THE IMPACT OF BRAND PORTFOLIO MANAGEMENT ON THE IDENTIFICATION PROCESS OF SPORT CONSUMERS

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Thesis submitted as partial requirement for the conferral of

Master in Marketing

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June 2017

ACKNOWLEDGEMENTS

Writing this project was for me one of the most enriching parts of my education. First, it's the accomplishment of 5 years of hard work and the end of my studies in Kedge Business School. It represents for me the reward you get when you have finally found your path, the ability to melt passion and work. And this is how I wrote this graduating project, even if the conditions were hard, because of the internship, I was totally enthusiastic with all the information I could get on the sector I'm working in. It clearly helped me to get a more precise vision of the market trends and about the consumers point of view, what is essential in my everyday work.

First I want to thank Christelle KIPPING, the Marketing Director for Billabong Women Europe and my manager during my 6 months internship. Her supervision brought me a lot, as much in competencies as in market knowledge. Thank you for being my mentor, taking time for all these conversations very enriching on the industry, on strategic decisions and very useful advices.Thank you to all of my co-workers, and especially Amélie Brignon for her dedicated attention, kindness and for being such an example of professionalism.

I want to thank my supervisor for taking time to read this graduating dissertation.

Very important to me, I want to say thank you to Kedge Business School Bordeaux, for all the know-how they brought to me, through the variety of their classes. The importance they give to provide the best business school image and their will for relentless improvement is very inspiring and give us pride to be part of it. To the interviewees that took time even when they were busy, thank you for sharing your point of view with so much involvement.

ABSTRACT

Nowadays, the function of a brand is first the promise of an experience for the consumer (Miligan, 2009). Sport has become a business on its own right that following trends and leads to a "sportainment" of this industry (Richelieu). According to Giannoulakis and Apostolopoulou (2011), "action sports companies have started to expand to mainstream markets in order to survive and secure their viability in an extremely competitive sport industry, where brands emerge and attempt to acquire a share of the action sports pie". The sport companies also have developed a lot of brands in order to fit the best with the need of identification of the consumer. Sports are accessible for everyone through different channels and medias but the business part of the industry is more and more noticeable. Hold before by sport enthusiasts that wanted to develop the sports and the performance, companies are now hold by business men that want to make them profitable.

In realizing some similarities between themselves and the team or athlete, people transfer the positive traits on themselves and so, are more likely to adopt a buying behavior. That is the essence and so the main justification of the sponsorship. Some brand portfolio management can have decisive consequences on the consumers and we can question ourselves on the impact of brands' portfolio management on the identification process of sport consumers.

Globalization tends to have as consequences to reduce the number of brands under one name, getting some economies of scale, communication savings, higher visibility and so on, but what about the need of identification of the consumer? The fact that sport is one of the only sector where the origins doesn't matter, rules are the same for everyone, does this fact also plays on the sport consumer or does the identification expectations are still different?

Through a qualitative analysis, the main objective of the research was to observe some phenomenons, which are not really measurable, and to determine hypotheses and theories for future tests.

The first observation was about what was bringing a positive customer feeling on the brand identity. The observation was supposing that a positive feeling on the brand identity was helping the customers to identify. That positive feeling can be driven by sponsorship, as it is a good

mode to lead identification process. Embodying the brand and bringing credibility to the brand through sport involvement is one of the methods to enhance the identification process. That was the second observation. The next step into this process was the brand identification which can leads the customer to become loyal. We finally found out that through great customer experiences, customers can become involved into the brand and then become loyal. The purpose of this analysis leads to the fact that loyal customers are more willing to buy and they can go over the price. That's why they are a considerable importance for brands.

The main findings about the brand are the role played by the brand identity, the brand architecture and the consumers. Interviews helped in crossing the knowledge shared in the literature review. The mix of the observations, the interviews and Literature review helped in determining the best ways to avoid damaging the identification process while managing the brand portfolio on a given economical context.

KEYWORDS: consumers, sport industry, brand identity, identification, portfolio management, globalisation, sponsorship, customer experience, loyalty.

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INTRODUCTION TO THE SUBJECT

All of the internships done for different actors in different countries in the sport industry helped in observing and defining some general trends for the market. Being at the marketing department helps to have a direct vision on the consumer expectations, which are often a lot different from what sellers can usually expect. It is known that some consumers are particularly attached to some brands for some affective reasons, they identify to a brand more than another. When the surf brand Quiksilver has removed all the Moskova brand products from their corner in the shop, the wondering question is: what will happen to these customers that were solely coming for buying Moskova and how the salesperson could lead them to buy some Quiksilver gears instead? And at the contrary, the other interesting challenge is communicating to the customers the new range of products with the Quiksilver for Women, composed by more dressed up style clothes and see how they would react to this new range.

Getting to know more about Billabong in my internship, it is easy to observe another case of brand portfolio reduction. Actually, Billabong has known a difficult economical period, restructuring the company. They had to resell some of their brands such as Nixon, Dakine, Von Zipper and other. Going deeper on this phenomenon, there were a lot of newspapers talking about sport brands refocusing their strategy, going back to their core audience and focusing on core products.

Suppressing brands such as Dakine which is specialized in accessories, bags, surf leash and so on, Von Zipper specialized in Sunglasses for Billabong, Moskova on the body training for Quiksilver; How would these brands can counter-balance the effects of the strategies on the consumer behavior?

1. BRANDING IN THE SPORT INDUSTRY CONTEXT

"A brand is a name, symbol, design or mark that enhances the value of a product beyond its functional purposes" Furquhar (1989). Actually, the first aim of a brand is of course, to distinguish products from its competitors. But Milligan (2009) highlights the other function of

the brand, which is "the promise of an experience for the consumer". Indeed, Michon (2000) also says that brands have become a vector of communication for companies in the way that consumer is now looking for new point of references for stability and trust on brands. Brands are made by four different components: the brand identity, the brand image, the brand positioning and the brand equity. Brand identity is or should be one of the main concern for the companies. It defines whether the brand want to be associated with or dissociated from.

Brands follow a certain lifecycle, exactly like their products. Launch, growth, maturity and decline are the four stages they follow. But when brands come to a successful maturity, companies feel the need to develop their brands through brand extensions or by the creation of new brands. Each of these strategies reveals some advantages and drawbacks, but from both emerge the adaptation to new trends, some cost leverages, reaching different segments of the market and so enlarging the population targeted.

The sport industry in the same way has known a strong development of it sector and a lot of changes. Sport has become for more of a business, following trends and this phenomenon makes Richelieu call it "sportainment" (*Strategic management of the brand in the world of sport,* 2013). In fact, sporting events move from being solely a local activity to becoming a global one. Sports seem to be merging more and more with the entertainment and communication industries. Actually, even teams and famous players have made of their personality a brand. The estimated value of the global sport industry is around US$114bn in 2010 according to PWC. It is mostly shared between ticket sales, sponsorship agreements, merchandising sales and television rights. And as Giannoulakis and Apostolopoulou (2011) highlight, " the rise in consumer and corporate interest in action or, as they are widely known, extreme sports, has been phenomenal" (Benett and Henson, 2003; Benett et al, 2003; Benett and Lachowetz, 2004; Cianfrone and Zhang, 2006; Johnson, 2001). This phenomenon has been enhanced by the increasing media coverage of events and the first appearance of sport dedicated channels on TV and the burst of video lives available on the internet.

This phenomenon of relentless increasing media coverage makes sport companies quickly coming to a successful maturity stage. Giannoulakis and Apostolopoulou (2011) explain the reasons why companies of this industry has widened their target market this way: "action sports companies have started to expand to mainstream markets in order to survive and secure their

viability in an extremely competitive sport industry, where brands emerge and attempt to acquire a share of the action sports pie". The sport companies also have developed a lot of brands in order to fit the best with the need of identification of the consumer.

Identification is an important factor in the selling process. It has a strong influence on the consumer's purchasing intention. "Identification is a cognitive state where the individual comes to view him or herself as a member of social entity" (Bergami and Bagozzi, 2000), that means people can identify themselves in the sport industry through some athletes and teams. In realizing some similarities between themselves and the team or athlete, people transfer the positive traits on themselves and so, are more likely to adopt a buying behavior. That is the essence and so the main justification of the sponsorship. Some brand portfolio management can have decisive consequences on the consumers.

2. BRAND PORTFOLIO MANAGEMENT AND CONSUMERS

In one hand, the recession of the textile industry sector, which was keeping up the sport industry, explains now the numerous deficits, job cuts and trademark acquisitions. From this point of view the economical context is not favorable to brand extensions or the creation of new brands. In another hand, there is the huge development of the sport business, coming with hundred billions dollars, multiplying sponsorship contracts, ads and huge media coverage. In one way companies are trying to reduce their brand portfolio, trying to save some money, because they can't support its big cost. In another way, companies have to expand to mainstream markets in order to ensure their viability in a highly competitive market. If companies adopt the strategy to reduce their brand portfolio or at the contrary to widen it, what would be the reaction of the sport consumer to this decision?

