

**THE REPUBLIC OF TURKEY
BAHCESEHIR UNIVERSITY**

**EFFECTS OF BRAND ASSOCIATIONS ON
SPORTS SPECTATORS: A STUDY ON BESIKTAS,
FENERBAHCE, AND GALATASARAY FANS**

M. A. Thesis

UMUT CAN UZUN

ISTANBUL, 2014

**THE REPUBLIC OF TURKEY
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GRADUATE SCHOOL OF SOCIAL SCIENCES

MASTER OF ARTS

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Supervisor: ASSIST. PROF DR. GULBERK GULTEKIN SALMAN

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ABSTRACT

EFFECTS OF BRAND ASSOCIATIONS ON SPORT SPECTATORS: A STUDY ON BESIKTAS, FENERBAHCE, AND GALATASARAY FANS

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The effects of brand associations on sport spectators are studied in this research. The concepts of sports marketing, brand, and brand equity were discussed within the literature review. In sports marketing section, the difference between common goods & services marketing and sports marketing was explained in detail, the sports product was examined, and lastly the fan categorization was discussed regarding the fans' involvement into the sport. The terms brand knowledge, brand awareness, and brand equity were described. The components of brand equity were also explained, and a widely accepted conceptual framework to evaluate the brand equity in team sports was introduced as a basis to the research.

Keywords: Soccer, Team Sports, Brand Equity, Sports Marketing, Spectators

ÖZET

MARKA ÇAĞRIŞIMLARININ SPOR SEYİRCİSİ ÜZERİNDEKİ ETKİLERİ: BEŞİKTAŞ, FENERBAHÇE VE GALATASARAY TARAFTARLARI ÜZERİNE BİR İNCELEME

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Bu araştırmada marka çağrışımlarının spor seyircisi üzerindeki etkileri incelenmiştir. Literatür taraması içerisinde spor pazarlaması, marka ve marka eder kavramları tartışıldıktan sonra spor pazarlaması bölümü altında alışıldık ürün ve hizmet pazarlaması ve spor ürünü pazarlaması arasındaki farklar ifade edilmiş, spor pazarlaması detaylı bir şekilde açıklanmış, spor ürünü incelenmiş ve son olarak da taraftarların katılımlarına göre gruplandırılması açıklanmıştır. Literatür taramasının marka bölümünde marka bilinirliği, marka farkındalığı ve marka ederi kavramları açıklanmıştır. Marka ederinin bileşenleri incelendikten sonra, genel kabul görmüş bir marka ederi modeli tanıtıldıktan sonra bu model araştırma sürecinde baz kabul edilmiştir.

Anahtar Kelimeler: Futbol, Takım Sporları, Marka Ederi, Spor Pazarlaması, Spor Seyircisi

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1. INTRODUCTION

Making their brand more visible is every marketer's main objective, and the huge potential for being visible through professional sports has been discovered by the marketers in the last decades. Therefore, the sponsorship agreements between the brands and the sports teams or individual athletes are exponentially increasing throughout the years.

Sports marketing today is not only limited to basic sponsorship agreements. Companies like Efes Pilsen and Red Bull own successful teams in respectable leagues that compete under their name for years and even have their own fan base.

With a strategically well-placed advertisement banner in a soccer match, a possible goal video will make the logo of the brand visible for not just 90 minutes, but maybe 6-7 years thanks to the video streaming websites like YouTube or Dailymotion. An unforgettable, successful season will make that team's shirt sponsor visible for years. As of today, a 1 year old fan video containing highlights of Liverpool – Milan UEFA Champions League Final (2005) has over 5 million views on YouTube.

The sports teams and marketers need their fans to watch the team's games both for emotional and physical support, and sponsorship agreements. More fans in the stadium will boost the team financially with ticket sales, enhance the atmosphere and make it incredibly harder for the opponents to resist in home games. On the other hand, more fans in front of the TV will boost the sponsorship income also resulting in a financial improvement, widening the gap between the teams following from behind.

This study aims to understand the relationship between the elements that constitute a soccer team and the motivations that make the fans watch a game. What drives them? Which component of a team attracts the fans to their team's games? Answers to the questions like these will be useful for both marketers and team personnel, and a better understanding of the fans can carry these professionals to success. This study looks to further the research in brand management since it is interested in the consumer response

to certain brand components. Gladden and Funk (2001) analyzed the elements of a team, thus their model will be used as a basis and guide during the study. The application of the conceptual framework on brand equity will make the way for determining the elements forming it. Moreover, these elements may be used to predict the spectators' interest in watching a team's game. This study uses Keller's (1993) and Aaker's (1991) conceptualizations on consumer based brand equity, and Gladden and Funk's (2001) customer-based brand equity model in sport as guides, and a new model is used based in those models

The rest of the study includes 5 sections. First, the concept of sports marketing is presented. The sports product and sports customer, and the background of Turkish soccer was discussed in this section. The concepts of brand, and brand equity were also examined in the latter part of the section. Second section includes the conceptual framework, and opens to the purpose of the study, hypothesis and variables. Following these the research methodology for studying the relationship between brand associations and motivations of watching games was discussed. The third section includes the results from a study that examined the influence of the brand associations on motivations of watching games. The fourth section consists of the discussion of the findings, and the fifth section introduces the implications for sports marketers.

2. LITERATURE REVIEW

The review of the previous studies made on sport marketing and brand equity will be examined in this part of the study. The difference between conventional goods and services marketing, and sports marketing will be discussed. The sport product and the sports team customer will be presented. A brief history of Turkish soccer will also be discussed. Brand management will be reviewed in terms of brand equity. Finally, brand equity will be subdivided into its components as brand awareness, brand image, and brand associations, and these components will be discussed in detail.

2.1 SPORTS MARKETING

In the last decades, sport managers have begun to view their teams, leagues and properties as “brands” to be managed. (Gladden, et. al, 2002). The managers of sports teams cooperate with the advertising agencies like any other managers of typical goods/services brands would do. Wakefield (2007) defines sports marketing as “building a highly identified fan base such that fans, sponsors, media, and government pay to promote and support the organization for the benefits of social exchange and personal, group and community identity”.

Sports teams have to operate their resources with the most productive approach since they are organizations challenging in a progressively profitable market (Villarejo-Ramos et. al, 2007). By instilling trust and generating fan loyalty, a team with a powerful sports brand can take the advantage of the emotional attachment with the supporters (Gustafson, 2001). That sports team may benefit from this increased loyalty and trust by creating new incomes over the marketing of different goods and services. (Gustafson, 2001). These goods and services can be directly related to the sport like a season ticket, but for big teams there is a never-ending range of goods and services from tire pressure relieve valves to hairdryers.

Pitts and Stotlar (2007) describes sports marketing as “the process of designing and implementing activities for production, pricing, promotion, and distribution of a sport

product to satisfy the needs or desires of consumers and to achieve the company's objectives".

2.1.1 The Difference Between Goods/Services Marketing and Sports Marketing

Sports marketing differs from the typical goods or services marketing in various dimensions. Table 2.1 lists the ten most significant points about these differences Wakefield (2007) takes into consideration.

Table 2.1: Top ten differences between Goods/Services Marketing and Sports Marketing

No	Dimension	Goods/services	Sports teams/events
1	Purchasers	Customers	Fanatics
2	Adoption	Loyalty - repeat purchasers of the same brand (viz, lack of switching behavior)	Physiological identification with individuals and teams that goes beyond mere loyalty
3	Promotion and Media	Owner pays media for promotion	Fans, sponsors, and media pay to promote team/event
4	Distribution Channel	Static; more site-limited	Mobile; more flexible
5	Product	Adapted	Global
6	Price	Customer pays a given price for good/service	Two-par: Fans frequently pay for the <i>right</i> to pay for tickets
7	Facilities	Corporate owner buys/builds own facilities	Government (taxpayer) typically pays for facilities
8	Competition	Individual branding in competitive markets	Cooperative contractual relationships > monopoly power and antitrust exemption
9	Exchange	Principally economic exchange	Principally social exchange

10	Employees	Contractual power favors owners	Contractual power favors employees (players)
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Source: Wakefield, Kirk L., (2007) Team Sports Marketing.

Fans. One fundamental difference is how the individual purchasers are pictured in sports marketing and goods/services marketing (Wakefield, 2007). Customers turn into fans when the case is sport. The word “fan” is evolved from the word “fanatic”, which is used to describe a devotion to a cause or belief. Brands try to provide customer satisfaction in goods/services marketing considering that the satisfied customers will raise the value of the firm, secure the future cash flow and reduce the fluctuation in future cash flow (Wakefield, 2007). Sports teams also look for customer satisfaction, but the fanatics of a team or brand will go further that just being satisfied and will develop a devoted bond with the team as a result of high levels of identification (Wakefield, 2007).

Identification.

Oliver (1999) defines brand loyalty as:

A deeply held commitment to rebuy or repatronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior.

Regarding this definition, a loyal customer will prefer a brand over other different brands. In addition to this loyalty, a deeply identified fan will see himself or herself like a member of the team and will figure his self-esteem and self-worth according to this deeper psychological connection (Wakefield, 2007).

Promotion and Media. For goods and services, it is common that the producer or the vendor pays in order to promote their brands. Unlike this conventional way, sports teams and individuals get paid to promote themselves (Wakefield, 2007). The fans wear shirts and/or other apparel with the team’s logo on it and promote the team. The sponsors will contribute to the advertising of the team. Yandex paid Besiktas, Galatasaray and Fenerbahçe to create special web browsers and search motors just for the fans of these teams. In addition, the sports teams get financial support through the

broadcast of their games, just to show their core product on television. Information about the team and the promotion of the event/product are also being a focal point in the sports shows on television.

Distribution channel. The distribution channel in common goods and services marketing can be described as static/still compared to marketing of sporting teams (Wakefield, 2007). Sports teams move from stadium to stadium every other week, and travel around the continent for the tournaments like the Champions League or Euroleague in basketball. Live streaming from the Internet through the services such as Digiturk Play makes the sports product accessible from all around the World.

Product. The goods/services products are often modified to orientate with the local cultures. On the other hand the most popular sports are global products and are accepted globally (Wakefield, 2007).

Pricing. Usually for a single product or service, the customer just pays one price (Wakefield, 2007). But it is an ordinary thing for a fan to pay more than one in order to get a single product/service. Since 2011, Galatasaray fans need to have an exclusive bank card first in order to become eligible to buy pre-sale game tickets. Plus, now with the new PASSOLIG fan identification system, all Turkish fans have to get a paid PASSOLIG card to be able to enter the stadiums. Another differentiation is price bundling. Price bundling with season tickets is also a common method unlike the typical goods/services marketing (Wakefield, 2007).

Facilities. Sports organizations usually do not pay for their facilities (Wakefield, 2007). As an example, in Turkey, the sports facilities are commonly built by the government with the taxpayers' financial support and the clubs are basically given the usage rights of these facilities with long-term agreements. The state officials and taxpayers are willing to pay for these facilities for different reasons such as political or economic (Wakefield, 2007). One of the big reasons is that the sports teams helps the citizens show the others who they are, by granting them a social identity. This social meaning has a crucial importance for those who sees them as a part of the city, and also the visitors of that city (Wakefield, 2007).

Competition. It is not common to see the typical goods and services brands collaborate with their rivals in marketing actions. (Wakefield, 2007). Oppositely, for the interest of the league and its representatives, many sports league organizations act, negotiate and advertise together. Rival teams and their players are also followed by the fans of a team, and they are very likely to try to catch up with the news about the whole league which their favorite team are competing in.

Exchange. The fans look for a social exchange while the customers pay for an economic exchange (Wakefield, 2007). In other words, it is usually saddening when people see many other customers waiting in a cue in a restaurant or a supermarket, but fans will enjoy the thousands and the crowd makes the experience more fascinating for them.

Employees. For the goods and services manufacturing, the power in the contract negotiations is usually in the hands of the owners/managers (Wakefield, 2007). In contrast, the employees of sports teams (players) are expected to have such power over the organizations. Most of the time, the contract negotiation processes advance in the direction the players wish.

2.1.2 The Sports Product

According to Shank (1999), a sports product is “a good, a service, or any combination of the two that is designed to provide benefits to a sports spectator, participant, or sponsor”.

