of FC Lyon 1999-2008

5.2.13 David Beckham (Star player)

Football, as a popular global sport, has made a number of star players. Beckham is undoubtedly one of them. He is not only a footballer, but also the face of many marketing campaigns for major companies around the world. He has become an internationally recognised public figure, someone whose views, dress, life-style and conduct is subject to near constant media examination and comment (Smart, 2005).

At the beginning of his career, Beckham's image derived remarkable improvement from his membership of the Manchester United team. As his profile grew and he became a

global sporting icon, especially in the Far East and the emerging football merchandising markets of Japan, China, Malaysia, Thailand and Indonesia. Therefore, the Manchester United brand has benefited from their relationship with Beckham (Smart, 2005). Research conducted by FutureBrand in the immediate period prior to Beckham's move to Spain revealed the impact of his following in Japan, China, Malaysia, Thailand and Indonesia. It showed that almost whatever he endorsed would be increased in terms of sales figures or turnover (O'Connor, 2003). This served to prove research already conducted by Castrol Asia Pacific, which found that more than 80 per cent of consumers in Thailand, Vietnam and China said a link with the superstar would be a positive reason to purchase Castrol products (Day, 2002). The FutureBrand research proposed that around one-third of football fans outside the domestic market follow a particular team because of an affinity with a star player, rather than from any sense of loyalty to a team (Fordyce, 2003; Szep, 2003). FutureBrand estimated that approximately 5 million of United's 16.6 million fans in Asia might follow Beckham and change their allegiance to Real Madrid (O'Connor, 2003).

In 2003, shortly before his transfer from Manchester United to Real Madrid, David Beckham's income was reported to be in excess of £4.5 million per year from his team, approximately £1 million of which was reported to be for the use of his image (O'Connor, 2003). Reported total annual earnings from endorsements were in excess of £11.5 million and the components of which are shown in Table 10. The below list understates Beckham's real income from sources outside of football.

Endorsement	Income
Adidas	£ 3 million per annum
Marks & Spencer	£ 3 million per annum
Pepsi	£ 2 million per annum
Vodafone	£ 1 million per annum
Brylcreem	£ 1 million per annum
Police sunglasses	£ 1 million per annum
Castrol	£ 0.5 million per annum

Source: O'CONNOR (2003)

Table 10. Beckham's Annual Income from Endorsement in 2003

In June 2003, Beckham's Asian tour with his wife, Victoria, took the couple to Japan, Malaysia, Thailand and Vietnam, where they made a series of promotions and public appearances to support a range of products. In Japan, the Beckham family were reported to be the country's "highest-paid foreign advertising icons, earning over £ 10 million" through endorsement of a range of goods including "everything from beauty clinics to chocolates" (Parry and Lewis, 2003).

Meantime, Real Madrid had sold over 1 million shirts with his name and number, 23. These account for 50% of the team's replica-shirt sales, and have already recovered

much of the £24.5 million that Real paid Manchester United for Beckham's transfer in

June 2003. Most recently, Pepsi's tie with Beckham has been vital in closing the sales

gap between the rival brand, Coca-Cola. Additionally, Beckham has contracts with

Motorola, Giorgio Armani and Sharpie. It is assumed that Beckham wishes to launch

his own brand which could cover ranges of healthy products and water (Bokaie, 2008).

Source: Dailymail (2007)

Figure 22. David Beckham

5.3 Summary of Case Study

This study generated thirteen elements of team identity through investigating consumer

associations with their favourite football teams and identifies the construct of team

identity through factor analysis in the first step. It is necessary to verify the importance

and role of the elements to form the construct of team identity. This study confirms that

Korean football fans possess unique associations with football teams in their mind and

some of the elements have not been given much attention by the existing research on

brand associations in the team sports context. Furthermore, the case study helps to confirm possible linkages between four identity dimensions and three self-definitional needs. To sum up, the findings from the case studies are as follows:

First, experience dimension directly provides opportunities for football fans to experience identification with their teams. A stadium is frequently regarded as a holy place to local fans and the space in which fans experience a good quality service and collective activities with fanatical supporters. Recently it is emphasised that a web site is an important way for football teams to not only communicate with their fans, but also dispense exclusive discounts and benefits for the members with an ownership experience where fans participate in team management.

Second, visual dimension is the basic identity that helps fans to recognise similarity to a football team when they see its logos or colours, and distinguish themselves from competitors wearing their favourite teams' uniform. Well designed visual identity elements may satisfy the existing fans and attract new consumers as potential fans for the team.

Non-product dimension is deeply related to a team organisation's identity. In other words, it can be explained as the origin of an organisation which answers the questions of "who we are" and "what we are". The origin and regional base of a team normally demonstrate "which side we are". Therefore, these factors can be the standards of

identity similarity and distinctiveness. Moreover their pride of the history, home town, and owner's reputation may have an effect on building prestigious identity.

Product dimension has been broadly considered as the most critical attraction of sport organisations. Sport fans tend to perceive themselves to be similar to successful teams, players, and coaches. This phenomenon is well known as "Basking-In Reflected-Glory (BIRGing)" that reflects fans who wish to be considered prestigious in order to improve their self-esteem. In contrast, they differentiate themselves from losing teams and players or coached who have undesirable images or personality, a phenomenon known as "Cutting-Off-Reflected Failure (CORFing)".

The table below shows the summary of findings from the case study and how the dimensions and elements of team identity are related to the self-definitional needs.

Dimension	Element	Similarity	Distinctiveness	Prestige
Experience	Stadium	Location of the stadium	Historical commemoration	Quality of service and facilities
	Sponsor	Sponsor's image	Sponsor's image	
	Web Site	Ownership experience	Ownership experience	Discounts and benefits for the members
	Group Experience	Participating in supporting	Supporting style, organisation of supporters	The scale of supporters
Visual	Logo	Symbolising history and tradition of a team	Symbolising history and tradition of a team	Quality of its design

	Colour	Colour	Colour	
	Uniform	Design and colour pattern	Design and colour pattern	Quality of the design
Non-product	Regional province	Local colour or localism	Local colour or localism	Pride of home town
	History	Origin of the team	Rivalry	Glorious achievements
	Owner	Personality and reputation	Personality and reputation	Personality and reputation
Product	Head Coach	Personality and Managerial style	Personality and Managerial style	Managerial success
	Success	Quality of the play of the team	Quality of the play of the team	Pride of the achievement
	Star Player	Player's image and football talent	Player's image and football talent	Player's image and football talent

Table 11. Summary of Case Study

As a result of the empirical study 1 and case study, the conceptual model and hypotheses proposed in chapter 2 will be modified and expanded in the next step for the final model test because the factor 'team identity' has been divided into four dimensions.

CHAPTER 6. EMPIRICAL STUDY 2

The purpose of this chapter is to conduct the final model test which examines the relationships between team identity, F-T identification, and team loyalty. Before the model testing, it should be noted that the conceptual model has been modified after the first step. This research proposed hypotheses 1, 2, and 3 that were related to the links between team identity and three self-definitional needs in Chapter 2. Through the previous empirical studies in the first step, the construct of team identity, which consisted of four dimensions were clarified. First of all, 13 elements were drawn from a free association test in the first step. Then 13 elements were classified into four dimensions as a result of 'factor analysis'. The first dimension includes experience identity factors, such as group experience, stadium, sponsor and web site. The second dimension contains logo, uniform, and colour. They are visual identity factors to represent teams like corporate identity. The third dimension composed of history, regional province, and owner being connected with non-product attributes. Lastly, the fourth dimension consists of star player, head coach and success. The three elements are fundamental factors in creating sports products. After the factor analysis, this study also confirmed the connection between four identity dimensions and three self-definitional needs through the case study. Finally the conceptual model is modified as shown in Figure 23.

Also Hypotheses 1, 2, and 3 were individually divided into four sub-hypotheses:

H1: Team identity has a positive influence on identity similarity.

    H1a: Experience identity has a positive influence on identity similarity.

    H1b: Visual identity has a positive influence on identity similarity.

    H1c: Non-product identity has a positive influence on identity similarity.

    H1d: Product identity has a positive influence on identity similarity.

H2: Team identity has a positive influence on identity distinctiveness.

    H2a: Experience identity has a positive influence on identity distinctiveness.

    H2b: Visual identity has a positive influence on identity distinctiveness.

    H2c: Non-product identity has a positive influence on identity distinctiveness.

    H2d: Product identity has a positive influence on identity distinctiveness.