Globalization tends to have as consequences to reduce the number of brands under one name, getting some economies of scale, communication savings, higher visibility and so on, but what about the need of identification of the consumer? The fact that sport is one of the only sector where the origins doesn't matter, rules are the same for everyone, does this fact also plays on the sport consumer or does the identification expectations are still different?

Through a qualitative analysis, the main objective of the research will be to observe some phenomenon which are not really measurable and to determine hypotheses and theories for future tests. For doing this we will first study the general trends, with the literature review. Of course in this deep analysis of the observations coming from authors we will go through the economical market trends, and see how they influence the brand portfolio management, or what are the effects of the globalization on the sport consumer. Then we will focus our attention on the brand and observe how they can influence the consumer, through its four components. The third part of the literature review is the observation on consumer trends. Analyzing who they are, what do they live through their consumer experience, and the process which leads them to the buying behavior is essential to understand in what consumers can be affected in changes of the brand portfolio strategies.

Following the literature review, you will be able to understand the research method applied for this case, the way I have made my interview, how I chose my samples for the interview and the relevant criteria I have selected. Then, the following parts concern the way I analyze the interviews I did. The ending part of this analysis concern the limitations, the recommendations and a conclusion.

LITERATURE REVIEW

1. ENVIRONMENT

1.1 The sport economic context

The lucrative economy of the sport industry has raised the interest of a lot of companies. The investment in sponsoring is growing for now decades and brands are multiplying sponsorship contracts. This first section about the sport and its environment discusses the economic context of the industry and about what the general trends in this market are. Talking of course about the phenomenon of globalization it is going through, and explains in which context companies have to go forward.

Only two years after the global economic crisis, the sport industry looked like nothing happened, as the estimation of its value is about US $114bn in 2010, according to Pricewaterhouse Coopers. This is shared between ticket sales, sponsorship agreements, merchandising sales and television rights. Apparently not hit by the crisis, the industry has at the contrary registered an increase of spending. This would be thanks to major international competitions such as the FIFA world cup for soccer, the Olympic Games, the Rugby world cup, the NBA championship etc.

1.2 Sport evolution & Globalization

Before, sport was all about performance, but according to the current existing technologies and crown involvement it has become an entertainment. Nowadays, it is all about an emotional and social experience, called by Richelieu (2013) a "*sportainment*". According to this author, the media played the major role in this transformation.

But Richelieu (2013) talked about media as they are part of a bigger phenomenon, influencing the industry: the Globalization. In fact, the sport has become a real market for truly thoughtful communication strategies. Indeed, the time is no longer that of a sports marketing that is done according to the will of a great boss passionate about sailing or rugby. As a result, it attracts

many new players today. It is therefore not unusual to see companies that are not related to sport, such as the Caisse d'Epargne or Renault, for example, to use this market to promote their businesses, products and services.

Moreover, new competitors from emerging countries are changing the situation. Indeed, the globalization of sport opens doors to emerging countries to organize major international sporting events and to finance sports clubs. South Africa, Russia and Qatar have been selected to host the World Cup when the Olympic Games will be held in Brazil in 2016. Meanwhile, wealthy financiers from the United Arab Emirates, Hong Kong , Qatar and Russia own all or part of several European football clubs such as Paris Saint Germain or Monaco.

Globalization is the tendency of investment funds and businesses to move beyond domestic and national markets to other markets around the globe, thereby increasing the interconnectedness of different markets. Globalization has had the effect of markedly increasing not only international trade, but also cultural exchange (Investopedia). Globalization involves taking into account a real economy with production and consumption and a common financial economy, with a general trend which tends to make people acting and buying the same all around the globe.

For the sport industry we know that media are part of this evolution, but what about the other institutions or trends which have lead to globalization?

1.2.1 Regulations and administrations

The role played by the state and the regulations set up in our society will clearly have an impact on the sport economy and will be favourable or not to the development of a sport. Three main bodies will have a real power on the industry: the government, the administrations called the sports federations and the legal system set up by each country. Using the research coming from Mark James (2010) it is interesting to identify which organizations will play a role on the sport industry and how they will influence and how they will get influenced by the globalization.

1.2.1.1 The role played by the government

The government will promote sports and will play an important role in the internationalization of the sector as it administrates and define the rules through institutions. It's after the 1st World War that the United Kingdom government will give an interest to the sport sector, creating the National Fitness Council. This last one will rapidly be replaced by the National Recreation Center, which has for main objective to deliver infrastructures linked to the sport practice. The main goal for the United Kingdom government was to increase the chance of success of its athletes during international competitions. We can observe a internationalization phenomenon in the 50s with a raising media coverage, though the video broadcast and the emergence of sponsoring systems. In the 70s, the government will ensure the access of sports for the whole population.

That's how the government had first an influence on the whole industry. But now, the actions of the government can be defined as the three following: it first can banish the practice of certain sports. Considered as cruel, the hunting has been banished in the 19th century. The second type of actions will be through governments subsidies and licenses provided to sport federations. The third one will be by ruling gambles and bets concerning sport.

If the government gives such an importance to this sector, it's of course for economical reasons. Actually event like the Olympic Games have numerous profitable benefits for it. They are mostly about tourism, media coverage of the country, new urban infrastructures, and cultural and social   benefits.
In fact, the Rugby World Cup (RMC) can be considered as a major sporting event on a planetary level. Indeed, the participation and audience indicators measuring the extent of the reputation of this event (2.4 million spectators, 4 billion viewers) testify to the place of the CMR alongside other sports shows such as Olympics, the World Athletics Championships or the Roland GARROS Tournament (BOURG and GOUGUET, 2007).

However, the organization of such event represents a risky and big investment for the government. Failures represent a big threat for the country image and they are numerous for the countries that don't have stable economy. That was the case for Greece with the Athens Olympic

Games in 2004, which has only increase its national debt.

1.2.1.2 Development and internationalization: the sports federations

In order to have a better control on the sport practices, the government will create institutions with a different level of hierarchy, which are called sport federations. Federations refer to the sport governance. To be fully efficient only one body should rule each practice. However practices becoming even more international, the need for more institutions appear, and that is how international federations were created. According to the Olympic Game Committee, International sports federations are non-governmental international organizations which administrates the same sports and the International Olympic Committee recognizes them. Keeping their independency and autonomy, in its sport administration, each international federation to be recognized, must have status, practices and activities in accordance with the Olympic Chart.

Even if the globalization trend requires many institutions in order to promote and administrate for the best of all sports disciplines, the problem as consequences will be an endless hierarchy. This leads to too many institutions, with a high level of the system complexity, breaking the quick decision and adaptation process to environmental changes.

1.2.2 Globalization a society phenomenon

1.2.2.1 Media coverage, diffusion, consumption

The consumer behaviour has become international. Sport has become a lucrative business thanks to technological revolutions, allowing a higher media coverage of all international events: the better the diffusion, the higher audience rate. Other types of competitions emerged with the privatization of some TV channels in the 80s. Before limited to the Olympic, the FIFA World Cup and the Davis Cup, the public has enlarged its choice with the NBA championship and the Super Bowl that has created a real enthusiasm from the audience. The phenomenon is so considerable that they have created sports tv channels such as Canal+ Sport, Eurosport and Be in Sport.

From now, some countries follow competitions in which their county is not involved. The global diffusion of the Tour de France and a football game between PSG and TFC is a good proof of the globalization trend. This media coverage concerns less popular sports as well as world Ping-Pong championship, broadcast by L'Equipe TV, Biathlon championship by Eurosport or NHL. Sport athletes will play a role of "people" at the same level as Hollywood stars. Sport broadcasts helped the development of certain sports and became a real market, but it is still limited with the payment to access these channels.

The second major evolution in this phenomenon of globalization is Internet and Social Media. Companies, especially those with international conviction, have all understood that Internet is the solution for everybody to access the information everywhere. This way, the emergence of social media is at the origin of a burst in the sport broadcast. It helps people involved in certain sports to target the information. Social media allowed the creation of numerous fan teams, accessing real-time latest news. What is interesting in the social media system is how viral it can be, reaching even more potential consumers. Targeting fans means also increasing sales. Fans want to buy and if people "like" brand pages, it means they are usually already consumers or potential ones. Social media also helps to reinforce the interaction between the companies and the consumers helping to share values, spirit and a brand image. A network like Facebook can spread one message in the whole world, generating thousands consumer reactions, who like or comment the post. This trend was that strong that companies had to create a special job position for this: Community Manager.