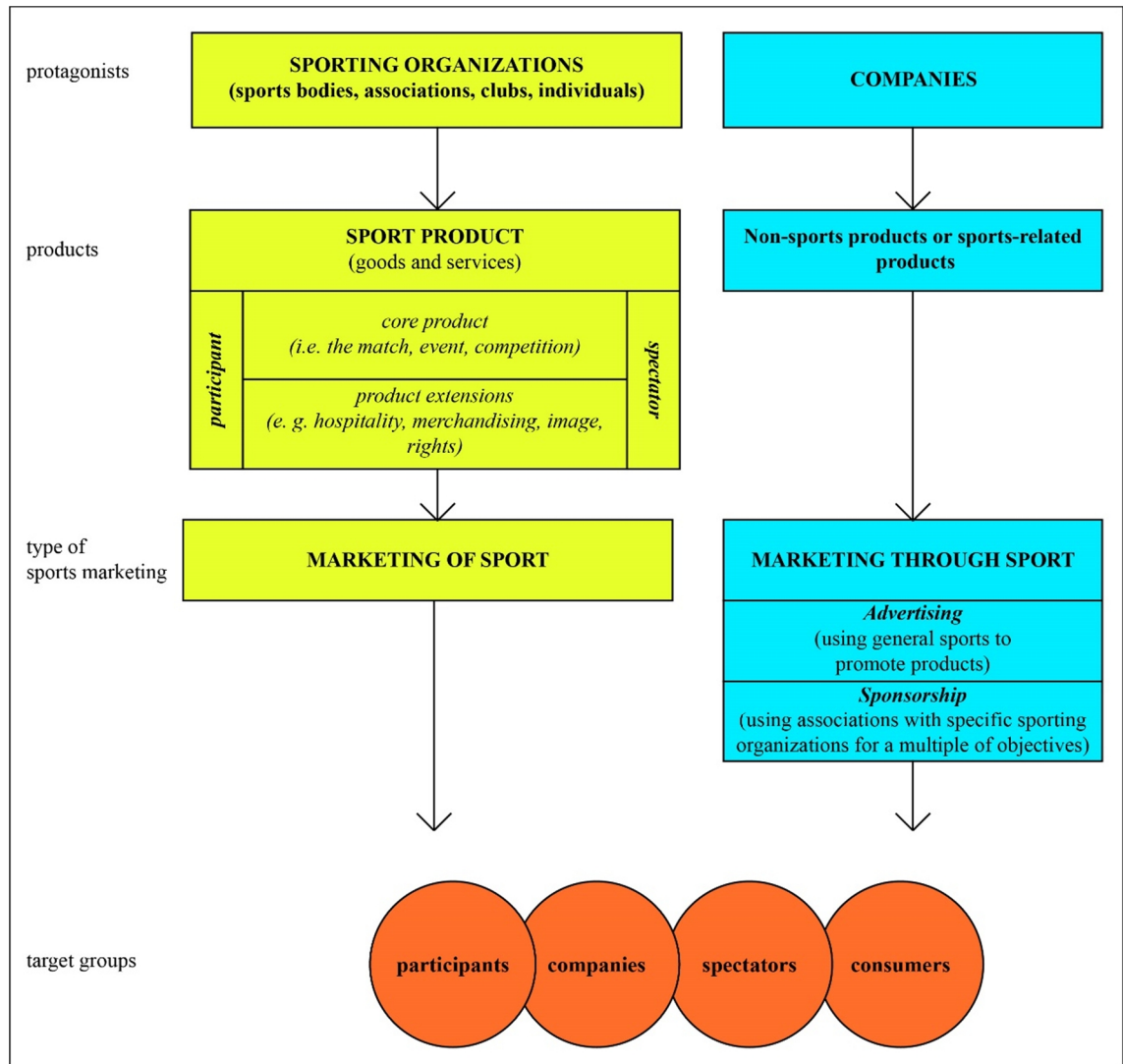
Van Heerden (2001) improves this definition by his approach:

Sport marketing is the specific application of theoretical marketing principles and processes to sport products and services; the marketing of non-sport and sport-related products and services through an association -such as a sponsorship- with sport; and the marketing of sport bodies and codes, their personalities, their events, their activities, their actions, their strategies and their image.

Regarding that definition, Bühler and Gerd (2006) divide the sports products in the core product and product extensions. The initial game represents the core product, and the product extensions defined as “the goods are services which relate to the core product like merchandising, catering, hospitality, or information services (Bühler and Gerd,

2006). Figure 2.1 illustrates the concept of sports marketing which Bühler and Gerd created.

Figure 2.1: The concept of sports marketing



Source: Bühler, André W., Nufer, Gerd (2006) The Nature of Sports Marketing, June 2006.

The game between two teams is counted as the product in team sports. (Gladden et. al, 2002) This product reaches the consumer through different ways like television, radio or the Internet. After the game is played, the product can be still consumed as people read newspaper stories and watch highlights of the game. (Gladden et. al, 2002)

There are also exclusive aspects for sports brands (Gladden et. al, 2002). The characteristics of a service (intangibility, inseparability of production and consumption,

heterogeneity, perishability) are all featured in the core product while the product extensions may be goods or services (Bühler and Gerd, 2006). Mullin et. al (2000) describes the sport product as “unpredictable” since the performance of the brand differs from time to time, and the spontaneity of the game, or competition makes it very hard to control.

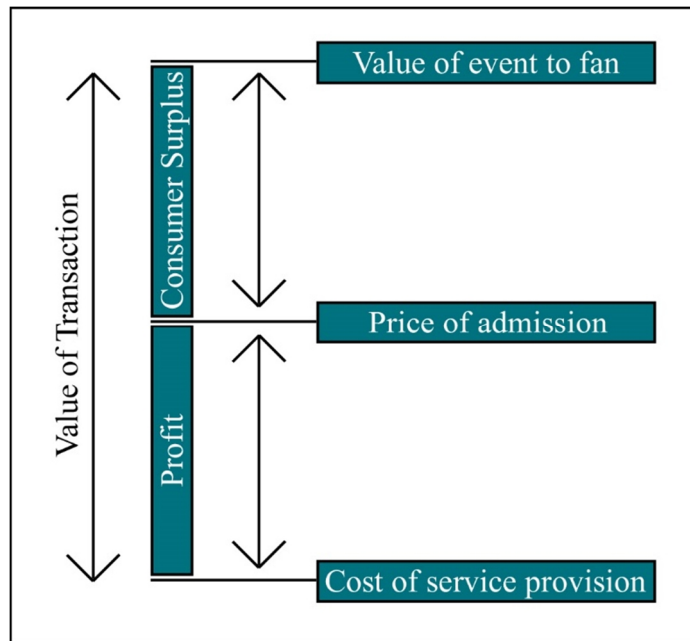
Furthermore, Gladden et. al (2002) states that consuming team sports event brings almost no tangible advantages considering the intangible benefits. Mullin et. al (2000) also describes this consumption as “experiential and often emotional”.

2.1.3 The Sports Team Customer

According to Wakefield (2007), a traditional fan is predicted to identify with the team and follow the news about the team and the players through the media such as Internet, newspapers and television. The fan will also buy licensed products from the store like sweatshirts, kits, scarfs etc. Buying tickets and game broadcast will result in an important amount of time spent on social time not only by attending or watching the games, but also discussing the team with other fans who are also faithful to the sport and their teams (Wakefield, 2007)

Wakefield (2007) points the consumer surplus as the motivation that drives fans to exert effort and to consume resources in order to support their team. Consumer surplus is the price difference between what a fan willing to pay and what the team charges for a product, mostly game tickets. A ticket can be sold since the perceived value of the game experience tops the price that the team charges for the entrance to the occasion (Wakefield, 2007). Sometimes (for historic big games or derbies) this difference is too large that the ticket is sold ten times more expensive in the black market. Figure 2.2 represents the components of fan value analysis.

Figure 2.2: Components of fan value analysis

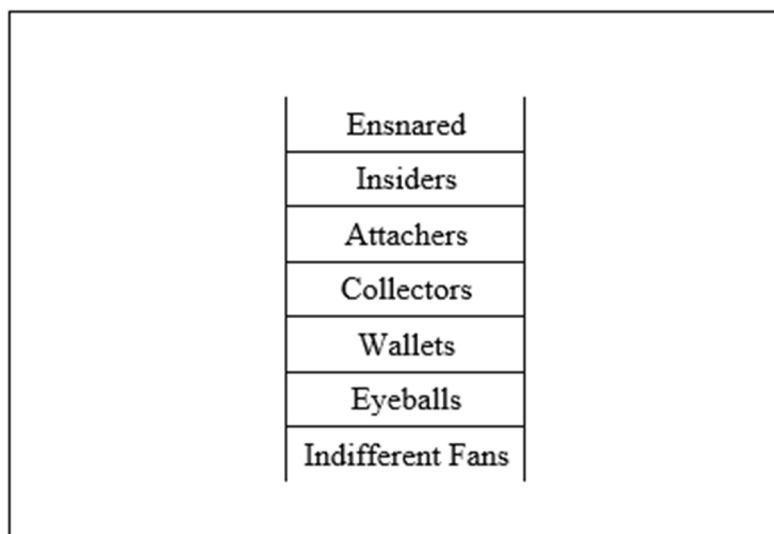


Source: Wakefield, Kirk L. (2007) Team Sports Marketing.

2.1.3.1 Fan involvement ladder

Rein et. al (2006) suggests a fan involvement ladder to characterize the engagement levels of the fans. Figure 2.3 illustrates the fan involvement ladder.

Figure 2.3: Fan involvement ladder



Source: Rein, I., Kotler, P., Shields, B (2006), The Elusive Fan.

According to Rein et. al (2006), fans can be divided into seven groups regarding their involvement. The bottom of the ladder are the Indifferent Fans. These people are uninterested in sports or do not pay much attention. They prefer to watch a movie, to paint, window-shopping, reading books or newspapers, or traveling instead. Some of them are still interested in sports but this interest is relatively weak and inconsistent. The marketers may or may not invest into this group according to the brand's long-term goals Rein et. al, (2006).

Eyeballs are into sports, but they follow it only through the media and mostly they are just interested in the biggest events like a World Cup final or derbies. They usually watch these events from television and don't bother to go to the stadiums. On the other hand, eyeballs are the largest group and this makes them the most profitable since they are the primary market for the media (Rein et. al, 2006). Although Eyeballs increase the ratings of television and radio channels, and the daily circulation of newspapers, this group's contribution does not affect the stadium merchandise sales such as tickets, car parks, restaurants, or licensed products.

Wallets are defined by Rein et. al (2006), as the fans who are willing to spend money in order to experience a sports event. They not only buy tickets, spend money at the nearby restaurants or bars, but also inspire and convince others to join them. The transaction between the Wallet and the sports is simple as Rein et. al (2006) puts it: "(...) the sports receive their money and commitment, and in return, the wallet receives attention, escape, and satisfaction of being a fan". In addition, wallets will spend money on technology like a boosted television or a sound system to experience the sport event better.

Rein et. al (2006) describes collectors as the people who are interested in the sports merchandise that makes them remembers the sport. They are attracted to autographed player cards, jerseys, or belongings like shoes and game balls. A Honus Wagner player card was sold for \$2.35 million in 2007 and still the most expensive baseball card in history. Muhammad Ali's boxing gloves which he wore at a fight in 1971 were sold for nearly \$400.000 in July 2014. An autographed Galatasaray jersey from the 2000 Super Cup final is still on sale at a website for \$12.000. This prices picture the cutthroat competition and the huge demand for sports memorabilia (Rein et. al, 2006).

Attachers are defined by Rein et. al (2006) as “who wish to receive communication from the team and heroes and to have the opportunity to exchange greetings or some other tangible interactive experience”. Teams organize events like autograph days, cruises, or host dinners to interact with the attachers, but with new technology, the fans are able to get in touch with the players or the staff so easily through social media.

The next step in the involvement ladder are the Insiders. They often buy the best seats in the stadium, pay membership fees and their relation with the sport is somewhat different from the others (Rein et. al, 2006). Businessmen, high-ranked managers, bureaucrats or politicians participate in this group. They also invest into the team, but their motives are mostly enhancing their own reputation and status. Teams try to increase their count of members in order to start long-term customer relations with them. Fenerbahçe have started a membership campaign recently and expecting one million new paid members for the team, creating a cash source around \$1 billion.

The top rung of the fan involvement ladder are the Ensnared. They are the most involved group among the fans (Rein et. al, 2006). These fans identify themselves with the team and the players. They paint their bodies and faces with the colors of their favorite team. They try to attend all the home & away games, and watch the training sessions. They even believe that their actions/fandom is effective on the team’s performance. This group is seen a valuable asset for the sports programs, but this enthusiasm and attachment is a double-edged blade and can give the team managers headaches when things don’t go as they supposed to be going (Rein et. al, 2006).