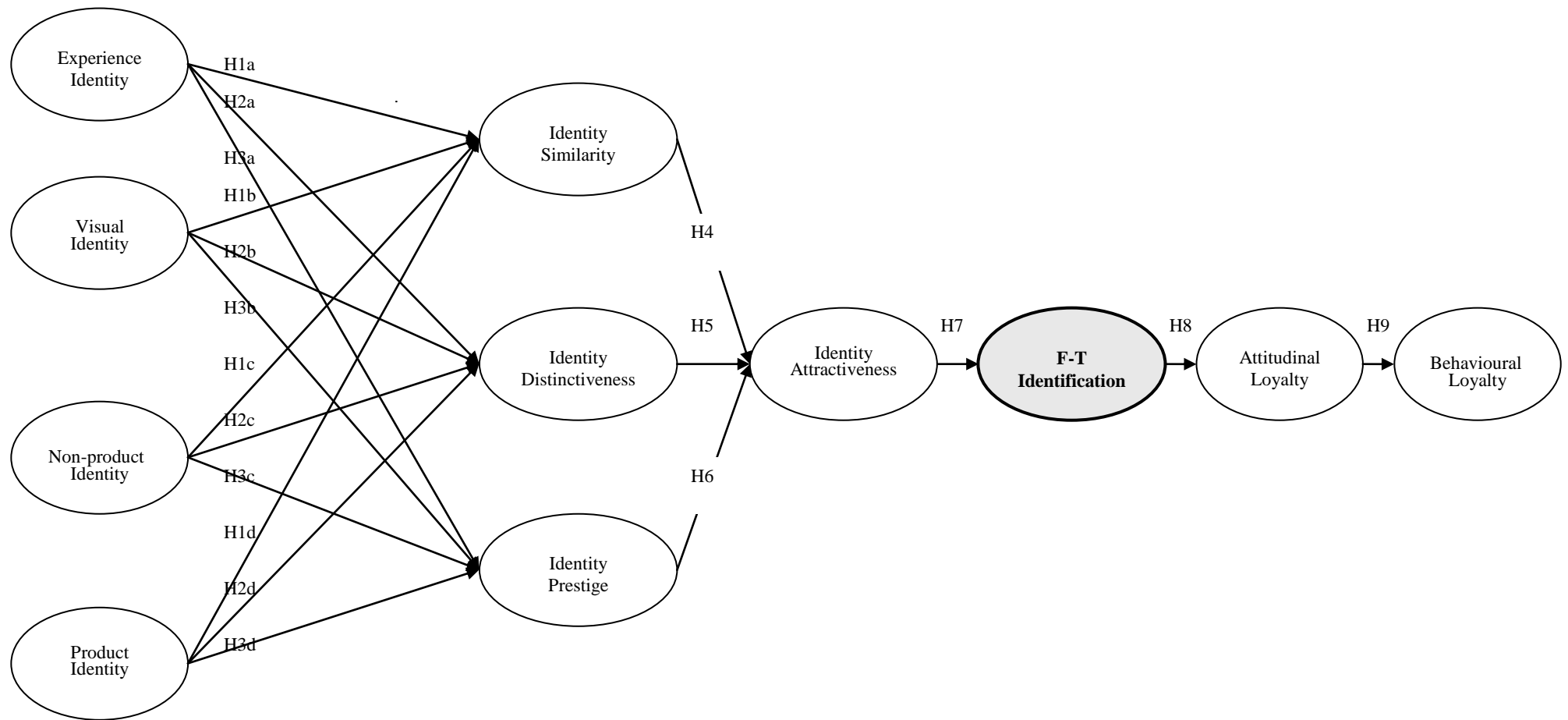H3: Team identity has a positive influence on identity prestige.

    H3a: Experience identity has a positive influence on identity prestige.

    H3b: Visual identity has a positive influence on identity prestige.

    H3c: Non-product identity has a positive influence on identity prestige.

    H3d: Product identity has a positive influence on identity prestige.

Figure 23. The Modified Conceptual Model

6.1 Method

6.1.1 Subject

For the third step, which conducts the final model testing, the survey questionnaire was administered to 209 Korean football fans affiliated with FC Seoul ($N = 106$) and Suwon Samsung FC ($N = 103$). Both are two of the most popular teams among the K-League and are national derby rivals. 67.9% of the respondents were male and 32.1% were female, with the range in age from 13 to 49 years (mean: 27.4). The mean 'involvement' and 'knowledge' scores were 6.15 and 6.05, respectively.

6.1.2 Procedure

The survey data was collected before the game started and also at half time during the four games of the K-League in the Seoul Suwon World Cup stadia on 4th October, 25th October, 12th November and 25th November, 2007. The purpose of the survey and details of the questionnaire were explained to the respondents before the questionnaire and survey were conducted (see Appendix 3).

6.1.3 Measures

All of the scales necessary to measure the constructs in the proposed conceptual model (identity similarity, identity distinctiveness, identity prestige, identity attractiveness, F-T

identification, attitudinal loyalty, and behavioural loyalty) were taken directly from existing literature. A discussion of each of these scales follows.

Team Identity

The team identity used in this study was the construct which was developed in the first step. In the first step, the four dimensions (experience, visual, non-product, and product) of team identity, which include 13 items, were generated by a free association test and a factor analysis. Using these 13 items, respondents were asked to rate the extent to which the 13 items describe team identity using a seven-point Likert scale (1=not agree at all, 7=strongly agree).

Identity similarity

The identity similarity was measured on three-items adapted from Bhattacharya and Sen (2003), and a seven-point Likert scale (1=not agree at all, 7=strongly agree) according to the degree to which: (1) my sense of who I am matches my sense of my favourite team, (2) I find that my values and my favourite team's values are similar, (3) I recognise myself in my favourite team.

Identity distinctiveness

The identity distinctiveness was measured on three-items adapted from Bhattacharya and Sen (2003), and a seven-point Likert scale (1=not agree at all, 7=strongly agree) according to the degree to which: (1) my favourite team stands out from its competitors,

(2) my favourite team has a distinctive identity, (3) my favourite team provides a unique identity.

Identity prestige

The identity prestige was measured on three-items adapted from Bhattacharya and Sen (2003), and a seven-point Likert scale (1=not agree at all, 7=strongly agree) according to the degree to which: (1) my favourite team helps elevate the image of myself, (2) my favourite team enhances my self-esteem, (3) my favourite team is a first-class, high quality sport team.

Identity attractiveness

The identity attractiveness was measured on three-items adapted from Ahearne et al. (2005), and a seven-point Likert scale (1=not agree at all, 7=strongly agree) according to the degree to which: (1) I like what my favourite team stands for, (2) my favourite team has an attractive identity, (3) I prefer the identity of my favourite team to others.

F-T identification

The F-T identification was measured on three-items adopted from Mael and Ashforth (1992), and a seven-point Likert scale (1=not agree at all, 7=strongly agree) according to the degree to which: (1) when I talk about my favourite team, I usually say "we" rather than "they", (2) when someone praises my favourite team, it feels like a compliment, (3) wy favourite team's success is my success.

Attitudinal loyalty

The attitudinal loyalty was measured on three-items adopted from Gladden and Funk, (2001) and Mahony et al. (2000), and a seven-point Likert scale (1=not agree at all, 7=strongly agree) according to the degree to which: (1) I consider myself a committed fan of my favourite team, (2) I could never change my affiliation from my favourite team to another team, (3) I will forgive my favourite team when it fails to succeed.

Behavioural loyalty

The behavioural loyalty was measured on three-items adopted from Fink et al. (2003), and a seven-point Likert scale (1=not agree at all, 7=strongly agree) according to the degree to which: (1) I try to get my friends and family to become fans of my favourite team, (2) I purchase some merchandising products of my favourite team in a specified time period, (3) I regularly attend games of my favourite team in a specified time period.

Factor	Measure	Adapted from
Team Identity	I could associate "____" with my football team.	Free Association Test
Identity similarity	My sense of who I am matches my sense of my favourite team.	Bhattacharya and Sen (2003)
	I find that my values and my favourite team's values are similar.	
	I recognise myself in my favourite team.	
Identity distinctiveness	My favourite team has a distinctive identity.	Bhattacharya and Sen (2003)
	My favourite team stands out from its competitors.	
	My favourite team provides a unique identity.	

Identity prestige	My favourite team helps elevate the image of myself.	Bhattacharya and Sen (2003)
	My favourite team enhances my self-esteem.	
	My favourite team is a first-class, high quality sport team.	
Identity attractiveness	I like what my favourite team stands for.	Ahearne et al. (2005)
	My favourite team has an attractive identity.	
	I prefer the identity of my favourite team to others.	
F-T identification	When I talk about my favourite team, I usually say "we" rather than "they".	Mael and Ashforth (1992)
	When someone praises my favourite team, it feels like a compliment.	
	My favourite team's success is my success.	
Attitudinal loyalty	I consider myself a committed fan of my favourite team.	Gladden and Funk, (2001) Mahony et al. (2000)
	I could never change my affiliation from my favourite team to another team.	
	I will forgive my favourite team when it fails to success.	
Behavioural loyalty	I try to get my friends and family to become fans of my favourite team.	Fink et al. (2003)
	I purchase some merchandising products of my favourite team in a specified time period.	
	I regularly attend games of my favourite team in a specified time period.	

Table 12. Measures of the Conceptual Model

6.2 Assessing the Measurement Model

All of the questionnaires were regarded as valid for analysis since they were completed correctly under the supervision of the researcher. The data from the questionnaires was entered into a data coding process to run the factor analysis and SEM tests. In this stage, all the collected data was reviewed and double-checked to be usable. Following the data coding the factor analysis was fulfilled with the use of SPSS software to confirm that the dimensions were appropriately divided according to each step of the research model and SEM analysis was undertaken with Lisrel software to verify the proposed research model. The initial result revealed that the absolute fit of the model was unsatisfied. However an alternative fit index, the incremental fit, supported the validity of the final model test. The analysis, checking and validating process was conducted over a period of two months. Finally the researcher was satisfied that all the necessary checks had been conducted and the analysis was confirmed as reliable.