What make social network that appreciated by companies is, first, the real-time interaction with a fan base audience. These fans can manage their degree of involvement in the brand and can access verified information. Interaction is also part of the creation of a long-term relationship with the consumer. Information being viral as said before certainly help not to multiply the information, reaching higher consumption of Internet pages, online videos, articles and branded pictures. But it also can have negative effects such as problem with the flow of information, which can be wrong or giving a wrong interpretation.

When it is said that people do not want only to interact with it but to buy it, let's have a look on the following statistics: 52% of the Americans spend at least one hour a week on Facebook, 35,56% of them interact with their favourite brand. 58% of people "like" a brand because they

are already client of it, 57% because they want to get offers and 56% agree that it is easier to recommend a brand after being part on their fan community on Facebook. Brands are more and more dynamic with social networks and Facebook helps for example by centralizing the information. No need to browse tons of websites to know about your favourite brands latest news.

André Richelieu (2013) certainly agreed on the fact that social media allowed teams "to create unique and constant social interaction with their fans", he points out also the fact that technology allows fan's involvement not geographically limited. But Richelieu also discussed the fact that most companies still not have found the right balance to manage their presence on social media. This make the tool potential not fully exploited. The second threat he talked about is the lifecycle of certain application. Some of these applications such as Facebook face decreasing number of users in some countries. That can be explained by too many interactions, as certain "fan bored". For example, Facebook has lost million users due to privacy issues, general dissatisfaction, shallow conversations and fear of becoming addicted. The fact that sport becomes more a business may create unhappy fans, feeling disconnected from their favourite team.

But, when certain trends are coming to maturity stages or decline, some are, at the contrary, in a full expansion, knows as the growing stages. That's what McQuarrie, Miller and Phillips (2013) discussed in the megaphone effect: Taste and Audience in Fashion blogging. More precisely, they talk about the ability of a certain type of people to influence tastes though Internet on a consequent audience. Certain blogs still are personal but others come from personal to professional demonstrating strong capabilities in sharing their opinions and preferences. These professionals accumulate this way social and cultural capital. They collect events invitations, and other tangible assets such as free clothing, but there are some progresses to do in the way they interact and mature their blog. Some studies are also done in the text to understand how they can monetize their work in order to build economical and social capital.

1.2.3 Growing flow circulation between countries

One of the biggest facts to take into account in globalization is also the existing flows between countries: human, product, work… In the sport industry it also exists an "Athlete market". The proportion of athletes coming from other championships reaches an historic level in the 31 European leagues studied: 36,8%, according to the magazine L'Equipe (2014). It is in this context that we can introduce the concept of International Division of Labor. It is the concept according to which some countries can specialize their production and help them to exchange their product. Each country is this way fully performing in their production thanks to their experience or to a competitive advantage.

Based on the competitive advantage of each country, we can give the example of France with the football industry. France has a presence in 26 of the 31 countries studied according to the magazine L'Equipe (2014). It is the country that provides the most numerous athletes for countries such as Belgium, UK, Switzerland and Spain. It provides also, on a limited basis Turkey, Bulgaria and Portugal. Europe will effectively attract human flows from South Africa and Africa in the football industry thanks to its tracking network and thanks to the championship it organizes. Every game of the championship or the national team is watched and commented by millions of viewers. Many of the players who make up these teams are from Africa. France at this level does not differentiate itself from other European countries, which all have a large community of players from the South in their respective championships (Boniface, 2014).

North America will be famous for NBA championships in Basketball, NHL for the Hockey or NFL for American football, attracting Europeans, Asians and Africans as well. The sport international division of labor looks similar to the regular one. Southern countries provide raw material, here the athletes and Northern countries create goods and services that can be translated as the opportunity to get training in the best sport institutions.

From the globalization, it result a certain disparity between sport practices and their media coverage. In fact, the diversity of practices will be ease up for some developed countries or Megalopolis, because they have available resources to provide more numerous and diversified structures.

2. BRANDS

2.1 Brand definition

Richelieu (2013) evokes, when talking about the importance of brand and branding in sport, the definition on the brand. It is for him "a name, a word, a symbol, a drawing or a combination of all the above". According to him, it helps to differentiate products from their competitors and play the role as a promise made for customers. A brand define its personality though its attributes and associations. However he gives a complement for sport brands which is "brands have become learning and communication devices through which we define and convey aspects of our selves, of our national identity, and the groups we desire to be associated with and those we wish to be dissociated from". André Richelieu introduces as well the concept of identification we will discuss later.

According to Furquhar (1989), "A brand is a name, symbol, design or mark that enhances the value of a product beyond its functional purposes". Christian Michon (2000) also supports this definition, in his text "*Le rôle de l'identité source dans la création de l'identité de marque"*, that means in English that the identity role sources in the creation of brand identity. The analysis about its functions is the same as well: the brands are created to answer a need of differentiation from their competitors. It allows consumer to identify the products, helping them as a marker for higher stability and trust. It also allows the company to communicate with the consumers. That's the last reason that Michon (2000) uses to explore the change in the consumer's need: they have a higher social insertion need but they are also better informed and more intelligent. So that's why they have a bigger need of trust, based on authenticity and transparency from today's brand.

Christian Michon (2000) also evokes the emergence of a new emotional need. According to this author, the brand is not only an image or reflecting the positioning of a product but it creates emotions. In creating a brand, there will be a strong link between the brand and the product, but Michon notices the slow dissociation between both in this process: at first there will be the founding period, in which the brand is associated to the innovative product. This last one is clearly at the basis of the brand status. Then there is the emancipation period, in which the brand

acquires its own autonomy but is still fragile. However its representation does not depend from the first product sold anymore. The establishment period helps the brand by having some stable points of references such as the historical ones. It is all about the future of the brand, its construction through values and future products. The spreading period represents the period when a brand is strong enough to support different product categories but also sub-brands. That's the concept of brand extension.

After those definitions of what a brand is, it is interesting to see the analysis of Carlson, Donovan and Cumiskey (2009) in "Consumer-brand relationships in sport: brand personality and identification". The analysis is a different approach of what brand is according the fact that they play on the similarity of sport teams and brands. Teams are influent on sales and teams are seen now as a brand. So the authors through an analysis of the identification process relate the teams and sales. They also introduce the concept of prestige and distinctiveness and try to apply them for teams. The prestige represents the exclusivity, the respect or the status of a brand. Distinctiveness allows a brand to differentiate from other competitors.

2.2 Brand Equity

According to André Richelieu (2013), the brand equity is the measure of the brand value and according to Kotler, Keller and Manceau (2011) "the brand equity is based on a strong loyalty, the awareness of the brand name, the perception of its quality, strong brand associations and other assets, such as trade-marks". Quote supported also by Aaker and Keller: "Exposure is a necessary precursor, however, to brand awareness, which, in turn, is an antecedent to the establishment of brand equity." (Aaker, 1996; Keller, 1993; Levin, Joiner & Cameron, 2001). So in Jensen and Cobbs (2014) analysis "Predicting Return on investment in sport sponsorship" the authors clearly state that brand equity is often a goal for companies, including sponsorship.

Indeed, brand equity can be enhanced thanks to sponsorship. Sponsorship provides a certain brand exposure, which improves the brand awareness through televised event for example. The brand exposure happens when there is a brand integration in pictures, video reports etc. The brand integration is the inclusion of branded products or identifiers through audio or visual

means within mass media programming. (Balasubramanian, 1994; Wiles and Danielova, 2009).

The sponsorship takes another dimension as it is proven that "logo exposure during a televised sports event produced brand recognition and likeability effects approximately equal to a 30 second advertising spot" (Olson and Tjomoe, 2009). That's how Jensen and Cobbs (2014) study the effects of sponsorship on the return on investment for sponsors. For brand marketers, the amount and nature of televised brand exposure received via sponsorship is a critical factor in assessing the return on investment (Pruitt et al., 2004).

Zarantonello and Schmitt (2013) also analyse the correlation between event marketing and brand equity. They link sponsored brand events and other trade shows, which have a positive impact on brand equity. They encourage the interaction of consumers with the brand and it was shown that they improve the consumer- based brand attitude. That's why the authors encourage sports managers to get involved in community events and to leverage the enhanced brand equity to increase sponsor sales. They believe in increasing the contact between products and customers through events would have positive consequences on the brand equity.

2.3 Brand Architecture

Brand architecture may have an incidence on consumers' involvement in the brand. That is what Kunkel, Hill and Funk (2013) analyse in their review "brand architecture, drivers of consumer Involvement, and brand loyalty with professional sport leagues and teams". By observing the different effects on team dominant, league dominant or a co-dominance, they see what are the consequences on the consumer. As teams tend to be considered as brands according to Carlson, Donovan and Kumiskey (2007). It seems important to see in a strategically way what is the role of the brand architecture in the identification process.