These groups in the ladder should be targeted strategically and in accordance to the team’s marketing tactics and strategies in order to make the fans spend more for the sport & sport organization. The focus of the promotional activities can be addressed to specific groups with high volume which the team can benefit in short-term.

2.1.4 The History of Soccer in Turkey

Turkey met soccer through the English merchants who were trading cotton and tobacco. They brought their families over the years, and settled around the port cities. These families are who introduced the Ottoman Empire to soccer. The Greeks, who were the

neighbors and friends of the English families had joined them and helped the soccer community to expand. (Artun et. al, 1992)

The first soccer games in the Turkish soil were played in Thessaloniki and Izmir in the late 1870's. Soccer became the most popular entertainment of the summer nights or weekends in İzmir. The young Turkish community were also interested in soccer, but the pressure from their families and the government prevented them to play in those years.

In the late 1890's, some English families have moved from Izmir to Istanbul and brought soccer with them. Along with the Greeks, soccer had become very popular in Istanbul. With the raising interest, the first Turkish soccer team was found in Istanbul (1899). The name of the team was Black Stockings. The founders had intentionally picked an English name to escape from the attention of the government spies (Atabeyoğlu, 2002). Soccer was a game which is played in an open area and required a lot of players in the field, and this nature was not acceptable in that era. Soccer, which is played freely by the English society and the minorities, was suddenly being seen as a dangerous social movement when it was played by Turkish youth (Zelyurt, 2014). Black Stockings' first game was against a Greek team, but it was interrupted by spies and the Turkish players were arrested and the team was shut down.

The physical education classes in the modern schools of the era slowly fell from favor because of the new game the English community is playing: soccer (Fişek, 1985). The next brave steps through a Turkish soccer team were taken by the students of Galatasaray High School. These young boys started to play soccer in the weekends without following any rules or order. In 1905, a team which were playing by the rules of soccer was found by some 10th grade students. This team, Galatasaray, was the first Turkish team participated in the Istanbul Soccer League in its third season.

A new Turkish team in the opposite shore of the Bosphorus was found in 1907. Fenerbahçe were also able to participate in the Istanbul Soccer League. Galatasaray had become champions in the 1907-1908 season, which was the first success of the Turkish teams. After 1908, in the second constitutional period, the Turkish community were allowed to play soccer (Atabeyoğlu, 2002). Most of the first Turkish sports teams were

based on soccer. In other words, most of the Turkish sports teams were born from soccer teams. The most notable exception to this is Besiktas, which were found as a gymnastics club and opened their soccer branch years later.

National League, which was established in 1959 with 12 teams from Istanbul, Ankara and Izmir was the base of today's Super League, the top-tier soccer league of Turkey (Zelyurt, 2014).

2.1.4.1 Broadcasting of Turkish soccer

The history of the live broadcast of Turkish soccer games goes back a long way. Istanbul Radio had started the live broadcast of the games which were played in the Taksim Stadium in the mid 1930's. The radio broadcasts had been dramatically increased in the 1950's. In the late 1970's, television broadcast started to become widespread. At first, TRT, the government television channel was broadcasting the national league, paying nothing to the clubs which created the marketed soccer product. In the mid 1990's, private channels had entered into biddings for broadcasting rights of the Turkish Professional 1. League. Consortiums have broadcasted the league in the 1994-1995 and 1995-1996 seasons, with the fees of \$7.2 million and \$23 million. CINE-5 was the first private channel to broadcast the Turkish top-tier soccer league. The total fees to be paid to the clubs and the federation were \$40 million for 1996-1997 season, \$45 million for 1997-1998 season and \$55.1 million for 1998-1999 season (TFF, 1999). The second bidding was made in 1999 with 5 participants. The competition between the channels resulted in a huge increase in the amount of the prices. Tele-On agreed to pay an initial fee of \$120.5 million (Aydın and Atabeyoğlu, 1999). The sum of fees to be paid for 2 years (1999-2001) was around \$320 million.

A lot of broadcasters in the European leagues had gone bankrupted after the 1999 economic crisis. Turkey was affected by the crisis too, therefore Tele-On was unable to fulfill the contract's obligations and was released from the contract by the Turkish Football Federation (Aydın and Atabeyoğlu, 1999). A new bidding was made in January 2001 and the broadcasting rights were gained by Digiturk. The fee to be paid for 3.5 years was \$465 million, without taxes (Aydın and Atabeyoğlu, 1999). As of today, Digiturk is still the broadcaster of the Turkish Super League, and fee of latest

contract (2010) is \$321 million per season with a yearly rise of 10 percent. The contract will end with the start of the 2017-2018 soccer season.

2.2 BRAND & BRAND EQUITY

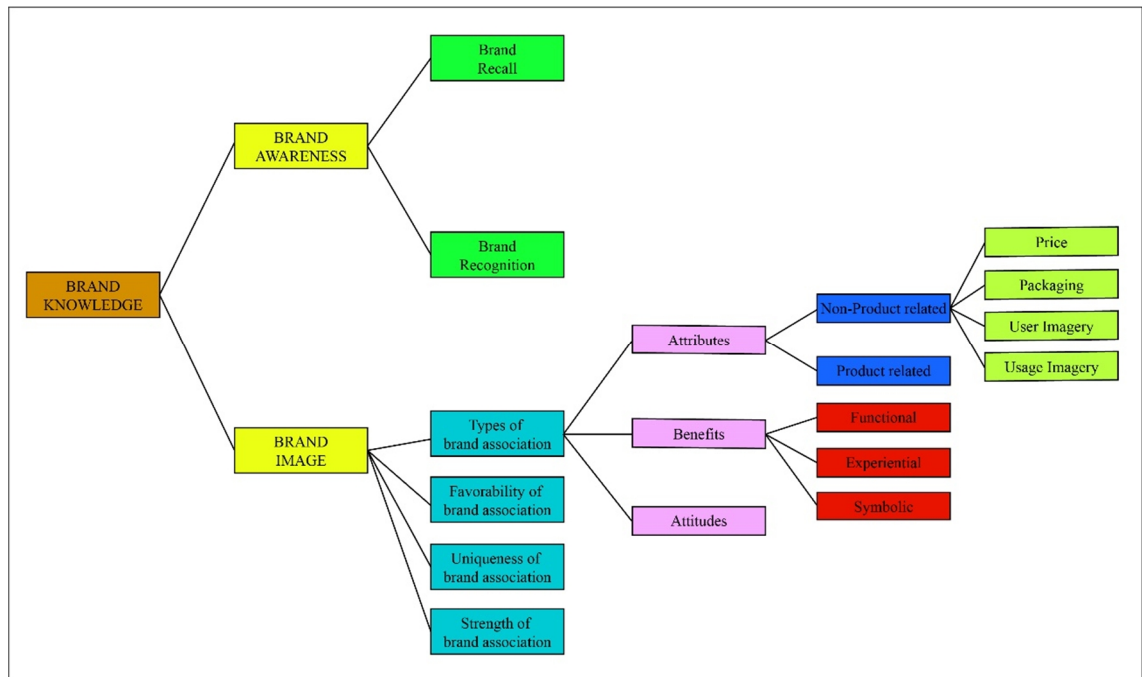
Kotler (1991) defines the brand as “a name, term, sign, symbol or design or combination of them which is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors”.

Keller (1993) states that these particular brand factors are called “brand identities” and they form “the brand” as a whole. Understanding the brand knowledge and its relation with brand equity can be possible by following a number of basic memory doctrines (Keller, 1993).

2.2.1 Brand Knowledge

Brand knowledge is defined as the consumers’ strength to single out the brand under various circumstances, and it is connected to the power of the brand node in memory (Rossiter and Percy, 1987). Keller (1993) describes brand knowledge in two parts: brand awareness and brand image. Figure 2.4 illustrates the dimensions of brand knowledge according to Keller (1993).

Figure 2.4: Dimensions of brand knowledge



Source: Keller, Kevin Lane, (1993) Conceptualizing, measuring and managing customer-based brand equity, *Journal of Marketing*; 57, 1:22.

2.2.1.1 Brand awareness

The possibility that a brand name will be remembered, and the difficulty of this possibility is called brand name awareness (Keller, 1993). Brand awareness is connected to consumers' effectiveness of brand recall and recognition (Keller, 1993). Keller (1993) defines brand recognition as "the consumers' ability to confirm prior exposure to the brand when given the brand as a cue". To be able to refer to brand recognition, the brand that was seen or heard earlier should be accurately detected by the consumer (Keller, 1993).

Keller (1993) singles out three primary arguments for determining the importance of the brand awareness in consumer decision making. First of all, it is very important that the brand comes to the consumers' mind when they take the product category into consideration. An increased brand awareness will increase the chance of the brand to be taken into consideration, also resulting in an increase of the chance of purchasing it. Furthermore, brand awareness can alter the decision making alone, independent of brand associations. Consumers show a tendency towards purchasing only the well-

known, settled brands. A minimal degree of brand awareness can be enough for product choice in the purchases which feature a low involvement (Keller, 1993). Lastly, brand awareness manipulates the power and structure of the brand associations in the brand image, thus the consumer decision making (Keller, 1993).

2.2.1.2 Brand image

Keller (1993) describes brand image as “perceptions about brand as reflected by the brand associations held in consumer memory”. Consumers hold the meaning of the brand in the informational nodes in memory, which are called brand associations. Keller (1993) organizes the brand associations in three main groups: attributes, benefits, and attitudes.

The identifying aspects of a product or service are called attributes – what is the product or service in question, or what is expected by its acquisition or use according to the customer. According to their relevance to the product or service performance, the attributes can be classified into two categories: product-related attributes and non-product-related attributes. Product-related attributes are the crucial elements for a product or service to perform. They are either service’s necessities or a product’s tangible configuration. Different service or product categories have different product-related attributes (Keller, 1993). A product or service’s extrinsic features that linked to its purchase or consumption are called non-product-related attributes. Price, packaging, user imagery (i.e. who uses the product or service, when this service is used) are main examples of non-product-related attributes.

The individual value consumers link to the attributes of the product or service are called benefits. Those are the consumers’ expectations from the product or service (Keller, 1993). Park et. al (1986) divides benefits into three groups regarding the motivations hidden beneath: functional benefits, experiential benefits, and symbolic benefits.

Functional benefits are the relatively basic benefits of product or service use. Therefore, they generally are associated with the product-related attributes (Keller, 1993). Usually, more intrinsic reasons (like physiological and safety) correspond to these benefits (Maslow, 1970) and their motives are to eliminate or dodge problems (Keller, 1993).

Experiential benefits are derived from the consumption of the product or service, and they also are associated with the product-related attributes. Cognitive stimulation or sensory pleasure are some of the advantages please the needs based on experiences (Keller, 1993).

Keller (1993) specifies the symbolic benefits as “the more extrinsic advantages of product or service consumption”. In general, symbolic benefits are associated with non-product-related attributes. Social approval or personal expression and outer-directed self-esteem are the needs Keller (1993) relates to symbolic benefits. The perceived-value of a brand might be high if consumers relates its status, uniqueness and style to their self-image (Solomon, 1983). Therefore, Keller (1993) suggests that symbolic benefits needs to be suitable with identifying, socially apparent products.

Brand attitude is described as a consumer’s general judgment of a brand (Wilkie, 1986). These attitudes are considered critical since they are the substructure of consumer behavior (Keller, 1993). Zeithaml (1988) states that in harmony with practice on perceived quality, brand attitudes can be connected to assumptions about product-related attributes and the functional and experiential benefits. In addition, brand benefits can also be connected to assumptions about non-product-related attributes and symbolic benefits (Rossiter and Percy, 1987). It is very difficult to precisely categorize the entire appropriate attributes and benefits. As a result of that, researchers preferred generic brand attitudes which are not involved with the attribute or benefit values of the brand to use in their multiattribute models of product choices (Keller, 1993).

2.2.2 Brand Equity

One of the earliest researchers to emphasize on customers in order to evaluate a brand was Aaker (1991). According to him, brand equity is a summary of the benefits and handicaps that a customer affiliates with a brand and affects the perceived value of a product or service. He defines the brand equity with regards to marketing effects, through brand attitudes that exclusive for every single brand. As Aaker (1993) puts it, the outcome of marketing actions of a product or service would never be the same if the marketed product or service had a different name. Enhancing marketing efficiency is another purpose for analyzing brand equity, since the competition is dramatically

increased despite the escalation in costs. Therefore, it has become very important to take more significant marketing mix actions and find improved strategic resolutions about target market and product positioning through a more efficient approach to consumer behavior (Aaker, 1993).