6.2.1 Factor Analysis

The factor analysis was performed to verify that the dimensions are properly separated according to each step of the research model and the measurement items are suitably grouped. In this step, three factor analyses have been conducted to prove that all of the measured items are separately grouped in conformity with research model dimension.

Table 13 shows that team identity elements are classified into four dimensions, namely product identity, visual identity, experience identity, and non-product identity, which are the same as the result in the first step. The accumulated variance explained by the four factors was 79.164%.

Items	Dimension 1 (Product Identity)	Dimension 2 (Visual Identity)	Dimension 3 (Experience Identity)	Dimension 4 (Non-product Identity)
Star player	**.954**	.091	-.032	.107
Head coach	**.948**	.128	-.036	.045
Success	**.894**	.085	-.021	.154
Logo	.088	**.962**	.0008	.045
Uniform	.078	**.934**	7.48E-005	.097
Colour	.132	**.920**	.0.58	.045
Group experience	-.069	.018	**.880**	.006
Stadium	-.028	.021	**.806**	-.080
Sponsor	-.104	-.023	**.730**	-.003
Web site	.114	.050	**.699**	.109
History	.087	.071	.002	**.901**
Regional province	.121	.103	.082	**.885**
Owner	.082	.009	-.045	**.879**
Variance explained	20.745	20.742	18.923	18.753
Eigenvalue	2.697	2.697	2.460	2.438

Table 13. Results of Factor Analysis (Team Identity)

Table 14 shows that identification items are classified into five dimensions, namely 'identity distinctiveness', 'identity prestige', 'F-T identification', 'identity similarity' and 'identity attractiveness', which are the same as the research model. The accumulated variance explained by the five factors was 89.267%.

Items	Factor 1 (Identity distinctiveness)	Factor 2 (Identity prestige)	Factor 3 (F-T identification)	Factor 4 (Identity similarity)	Factor 5 (Identity attractiveness)
My favourite team has a distinctive identity.	**.941**	.072	.075	.121	.209
My favourite team stands out from its competitors.	**.935**	.102	.109	.145	.231
My favourite team provides a unique identity.	**.926**	.078	.101	.162	.223
My favourite team helps elevate the image of myself.	.088	**.952**	.117	.131	.171
My favourite team enhances my self-esteem.	.099	**.946**	.132	.137	.185
My favourite team is a first-class, high quality sport team.	.063	**.928**	.030	.099	.206
When I talk about my favourite team, I usually say "we" rather than "they".	.085	.124	**.933**	.085	.100
When someone praises my favourite team, it feels like a compliment.	.022	.104	**.917**	.101	.122
My favourite team's success is my success.	.153	.027	**.872**	.044	.144
My sense of who I am matches my sense of my favourite team.	.097	.063	.084	**.912**	.157
I find that my values and my favourite team's values are similar.	.088	.157	.064	**.908**	.160
I recognise myself in my favourite team.	.223	.134	.089	**.817**	.143
I like what my favourite team stands for.	.235	.227	.152	.207	**.837**
My favourite team has an attractive identity.	.205	.238	.135	.178	**.837**
I prefer the identity of my favourite team to others.	.335	.187	.172	.170	**.773**
Variance explained	19.635	19.339	17.485	17.025	15.784
Eigenvalue	2.945	2.901	2.623	2.554	2.368

Table 14. Results of Factor Analysis (Fan-Team Identification)

Table 15 shows that team loyalty items are classified into two dimensions, namely attitudinal loyalty and behavioural loyalty, which are the same as the research model. The accumulated variance explained by the two factors was 80.870%.

Items	Factor 1 (Attitudinal loyalty)	Factor 2 (Behavioural loyalty)
I consider myself a committed fan of my favourite team.	**.927**	.178
I could never change my affiliation from my favourite team to another team.	**.894**	.233
I will forgive my favourite team when it fails to success.	**.853**	.177
I try to get my friends and family to become fans of my favourite team.	.251	**.874**
I purchase some merchandising products of my favourite team in a specified time period.	.202	**.869**
I regularly attend games of my favourite team in a specified time period.	.127	**.842**
Variance explained	41.781	39.089
Eigenvalue	2.507	2.345

Table 15. Results of Factor Analysis (Team Loyalty)

6.2.2 The Reliability Test

Reliability can be assessed by Cronbach's alpha test. In general, a reliability of .60 or higher is considered to be acceptable (Nunnally, 1967). All the Cronbach's alpha values of these variables were more than 0.75, and the result indicates that the measured items are reliable (see Table 16).

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Construct	Items	Cronbach's alpha value
Product Identity	Star player Coach Owner	0.939
Visual Identity	Brand mark Uniform Colour	0.942
Experience Identity	Group experience Stadium Sponsor Website	0.785
Non-product Identity	History Regional province Success	0.878
Identity Distinctiveness	Identity Distinctiveness 1 Identity Distinctiveness 2 Identity Distinctiveness 3	0.978
Identity Prestige	Identity Prestige 1 Identity Prestige 2 Identity Prestige 3	0.976
Fan-Team Identification	Fan-Team Identification 1 Fan-Team Identification 2 Fan-Team Identification 3	0.905
Identity Similarity	Identity Similarity 1 Identity Similarity 2 Identity Similarity 3	0.901
Identity Attractiveness	Identity Attractiveness 1 Identity Attractiveness 2 Identity Attractiveness 3	0.901
Attitudinal Loyalty	Attitudinal Loyalty 1 Attitudinal Loyalty 2 Attitudinal Loyalty 3	0.897
Behavioural Loyalty	Behavioural Loyalty 1 Behavioural Loyalty 2 Behavioural Loyalty 3	0.852

Table 16. Results of Reliability Test

6.2.3 Discriminant Validity Test

In addition to the acceptable construct reliability indicated by the above cited results, construct validity requires that the discriminant validity to be accomplished. Discriminant validity can be decided by a few measures. One measure for discriminant validity is proposed by Bagozzi (1980). Discriminant validity is accomplished when the phi correlations between the constructs are less than one. Because all phis are less than one, discriminant validity is supported. Another method proposed by Anderson and Gerbing (1988) is to examine the confidence interval around each phi correlation (phi correlation plus or minus 2 standard errors). If the confidence interval does not contain the value one, then discriminant validity is supported. Since none of the confidence intervals of phi correlation comprise of the value one, discriminant validity is supported (see Table 17).

	Product Identity	Visual Identity	Experience Identity	Non-product Identity	Behavioural Loyalty	Attitudinal Loyalty	Fan-Team Identification	Identity Attractiveness	Identity Similarity	Identity Distinctiveness	Identity Prestige
Product Identity	1.000										
Visual Identity	0.214 (0.068)	1.000									
Experience Identity	-0.081 (0.076)	0.034 (0.076)	1.000								
Non-product Identity	0.224 (0.071)	0.150 (0.074)	0.025 (0.080)	1.000							
Behavioural Loyalty	0.023 (0.075)	0.154 (0.073)	0.262 (0.075)	0.166 (0.077)	1.000						
Attitudinal Loyalty	0.065 (0.073)	0.117 (0.072)	0.190 (0.075)	0.328 (0.069)	0.474 (0.061)	1.000					
Fan-Team Identification	0.112 (0.071)	0.192 (0.070)	0.247 (0.073)	0.001 (0.075)	0.151 (0.074)	0.312 (0.067)	1.000				
Identity Attractiveness	0.235 (0.070)	0.239 (0.070)	0.203 (0.076)	0.266 (0.072)	0.320 (0.070)	0.391 (0.065)	0.350 (0.066)	1.000			
Identity Similarity	0.336 (0.065)	0.314 (0.067)	0.123 (0.077)	0.627 (0.050)	0.260 (0.072)	0.367 (0.066)	0.219 (0.070)	0.454 (0.061)	1.000		
Identity Distinctiveness	0.232 (0.067)	0.324 (0.064)	0.145 (0.074)	0.235 (0.071)	0.432 (0.061)	0.263 (0.068)	0.233 (0.068)	0.558 (0.052)	0.328 (0.065)	1.000	
Identity Prestige	0.215 (0.067)	0.216 (0.068)	0.276 (0.070)	0.316 (0.067)	0.321 (0.067)	0.300 (0.066)	0.275 (0.066)	0.489 (0.056)	0.310 (0.066)	0.253 (0.066)	1.000

Table 17. PHI Matrix

6.2.4 The parameter estimates between the latent construct and its observed variables

In order to assess the measurement model, the parameter estimates (loadings or λS) between the latent construct and its observed variables were measured. All variables had t-values greater than +/-1.96 at a .05 level of significance, suggesting that the variables and latent constructs are intimately associated (see Table 18).