"The brand architecture describes the structure of an organization's portfolio of brands and the relationship between these brands as perceived by the consumer" (Aaker and Joachimsthaler, 2000). In order to better understand what would be the best decisions for the brand architecture, represented by teams and leagues, the authors show us first the main goal for both of the

organizations. So according to them, leagues and team first aim to ensure their longevity. This go through rules and regulations to ensure competitiveness Mason (1997), market expansions (Shilbury & Hooper, 1999), and centralized management and marketing (Stewart, Nicholson & Dickson, 2005).

Among the different theories discussed in this text, it's clearly exposed that teams and leagues have a tight relationship and strong consequences on each other. If it were one or the other, the management of the communication would be different, and if the team is driving the relationship, so the league would attribute higher budget to fund team based marketing campaigns. That's why the strength of the relationship would, according to Kunkel, Hill and Funk (2013), determine the consumer opinion. Their strength of connection would help the consumers to watch, buy and evaluate positively all the marketing efforts around the sport. Going loyal, the consumer will be more incline to spend money on teams or league products.

Teams and leagues would act the same as companies and, according to Aaker and Joachimsthaler (2000), there is a spectrum of brand relationship of four basic strategies and nine subcategories. Going from the branded house is "when all brands of an organization are being marketed with the master brand and constitutes one end point of the spectrum. On the opposite, endpoint of the brand relationship spectrum is the house of brands strategy whereby the master brand and its sub-brands are not visibly connected. "

In this case, leagues would act as a guarantee of the team quality. These advantages include access to a proven product, service, and brand name (Preble & Hoffman, 1994). Teams can also use the league experience for promotional purposes and brand building knowledge. But, as leagues can be the driver by consumer's interest, teams can also. This case shows a subbrand as a driver of the consumer interest. That is due to the specific characteristics of the team: coaches, players etc. When they are co-driving, the consumer is interested in a special team but also the whole league. In this case, they have to leverage the use of each other communication. This has a positive effect, according to Washburn, Till & Priluck (2000), on the evaluation of a product, seen more positively for FMCG than by a communication done from an individual brand, even if this last one has high brand equity. This type of relationship appears through the analysis to be the most sustainable and efficient one for both entities. Good relationship leads to consumer involvement,   which   has   as   a   consequence   the   consumer   loyalty.

2.4 Brand extensions & Multi brand strategy

Apostolopoulou's article "Implementation of a multi-brand strategy in action sport" (2011) helps in understanding what are the different reasons of adopting a certain brand strategy. The meaning of this analysis is trying to understand if the reduction of a brand portfolio is threatening the need of identification. The understanding of this strategy can go through the comprehension of the opposite one, which is trying to implement a multi-brand strategy.

There was a big development of action sport these last years and an amazing increase of media coverage, athlete's endorsement, branding and corporate sponsorship. Then, the fact that there is a strong presence and influence of subculture and lifestyle, the rise of the competition in this industry has lead companies to strengthen core audience but also expand mainstream markets. Apostolopoulou, Giannoulakis (2011) evoke that these reasons lead firms to adopt a multi-brand strategy. This cannot be generalized to the whole sport industry given that many articles evoke the removal of many of their brands. Brand extension and multi-brand strategies are both providing multiple advantages.

2.4.1 Brand extension

The brand extension strategy from, Apostolopoulou's analysis (2011), exposes that it revitalizes and renews the brands by introducing extensions of products and services. It is also cheaper and less risky than the creation of new brand (David Taylor, 2004). The extensions can concern the line, the brand or can be vertical. The brand extension benefits quoted by Apostolopoulou are: the name awareness, the positive associations stemming from consumers past experience with the parent brand, efficiencies in production, cost savings in promotional efforts and leverage in negotiations with distributors (Aaker, 1990).

In the same way, according to Copeland and Taylor (2004), the two biggest benefits coming from a brand extension strategy are the consumer knowledge and the consumer trust. Consumer

knowledge is strong enough to help, in terms of awareness and imagery, the promotion of a new product. And for Taylor (2004) the main task is communicating the specific benefits of the new innovation. About the consumer trust, the brand image coming from well-known brands will act as a promise of quality, ensuring features to consumers. The good reputation of the brand allows companies to create a compelling value proposition in a new segmentation or a new market. Catherine Viot analysis on consumers trust has for meaning that consumer want to transfer their brand knowledge to the extension. Then, if a consumer is happy about the extension, he will be more willing to repurchase the brand. In this way, brands can get consumer loyalty. Apostolopoulou also uses Keller 2003, Keller and Aaker, 1992, Swaminathan et al, 2001 to confirm that brand extension benefits allow also the brand to keep its current consumers that are looking for different offering and to attract new ones.

Lower cost is also one of the main advantages quoted by Jaulent, Luxin and Sacko (2008). According to Taylor: "Studies show that cost per unit of trial is 36% lower and that repurchase is also higher with an extension". And according to Smith and Park (1992) analysis, the advertisement budget would also be lower for extensions than for new brand ones. Aaker (2004) analysis provides more or less the same advantages highlighted previously.

- The enhancement of brand visibility: brands are seen in another context, which can represent an advantage on the brand development and the relationship with the current consumer that can be reinforced.

- Source of energy for the brand: the extension is supposed to reinforce the brand, associating the image of a large range of products and innovative brand. Viot, support this theory, saying a wider number of products have a positive impact on the brand popularity.

- Defensive strategy: the extension strategy is a good way to prevent competitors from gaining or exploiting a foothold in the market. (Aaker, 2004)

- Brand extension drawbacks**:** Aaker and Keller (1990) and Loken and Roedder-John (1993) also agreed about the brand extension risks. The first one would be a low link between the parent brand and the extension. The concern is the consumer experience on one or the other and has to be positive to create a positive association in the consumer's mind.

Viot add to this the brand dilution: using the same name for another product can have positive or negative consequence, as there is a reciprocity effect. There is a risk when there is an undesirable association made. The associations created by an extension can fuzz a sharp image that had been a key asset, and at the same time reduce the brand credibility within its original setting (Aaker, 2004). Aaker continues its analysis saying that it is preferable not multiplying the products, as doing too many extensions can have negative effects on the brand image, because consumers think the brand selectivity has been reduced.

Aaker analysis also introduces the risk of cannibalization for brand extension strategy if products positioning is close. Extension product market share increase while the existing one is decreasing. Indeed Aaker states that it is better this way than seeing consumers going to the competitor. But Taylor also highlight the fact that if the extension product has not enough added value, there will be a risk of cannibalization for the existing brand products, but there will be no meaningful gain, what would be senseless for brands. "Each introduction competed for the same usage occasion and introduced novelty value but not enough added values to create incremental growth" (Taylor, 2004)

There are some elements on which the firm has no control. Aaker 2004 analysis explains that a disaster can occur, and on which the company will have no control on. Aaker says that the larger is the brand the worst will be the damages.

2.4.2 Multi-Brand strategy

The multi-brand strategy is defined as the marketing of two or more similar and competing products by the same firm under different and related brands (Business dictionnary, 2007). Companies adopting multi brand strategy benefit from the same advantages as the brand extensions for distribution, availability of products at different quality and price levels and internal competition amongst brand executives (Business Dictionary, 2007). Indeed, Apostolopoulou (2011) highlights the risk of cannibalization, meaning one brand taking the market shares of the other, especially if they are positioned in the same industry and are in direct competition (Mason and Milne, 1994). Without a brand portfolio, companies would only target

small market and catch small market share while few brands can be highly profitable (Kotler, 2003).

Then Apostolopoulou (2011) takes into account the analysis of Aaker and Joachimsthaler (2000) about the "house of brands" under which several brands seem unconnected but are under one firm. This type of strategy helps into avoiding incompatible brand association. According to Wise and Pierce (2005) profit can come from maximizing potential of each existing brands and also through acquisitions. Managers should also evaluate and assess their portfolio performance and eliminate the ones that do not contribute to the profit.

3. CONSUMERS

The role of the consumers is quite defined the same way by all the authors. They all agree on his increasing role in the brand decisions. According to André Richelieu, their involvement and commitment make them becoming co-creators and brand ambassadors. André Richelieu relates the high fan identification, and the fan loyalty with the strength of a brand.

3.1 The 5 spectators segment

To better understand who is the sport consumer, Quick (2000) has determined 5 types of consumers that have a different approach to the sport product. The 5 groups of sport consumers are based on the variable of their loyalty and the strength of the existing links between the team/league. These five categories are the following 1) Aficionado that is particularly attached to the game, not really giving a special attention for a team. 2) the theatergoer who is particularly enthusiast for all the atmosphere coming from the sport seeking entertainment, enjoyment and close contests. 3) The Passionate Partisan will strongly identify to a team and its success and loss. 4) The champ follower will show off his loyalty depending on the success of a team. 5) the Reclusive Partisan, from who the loyalty to the team exists but is not specifically identified to his

attendance to the games. The reclusive partisan can also do it through medias.