Another brief description of brand equity from Aaker (1993) is “the added value a brand name or logo contributes to a product or service”. Academics analyze brand equity in two particular approaches: financial and customer-based. Furquhar (1993) identifies the financial approach as it’s from an angle similar to a financial market’s where the estimation is put on the asset value of a brand.

Aaker (1991) describes customer-based brand equity as “the value that consumers associate with a brand”. Customer-based brand equity is related to the consumers’ perception a brand name builds up, concerning a product’s advantages over the other brands. The perception in question here is entirely depending on the consumers, independent from objective indicators (Lassar and Sharma, 1995). Keller (1993) evaluates customer-based brand equity in how a product’s brand knowledge creates a differential effect in customer response to the product’s marketing plans. Consumer perceptions, choices and behavior emerged from marketing actions are the components used for defining consumer response to marketing (Keller, 1993). The brand should be known for the consumer and the consumer should be holding favorable, strong and unique brand associations (Keller, 1993) in his mind, to be able to speak in terms of customer-based brand equity. Because brand equity is related to the consumers’ perception, its conceptualization is made from the individual consumer’s point of view. Keller’s (1993) conceptual framework required the information of what consumers know about the brand, and what does this knowledge mean for marketing plans of action.

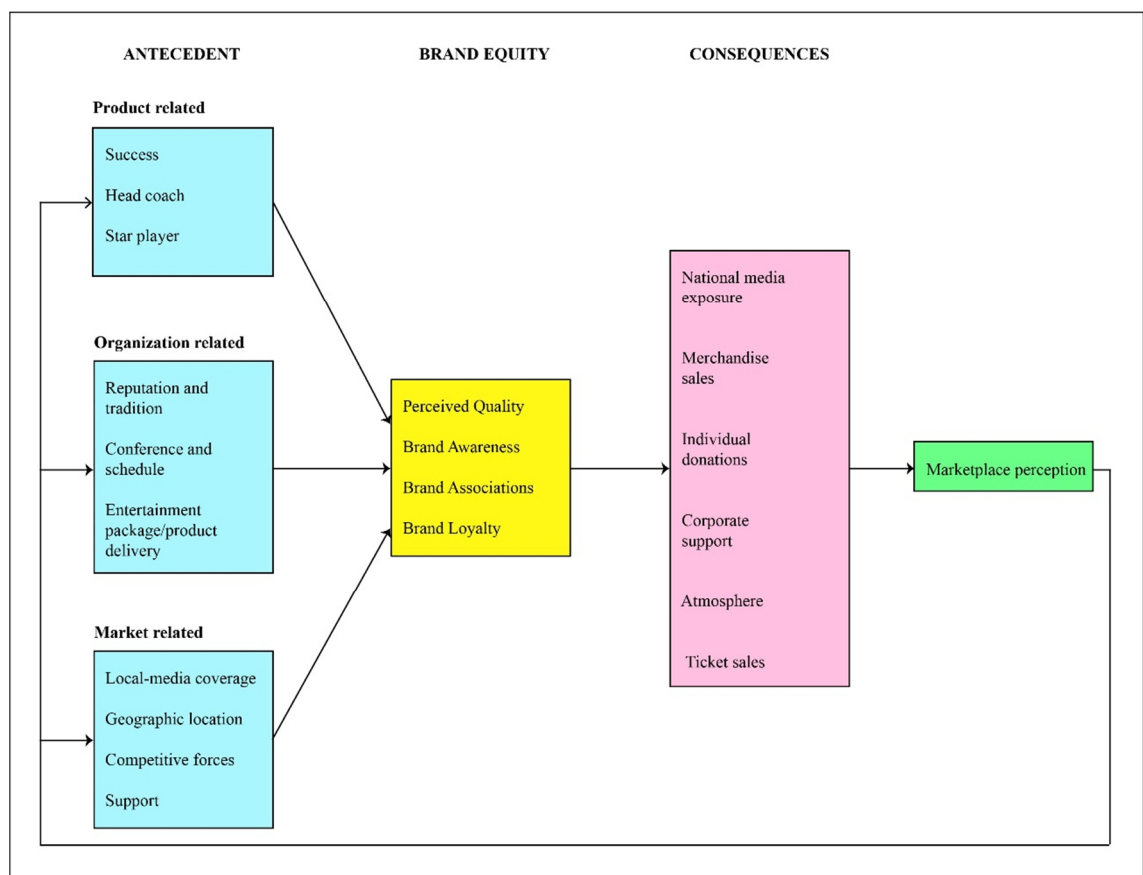
2.2.2.1 Customer-based brand equity in team sports

Sport consumers puts extra meaning to their favorite teams (e.g. the names and logos) and this makes it possible to analyze the sport teams in terms of their brand equity (Gladden and Milne, 1999). In sports industry, all of the teams have a name and logo to distinguish them from the others. Therefore, it is correct to treat these sports

organizations as brands considering the difference their individual names or other common attributes make in terms of the perception of the fans. Since customer-based brand equity is conceptualized from the perspective of individual consumers, it is important to recognize and understand the perceptions of the fans in order to estimate the sport teams' brand equity.

Keller's (1993) customer based-brand equity model is one of the most common concepts that focuses on customer knowledge for evaluating brand equity. Gladden et. al (1998) drew on this framework and proposed a customer-based brand equity model in team sports. Figure 2.5 represents the conceptual framework for evaluating brand equity in team sports.

Figure 2.5: Conceptual framework for evaluating brand equity in team sports



Source: Gladden, M., Milne, George R., Sutton, William, (1998), A conceptual framework for assessing brand equity in Division I College Athletics, Journal of Sports Management, Vol.12, No.1, p.5.Th

In terms of brand management in sports organizations, it is a very important aspect to analyze the connection between the advantages of the brand equity and its elements. The perception of the sports team is constituted by the effects of the outcome of brand equity. The antecedents in the model form this perception of the brand. Antecedents can be related to the sports team, the organization or the market, and they affect the perceived quality, brand awareness, brand associations and brand loyalty, the four components that form the brand equity. The conceptual framework is shaped as a loop because the consequences of the brand equity not only form the marketplace perception, but also feed the team antecedents which can be seen as the marketing actions of a sports team. For example, a star player will contribute positively to the brand equity of a team and boost ticket sales, resulting in a sold-out performance which will positively affect the entertainment/product delivery antecedent and in this manner, will strengthen the brand equity again.

2.2.2.2 Components of brand equity

The four components that forms the brand equity are “perceived quality”, “brand loyalty”, “brand awareness”, and “brand associations.”

Zeithaml (1998) describes perceived quality as the consumer’s subjective evaluation of the advantages of a product. Environmental factors that come with the purchase or the consumption of the product are also involved with the perception of the quality. The brand is a factor that differentiates and singles out a product in the purchasing state, and gives an opinion to the consumer about the quality of the product (Villarejo-Ramos et. al, 2007). In team sports, the perceived quality established by the consumer can be related to various aspects like the success of a team, the reputation of the technical director, or the facilities. Having a successful history is also a significant drive and teams with a history full of trophies will be perceived of higher quality than a team that was successful for only a season (Milne and McDonald, 1999).

Brand loyalty in sports is the capability to draw the attention of the consumers, and to keep and preserve this attention in time. The buying behavior of the sport consumer are related to intangible attributes rather than tangible attributes as in common goods and services markets. For instance, it is very unlikely for a fan to change his favorite team

just because of the high ticket prices. There are powerful connections between the fan and the team in terms of brand loyalty, and this grants an escalated brand equity for the sports organization (Villarejo-Ramos et. al, 2007).

Brand awareness is a consumer's ability to recognize and commemorate the name of a brand. If this recognition is effortless, and the consumer is able to remember the brand's name easily, than the brand is believed to have a good reputation and created a powerful brand awareness. Well-known brands have an advantage over the relatively insignificant brands in terms of product selection in the purchasing state. There are sports teams that have a fair reputation among the public compared to the others. These teams use the benefit of being well-known and attract the media that use the teams in their news, resulting in a cycle that constantly increasing these teams' reputations.

Aaker (1991) describes brand associations as anything in a consumers' memory that somehow connected to particular brand. Depending on their consumption experiences, team sports consumers structure numerous brand associations (Gladden et. al, 2002). But different consumers can respond differently to the identical events (Bagozzi et. al, 1999). As a result, understanding what kind of benefits a consumer receives from the consumption of a team sports product is crucial (Gladden et. al, 2002).

3. DATA & METHODOLOGY

3.1 The Purpose of the Study

The aim of this study including a survey which is conveyed to Turkish soccer fans is to examine their habits of watching games and its relation to the brand equity of the soccer teams in question.

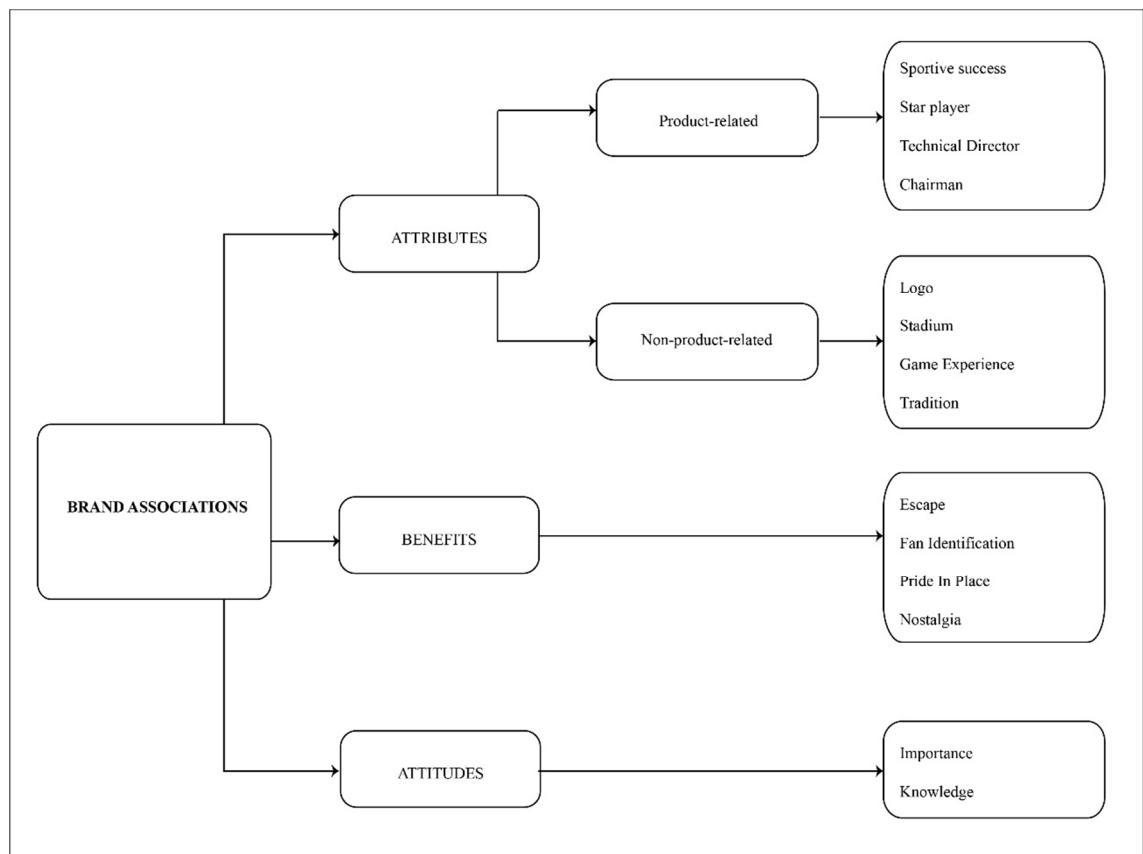
For this purpose, the fans of the “big three” (Besiktas, Fenerbahçe, and Galatasaray) teams are selected as the target group to be examined, since these three teams are the most successful, and the most supported teams in the Turkish soccer industry. The possibility of characterizing the opinions and arguments of the fans by their favorite teams will also be studied. One other intention of this study is to help and inspire the Turkish soccer marketing professionals in brand management of sports organizations.