Construct	Estimate	t-value	P-value
Product Identity ($\xi 1$):			
$\lambda 11$	0.97	19.28	<.01
$\lambda 21$	0.95	18.22	<.01
$\lambda 31$	0.83	14.41	<.01
Visual Identity ($\xi 2$):			
$\lambda 12$	0.91	19.08	<.01
$\lambda 22$	0.83	16.76	<.01
$\lambda 32$	0.78	16.09	<.01
Experience Identity ($\xi 3$):			
$\lambda 13$	1.56	14.27	<.01
$\lambda 23$	1.19	10.82	<.01
$\lambda 33$	1.12	9.40	<.01
$\lambda 43$	1.02	8.38	<.01
Non-product Identity ($\xi 4$):			
$\lambda 14$	0.91	14.53	<.01
$\lambda 24$	0.99	15.22	<.01
$\lambda 34$	0.84	13.21	<.01
Behavioural Loyalty($\eta 1$):			
$\lambda 11$	0.89	15.57	<.01
$\lambda 21$	0.79	14.16	<.01
$\lambda 31$	0.50	11.54	<.01
Attitudinal Loyalty($\eta 2$):			
$\lambda 12$	0.71	17.08	<.01
$\lambda 22$	0.74	16.72	<.01
$\lambda 32$	0.47	12.69	<.01
Fan-Team Identification($\eta 3$):			
$\lambda 13$	0.76	18.55	<.01
$\lambda 23$	0.79	16.26	<.01
$\lambda 33$	0.86	13.79	<.01

Identity Attractiveness(η4):			
λ14	1.02	16.76	<.01
λ24	1.04	15.23	<.01
λ34	0.84	14.38	<.01
Identity Similarity(η5):			
λ15	1.17	16.71	<.01
λ25	1.25	17.11	<.01
λ35	0.99	13.06	<.01
Identity Distinctiveness(η6):			
λ16	1.14	18.74	<.01
λ26	1.09	19.86	<.01
λ36	1.06	18.79	<.01
Identity Prestige(η7):			
λ17	1.44	20.04	<.01
λ27	1.45	20.20	<.01
λ37	1.28	17.03	<.01

Table 18. The Parameter Estimates between the Latent and Observed Variables

6.3 Testing Hypotheses

Hypotheses 1 to 9 are tested utilising the structural equation model with an examination of the structural coefficients. The structural model results are summarised in Table 19.

		Path	Coefficient (t-value)	P-value
H1	a	Experience Identity → Identity Similarity	0.12(2.04)	P<.01
	b	Visual Identity → Identity Similarity	0.19(3.18)	P<.01
	c	Non-product Identity → Identity Similarity	0.55(8.21)	P<.01
	d	Product Identity → Identity Similarity	0.18(3.03)	P<.01
H2	a	Experience Identity → Identity Distinctiveness	0.15(2.18)	P<.01
	b	Visual Identity → Identity Distinctiveness	0.27(3.88)	P<.01
	c	Non-product Identity → Identity Distinctiveness	0.17(2.36)	P<.01
	d	Product Identity → Identity Distinctiveness	0.15(2.20)	P<.01
H3	a	Experience Identity → Identity Prestige	0.28(4.06)	P<.01
	b	Visual Identity → Identity Prestige	0.14(2.08)	P<.01
	c	Non-product Identity → Identity Prestige	0.26(3.70)	P<.01
	d	Product Identity → Identity Prestige	0.15(2.25)	P<.01
H4		Identity Similarity → Identity Attractiveness	0.22(3.55)	P<.01
H5		Identity Distinctiveness → Identity Attractiveness	0.42(6.99)	P<.01
H6		Identity Prestige →Identity Attractiveness	0.33(5.53)	P<.01
H7		Identity Attractiveness → Fan-Team Identification	0.36(5.13)	P<.01
H8		Fan-Team Identification → Attitudinal Loyalty	0.31(4.42)	P<.01
H9		Attitudinal Loyalty → Behavioural Loyalty	0.47(6.58)	P<.01

Table 19. Results of the Structural Model

This model appears to have accomplished a satisfactory level of nomological validity. The coefficients (see Table 19) are significant and usually support the theory represented in the model. Predictive validity for the model is supported since the parameter estimates are significant and in the magnitudes expected.

The Lisrel output furnishes some measures which allow assessment of the absolute and incremental fit of the proposed model. Fit statistics are the principal means through which alternative factor structures are compared. There are many statistics that can be used to describe a model's fit to the data. The most broadly used measure of fit is chi-square. In the model, a chi-square of 954.72 (df=503, p<.01) was observed, which is a little outside of the acceptance range. However, Hu and Bentler (1995) indicate that chi-square is not an entirely reliable fit index because it relies on the sample size. Other popular fit statistics traditionally reported in the Lisrel program contain the root-mean-square residual (RMR) and the goodness-of-fit index (GFI). Even though such rules are inherently subjective, values of at most .10 for RMR and at least .90 for GFI are thought to indicate acceptable fits (Medsker, Williams, and Holahan, 1994). Yet RMR and GFI also depend on the sample size, like chi-square. Accordingly, researchers have proposed alternative fit statistics that depend less on the sample size and are thought to provide better information on model fit (Marsh, Balla, and McDonald, 1988). Four of these fit statistics were used in this research. These are the normed fit index and non-normed fit index (NFI and NNFI; Bentler and Bonnett, 1980), the comparative fit index (CFI; Bentler, 1990), and the incremental fit index (IFI; Bollen, 1989). As with GFI, levels above .90 for these statistics imply adequate fit. Hu and Bentler (1999) lately reviewed the reliability of the four basic types of statistics (NFI, NNFI, CFI, and IFI).

According to incremental fit measures of goodness of fit, NFI .91, NNFI .95, CFI .95, and IFI .95 were observed, proposing an acceptable fit. Founded on this evidence it

seems reasonable to conclude that the model has accomplished an acceptable goodness of fit.

Incremental Fit	
NFI	0.91
NNFI	0.95
CFI	0.95
IFI	0.95

Table 20. Goodness of Fit Measures

The details of the result of testing hypotheses are as follows:

First of all, Hypotheses 1, 2, 3 and their sub-hypotheses were tested to examine the links between team identity, which includes four dimensions, namely product identity, visual identity, experience identity, and non-product identity, and three self-definitional factors, namely identity similarity, identity distinctiveness and identity prestige.

H1: Team identity has a positive influence on identity similarity.

H1a: Experience identity has a positive influence on identity similarity.
This relationship has a parameter estimate of .12 and a t-value of 2.04 (p<.01). Therefore, the positive effect of experience identity on identity similarity is significant and H1a is supported.

H1b: Visual identity has a positive influence on identity similarity.

This relationship has a parameter estimate of .19 and a t-value of 3.18 (p<.01). Therefore, the positive effect of visual identity on identity similarity is significant and H1b is supported.
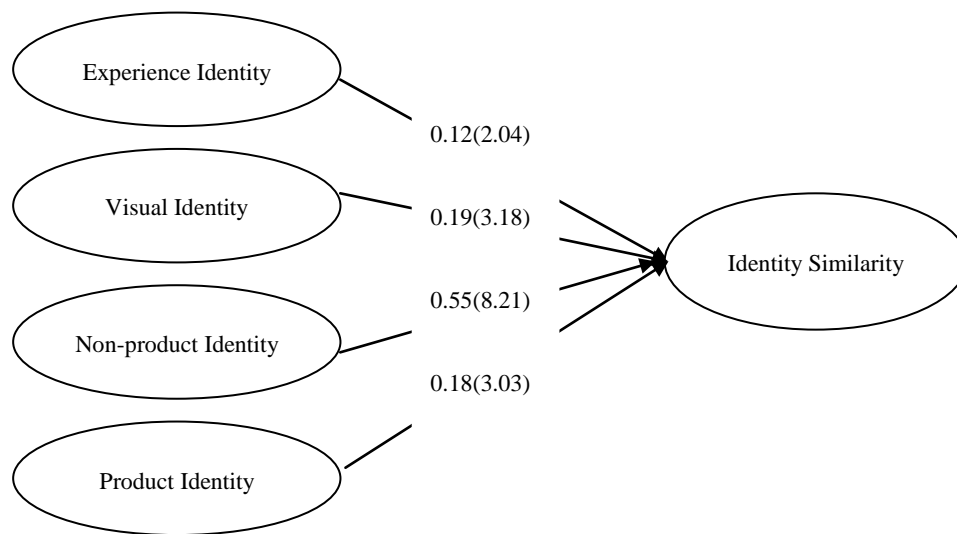
H1c: Non-product identity has a positive influence on identity similarity.

This relationship has a parameter estimate of .55 and a t-value of 8.21 (p<.01). Therefore, the positive effect of non-product identity on identity similarity is significant and H1c is supported.

H1d: Product identity has a positive influence on identity similarity.

This relationship has a parameter estimate of .18 and a t-value of 3.03 (p<.01). Therefore, the positive effect of product identity on identity similarity is significant and H1d is supported.

The relationships between the four dimensions of team identity and identity similarity were assessed by examination of the structural coefficients. As presented in Figure 24, the measured results strongly suggest the positive direct influence of team identity on identity similarity. Thus H1 is overall supported. Although all four dimensions of team identity have a positive effect on identity similarity, in particular, the non-product identity dimension has the closest relationship with identity similarity.

Figure 24. Summary of Result (Hypothesis 1)

H2: Team identity has a positive influence on identity distinctiveness.

H2a: Experience identity has a positive influence on identity distinctiveness.

This relationship has a parameter estimate of .15 and a t-value of 2.18 (p<.01). Therefore, the positive effect of experience identity on identity distinctiveness is significant and H2a is supported.