3.2 From identity to identification

But, according to Michon (2000), what can be considered as a factor for the brand attachment is the identification process, in other words how the consumer can agree with the brand identity. Through his analysis, Michon expose the key components for the consumers to agree with or not to the brand identity.

The first and most importance are the values. As Michon explains, the brand image is only there to reinforce the brand positioning. The brand identity plays the role as a value creator. Values are both origins and societal. Through them the company is not targeting a market segment but an age group.

The second aspect helping the identification is the reality, the myth and ritual. Michon helped with de Bonneville (1986) according to who the brand becomes a legend and with Lewi, (1998), a myth, tells us about the human capacity to imagine and dream. That makes him easy to identify to heroes from legends. That is where the advertising takes all of its importance with the storytelling.

The third element is the fact that the brand is not seen as only utilitarian anymore. According to Michon (2000), the partnership brand is the one with which you have a very close relationship based attention, listening and gratitude. The importance is not only about the existing relationship anymore but about the quality of the relationship. The consumer is deeply attached to the brand identity and trusts it. He appropriates the brand at the point that he claims the right to be consulted before the brand would change a product.

Richelieu (2013) believes that one of the most effective strategy for a sport brand is to capitalize on fan identification. A good strategy is for Richelieu using the importance of the community and to have the brand "rooted in its community". For this, he exposes through the example of the NFL teams, the Falcons, how a strong message can make people be united and create a strong community, standing up for a cause. The performance reinforces the strength of their brand

identity and makes the brand promise met for customers. Enhancing the identification process, the storytelling is also analyzed by Richelieu. He relates it to the existing myths and legends around the histories, as much for dramas as for good moments, of a team/club/brand. And like Michon (2000) talks about the human capacity to imagine and to dream, Richelieu relates it to the individual's expectations, experience and feelings. There appears the concept of proudness people want from their life and it's on this brands can play through storytelling, making them feel like being a hero.

3.3 Involvement

According to the previous analysis, Michon and Richelieu agree the fact that through identification comes involvement. Kunkel, Hill and Funk (2013) use the following descriptions of involvement in their analysis to determine which role it plays in the sport industry and what are the consequences of this type of behavior. Involvement has been generally conceptualized to represent the psychological connection of an individual with an object (Celsi & Olson 1988; Zaichkowsky 1985). Involvement has been useful in providing a better understanding of sport consumer attitudes and behaviors (Armstrong 2002b; Funk, Ridinger & Moorman 2004; Kerstetter & Kovich 1997). The most interesting one is the definition of the sport involvement, describes as the degree to which individuals evaluate their connection with the sport object based on wether the sport object provides hedonic and symbolic value and is central to their life (Beaton, Funk, Ridinger & Jordan, 2011). Robinson & Trail 2005 say that the sport consumer can develop a connection with multiple related objects such as a player, a team or a league.

To determine involvement, Kunkel, Hill and Funk use the PCM, Psychological Continuum Model, from Funk & James 2001, 2006. On this model, it is exposed that the influence on an individual's connection to sport brand comes from both sociological and individual processes (Funk & James 2006). According to the PCM, this connection has been classified into four different models: the Awareness, the Attraction, the Attachment and the Allegiance. These levels are each of them an increasing step in the involvement process. Kunkel, Funk and Hill also highlight the range of personal, psychological and environmental determinants, which influence the processes that govern the development of involvement (Beaton & Funk, 2008). About the

environmental factors, the three authors present it as a factor external to the customer, and can be differentiated through the way brand managers can control them. They give the brand architecture and the brand management, which are both environmental factors of influence but which should be totally under the brand control.

3.4 Consumer loyalty - 2 dimensions: attitude and behavior

Through involvement, comes usually loyalty. This loyalty can be translated into attitude and behaviors. The attitude one is represented by the strength of psychological commitment to the team (Funk & James 2006) and the behavioral one is demonstrated in many ways such as game attendance and media consumption (e.g Bauer, Stokburger-Sauer, & Exter, 2008). According to Kunkel, Hill and Funk (2013) researches, the observation of a high level of involvement shows a stronger attitude and a more frequent behaviors from the sport consumer.

3.5 The customer experience

Andy Milligan (2009) describes the brand as the "promise of an experience". The experience is unique and people give their own value of it. Milligan expose us also the different aspects of the brand experience. According to his analysis, the brand is partly functional, it makes people doing something, as it generally answer a need and it is also partly emotional, it makes people feel something:, good, healthy, happy. Companies have understood that the customers' expectations were highest. They can spend more money, they want to spend less time and they have more opportunities and choice.

According to Milligan (2009), the population's trend turned into a society opened to changes and adaptable. Some brands are totally based on this concept of enabling people to switch and to compare (gocompare.com, u-switch etc...). From the promise focus the brands were doing about advertising, packaging, brand name and identity, they turned to an experience focus, to be able to answer the highest expectations explained just above. And some brands are totally based on this

concept of enabling people to switch and to compare (gocompare.com, u-switch etc...). Customers don't want only a better experience they want to get involved in the creation and delivery process. So in order to create an efficient customer experience, Milligan (2009) advises companies to first segment their audience, in order to have a better appreciation of them. Get to know them, makes it easier for brands to find ways to appeal them. The author also explains that some audiences will have a different experience due to their distance, the contact frequency or what they want to buy. The segmentation of the audience helps the brands to work on the experience offered to each segment and create specific plans for the most valuable ones.

The second thing to know for Milligan about your audience is their journey. For him the brands must know where the experiences start and when they end, and what the customers go through all along them, happiness and pain. It is hard to know for companies about these pieces of information. Through the example of a football game, Milligan shows that the experience begins long before the game and ends far after, in many different ways (eating, dressing, drinking etc...), many different places (in a pub, online, in the front room or at the ground). With the example of the soccer player David Beckham, Milligan (2009) shows that just a few people can enjoy the experience meeting them, but a lot can enjoy another experience through television and a lot of others can enjoy different ads, or products through different channels.

Through all the different experiences each consumer can live, the brand owner must ensure the experience to be clearly linked with the brand identity, its values or at least be supportive to them. And at the difference of what some people can think, brands don't own the experience, customers do. As Milligan says, they have no contractual responsibility to the brand and choose to let it or not enter their lives. That's why they feel like brands have obligations to them.

As Milligan (2009) exposed the theory of the brand experience, Richelieu also give an analysis on this, thinking that making fans enjoy a unique experience (Richelieu) is one of the best strategy to strengthen the bonds with the customers. In fact, Richelieu also exposes the increasing role played by the customers, as he call them the "fan-actors". Through this analysis, the author observes this fact given that once fans take possession of the brand they create their own rituals, called by Richelieu creators and ambassadors.

Through a great brand experience, Richelieu thinks the consumers get attached, they identify

themselves to the team and become undeniably loyal to the brand. Then, that's how they finally convince people to join their community. It's all about the community that Richelieu decided to focus the brand experience. To enhance the brand experience the author describes the example of Ajax soccer club, giving much importance to the community, looking for emotional touch points. They play on giving fans some privileges, and make their experience unique through constant social interactions with them. That's where the debate on social media power and trends comes and Richelieu clearly exposed the right balance to find between an invasive presence and an complete absence on social medias. But companies don't have the right formula, so the observation of an emotional fan fatigue for certain medias is clearly stated.

The customer's experience is also seen by Richelieu (2013) as a justification, helping the company to legitimize itself. Giving the fact that sport has become an entertainment, brands treat even more sport as a business and this last one loses a little of its essence. Customer experience comes as a creation of true value for the consumers. Actually, Richelieu defines it as part of the intangible benefits, bringing the sense of pride for customers. At the contrary, tangible assets are for the author the product on the field, the amenities and the merchandising products. To remain successful, brands have some obligations to their customers giving the promises they have made to them.

Indeed, for Richelieu brands must fulfill their promises in a constant and continuous way. They must be adaptable and relentlessly innovative in order to keep their customers base and avoid emotional disconnect and fan fatigue. Richelieu highlights the fact that the entertainment provided by the sport is not a sufficient justification for the premium price they make customers pay. So it must be accompanied by the emotional connection between fans and the club. This shows that customers do not need only entertainment and it is also the reason why brands must find the right dose of it not to lose credibility. Authenticity is a key-success factor for Richelieu that has to be protected with a right balance between core products and auxiliary ones.

Milligan also insists about the importance of the authenticity for sport brands. The author makes the difference between the ones he called the "right holders" who do what they do for passion and even without revenues would do it anyway, and the commercials one that would not do it without revenues. And that is what Milligan is preventing sport brands for. If any brand shows the commercial side first to its customers, it is unlikely that they get deep involved in the brand.