3.2 The Conceptual Framework

This research is based on Keller’s (1993) customer-based brand equity model in general, considering it is one of the most reliable concepts in terms of brand equity. In addition to that base, Gladden et. al’s (1998) suggestions are followed for the team sports side of the brand equity conceptualizations. However, the main purpose of this study is to analyze the relation between the crucial “brand associations” component of brand equity, and the habits of watching soccer events of the fans. Hence, only the brand associations are emphasized on in this research, and the other three components (brand loyalty, brand awareness, perceived quality) are not taken into account. As Gladden et. al (1998), suggested, the brand associations are grouped into three categories as attributes, benefits and attitudes. Attributes are distinguished into two sections, as product-related attributes and non-product-related attributes. Product-related attributes are; sportive success, star player, technical director and chairman. The product-related attribute “Management” in the previous studies is replaced with “Chairman” for this study, since the chairman is always in the center of the attention in Turkey, and generally runs the club like it is a one man company. So the chairman is believed to have direct influence on the sport product. The non-product-related

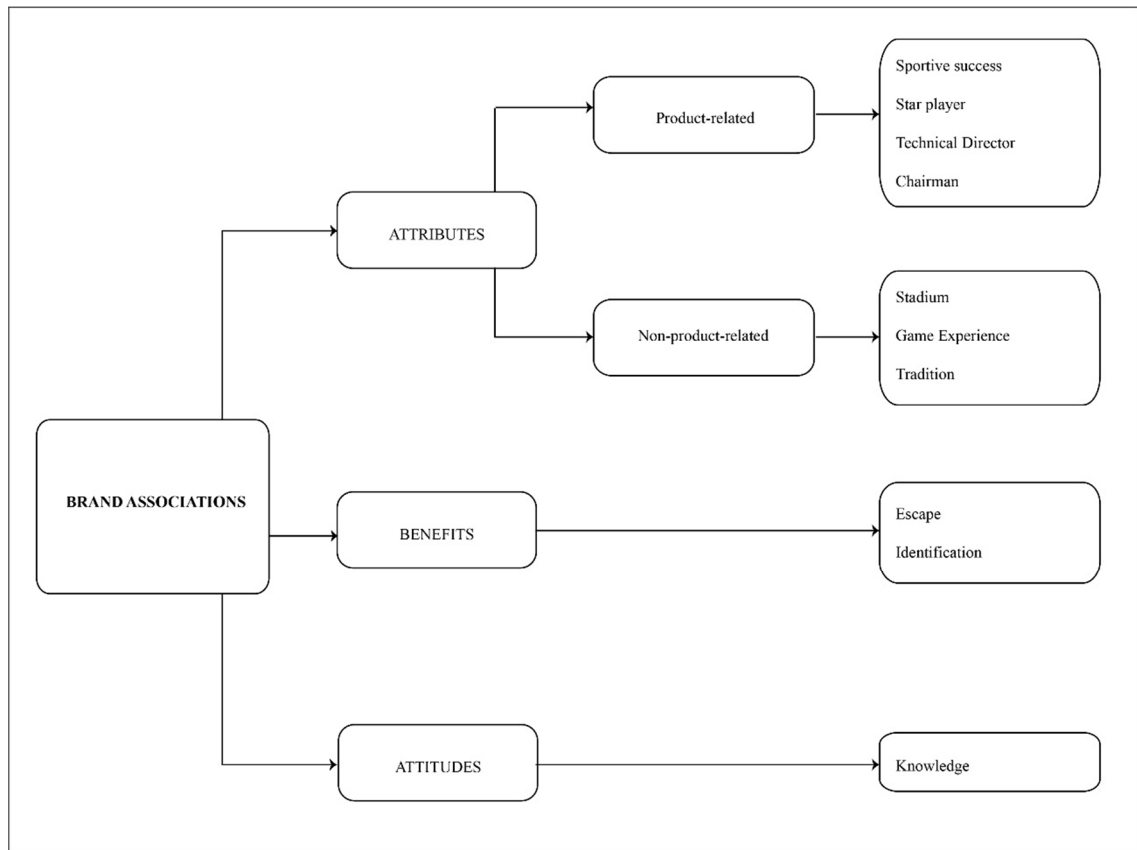
attributes are related to the secondary products in team sports, which are; logo, stadium, game experience, and tradition. Gladden and Funk’s (2002) “product delivery” is changed with “game experience” in this study, because in Turkish soccer the valuation of amusement depends on the game that is watched in the stadium or through television and live streaming from web . The benefits are not distinguished into three categories - functional, symbolic, and experiential benefits- as Keller (1993) suggested, because that kind of a characterization in terms of sport consumption is not precisely feasible (Gladden and Funk, 2002). The benefits are; escape, fan identification, pride in place, and nostalgia. Lastly, the attitudes are measured through importance and knowledge. Figure 3.1 below illustrates the conceptual framework modified for this study.

Figure 3.1: The proposed model for evaluating the influence of brand associations



The initial model was changed according to the further analysis of the data. Figure 3.2 below illustrates the revised model.

Figure 3.2: The revised model for evaluating the influence of brand associations



3.3 Hypotheses

Brand associations will be tested on the 3 main game-watching behavior of the fans, in order to understand the connection between these two dimensions. Figure 3.3 represents the schema of the hypotheses being tested with 10 brand associations.

H1: sportive success positively (negatively) influences the consumers' motivation to purchase live broadcast.

H2: star player positively (negatively) influences the consumers' motivation to purchase live broadcast.

H3: technical director positively (negatively) influences the consumers' motivation to purchase live broadcast.

H4: chairman positively (negatively) influences the consumers' motivation to purchase live broadcast.

H5: stadium positively (negatively) influences the consumers' motivation to purchase live broadcast.

H6: game experience positively (negatively) influences the consumers' motivation to purchase live broadcast.

H7: tradition positively (negatively) influences the consumers' motivation to purchase live broadcast.

H8: escape positively (negatively) influences the consumers' motivation to purchase live broadcast.

H9: identification positively (negatively) influences the consumers' motivation to purchase live broadcast.

H10: knowledge positively (negatively) influences the consumers' motivation to purchase live broadcast.

H11: sportive success positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

H12: star player positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

H13: technical director positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

H14: chairman positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

H15: stadium positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

H16: game experience positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

H17: tradition positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

H18: escape positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

H19: identification positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

H20: knowledge positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

H21: sportive success positively (negatively) influences the consumers' motivation to go on trips for away games.

H22: star player positively (negatively) influences the consumers' motivation to go on trips for away games.

H23: technical director positively (negatively) influences the consumers' motivation to go on trips for away games.

H24: chairman positively (negatively) influences the consumers' motivation to go to on trips for away games.

H25: stadium positively (negatively) influences the consumers' motivation to go to on trips for away games.

H26: game experience positively (negatively) influences the consumers' motivation to go on trips for away games.

H27: tradition positively (negatively) influences the consumers' motivation to go on trips for away games.

H28: escape positively (negatively) influences the consumers' motivation to go on trips for away games.

H29: identification positively (negatively) influences the consumers' motivation to go on trips for away games.

H30: knowledge positively (negatively) influences the consumers' motivation to go on trips for away games.

Figure 3.3: Hypotheses (10 brand associations)

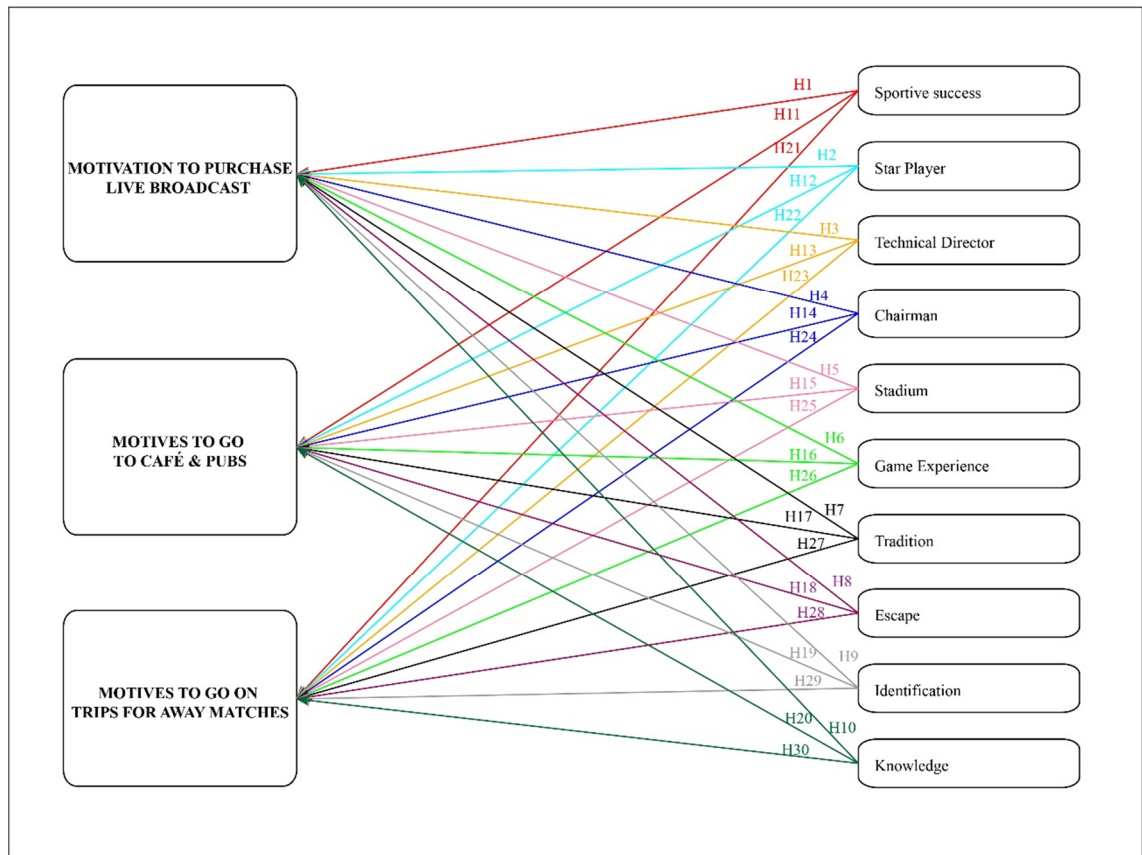


Figure 3.4 below represents the schema of the hypotheses being tested with 3 dimensions of the brand associations (attributes, benefits, attitudes).

H31: product-related attributes positively (negatively) influences the consumers' motivation to purchase live broadcast.

H32: non-product-related attributes positively (negatively) influences the consumers' motivation to purchase live broadcast.

H33: attributes positively (negatively) influences the consumers' motivation to purchase live broadcast.

H34: benefits positively (negatively) influences the consumers' motivation to purchase live broadcast.

H35: attitudes positively (negatively) influences the consumers' motivation to purchase live broadcast.

H36: product-related attributes positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

H37: non-product-related attributes positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

H38: attributes positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

H39: benefits positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

H40: attitudes positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

H41: product-related attributes positively (negatively) influences the consumers' motivation to go on trips for away games.