H2b: Visual identity has a positive influence on identity distinctiveness.

This relationship has a parameter estimate of .27 and a t-value of 3.88 (p<.01). Therefore, the positive effect of visual identity on identity distinctiveness is significant and H2b is supported.
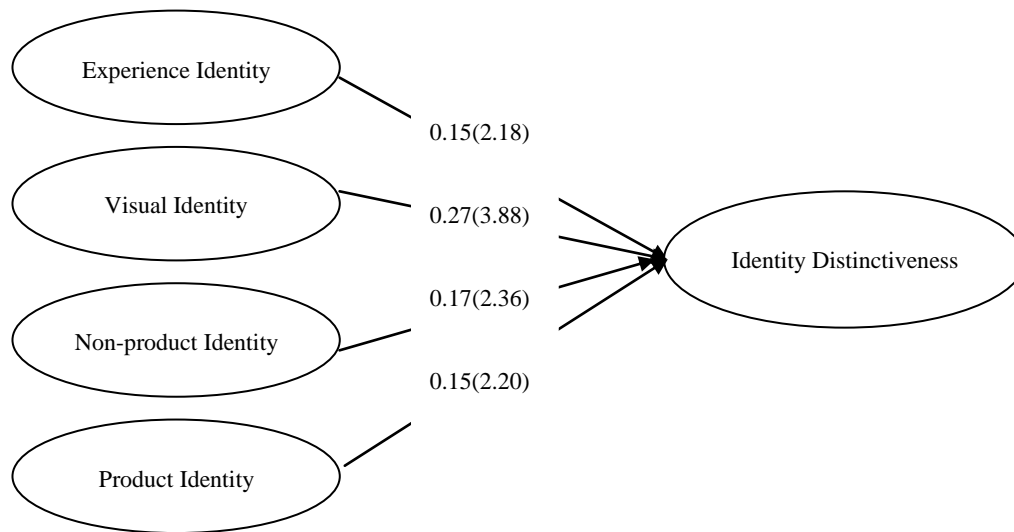
H2c: Non-product identity has a positive influence on identity distinctiveness.

This relationship has a parameter estimate of .17 and a t-value of 2.36 (p<.01). Therefore, the positive effect of non-product identity on identity distinctiveness is significant and H2c is supported.

H2d: Product identity has a positive influence on identity distinctiveness.

This relationship has a parameter estimate of .15 and a t-value of 2.20 (p<.01). Therefore, the positive effect of product identity on identity distinctiveness is significant and H2d is supported.

The relationships between the four dimensions of team identity and identity distinctiveness were assessed by examination of the structural coefficients. As presented in Figure 25, the measured results strongly suggest the positive direct influence of team identity on identity distinctiveness. Thus H2 is overall supported. Although all four dimensions of team identity have a positive effect on identity distinctiveness, in particular, the visual identity dimension has the closest relationship with identity distinctiveness.

Figure 25. Summary of Result (Hypothesis 2)

H3: Team identity has a positive influence on identity prestige.

H3a: Experience identity has a positive influence on identity prestige.

This relationship has a parameter estimate of .28 and a t-value of 4.06 (p<.01). Therefore, the positive effect of experience identity on identity prestige is significant and H3a is supported.

H3b: Visual identity has a positive influence on identity prestige.

This relationship has a parameter estimate of .14 and a t-value of 2.08 (p<.01). Therefore, the positive effect of visual identity on identity prestige is significant and H3b is supported.
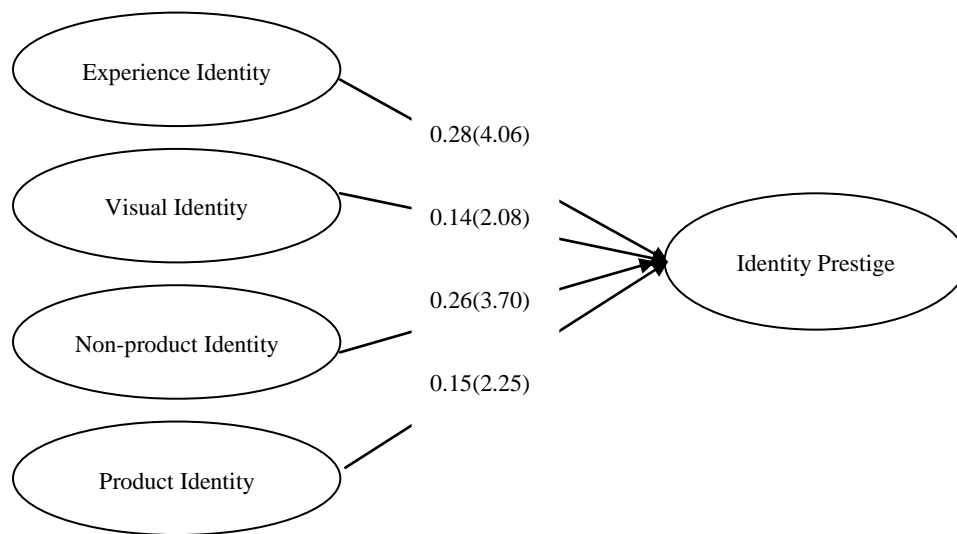
H3c: Non-product identity has a positive influence on identity prestige.

This relationship has a parameter estimate of .26 and a t-value of 3.70 (p<.01). Therefore, the positive effect of non-product identity on identity prestige is significant and H3c is supported.

H3d: Product identity has a positive influence on identity prestige.

This relationship has a parameter estimate of .15 and a t-value of 2.25 (p<.01). Therefore, the positive effect of product identity on identity prestige is significant and H3d is supported.

The relationships between four dimensions of team identity and identity prestige were assessed by examination of the structural coefficients. As presented in Figure 26, the measured results strongly suggest the positive direct influence of team identity on identity prestige. Thus H3 is overall supported. Although all four dimensions of team identity have a positive effect on identity prestige, in particular, the experience identity dimension has the closest relationship with identity prestige.

Figure 26. Summary of Result (Hypothesis 3)

Secondly, Hypotheses 4 to 7 were tested to examine the links between the antecedents of F-T identification and F-T identification itself, which include the relationships between three self-definitional factors (identity similarity, identity distinctiveness and identity prestige) and identity attractiveness, and the relationship between identity attractiveness and F-T identification.

H4: Identity similarity has a positive influence on identity attractiveness.

This relationship has a parameter estimate of .22 and a t-value of 3.55 (p<.01), strongly suggesting the positive direct influence of identity similarity on identity attractiveness. Thus, H4 is supported.

H5: Identity distinctiveness has a positive influence on identity attractiveness.

This relationship has a parameter estimate of .42 and a t-value of 6.99 (p<.01), strongly suggesting the positive direct influence of identity distinctiveness on identity attractiveness. Thus, H5 is supported.
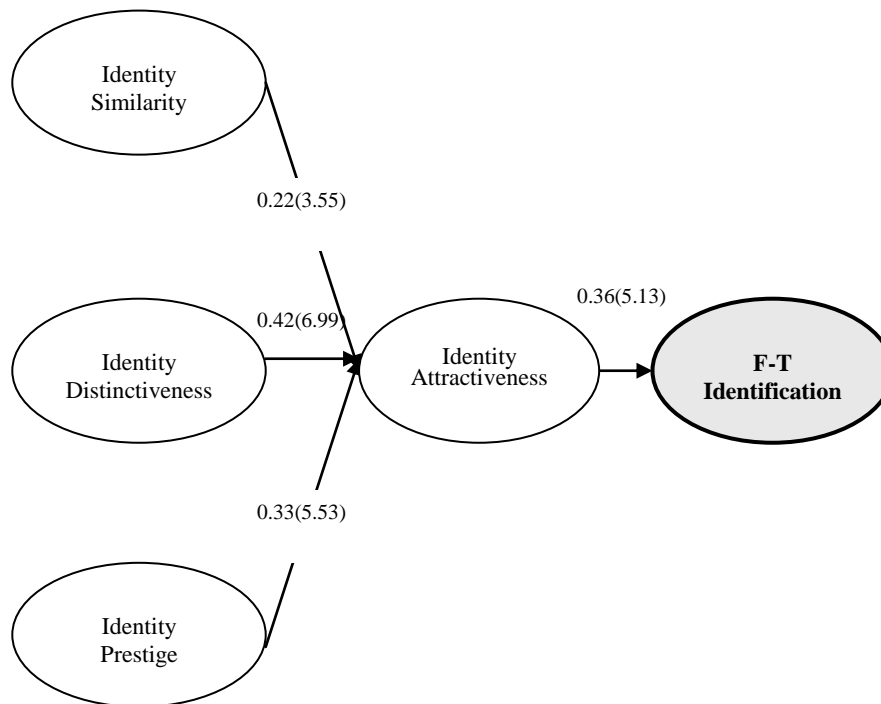
H6: Identity prestige has a positive influence on identity attractiveness.

This relationship has a parameter estimate of .33 and a t-value of 5.53 (p<.01), strongly suggesting the positive direct influence of identity prestige on identity attractiveness. Thus, H6 is supported.

H7: Identity attractiveness has a positive influence on F-T identification.