That's why it is important to refer to the company's values and associate them to people's emotions, more important than in other sector of activity.

RESEARCH METHODOLOGY

1. PROBLEM DEFINITION

The main purpose of this study is to analyze the effect of the brand portfolio management on the identification process of the sport consumer. Based on the literature review, hypothesis were deducted about the existing relationships between brand identity and identification process, sponsorship and identification process and brand extension on consumers.

RQ: What is the impact of brand portfolio management on the identification process of the sport consumer?

2. RESEARCH APPROACH

IQ: What are the factors influencing the identification process?

What is the impact of brand identity on the identification process?

What is the effect of sponsorship in the identification process?

What is the effect of sport brand event on customers?

What are the effects of brand extension on customer's mind?

What are the effects of a brand reduction on customer's mind?

What is the relation between brand identification and brand loyalty?

What is the relation between brand loyalty and buyer behaviours?

3. RESEARCH OBSERVATIONS

We can make several observations on

- A positive feeling on the brand identity leads in an easier way to identification process.
- Sponsorship positively affects the customer identification process
- Brand identification is one of the source of brand loyalty
- Brand loyalty positively influences buying behaviors.

4. DESIGNING THE RESEARCH – THE RESEARCH PHILOSOPHY

The research made should be done in an interpretative way. Indeed, the results expected don't follow general laws and cannot be only measured. The interpretive philosophy is important for determining the meaning of actions that occur in face-to-face situation and in the wider society. It is the way to understand information in a context and see how the information system influences and is influenced by the context.

"Interpretive studies assume that people create and associate their own subjective and intersubjective meaning as they interact with the world around them" (Orlikowski & Baroudi, 1991). It is important to see and observe how do people react in certain types of situations given that they are the ones that take a decision for their brand portfolio management according to a context. So the qualitative approach makes them adopting the interpretative research philosophy.

5. DESIGNING THE RESEARCH – THE RESEARCH APPROACH

There exist two types of approaches. The first is the deductive approach, coming to the theory and going to a confirmation of it. The second is the inductive coming from an observation, making some hypothesis to finally reach a theory.

In this case, the origin of the research comes from an observation. Actually, reading some articles on the news in the board sport industry we can notice a lot of similarities at the same moment on the decisions taken by companies, referring to their brand portfolio management. Curious to know how the economic context influenced the phenomenon of reducing their brand portfolio, it seems also interesting to see and evaluate the consequences of brand portfolio management on the identification process of the consumer, which is at the origins of involvement and loyalty of the sport consumer.

6. RESEARCH DESIGN

There exist 3 different research designs: the explanatory one, the descriptive one and the exploratory one. The explanatory one tends to look for the cause and effects and to test the existing causal relation, making some hypothesis. The goal is neither to look for the cause and effect nor make the description of a phenomenon. The main objective of this research is to build theory and define hypotheses for future test. That is why the research design is exploratory. There is no theory at the beginning, just observations. Brought to some hypotheses and willing to verify them, then come theories after.

7. THE DESIGN CHOICE OF DATA

The two types of data that can be used for research are the cross-sectional designs and the longitudinal. The longitudinal comparing if the distribution is the same over a period of time is not really relevant in this case. We don't need to study the changes over time but the changes over a context. That is why we use the cross-sectional design that compares the distribution of values of one or several variables across many observations taken at one point in time. Here the

variables will be the reduction/extensions of portfolio brands and the identification process on one context, which is the sport economy one with all its actors.

8. SAMPLING

There are two types of sampling methods: the probability sampling and the non-probability sampling. The probability sampling gives to all the unit the chance to be selected whereas for the non-probability one, there is no way to determine the probability for a sample to be chosen, as it is voluntarily chosen.

In the case of the research, the determination of the most representative sample is based on different criteria: working on the sport industry company, be related to strategic decisions about branding, be aware of all the marketing decisions taken for the company.

That type of persons are the most able to help answering the questions. First they have already been in this situation or they are the most likely to be in this situation. They are the ones that will have to find a solution to counterbalance the effect of the brand portfolio management or to take advantage of. As most of all are working in the industry, which limits the risks of bias, you don't have to adapt their answers wondering if this can be applied to the sport industry.

Given the description of the required people to do the interview, the selection is pretty small and is relative to people such as brand managers, marketing managers, working on multi-brand group or who are likely to integrate one on the sport industry. For a question of feasibility and the sample requirements being so detailed, I chose to target around ten people I knew responding to all of the requirements items.

That is why the choice for the judgemental sampling seemed to be the best option to choose.

9. DRAFTING THE INTERVIEW

Working on qualitative research, the questions have to be opened. The chosen themes are the ones we decided to study on the literature review. The observation of some phenomenon makes us using exploratory type of research and so coming from observations to theories.

The type of interview chosen is a semi-directive interview. This type of interview is frequently used for qualitative studies. Actually, this interview has many advantages in which we can count: it allows to talk from general subjects predefine and to go deeper if needed with more detailed questions.

The questions at the beginning tend to define the profile of the interviewee. This way we might understand what can be the elements influencing their point of view.
Following the themes of the literature review and coming from the observations made, the questions first concern the global market trend. Actually it is interesting to see how is the market for these people working in. The reality is often a lot different from what the numbers are saying. It is also very constructive to see how the globalization is influencing their job, if they can feel it and what the changes really are. This is important to set the base on which we will make some assumptions.

The second part around the theme of the brands need some more details on how the brand identity can have some consequences on the consumers. Actually, according to our observations, we can see that brand identity is a strong factor of identification from the brands to the customers. So it is interesting to understand where it is coming from and how it may be managed if there is any move on the brand portfolio management.

The third part is about the consumer. Through this part of the interview, the goal is to understand what make the consumer buying through the notions of customers experience, involvement and loyalty. The thing to understand through these questions is each of the units observed and to understand relations in order to define what are their role, the order on which it comes and their importance. Then you finally can better understand what would be the consequences of brand portfolio management on the consumer behaviour.

QUALITATIVE DATA ANALYSIS

1. CODING THE DATA

1.1 Using codes

As the interview made was already organized into themes it is easier to define them for classifying data. So, in order to have a better understanding of the collected data, it is important to move them into codes. That will help them to avoid repetitions and also having a global overview of the ideas represented, through using representative keywords as data.

For each question of the interview, the main objective of coding was to find words that were the most representative for each idea the interviewee was talking about. This technique is inspired by the Strauss & Corbin (1998). This method consists in generating codes and helping this way to create some categories. It is easier to regroup codes into themes as there were already organizing the interview questions. So the three themes used are: the personal introduction, the economical vision of the sport industry and the relationship between the brand portfolio management and the consumer.

In order to be clear on what the code is use to and in order to have a clear consideration of the meaning, it is followed by a definition. The aim of using the verbatim is to help to give concrete words or ideas meant by the interviewee and also to give the closest meaning possible. So the ideas of the interviewees have been coded but the questions appear into a kind of code too. This way it is easier to see which sub-themes it is about and what are clearly the keywords, main ideas used by the interviewees to talk about it.

For example, in his interview, Carlos talks about his impressions on the economical situation of the sport industry. The code will be "Good" with a definition complete enough to understand the meaning, because "good" can mean lots of things. Then, the description will be "Good impression of what is supposed to be the economical situation of the sport industry", the verbatim quoted are "Pretty good overall". The "overall" used by the end of his verbatim is not transcribe in the code but that's where the description plays an important role. It must give deeper details on what is really meant. It is easier to see in analysing

just "GOOD" than "PRETTY GOOD OVERALL". But it is important there remain verbatim to avoid confusion.

The last column is to define who has used the codes, this way we can make some suppositions on who thought that and why, what are the factors that can bring someone to think this way.

1.2 Interview similarities

1.2.1 Codes

One of the three represented themes introduced to the interviewee is the job position and background. This way it enables us to understand better who is the person and to replace the information given in its context. Actually, some of the interviewees have a same job position, which is the case for Carlos and Amélie, or have some common background experiences. Amélie is in charge of the public relations and is the marketing assistant for the Billabong Women Europe part. Carlos is the team manager and also the marketing assistant of the Billabong Men Europe part. They are sometimes working together as in doing the PR for mens or the work for some press medias. It is interesting to compare their answers and see if the job position is a variable on having the same point of view, on certain themes or question.

To have a clear vision on which are the similarities, it seems relevant to use the coding table. We have to know on which themes and questions there are the most similarities, and it is important to understand which persons have some common answers. That is why we made 3 possibilities of couple, noticed by a "1" each time they are using the same code to answer a question.

The only thing that is common to the three interviewees is their work experience in the sport industry, which was a request. They also have worked for a same brand: Billabong. Amélie and Lolita have been working closely as Lolita is in charge of the Billabong Women Europe's social media. As Carlos is working for the men and riders' area, he has nothing to do with Lolita in Billabong.