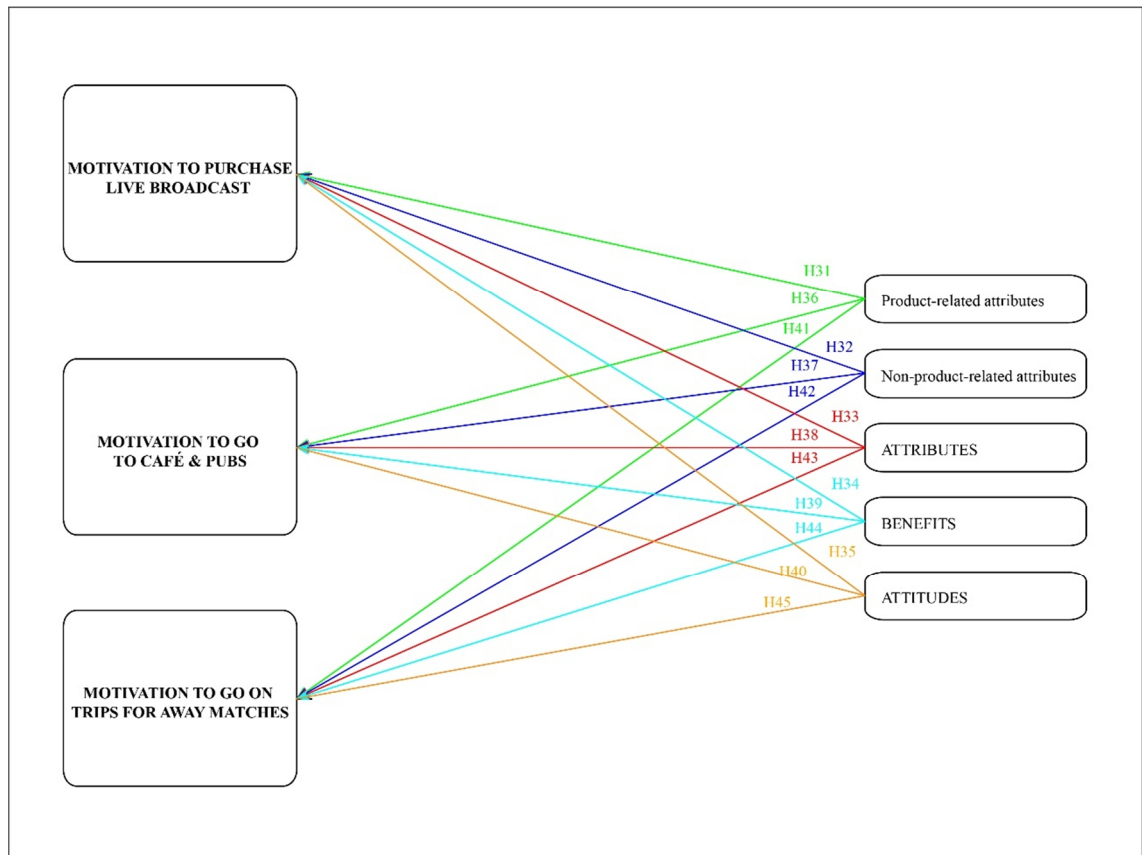
H42: non-product-related attributes positively (negatively) influences the consumers' motivation to go on trips for away games.

H43: attributes positively (negatively) influences the consumers' motivation to go on trips for away games.

H44: benefits positively (negatively) influences the consumers' motivation to go on trips for away games.

H45: attitudes positively (negatively) influences the consumers' motivation to go on trips for away games.

Figure 3.4: Hypotheses (3 dimensions)



3.4 Variables

The variables in this study are generated with the guidance of the former studies on brand associations. 4 dependent variables, broadcaster annual membership, purchase of a single game (online-TV), going to café & pubs, and going to away matches, and 14 independent variables: sportive success, star player, technical director, chairman, logo, stadium, game experience, tradition, escape, fan identification, pride in place, nostalgia, importance and knowledge are used in this study. The list of the variables are included in the Appendix 1.

3.5 Data Collection & Sampling

The hypothesized brand associations in team sports model in Turkish soccer was empirically tested using survey design and factor analysis. Data was collected online since online sampling is cost effective and makes it easier to hit extensive sample sizes in a vast territory. The distribution of the survey was made through social media -

Facebook and Twitter-, and a direct link to the survey was appeared on several soccer-related pages of “eksisozluk.com”, one of the most popular websites of Turkey. Data collection was executed between 20-27 October 2014. The items were measured on a five-point Likert scale with the limits “totally agree” and “do not agree at all”. To enhance the clarity of the questions, the survey was designed in Turkish.

The majority of the respondents were male, who made up 92.1%. This was expected in a sport like soccer, which is largely supported by male fans. Galatasaray fans were the largest group with 44.9%, Besiktas fans followed them with 28.9% and Fenerbahçe fans were 22.2%. Fans of the other teams covered 3.9% of the mass. The age of the respondents varied from 15 to 61, but the questionnaire was dominated by the respondents aged between 18 and 35, who made up 88.4%. The level of education of the respondents were 0.2% of secondary school, 6.9% of high school, 4.2% of vocational training, 67.8% of university, 18.1% of graduate school, and %2.8 of doctorate.

The first variable, the favorite team of the sample was used for categorization, since the research is also interested in the characteristics of the supporters of BJK, FB and GS. The second variable, the count of the games watched by the sample in a month was used for successfully reach the real soccer consumers. The samples which watch less than 4 games in a month (less than 1 in a week) were not taken into consideration. A sample size of 432 respondents left after this filtering. This number is well-matched with the general rule of sampling size indicating that the ratio should never fall below 5/1. The sample size was far above the minimum (275), since there were 55 questions that are related to the independent variables. Because the survey was online, which makes it mandatory to correctly answer all the questions from predefined selections to complete it, all of the completed surveys were able to be successfully analyzed.

3.6 Statistical Methods of Data Analysis

The data analysis was handled through IBM’s statistical package software SPSS (Version 20). The methods including the validity, factor analysis, reliability, and multiple regression will be discussed and their use in this study will be based on explanations.

3.6.1 Factor analysis

Factor analysis is applied to find out how many separate dimensions do the respondents perceive from the questions of a survey. The analysis is made to determine the dimensions explained.

3.6.2 KMO and Bartlett's test

Measure of Sampling Adequacy and Bartlett's Test of Sphericity values are used to determine if the data set collected from the survey is suitable for a factor analysis. The precondition of using factor analysis is the existence of a specific correlation between the variables. Bartlett's Test of Sphericity indicates whether there is a relation between the variables at an acceptable level or not. An σ value of Bartlett's test being less than 0.05 means that the variables are suitable for a factor analysis. Likewise, Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy tests the suitability of the correlation between the variables for a factor analysis. KMO value varies between 0 and 1. A KMO value of 1 indicates that the variables are able to estimate each other perfectly. The lowest acceptable value for KMO is 0.5. Table 3.1 implies the generally accepted interpretations for KMO values.

Table 3.1: KMO values

KMO value	Interpretation
0.80 & above	Perfect
0.70 - 0.80	Good
0.60 - 0.70	Average
0.50 - 0.60	Bad
0.50 & lower	Not acceptable

3.6.3 Reliability

Reliability analysis is used to test the validity of the construct emerged from the factor analysis. The reliability of every factor should be indicated quantitatively. Cronbach's alpha method was used in this study since the method is one of the most generally used reliability tests. Cronbach's alpha value is the consistency value related to the correlation between the questions. For a scale, generally a value over 0.70 is considered

as reliable. But according to Nunnally (1978), a value of 0.50 is acceptable at the beginning of research. A Cronbach's alpha value of 0.50 is accepted in this study regarding the study's exploratory status.

3.6.4 Multiple Regression

Following the reliability analysis, the data set was processed through regression analysis for supporting or rejecting the hypotheses. Multiple regression is a method used to examine the relationship between a specific dependent variable and various independent variables. Accordingly, the method's main intention is to predict the specific dependent variable by using the independent values that are already known. The initial model of this study had 14 independent variables and 4 dependent variables to be predicted, but a new model with 10 independent variables, and 3 dependent variables had emerged after further analyses. However, the revised model was still suitable for multiple regression.

4. FINDINGS

The results of the data analysis will be provided and examined in this section. The characteristics of the respondents will be discussed by frequencies at first. Then the results of the hypothesis tests and the findings will be explained.

4.1 Characteristics of the Respondents

The age of the respondents varied from 15 to 61, and the average age was 27. Most of the respondents were between the ages of 18-35 with 88.4%, which was already expected considering the survey was distributed online and soccer is more popular among younger people. Table 4.1 signifies the distribution of ages and their percentage.

Table 4.1: Age distribution

Age	Frequency	%
<20	34	7,9
21-25	150	34,7
26-30	148	34,3
31-35	58	13,4
36-40	27	6,2
41-45	9	2,1
45<	6	1,4
Total	432	100,0

The distribution of the level of education of the respondents were rather unorthodox. The vast majority of them were graduated from a university or graduate school, with the rates of 67.8% and 18.1%. Respondents with a doctorate degree were 2.8% of the total respondents. The rate of the respondents with a degree from vocational training or lower was 11.3%.

4.2 Hypotheses Tested

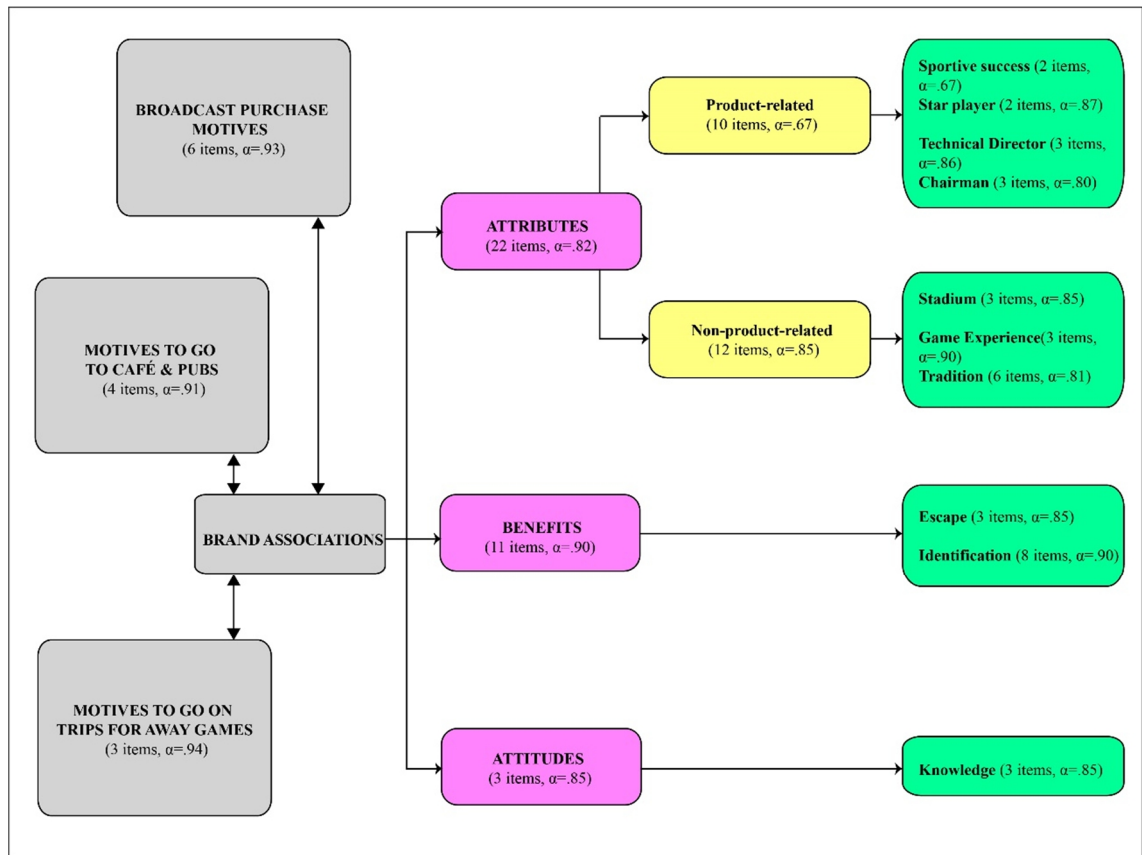
Scales were created to measure 14 independent dimensions of team association and 4 dependent values for game-watching habits. A minimum of three items were included

for each of the 14 associations in the survey. The data set was tested with the Bartlett's Test of Sphericity and KMO to determine if a factor analysis can be done. An σ value of 0.00 showed that the variables are related at an acceptable level, and a KMO of 0,862 indicated that the variables are able to estimate each other perfectly, therefore a factor analysis is suitable for this data set.

A revised framework was created after the analysis. The new framework consisted of 10 independent dimensions of team association and 3 dependent values for game-watching habits.

The results showed that the scales are reliable with internal consistency measures ranged from $\alpha=.67$ to $\alpha=.90$. The three evaluations of game-watching habits also had forms of scale, thus the reliability tests were also used on these scales. The reliability between the variables were quite strong. Broadcast purchase motives had a Cronbach alpha of .93, motives to go to café and pubs had a Cronbach alpha of .91, and motives to go to away games had an alpha of .94. According to the significant reliability rates, there was no need to drop items from the scales and the scales had been left as they were. Figure 4.1 shows the alpha scores for every individual dimension and the number of items they were tested with.

Figure 4.1: Cronbach's alpha values



The means are calculated by combining the measures of the variables under the dimensions. Table 4.2 below indicates the means and standard deviations for the 10 sub-dimensions and 3 dimensions of brand associations, and 3 popular game-watching methods for the soccer spectators.