This relationship has a parameter estimate of .36 and a t-value of 5.13 (p<.01), strongly suggesting the positive direct influence of identity attractiveness on F-T identification.

The summary of the results of Hypotheses 4 to 7, presented in Figure 27, indicates support for the all hypotheses. One key finding is that, in particular, identity distinctiveness of the three self-definitional factors has the closest relationship with identity attractiveness and, in turn, F-T identification.

Figure 27. Summary of Results (Hypotheses 4,5,6,7)

Finally, Hypotheses 8 and 9 were tested to examine the links between F-T identification and its consequences, which include the relationships not only between F-T identification and attitudinal loyalty, but also between attitudinal loyalty and behavioural loyalty.

H8: F-T identification has a positive influence on attitudinal loyalty.

This relationship has a parameter estimate of .31 and a t-value of 4.42 (p<.01), strongly suggesting a positive direct influence of F-T identification on attitudinal loyalty.

H9: Attitudinal loyalty has a positive influence on behavioural loyalty.

This relationship has a parameter estimate of .47 and a t-value of 6.58 (p<.01), strongly suggesting a positive direct influence of attitudinal loyalty on behavioural loyalty.

The summary of the results of Hypotheses 8 and 9, presented in Figure 28, indicates support for the all hypotheses.
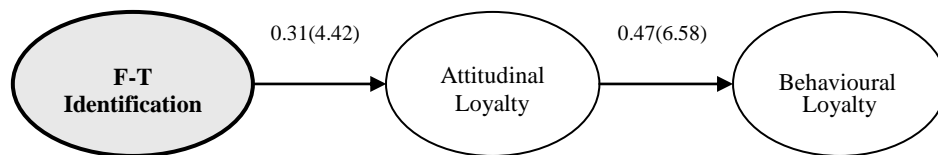
Figure 28. Summary of Results (Hypotheses 8,9)

CHAPTER 7. DISCUSSION

7.1 Overview of Dissertation

The purpose of this research is to identify the construct of team identity, to develop a model of F-T identification, which describes the relationships between the team identity, the F-T identification and the team loyalty, and to verify the model through Korean consumer responses to their favourite football teams

Drawing upon sports branding and C-C identification theories supports the notion that consumers will identify with an attractive sport team and this will then result in positive fan loyalty.

For the purpose of this research, three studies were conducted.

First of all, this research endeavours to identify the construct of team identity, gaining an insight into the consumers' associations with their favourite teams. Team identity is different from the identity of product, service, and even other organisations because the team sports industry has a unique nature compared with other industries and there might exist even some diversity among each of the team sports.

In the first step, consumers' psychological responses to professional football teams were examined and a construct of team identity was established, and its 13 item team identity scale was developed. Team identity is composed of four identity dimensions, which are experience, visual, non-product, and product.

In the second step, case studies, with a further literature review of 13 elements of the team identity identified in the first step, were provided. The 13 case studies verified that all 13 elements play an important role in building the team identity which could lead consumers to identification with a particular team.

In the third step, as shown in Figure 23, the final model that contains significant relationships in accordance with the proposed hypotheses was developed. An SEM (Structural Equation Models) test, with survey data from Korean football fans, was performed to establish the validity of the model and its propositions in the context of professional football. All hypotheses were supported, confirming the correlated and serial relationships between the team identity, the F-T identification, and the team loyalty.

7.2 Summary of Findings

This study extends the concept of organisational identification beyond the domain of the product or service industry into the professional sports industry. Moreover the study

strives to have an insight into the football fans' inner world from the aspect of identification, and provide empirical validation that they identify with football teams, and that such identification has strong, positive consequences both in terms of attitudes and behaviors.

Whilst existing identification research in the team sports context has focused on the motivations of identification between sports consumers and orgainsations, the model in the study underlines the likelihood and process of identification. An understanding of these points may be particularly important for sports teams that do not retain strong fan bases and do desire to gain consumers that identify with them. That is why identification based brand strategy should be relevant to both undeveloped and developing sports teams, such as K-League teams.

Football teams are likely to benefit from identification based brand strategy because they are better known to the general public and provide opportunities for self-expression. Compared with business-to-business organisations, business-to-consumer organisations may benefit more.

Before formulating and building an identification based brand strategy, the management must ascertain how they can encourage consumers to identify with their teams. In particular, what do the management need to do in terms of identity and identification management?

To implement an efficient identification management strategy, football teams must articulate and communicate their identities clearly, coherently, and in a persuasive manner. A well designed and executed identity strategy is essential. The management must completely control and monitor the identity dimensions such that their consumers are likely to perceive them as distinctive, prestigious, and similar to their own in a durable manner. Football teams will benefit from going beyond satisfying fans' basic utilitarian needs, such as sporting success and star players, to fulfill a higher degree of their self-definitional needs.

Several specific findings deserve to be mentioned here because they are different from previous studies and contribute to the development of this field.

First, the findings show that each dimension of team identity has slightly differential effects on each of the self-definitional needs: 1) non-product dimension influences identity similarity more significantly than the other dimensions. Hence, the degree that fans associate a football team with regional province, history, and owner are the most powerful determinants of identity similarity; 2) visual dimension influences identity distinctiveness more significantly than the other dimensions. In other words, fans distinguish themselves from their competitors through logos, colours, and uniforms; 3) experience identity influences identity prestige more significantly than the others. Therefore improving and developing the stadium facilities, group experience, and web site can help fans to perceive a team to be prestigious.

Second, while all of the three self-definitional needs strongly and positively relate to identity attractiveness, identity distinctiveness influences identity attractiveness significantly more than identity similarity and identity prestige.

Third, identity attractiveness strongly influences F-T identification. In other words, it is clearly supported that fans will identify with the attractive football teams.

Fourth, F-T identification will result in positive attitudinal loyalty. Specifically, the study demonstrates that fans who identify more strongly with a football team tend to resist negative information and the team's failure, and not to change their favourite teams.

Finally, in turn, fans who possess more positive loyal attitudes will both purchase more and recommend their team to their colleagues. From this point, the ultimate benefit of F-T identification is the active support behavior that can help the team to obtain more and more fans and income in the market.

The most noticeable finding in this study is that visual identity dimension, which maintains the closest relationship with identity distinctiveness, has the most significant connection with identity attractiveness. In other words, the sequential link between visual identity, identity distinctiveness and identity attractiveness ultimately has the strongest effect on F-T identification.

The key contribution of the finding is the empirical support of the positive possibility of identification based brand strategy in the Korean professional football industry. That is, this study confirms that encouraging identification has not only been identified as a good fan retention strategy, but also, under certain conditions, a good income generation strategy in the team sports context. Therefore, the management should develop strategies for sustained and meaningful fan-team interactions through the identification process.
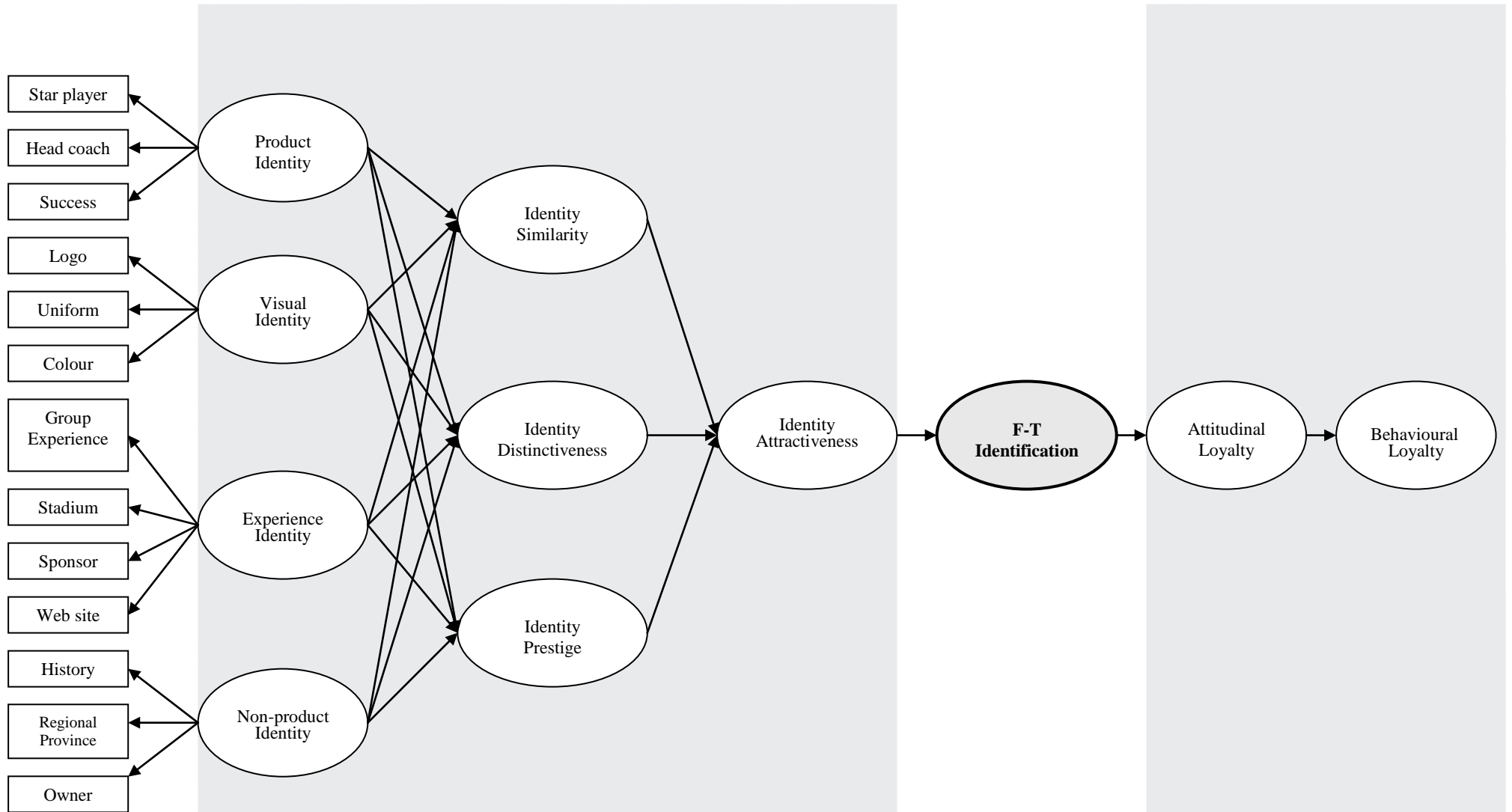
Figure 29. Summary of Results