We can make some hypothesis on the fact that Lolita might have some influence on Amélie perception, or the opposite, of some themes as they are working together and having some

strategy discussion. This supposition might be verified by the fact that Amélie and Lolita have 8 common codes out of 19 questions when Carlos and Amélie have only 5 and Lolita and Carlos only 4. But the question is at which ratio the similarities can be representative?

The most appearing similarities apart from the experience and background are related to the consumers. As the consumers for all three interviewees are the same, it seems normal they have the same vision of the population targeted.

1.2.2 Interview similarities - Tagul

Wordle is a program that is use to highlights the word repetitions in a text. Presented as a word cloud, Wordle allows to analyse which words have been the most submitted to repetitions. The size of the words depends on the number of time they have been repeated. In this case we can see if there are some similarities between the couples are the same. Using this program, the similarities appear clearly. At the center of the word cloud brand and consumer/customer are widely exposed. The differentiation is mainly about the third word. The guess that Amélie and Lolita's interviews are the most similar ones is not really shown through the word cloud. The supposition could be that one is more market focused and the two others sport focus. But from a global overview the words used present a lot of similarities. Actually the repeated words are the following "Identity", "Loyalty", "Portfolio". Tagul helps in giving the main focus of the interviewee but is not as much details as the analysis of the codes. Plus the fact that words are extracted from their sense could get to some misunderstandings and confusions.

2. ANALYSE THE DATA

2.1 The context

2.1.1 The interviewee

As explained previously, the first two parts concerning the job experiences and the economical situation of the sport industry are here to help in understanding the context and the way interviewees see it. In fact, an e-comm employee will not see the same way the customer or the

economical situation than someone working in a retail store. First of all, they don't have access to the same information. The e-comm is more aware of people's behavior on the Internet, the flow on the website, people commitment through newsletters etc. The retailer employee will be more able to have information coming directly from the consumer, as they are able to observe them directly. They can observe their reaction to a product, to a price or the merchandising.

In this case, people interviewed have mostly the same background and experiences. Business studies profile and action sport industry are their main common points. They all have different experiences on different job positions and that allows them to have a wider overview on the sport industry. For two of them, Lolita and Amélie, their experience is on a quite short period of time, around three and two years. But for Carlos the experience in this industry can be counted over 7 years. We can wonder if it is an aspect to take into account.

If years of experience, job positions and previous experience are influencing criteria on the interview answers, we can wonder if gender, age and the company, are too. This seems to be logical because, depending on your age and the years of experience, you might be more sensitive to some information that will catch more of your attention. The company is also one of the huge influencer on the opinion as it gives concrete examples. But sometime it can also create some confusion, as people tend to generalize some facts. For example the interviewees might have reduced their vision of the sport industry to the action sport one, which is part of the sport industry but is not representative of the overall sport industry.

2.1.2 The economical situation

The economical situation of the industry is one of the most influent factors determining the answers of the interviewees. In fact, we can see that there are two opposite type of answers. Carlos has answered "Pretty good overall", when Lolita have answered "To me the sport industry is in a difficult situation" and Amélie "Very tough situation". Through this, we can think that strategies they will offer will totally differ, but finally with the similarities table, we can see that there are still common answers.

So, according to one of the interviewees, the economical situation of the sport industry would be

"Pretty good overall" with a high dependence on weather and seasonality influencing it. According to the others the situation is not that good, saying in a difficult situation. However, the global economical situation of the sport industry would not be that bad according to the authors selected on the literature review, as the sector hasn't been hit by the crisis.

According to all of them, globalization brings a lot to take into account. First of all, Carlos talks about the disappearing geographical barriers, which leads to a highly competitive market and work as an amplifier for trends, with, according to Amélie, faster changes.

As Carlos said, a competitive market is also the opportunity for the consumers to have access to more choices. The generalization of the products, brands, athletes, team and content brought by the globalization, that Amélie talked about, requires a lot of coordination, according to Lolita. This coordination allows the availability of the same products, everywhere. We can relate this to the research made on the literature review, that regulations and administrations have allowed this globalization of products, athletes and information. The improvement of the phenomenon has also been enhanced by the development of the media coverage. And, in fact, according to A. Richelieu, globalization helped organizations to get closer to their consumers and made easier the access to new markets.

2.2 The subject related to the context

Going deep into the subject on the brand portfolio management consequences on the consumer behavior, there were 3 main sub-themes to talk about.

2.2.1 Brand identity

The first one is about the brand identity, which is one of the main factors of influence on the consumer. When the authors studied state that brand identity is one of the source for the identification process and so loyalty, our interviewees go the same way defining it as "intangible" and as a "mindset", according to Carlos. Amélie also pointed out that brands should evolve with the consumers, when asking about brand identity and consumers relationship. In fact, brand identity can be considered as a major asset for a brand on which the company should focus on,

determining this way its audience through the identification process. Identification process leading to loyalty, and so on brand equity, is determinant for the brand portfolio management. Brand identity may be determinant in the brand portfolio management: for our interviewees, when a brand reducing the portfolio, the company should keep its most authentic brands and the most relevant to the audience targeted.

According to our interviewees, brand identity is highly supported by sport event. This brings a lot of credibility, authenticity, showing to the customers how the brand cares about the sport. It is quite the same for sponsorships, explaining the reason why sport brands have to be so careful when choosing their athletes or team. Sponsorships have to be adapted to their audience. Communicating on brand identity is good but brands should be careful on the content they share and the time lapse they take.

In fact, the consumers' boredom over social media noticed during the literature review, is, according to our interviewees, due to too much business content. Actually, the codes used for consumer's boredom are "relevant", "avoid business" and "balance". Their recommendations was about providing to the consumers more relevant content, which involves a better selection of the information shared and finding the right balance between business and sport. That is exactly what A. Milligan recommends in the literature review when talking about right holders who are passionate and companies too much into the commercial aspect. For A. Milligan, when building a sport brand, authenticity is one of the main concerns.

It exists a strong link between the brand identity and the consumer. The identification process is highly dependent on the brand identity and will be at the origin of consumer loyalty and brand credibility, which is highly highlighted by interviewees as much as in the literature reviews authors.

2.2.2 Brand Architecture

Brand architecture, is one of the brand element that is directly linked to the consumer. To have a better understanding on the consequences of the brand architecture management on consumers, four questions were asked to the interviewees, trying to narrow them step-by-step. The first

question, the widest one, was asking about the effects of narrowing or widening the brand portfolio from a general point of view. One decision or the contrary has advantages and drawbacks. Using one of these strategies can be first related to the economical situation of the company. According to the information provided in the literature review, a company will be more likely to widen when it is on a successful maturity level. At the contrary, it will be more likely to reduce when it has economical difficulties. But brand can also chose to reduce its brand portfolio when it wants to refocus itself on its core activity.

When talking about widening the brand portfolio, codes such as the following have been used: "synergy", "know-how", "weak", "opportunities", "riskless" and "niche". In fact, the creation of a synergy can truly be an advantage for the company, as they use smartly their activities for working together. They can, as Carlos exposed, "benefit from the know-how or structure of a brand to make another grow". It represents opportunities for the company. Related to the fact that globalization opened new markets and removed barriers of entry, it seems like relevant to expand, and maybe target some niches, as Amélie recommended.

On her interview, Amélie states that it is riskless for the existing brands "without harming or risking anything on the already-established brand". But what about the cannibalism exposed in the literature review? Amélie talked herself of cannibalism, when answering the next question on the effects on consumers. The other effect of the brand portfolio management is the confusion it could brings in the consumer's mind. And that is where the question about avoiding the customer confusion is relevant. Amélie commented that brands should clearly position themselves, differentiating from the existing brands. To this question, Carlos thinks communication is the key-success solution.

The last question is one of the most adapted to the situation today, according to the important number of articles on companies refocusing their brand portfolio on the core brands. That was the case for Quiksilver, removing Rossignol and Moskova from its portfolio and for Billabong with Dakine, VonZipper and Nixon. Is this situation proper to the action sport industry or can it be generalize to the whole sport industry? Lacoste and Puma also refocused their strategies, but it's more about the line extensions. If companies are taking these decisions is it just a matter of keeping only the most relevant and brands that have the best brand equity or is it a problem of economical situation? For a reason or another, the answers of how not to lose consumers when

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reducing the brand portfolio, according to the interviewees, comes with changes into the existing lines, cross-markets to push on the new lines, replace a need by another and having a strong communication.