Table 4.2: Means and standard deviation

Dimensions	Means	Std. deviation
Sportive Success	4.49	0.79
Star Player	4.15	1.05
Technical Director	3.42	1.19
Chairman	3.42	0.98
Stadium	4.07	1.00
Game Experience	4.12	0.94
Tradition	4.62	0.48
Escape	3.54	1.06
Identification	3.98	0.84
Knowledge	4.25	0.77

Product-related Attributes	3.78	0.70
Non-product-related Attributes	4.36	0.56
Attributes	4.09	0.52
Benefits	3.86	0.80
Attitudes	4.25	0.77
Broadcast Purchase Motives	2.12	1.06
Motives To Go To Cafe & Bars	2.99	1.28
Motives to Go on Trips For Away Games	2.30	1.17

The independent variables were regressed against the dependent variables after the reliability tests. Tolerance rates and correlation matrix had been examined in order to evade multicollinearity.

The correlation diagnostics showed that there was no multicollinearity. Furthermore, the covariance matrix indicated that there were no covariances. The tolerance rates were higher than .10 and the variance inflation factors (VIF) were less than 4, confirming that multicollinearity was not a problem in question for this study.

After completing the initial checks, multiple regression analysis was performed to understand the effects of the 10 brand associations on sport spectators. Accordingly, multiple regression analysis was run to evaluate the influence of the 10 independent variables (sportive success, star player, technical director, chairman, stadium, game experience, tradition, escape, identification, knowledge) on 3 separate methods of watching games (Broadcast purchase, to go to café and pubs, to go to away games). Regarding the revised conceptual framework, the independent variables were grouped in 3 branches; attributes, attitudes (knowledge) and benefits (escape, identification), and attributes was split into 2 as product-related attributes (sportive success, star player, technical director, chairman) and non-product related attributes (stadium, game experience, tradition). The adjusted R² value shows that this 10 dimensions explained 4% of the variance that occurs in the purchase of live broadcast. The significance levels were studied to decide which dimensions are linked to the purchase of live broadcast. Only one of the ten dimensions is significantly related to the purchase of live broadcast, which is sportive success with a positive relationship ($\beta=.19$, $t=3.74$, $p<.01$). This result

indicates that the success of the team motivates the fans for buying live broadcast of the games. Table 4.3 displays the significant dimensions for live broadcast.

Table 4.3: Regression results of live broadcast purchase measure on 10 dimensions (N=432)

Dimension(s)	Standard beta	t-value	Significance	Tolerance	VIF
Sportive Success	0.19	3.74	0.00	0.86	1.15
F value	2.880				
R	0.253				
R ²	0.064				
Adjusted R ²	0.042				
Significance	0.002				

Later, attributes sub-dimensions; product-related and non-product related attributes were regressed against to the purchase of broadcast. None of the results included a significant link between the 4 dimensions (product-related attributes, non-product-related attributes, benefits, attitudes) and purchase of live broadcast.

The three dimensions of brand associations (attributes, benefits, and attitudes) were regressed against the live broadcast purchasing. Table 4.4 indicates the significant results. The F-value is 2.944 ($p < 0.5$) and the adjusted R² statistics shows that these 3 dimensions explained 1% of the variance that occurs in the purchase of live broadcast. However, only one of the dimensions, benefits is significantly linked to the purchase ($\beta = .11$, $t = 1.95$, $p < .06$), indicating that it is more likely for a fan to purchase the live broadcast as the benefits increase.

Table 4.4: Regression results of live broadcast purchase measure on 3 dimensions (N=432)

Dimension(s)	Standard beta	t-value	Significance	Tolerance	VIF
Benefits	0.11	1.95	0.05	0.64	1.55
F value	2.944				
R	0.142				

R ²	0.020
Adjusted R ²	0.013
Significance	0.033

All of the independent variables (brand associations) were regressed against the dependent variable (the motivation to purchase live broadcast), and the hypotheses are accepted or rejected accordingly.

H1: sportive success positively (negatively) influences the consumers' motivation to purchase live broadcast.

There is a significant relationship between the motivation to purchase live broadcast and sportive success. So the hypothesis will be accepted.

H2: star player positively (negatively) influences the consumers' motivation to purchase live broadcast.

There is not a significant relationship between the motivation to purchase live broadcast and star player. So the hypothesis will be rejected.

H3: technical director positively (negatively) influences the consumers' motivation to purchase live broadcast.

There is not a significant relationship between the motivation to purchase live broadcast and technical director. The hypothesis will be rejected.

H4: chairman positively (negatively) influences the consumers' motivation to purchase live broadcast.

There is not a significant relationship between the motivation to purchase live broadcast and chairman. The hypothesis will be rejected.

H5: stadium positively (negatively) influences the consumers' motivation to purchase live broadcast.

There is not a significant relationship between the motivation to purchase live broadcast and stadium. The hypothesis will be rejected.

H6: game experience positively (negatively) influences the consumers' motivation to purchase live broadcast.

There is not a significant relationship between the motivation to purchase live broadcast and game experience. The hypothesis will be rejected.

H7: tradition positively (negatively) influences the consumers' motivation to purchase live broadcast.

There is not a significant relationship between the motivation to purchase live broadcast and tradition. The hypothesis will be rejected.

H8: escape positively (negatively) influences the consumers' motivation to purchase live broadcast.

There is not a significant relationship between the motivation to purchase live broadcast and escape. The hypothesis will be rejected.

H9: identification positively (negatively) influences the consumers' motivation to purchase live broadcast.

There is not a significant relationship between the motivation to purchase live broadcast and identification. The hypothesis will be rejected.

H10: knowledge positively (negatively) influences the consumers' motivation to purchase live broadcast.

There is not a significant relationship between the motivation to purchase live broadcast and knowledge. The hypothesis will be rejected.

H31: product-related attributes positively (negatively) influences the consumers' motivation to purchase live broadcast.

There is not a significant relationship between the motivation to purchase live broadcast and product-related attributes. Only one item of product-related attributes, sportive success has a significant relationship with motivation to purchase live broadcast, so it does not fully predict loyalty. The hypothesis will be rejected.

H32: non-product-related attributes positively (negatively) influences the consumers' motivation to purchase live broadcast.

There is not a significant relationship between the motivation to purchase live broadcast and non-product-related attributes. The hypothesis will be rejected.

H33: attributes positively (negatively) influences the consumers' motivation to purchase live broadcast.

There is not a significant relationship between the motivation to purchase live broadcast and attributes. The hypothesis will be rejected.

H34: benefits positively (negatively) influences the consumers' motivation to purchase live broadcast.

Although none of the sub dimensions show a significant relationship alone, there is a significant relationship between the motivation to purchase live broadcast and benefits as a whole. Regarding this, hypothesis will be accepted.

H35: attitudes positively (negatively) influences the consumers' motivation to purchase live broadcast.

There is not a significant relationship between the motivation to purchase live broadcast and attitudes. The hypothesis will be rejected.

For the second step, the associations were regressed against the motivation to go to specific places like café or pubs which have a live broadcast of the team's games. The adjusted R^2 value shows that this 10 dimensions explained 7% of the variance that occurs in going to the specific places like café or pubs which have a live broadcast of the team's games. The significance levels were checked to determine which dimensions are linked to this motivation. Three of the ten dimensions are significantly related to the motivation to go to café or pubs, which are sportive success ($\beta=.01$, $t=1.93$, $p<.06$), chairman ($\beta=.11$, $t=2.11$, $p<.05$), and tradition ($\beta=.12$, $t=1.93$, $p<.06$) with positive relationships. This result indicates that the success, chairman and the tradition of the

team motivates the fans to go to specific places like café and pubs to watch their games. Table 4.5 displays the significant dimensions for this dependent variable.

Table 4.5: Regression results of going to café and pubs measure on 10 dimensions (N=432)

Dimension(s)	Standard beta	t-value	Significance	Tolerance	VIF
Sportive Success	0,01	1,93	0,05	0,86	1,15
Chairman	0,11	2,11	0,03	0,74	1,34
Tradition	0,12	1,93	0,05	0,59	1,70
F value	3,117				
R	0,263				
R ²	0,069				
Adjusted R ²	0,047				
Significance	0,001				

Next, attributes sub-dimensions; product-related and non-product related attributes were regressed against going to café and pubs. The results are indicated in Table 4.6 with an F-value of 3,117 ($p < 0.01$). Non-product-related attributes showed a significant link ($\beta = .11$, $t = 1.95$, $p < .06$) among the 4 dimensions (product-related attributes, non-product-related attributes, benefits, attitudes) with going to café and pubs.

Table 4.6: Regression results of going to café and pubs measure on 4 dimensions (N=432)

Dimension(s)	Standard beta	t-value	Significance	Tolerance	VIF
Non-product-related att.	0.14	2,13	0,02	0,59	1,69
F value	4,736				
R	0,206				
R ²	0,042				
Adjusted R ²	0,034				
Significance	0,001				

Finally, the three dimensions of brand associations (attributes, benefits, and attitudes) were regressed against going to café and pubs. Table 4.7 indicates the significant results. The F-value is 6.002 ($p < 0.1$) and the adjusted R^2 statistics shows that these 3 dimensions explained 3% of the variance that occurs in the purchase of live broadcast. However, only one of the dimensions, attributes is significantly linked to this motive ($\beta = .16$, $t = 2.83$, $p < .01$), indicating that it is more likely for a fan to purchase the live broadcast as the attributes increase.

Table 4.7: Regression results of going to café and pubs measure on 3 dimensions (N=432)

Dimension(s)	Standard beta	t-value	Significance	Tolerance	VIF
Attributes	0.16	2,83	0,00	0,732	1,37
F value	6,002				
R	0,201				
R^2	0,040				
Adjusted R^2	0,034				
Significance	0,001				

The hypotheses are accepted or rejected according to the results of the multiple regression.

H11: sportive success positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

There is a significant relationship between the motivation to go to café-pubs and sportive success. So the hypothesis will be accepted.

H12: star player positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

There is not a significant relationship between the motivation to go to café-pubs and star player. The hypothesis will be rejected.

H13: technical director positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

There is not a significant relationship between the motivation to go to café-pubs and chairman. The hypothesis will be rejected.

H14: chairman positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

There is a significant relationship between the motivation to go to café-pubs and chairman. The hypothesis will be accepted.

H15: stadium positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

There is not a significant relationship between the motivation to go to café-pubs and stadium. The hypothesis will be rejected.

H16: game experience positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

There is not a significant relationship between the motivation to go to café-pubs and game experience. The hypothesis will be rejected.

H17: tradition positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

There is a significant relationship between the motivation to go to café-pubs and tradition. The hypothesis will be accepted.

H18: escape positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

There is not a significant relationship between the motivation to go to café-pubs and escape. The hypothesis will be rejected.

H19: identification positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

There is not a significant relationship between the motivation to go to café-pubs and identification. The hypothesis will be rejected.

H20: knowledge positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

There is not a significant relationship between the motivation to go to café-pubs and knowledge. The hypothesis will be rejected.

H36: product-related attributes positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

There is not a significant relationship between the motivation to go to café-pubs and product-related attributes. The hypothesis will be rejected.

H37: non-product-related attributes positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

There is a significant relationship between the motivation to go to café-pubs and non-product-related attributes. The hypothesis will be accepted.

H38: attributes positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

The sub dimensions sportive success and chairman are already related to this motivation, so the analysis found a significant relationship between the attributes and the motivation to go to café-pubs to watch the team's game. Therefore, the hypothesis is accepted.

H39: benefits positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

There is not a significant relationship between the motivation to go to café-pubs and benefits. The hypothesis will be rejected.

H40: attitudes positively (negatively) influences the consumers' motivation to go to the specific places like cafes and pubs which have a broadcast of the team's games.

There is not a significant relationship between the motivation to go to café-pubs and attitudes. The hypothesis will be rejected.

For the last part, the associations were regressed against the motivation to go to away games. None of the 10 dimensions are significantly related to the motivation to go to away games.

Next, attributes sub-dimensions; product-related and non-product related attributes were regressed against going to away games. The results are indicated in Table 4.8 with an F-value of 5.231 ($p < .01$). Non-product-related attributes showed a significant link ($\beta = .16$, $t = 2.62$, $p < .05$) among the 4 dimensions (product-related attributes, non-product-related attributes, benefits, attitudes) with going to away games.

Table 4.8: Regression results of going to away games measure on 4 dimensions (N=432)

Dimension(s)	Standard beta	t-value	Significance	Tolerance	VIF
Non-product-related attributes	0,16	2,62	0,01	0,59	1,69
F value	5,231				
R	0,216				
R ²	0,047				
Adjusted R ²	0,038				
Significance	0,000				

Lastly, the three dimensions of brand associations attributes, benefits, and attitudes, were regressed against going to away games. Table 4.9 indicates the significant results.