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7.3 Implications

This research has both theoretical and practical implications.

7.3.1 Theoretical Implications

1) This study suggested a new approach of brand management for professional football teams by examining the relationships between team identity, F-T identification, and team loyalty from Korean football fans' perspectives.

2) Despite the importance, building the team identity of football teams has featured relatively little in past research. The construct of team identity developed by the consumers' responses in this research suggests reliable team identity dimensions and elements.

3) This research confirms the difference between what Korean football fans associate with professional football teams and the brand associations in the team sports setting which the existing research presents. For example, Korean consumers uniquely regard a web site as an important association of football teams while they exclude the benefit and attitude which have been broadly suggested as the elements of brand association in the sport context. Thus, consumer-based brand association theory should reflect the national, regional and cultural differences.

4) The research contributes to the identification literature in a certain context. To date, organisational identification theories have focused on the roles played by corporate, religious, and cultural organisations. This research suggests that sports teams can also help satisfy individuals' self-definitional needs.

5) Although existing studies on either fan or team identification have emphasised a mediating role of identification between identity and loyalty, they have not paid enough attention to the process and steps in the concrete, and it has been hard to apply the theoretical conception to the practical field. Accordingly the most meaningful implication of the study would be identifying a process where a sport team identity generates identification with its fans and the identification reaches the team loyalty.

6) The methodology that is used in this research can be applied in other domains. Basically the research model can be directly adapted for various organisations which desire to develop a new brand strategy based on the relationships between brand identity, identification, and loyalty with the method for analysing multivariate data. However, it should be borne in mind that brand associations in consumers' memory by which brand identity is constituted may be different between various domains. Therefore it is necessary to investigate unique associations in accordance with the objects of branding. To do so, the process in this study through free association test and factor analysis can be employed as the proper methods of item generation and data reduction. Moreover, a case study may provide further evidence to validate identified associations.

7.3.2 Practical Implications

1) This is one of the first attempts to develop identity dimensions and elements in the context of professional sports in Korea. The construct of team identity could be a tool for the management of sports teams in Korea to measure their team identity across many other team sports, and it could enable a better understanding of consumers' associations with a particular sports team. Thus, they can gain an insight into the consumers' perception of their teams' identity through its construct. It is necessary for the practitioners to effectively manage the significant factors of the F-T identification to properly utilise the model as a brand management tool based on consumer relationship.

2) The management can create and grow their team loyalty by managing the identification between fans and their teams. The research suggests that football teams should build and develop an identification strategy with appropriate team identity that should be operated to gratify at least one of the fans' self-definitional needs (identity similarity, distinctiveness, and prestige). The team identity will then directly enhance its attractiveness, and, in turn, increase the level of identification between fans and a team

3) The research found that non-product identity dimension, which includes history, regional province, and owner, has the closest relationship with identity similarity. In other words, football fans are likely to find a team identity more similar and, in turn, more attractive when a non-product identity satisfies their own sense of who they are. Therefore, the team management should consider non-product identity as an important

tool for creating identity similarity to satisfy the need for self-continuity among their fans. For example, if a team plans to develop a brand strategy based on identity similarity, it may be a suitable way to emphasise an intimate relationship with its home city in the history of the team.

4) The management should endeavour to provide better experiences at the stadium and form better alliances with their sponsors who can share the benefit with fans. In addition, they need to enhance the service of their web site to make fans feel prestigious.

5) The key contribution of the research is in establishing the important role that the visual dimension of a team identity plays in influencing F-T identification. This is a particularly interesting finding in the context of professional football. The importance of visual identity in team sports has been underestimated by both scholars and practitioners. Previous research on sports branding (Gladden et al., 1998; Gladden and Funk, 2001; Gladden and Funk, 2002; Ross et al., 2006; Ross et al., 2007) did not sufficiently pay attention to the visual or design elements of team identity when compared with other elements, such as star player and success. Furthermore, The management of sports teams frequently have a tendency to treat it as of secondary importance. It should be borne in mind of the management that football teams that focus on developing the visual identity that has the strongest effect on identity distinctiveness are likely to see the benefit of F-T identification. Therefore, designers for sport teams may contribute to the overall brand equity of the teams to produce fashionable and stylish items or to renew an old design maintaining fundamental traditions.

7.4 Limitations and Directions for Future Research

1) A key limitation of this study relates to generalisability. The context tested in this research provides a view of a single sport. Although the nature of the F-T identification in professional football would be similar to that of a number of other team sports, such as baseball, cricket, and rugby, the research model might not be applicable to many other team sports. Therefore, it is necessary to examine this model in the context of other team sports. In addition, the nature of fans' identification with football teams would be distinguished between different countries due to cultural differences. Thus, future research is recommended to test the research model in various countries with diverse fan groups. Furthermore, it is reasonably recommended for future research to develop the more general model of identification that would be applicable across a wider range of team sports and cultural differences.

2) Although this research examined the positive influence of team identity dimensions on F-T identification, the link between each identity element and F-T identification was not testified. Therefore, future research will be required to prove the effect of individual element on F-T identification. This will not only be beneficial for team management to ameliorate marketing tactics, but also to set up a successful brand strategy.

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LIST OF APPENDICES

APPENDIX 1

Survey for Football Team Association

This questionnaire is related to finding your thought about the football team association.

Your responses will be strictly confidential. The answer on your questionnaire is for survey administration purpose only. I hope you will take the few minutes required to complete this questionnaire to assist us in finding the football team association.

Thanks for your cooperation.

If you have any questions, please contact the address as follows

Email: Ja.Koo@brunel.ac.uk

1. What is the football team you support?   (   )

2. When did you start to support the football team?   (   ) years (   ) months ago

3. How long have you supported the football team?   (   ) years (   ) months

4. Have you changed the football team you support?   Yes (   ),   No (   )
   If yes, how many times have you changed?   (   ) times

Part 2:   The questions in this part are related to your thought about the football team. Please tick on the number which is in accord with your opinion.

No.	Item	do not agree at all strongly agree
1	The football team is one of important parts in my life	① ② ③ ④ ⑤ ⑥ ⑦
2	I am usually interested in the football team	① ② ③ ④ ⑤ ⑥ ⑦
3	Being a fan of the football team is important to me.	① ② ③ ④ ⑤ ⑥ ⑦

No.	Item	A little A lot
4	How much do you think you know football teams?	① ② ③ ④ ⑤ ⑥ ⑦
5	How much do you think you know football teams compared to others?	① ② ③ ④ ⑤ ⑥ ⑦
6	How much do you think you know football teams compared to experts of football?	① ② ③ ④ ⑤ ⑥ ⑦

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From now on, try to recall your football team. When you recall your football team, please concentrate on the association factors such as players, logos, and stadiums.

You will be given 5 minutes to think about the association of your football team. And then, please write the words which you can associate with your football team.

You can write maximum 10 factors. You do not have to fill every blank, however, please write the words which you associate with your football team as many as possible..

No.	My Football Team
1	I could associate "_____" with my football team.
2	I could associate "_____" with my football team.
3	I could associate "_____" with my football team.
4	I could associate "_____" with my football team...
5	I could associate "_____" with my football team..
6	I could associate "_____" with my football team.
7	I could associate "_____" with my football team.
8	I could associate "_____" with my football team.
9	I could associate "_____" with my football team.
10	I could associate "_____" with my football team.

Part 3: The questions in this part are about your general things

1.   Sex :   male___   female___

2.   Age :   (   )

☺ **Thanks for your cooperation** ☺

APPENDIX 2

Survey for Football Team Association

This questionnaire is related to finding your thought about the football

team association.

Your responses will be strictly confidential. The answer on your

questionnaire is for survey administration purpose only. If you are

supporting football, I hope you will take the few minutes required to

complete this questionnaire to assist us in finding the football team

association.

Thanks for your cooperation.

If you would like a summary of my research results, please put your

email address here _____ .

If you have any questions, please contact the address as follows

Email: Ja.Koo@brunel.ac.uk

Part 1: The questions in this part are about your experience of the football team.

---

1. What is the football team you support? (   )

2. When did you start to support the football team? (   ) years (   ) months ago

3. How long have you supported the football team? (   ) years (   ) months

4. Have you changed the football team you support? Yes (   ), No (   )
   If yes, how many times have you changed? (   ) times

Part 2: The questions in this part are related to your thought about the football team. Please tick on the number which is in accord with your opinion.

No.	Item	do not agree at all strongly agree
1	The football team is one of important parts in my life.	① ② ③ ④ ⑤ ⑥ ⑦
2	I am usually interested in the football team.	① ② ③ ④ ⑤ ⑥ ⑦
3	Being a fan of the football team is important to me.	① ② ③ ④ ⑤ ⑥ ⑦

No.	Item	A little A lot
4	How much do you think you know about football teams?	① ② ③ ④ ⑤ ⑥ ⑦
5	How much do you think you know about football teams compared to other sport teams?	① ② ③ ④ ⑤ ⑥ ⑦
6	How much do you think you know about football teams compared to experts of football?	① ② ③ ④ ⑤ ⑥ ⑦

Part 3: The questions in this part are related to your association with your football team. Please tick on the number which is in accord with your opinion.

No.	Item	do not agree at all						strongly agree
1	I could associate "head coach" with my football team.	①	②	③	④	⑤	⑥	⑦
2	I could associate "logo" with my football team.	①	②	③	④	⑤	⑥	⑦
3	I could associate "owner" with my football team.	①	②	③	④	⑤	⑥	⑦
4	I could associate "group experience" with my football team.	①	②	③	④	⑤	⑥	⑦
5	I could associate "merchandising" with my football team.	①	②	③	④	⑤	⑥	⑦
6	I could associate "web site" with my football team.	①	②	③	④	⑤	⑥	⑦
7	I could associate "stadium" with my football team.	①	②	③	④	⑤	⑥	⑦
8	I could associate "history" with my football team.	①	②	③	④	⑤	⑥	⑦
9	I could associate "regional province" with my football team.	①	②	③	④	⑤	⑥	⑦
10	I could associate "hooligan" with my football team.	①	②	③	④	⑤	⑥	⑦
11	I could associate "success" with my football team.	①	②	③	④	⑤	⑥	⑦
12	I could associate "sponsor" with my football team.	①	②	③	④	⑤	⑥	⑦
13	I could associate "uniform" with my football team.	①	②	③	④	⑤	⑥	⑦

14	I could associate "<u>star player</u>" with my football team.	① ② ③ ④ ⑤ ⑥ ⑦
15	I could associate "<u>colour</u>" with my football team.	① ② ③ ④ ⑤ ⑥ ⑦
16	I could associate "<u>mascot</u>" with my football team.	① ② ③ ④ ⑤ ⑥ ⑦
17	I could associate "<u>passion</u>" with my football team.	① ② ③ ④ ⑤ ⑥ ⑦
18	I could associate "<u>management</u>" with my football team.	① ② ③ ④ ⑤ ⑥ ⑦
19	I could associate "<u>play characteristics</u>" with my football team.	① ② ③ ④ ⑤ ⑥ ⑦
20	I could associate "<u>product delivery</u>" with my football team.	① ② ③ ④ ⑤ ⑥ ⑦

Part 4: The questions in this part are about your general things

---

1. Sex : male___ female___

2. Age : (   )

☺ **Thanks for your cooperation** ☺

APPENDIX 3

Survey for Football Team Identification

This questionnaire is related to finding your thought about the football

team association, identification and loyalty.

Your responses will be strictly confidential. The answer on your

questionnaire is for survey administration purpose only. If you are

supporting football, I hope you will take the few minutes required to

complete this questionnaire to assist us in finding the football team

association.

Thanks for your cooperation.

If you would like a summary of my research results, please put your

email address here _____ .

If you have any questions, please contact the address as follows

Email: Ja.Koo@brunel.ac.uk

Part 1:   The questions in this part are about your experience of the football team.

1. What is the football team you support?   (   )

2. When did you start to support the football team?   (   ) years (   ) months ago

3. How long have you supported the football team?   (   ) years (   ) months

4. Have you changed the football team you support?   Yes (   ),   No (   )
   If yes, how many times have you changed?   (   ) times

Part 2:   The questions in this part are related to your thought about the football team. Please tick on the number which is in accord with your opinion.

No.	Item	do not agree at all strongly agree
1	The football team is one of important parts in my life.	① ② ③ ④ ⑤ ⑥ ⑦
2	I am usually interested in the football team.	① ② ③ ④ ⑤ ⑥ ⑦
3	Being a fan of the football team is important to me.	① ② ③ ④ ⑤ ⑥ ⑦

No.	Item	A little A lot
4	How much do you think you know about football teams?	① ② ③ ④ ⑤ ⑥ ⑦
5	How much do you think you know about football teams compared to other sport teams?	① ② ③ ④ ⑤ ⑥ ⑦
6	How much do you think you know about football teams compared to experts of football?	① ② ③ ④ ⑤ ⑥ ⑦

Part 3: The questions in this part are related to your association with your football team. Please tick on the number which is in accord with your opinion.

No.	Item	do not agree at all strongly agree
1	I could associate "head coach" with my football team.	① ② ③ ④ ⑤ ⑥ ⑦
2	I could associate "star player" with my football team.	① ② ③ ④ ⑤ ⑥ ⑦
3	I could associate "owner" with my football team.	① ② ③ ④ ⑤ ⑥ ⑦
4	I could associate "group experience" with my football team.	① ② ③ ④ ⑤ ⑥ ⑦
5	I could associate "web site" with my football team.	① ② ③ ④ ⑤ ⑥ ⑦
6	I could associate "stadium" with my football team.	① ② ③ ④ ⑤ ⑥ ⑦
7	I could associate "history" with my football team.	① ② ③ ④ ⑤ ⑥ ⑦
8	I could associate "regional province" with my football team.	① ② ③ ④ ⑤ ⑥ ⑦
9	I could associate "success" with my football team.	① ② ③ ④ ⑤ ⑥ ⑦
10	I could associate "sponsor" with my football team.	① ② ③ ④ ⑤ ⑥ ⑦
11	I could associate "uniform" with my football team.	① ② ③ ④ ⑤ ⑥ ⑦
12	I could associate "logo" with my football team.	① ② ③ ④ ⑤ ⑥ ⑦
13	I could associate "colour" with my football team.	① ② ③ ④ ⑤ ⑥ ⑦

Part 4: The questions in this part are related to your identification with your football team. Please tick on the number which is in accord with your opinion.

No.	Item	do not agree at all strongly agree
1	My sense of who I am matches my sense of my favorite team.	① ② ③ ④ ⑤ ⑥ ⑦
2	I find that my values and my favorite team's values are similar.	① ② ③ ④ ⑤ ⑥ ⑦
3	I recognise myself in my favorite team.	① ② ③ ④ ⑤ ⑥ ⑦
4	My favorite team stands out from its competitors.	① ② ③ ④ ⑤ ⑥ ⑦
5	My favorite team has a distinctive identity.	① ② ③ ④ ⑤ ⑥ ⑦
6	My favorite team provides a unique identity.	① ② ③ ④ ⑤ ⑥ ⑦
7	My favorite team helps elevate the image of myself.	① ② ③ ④ ⑤ ⑥ ⑦
8	My favorite team enhances my self-esteem.	① ② ③ ④ ⑤ ⑥ ⑦
9	My favorite team is a first-class, high quality sport team.	① ② ③ ④ ⑤ ⑥ ⑦
10	I like what my favorite team stands for.	① ② ③ ④ ⑤ ⑥ ⑦
11	My favorite team has an attractive identity.	① ② ③ ④ ⑤ ⑥ ⑦
12	I prefer the identity of my favorite team to others.	① ② ③ ④ ⑤ ⑥ ⑦
13	When I talk about my favorite team, I usually say "we" rather than "they".	① ② ③ ④ ⑤ ⑥ ⑦

14	When someone praises my favorite team, it feels like a compliment.	① ② ③ ④ ⑤ ⑥ ⑦
15	My favorite team's success is my success.	① ② ③ ④ ⑤ ⑥ ⑦

Part 5: The questions in this part are related to your loyalty to your football team. Please tick on the number which is in accord with your opinion.

1	I consider myself a committed fan of my favorite team.	① ② ③ ④ ⑤ ⑥ ⑦
2	I could never change my affiliation from my favorite team to another team.	① ② ③ ④ ⑤ ⑥ ⑦
3	I will forgive my favorite team when it fails to success.	① ② ③ ④ ⑤ ⑥ ⑦
4	I try to get my friends and family to become fans of my favorite team.	① ② ③ ④ ⑤ ⑥ ⑦
5	I purchase some merchandising products of my favorite team in a specified time period.	① ② ③ ④ ⑤ ⑥ ⑦
6	I regularly attend games of my favorite team in a specified time period.	① ② ③ ④ ⑤ ⑥ ⑦

Part 6: The questions in this part are about your general things

1.   Sex :   male___   female___

2.   Age :   (   )

☺ **Thanks for your cooperation** ☺