The F-value is 6.336 ($p < 0.1$) and the adjusted R^2 statistics shows that these 3 dimensions explained 4% of the variance that occurs in the purchase of live broadcast. However, only one of the dimensions, attributes is significantly linked to this motive ($\beta = .15$, $t = 2.75$, $p < .01$), indicating that it is more likely for a fan to go to away games as the attributes increase.

Table 4.9: Regression results of going to away games measure on 3 dimensions (N=432)

Dimension(s)	Standard beta	t-value	Significance	Tolerance	VIF
Attributes	0.15	2,75	0,01	0,73	1,37
F value	6,336				
R	0,206				
R^2	0,043				
Adjusted R^2	0,036				
Significance	0,000				

The hypotheses are accepted or rejected according to the results of the multiple regression.

H21: sportive success positively (negatively) influences the consumers' motivation to go on trips for away games.

There is not a significant relationship between the motivation to go to away games and sportive success. The hypothesis will be rejected.

H22: star player positively (negatively) influences the consumers' motivation to go on trips for away games.

There is not a significant relationship between the motivation to go to away games and star player. The hypothesis will be rejected.

H23: technical director positively (negatively) influences the consumers' motivation to go on trips for away games.

There is not a significant relationship between the motivation to go to away games and technical director. The hypothesis will be rejected.

H24: chairman positively (negatively) influences the consumers' motivation to go to on trips for away games.

There is not a significant relationship between the motivation to go to away games and chairman. The hypothesis will be rejected.

H25: stadium positively (negatively) influences the consumers' motivation to go to on trips for away games.

There is not a significant relationship between the motivation to go to away games and stadium. The hypothesis will be rejected.

H26: game experience positively (negatively) influences the consumers' motivation to go on trips for away games.

There is not a significant relationship between the motivation to go to away games and game experience. The hypothesis will be rejected.

H27: tradition positively (negatively) influences the consumers' motivation to go on trips for away games.

There is not a significant relationship between the motivation to go to away games and tradition. The hypothesis will be rejected.

H28: escape positively (negatively) influences the consumers' motivation to go on trips for away games.

There is not a significant relationship between the motivation to go to away games and escape. The hypothesis will be rejected.

H29: identification positively (negatively) influences the consumers' motivation to go on trips for away games.

There is not a significant relationship between the motivation to go to away games and identification. The hypothesis will be rejected.

H30: knowledge positively (negatively) influences the consumers' motivation to go on trips for away games.

There is not a significant relationship between the motivation to go to away games and knowledge. The hypothesis will be rejected.

H41: product-related attributes positively (negatively) influences the consumers' motivation to go on trips for away games.

There is not a significant relationship between the motivation to go to away games and product related attributes. The hypothesis will be rejected.

H42: non-product-related attributes positively (negatively) influences the consumers' motivation to go on trips for away games.

There a significant relationship between the motivations to go to away games and non-product-related attributes. The hypothesis is accepted.

H43: attributes positively (negatively) influences the consumers' motivation to go on trips for away games.

There a significant relationship between the motivation to go to away games and non-attributes. The hypothesis is accepted.

H44: benefits positively (negatively) influences the consumers' motivation to go on trips for away games.

There is not a significant relationship between the motivation to go to away games and benefits. The hypothesis will be rejected.

H45: attitudes positively (negatively) influences the consumers' motivation to go on trips for away games.

There is not a significant relationship between the motivation to go to away games and attitudes. The hypothesis will be rejected.

5. DISCUSSION & CONCLUSION

In this section, the suggestions and implications will be taken out of the findings. Results that are meaningful for sport marketers were revealed after the statistical analysis. First, contributions and implications will be discussed. Later, limitations of the study and recommendations will be explained and afterwards the study will be concluded.

5.1 Contributions and Implications

The existing study examined the customer-based brand equity model of Keller (1993) in Turkish soccer. Gladden and Funk's (2001) model in team sports was a basis for the concept's structure. The first contribution of this study is a revised model for brand associations in Turkish team sports. Gladden and Funk's (2001) construct had to be updated after empirical evidence for the need of the modification of the conceptual framework for the studies on Turkish soccer setting. Another contribution was the proof of the relation between brand associations and sport spectators, which can provide a better understanding as to what associations with a team's brand name are influencing the game-watching habits of the Turkish soccer fans. For this reason, this study suggests insights into what features of a sports team brand should be the primary points when constituting marketing plans targeted to sports spectators.

The study revealed that the important thing is sportive success and the benefits gained from that team in terms of the motivations to buy the broadcast of a team's match. The sports marketers must take the team's winnings into consideration when marketing the match broadcasts or the broadcaster. Benefits consist of the elements escape and identification. So the sports marketers should be asking how escape and identification with the sport team can be used to attract more fans to watch the games on TV & internet.

The motivations to go to café and pubs that have the live broadcast of the games are relevant to several attributes according to the research. Sportive success is an important drive, chairman and tradition are also influencing these motivations. Along with the success of the team, the marketers could find a way to use the chairman in order to draw

the attention of the fans and make the event to be meaningful for bigger crowds. A sports organization or a sports marketer should also probe on the methods to improve fans' tradition input. In this study, nostalgia was also perceived in tradition, so a team' website can be a sparkling tool to enhance the tradition with video clips from past games and ceremonies.

Although the attributes factor as a whole influences the motivations to go to the away games, this study was not able to find a relation between the specific attributes and the motivations. This is as expected since the vast majority of the fans do not attend to away games in Turkey, and the ones that attends are known to have different motivations from the regular fans.

5.2 Limitations of the Study

It is essential to determine the limitations of the study. Since the questionnaire was distributed through the internet, the respondents were unable to get help from an authorized person when they were in doubt, or confused.

Another limitation was the time period of the distribution of the questionnaire. Because of the timing reasons, the questionnaire was online just for a week, which caused the sample to be relatively small comparing to an online duration of one month.

5.3 Recommendation for Further Research

This research presents a base for understanding the relation between brand associations and game-watching habits of Turkish fans, while only looking at the big three. For this reason, the future research should include a variety of teams and sports in order to have an expensive understanding of the subject.

In addition, the research provided a revised model to evaluate the types and levels of brand associations occur in consumers' perception. These 10 factors and their measures may be used in future research to analyze brand associations with new sports teams.

The most significant effect of the factor "sportive success" on soccer spectators should be examined more thoroughly, and maybe it should be the main focus in future researches.

5.4 Conclusion

In regard to the importance shown to the sports within the community, it is as expected that sports are targeted by the marketers and managers. Soccer, the most watched and cared sport in Turkey, gets a considerably huge coverage and attention, thus creates a need to understand branding opportunities in this sport. The clubs generate a great amount of income and power, bringing companies into the sport within sponsorship agreements. Not only the fans become their customers, the teams also needs to manage the relationship between the sponsors. Therefore, the teams are trying to satisfy both the fans and the sponsors in the end.

Mastering the factors that lead the fans to follow a team, and watch their games is an approach to make the brands visible both for the team, and their sponsors. The purpose of this study was to explain the relationship between the brand associations and the sports spectators – what motives a spectator within the process of deciding whether to watch a certain game or not. A comprehensive analysis of brand equity was required in order to hypothesize that brand associations influence the game-watching habits of the fans. Therefore, a profound literature review and conceptualizations were provided to have an improved awareness. With reference to the literature review, a conceptual structure was generated with a slight modification, and variables were chosen to formulate the purpose of the study. The outcomes of the research was developed after the statistical analysis.

Relationships between brand associations and game-watching habits were proven within this study. To be more specific, this research found positive relationships between sportive success and broadcast purchases. Significant relationships were also observed between the attributes success, chairman, tradition and going to café and pubs to watch that team's games. Curiously, it was the benefits that were most powerfully related to the broadcast purchases, while non-product attributes were the main drive in going to café and pubs, and going to away games. This suggests that the marketing efforts should be focused on the sportive success and benefits when the product is the broadcast. On the other hand, non-product attributes should be focused on when the café & pubs or the away games are in question.

Rather than directly using Gladden and Funk's (2001) conceptual framework, this research brings a modified set-up in structuring the brand associations. Moreover, implications and suggestions of this framework was provided for both practical and academic environments.

This study also contributes to the idea that views a sports team as a brand, and explains the benefits and attitudes that fans acquire from watching their soccer team.

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APPENDICES

APPENDIX 1: Variables

ATTRIBUTES	
<u>Product-Related Attributes</u>	
Sportive Success	
	I do not care whether my favorite team wins or loses
	It is very important that my favorite team secures a place for European competitions
	It is very important that my favorite team competes for league championships
Star Player	
	My favorite team does not have any star players that I like to watch
	I like to watch my favorite team's star players
	My favorite team has star players that I like to watch
Technical Director	
	I like the technical director/manager of my favorite team
	My favorite team's technical director/manager is well known throughout the sport
	The technical director/manager of my favorite team does a good job
Chairman	
	The chairman of my favorite team does its best to field a good team.
	The chairman of my favorite team does a good job of running the team.
	The chairman of my favorite team makes wise decisions in enhancing the team's finance.

APPENDIX 1: Variables (part 2)

<u>Non-Product-Related Attributes</u>	
Logo	
	I like the colors of my favorite team
	I like the logo of my favorite team
	My favorite team's jerseys are attractive
Stadium	
	The architecture of my favorite team's stadium is attractive
	My favorite team's stadium has character
	My favorite team's stadium enhances the enjoyment of attending games
Game Experience	
	My favorite team's games are exciting
	My favorite team's games are entertaining
	My favorite team's games are enjoyable
Tradition	
	My favorite team has a history of winning
	My favorite team has a rich history
	My favorite team has no history

APPENDIX 1: Variables (part 3)

BENEFITS	
Escape	
	Watching, reading and talking about my favorite team provides a temporary escape from life's problems
	Watching, reading and talking about my favorite team helps me forget my day-to-day problems
	Watching, reading and talking about my favorite team take me away from life's hassles
Fan Identification	
	It is important that my friends see me as a fan of my favorite team
	My friends and family recognize me as a fan of my favorite team
	When someone praises my favorite team, it feels like a compliment
	When I talk about the team, I usually say "we" rather than "they"
Nostalgia	
	Thinking of my favorite team brings back good memories
	I have fond memories of following my favorite team
	I have fond memories of following my favorite team with friends and/or family members
Pride In Place	
	My favorite team helps its citizens be proud of where they live
	My favorite team helps elevate the image of its community
	My favorite team brings prestige to the community

APPENDIX 1: Variables (part 4)

ATTITUDES	
Importance	
	I consider my favorite team to be personally important
	Being a fan of my favorite team is important to me
	Compared to how I feel about other professional teams, my favorite team is very important to me
Knowledge	
	I possess a great deal of knowledge about my favorite team
	If I were to list everything I knew about my favorite team, the list would be quite long
	Compared to other football teams, I consider myself an expert about my favorite team
DEMOGRAPHICS	
	Age
	Gender
	Educational Background
	Average monthly income of the family
	favorite team
	soccer games watched within a month
	soccer games of favorite team watched within a month

APPENDIX 1: Variables (part 5)

HYPOTHESIS QUESTIONS	
Broadcaster Annual Membership	
	I purchase an annual membership of LigTV if my favorite team reaches my expectations in the previous season
	I purchase an annual membership of LigTV if my favorite team transfers a star player
	I purchase an annual membership of LigTV if my favorite team hires a technical director/manager with a worldwide reputation
	I purchase an annual membership of LigTV no matter what happens in the previous season
Online-TV Purchase	
	I purchase a game broadcast if my favorite team is successful
	I purchase a game broadcast if my favorite team has star players
	I purchase a game broadcast if my favorite team is continuously winning games
	I purchase a game broadcast no matter what happens

APPENDIX 1: Variables (part 6)

Café & Pubs	
	I go to café or pubs to watch my favorite team's games if my favorite team is successful
	I go to café or pubs to watch my favorite team's games if my favorite team has star players
	I go to café or pubs to watch my favorite team's games if my favorite team is continuously winning games
	I go to café or pubs to watch my favorite team's games
Away Games	
	I go on trips for my favorite team's away games if my favorite team is successful
	I go on trips for my favorite team's away games if my favorite team has star players
	I go on trips for my favorite team's away games if my favorite team is continuously winning games
	I always go on trips for my favorite team's away games