Brand architecture is a determinant key in the identification process as companies can choose if they want to continue working with a brand. Choosing the right brands and the right positioning for them will definitely determines customers interest and so, will be at the very beginning of the customer identification, then involvement and loyalty. The main idea coming from the interviews is, whatever the decision, they need to keep communicating with the customers and maybe have a closer relationship with them. The clear positioning of the brand seems to be one of the key-success factors.

The point is to find the right architecture to increase the attraction of the brands and to have the best positioning on the market allowing covering it in the whole. Covering well the market means no cannibalization between brands and, at the same time, covering the market at the maximum, not to let the customers go to the competitors because there are some missing markets positioning. The challenge is to cover it for the best keeping the brand portfolio relevant with meaningful equity for each brand. But what about the customers' perception with all these strategies, and which are the best decisions to take focusing on them?

2.2.3 Consumers

What is important about consumer is to make them buy the brand's products. To do this, brands want to attract their attention, make them try and then get them involved into the brand and its products by creating customer loyalty. Customer loyalty is when the consumer does not only buy the product for its features, but also for the brand itself and what it represents because he is on a complete agreement with the brand identity. When changing a brand, what are the consequences on customers and how to keep them loyal to the brand?

In this analysis of the interview, the aim was to cross several subjects tackled in the literature review. The first question was quite large, finding ways to enhance customer identification without any brand portfolio management decisions. The codes used for the answers were "team

and athletes" and "technical", which are quite close. In fact, the interviewees support the idea that brands should focus on the "technical aspect" of the brand, from which athletes are quite part of. The concern on brands for customers is to make them identify. The identification process goes through the brand ambassadors, they are the figure, and they embody the brand. The closest the athletes and teams are from their audience, the most consumers will identify to them. According to Amélie, the sport consumers will highly identify them if the brand keeps them close through their passion and part of the sport community.

For the second question, the concern was about the role played by the customer experience. The customer experience lived through sport events, testing and usage after sale is revealed by the interview to be determinant on the consumer identification. The codes used for defining its role are "product awareness", "contributors", "loyalty", "engagement", "self-realization", and "well-being". All of the codes seem to have positive meaning. Actually, through all of the answers given, we can understand that the customer experience help customers to be aware of the product. They will play a role as contributors for the brand and at the same time it helps them identifying through positive feelings such as self-realization and well-being. Customers can get engaged after a good customer experience and then become loyal to the brand.

The next question is, even after a good customer experience, how could you consider the customer engagement with the brand and finally at what point is the customer defined as loyal? The key word answers were "attendance", "revenues", "interviews", "social media", "more" and "in-store". Of course the ways exposed to measure customers engagement are numerous, such as their attendance, their in-store behaviour, the revenues created, the followers on social media. But what is interesting is the way the customer reaches the loyalty level. Lolita's point of view is that the customer gets to the point that he is looking for more than quality or price into the brand. But does the buying behaviour take the advantage over the quality or the price? If companies focus that much on making their customer loyal, is this justified by a special buying behaviour? The first codes used are "influencer", "consumer experience" and "consumer satisfaction". In fact, the meaning of these codes is that the consumer loyalty is an outcome of the customer experience and satisfaction and so is an influencer on the buying behaviour. But what it remains from this analysis on the loyalty over the buying behaviour is that customer loyalty makes customers going over the price. Lolita says, "To me loyalty and true love for a brand can go over price". That

explains why companies should care so much about their customers. Loyalty is an asset for companies as these customers can spend way much than what the product worth.

If companies' loyal customers should remain one of the main concerns of the company, how can they make sure not to lose them when they are reducing or widening their portfolio? To answer the question, the codes that are used are "identify", "essential", "relevance", "authentic", "logical", "innovate" and "communication". Relevance and logical are really closed. In these meanings, managing brand portfolio requires to have a clear strategy on the market, and try to keep decisions following a same guideline. According to the interviewees, it is important to identify which brands customers are the most loyal. To know well "the inside situation", brands need to identify clearly which brands customers are loyal, to avoid losing too many of them. Keep a logical strategy, to make sure that authenticity is not threatened by the decisions, as seen before, because authenticity is one of the key-success factors of the brand. Then, offering innovations to retain consumers and keep their attention, because evolving with them is important. Finally, the communication is the basis of the brand and customer relationship.

LIMITS

1. THE DEFINITION OF THE SPORT INDUSTRY

The sport industry is a very large one, and can contain different areas. In fact, the number of existing sports is that numerous, that it is difficult to analyze it in its whole. For example you have the Formula 1 that is considered as a sport, but in some people's mind they wouldn't think about it at all when talking about sports. From others, sport can mainly be team sports such as rugby, football and so on.

A sport can lead the industry specific to the sport to a big success if it is part of a trend. But that doesn't mean that the success could be applied to the whole sport industry. It participates in the sport industry success, but a particular case cannot be generalize. Actually we can suppose that the interviewees might have been confused. As they all work in the action sport industry their opinion might be focused on it.

On the other hand, one of the article review used on the literature review, talking on predicting the return on investment in sport sponsorships, written by Jensen and Cobbs is using the case of the Formula One Automotive competition. We can wonder if the example given is a good illustration and is enough representative of the industry. But as some research have been done on the whole economical situation of the industry, we can guess that they only have used the Formula One example for the case it gives a good illustration.

2. DATA - ARTICLE REVIEWS/BOOK/NEWSPAPERS

The qualitative data research design is made of a mix of observations, interviews and data found in the numerous article reviews read. What is essential to do in the data finding is to select the relevant data and transform them into information that can be useful for the research. Choosing relevant data can be difficult for the matter that data must be taken and understood in its context not to do misunderstandings. That is why the fact that some data/information are taken from reviews that are older than 10 years, some examples taken must be treated carefully. That is why

all along the analysis, we try to keep things clear and give the more details we can on each situation to have a good appreciation of the situation.

The newspapers we used to build the analysis on companies decisions are not newspapers found from this year but at least two years. In two years a lot of decisions can be taken, and we can guess there were some changes done, but at the same time, some strategic decisions are long term one and so, the main guideline of a brand shouldn't change for around five years.

What is interesting coming from a qualitative research is to look for information and data everywhere coming from the largest source of origin possible. Article reviews, marketing books, sport reviews, newspapers, observations into retailer shops and at some action sport company headquarters, the source is large but could be widen if the length of the study was longer. Indeed an analysis can always go deeper with more data and details. But multiplying sources of data can also be a factor of going out of the subject limits. What could have been interesting would be an analysis per region. Because situated in Europe, the access to news and observations made from a European point of view might have influenced the research.

3. DATA - THE INTERVIEWS

Even if the research design was a qualitative one and that the size is not a criteria on it still could be a little improve to have a bigger choice of comparison. Effectively with the table of similarities, it was interesting to compare the answers on the variables of the job position, relationship and previous experiences and that could have been dug with a little bigger sample. The most people answer the questionnaire the more detailed will be the answers. That can help giving a more complete analysis then.

A larger size of sample could also have helped by widening a little the origin of the represented companies. Even if one is a freelance and the two other are working for different companies, there are still a lot of similarities between the interviewees. That would have been interesting to compare different people with more differences on job positions, responsibilities, but always related to marketing. The other thing is the sport industry. The limit according to the important

width of the sport industry talked earlier, could have been limited with the interview of multiple people on different sport companies, and not only actions sports.

RECOMMENDATIONS

According to the analysis and as seen in the limits, the sport industry is a difficult industry to determine the economical situation due to countless sports. That is why each sector of the industry may do an analysis and have to maintain a deep observation of its environment. This way, companies will be able to anticipate the risks, the environment it can brings, or, at least, be aware of them and find solutions. To observe the environment means also to be able to take the opportunities wherever they are.

According to the information brought by the different sources, the main concern for companies is being aware of the globalization trend of the sport industry, with everything that come with it: the generalization of the regulations and administrations, the increasing media coverage, and the growing flow circulation between the countries. All of these elements can be favourable and at the same time unfavourable to the industry, depending on the point of view you adopt.

Globalization emphasizes each phenomenon as trends come and disappear faster and the environment is submitted to constant changes. But globalization has also a huge impact on the way companies are working. Indeed, the size of certain companies have more than doubled, requiring multiple headquarters, usually lead by a main one. So that is why strategies have to be even more well defined in order to provide a clear vision on where the company want to go and what goals they want to reach. That is where important efforts on coordination are required, helping in being effective and adaptable to fast changes. A good intern communication is also one of the key-success for global companies.

What should remains in the companies' mind is the high dependence of their activity and its seasonality. The weather is a huge threat for companies, as they should prevent by spreading the risks. Preventing the risks does not only mean brand extension or multi-brand strategies, but companies must find a way to position their brands well enough to balance the risk.

1. FAVOURABLE ECONOMICAL CONTEXT

Companies take their decisions based on the economical context. Supposing a company is on a successful maturity phase, a favourable economical context is defined by favourable trends to the industry, opened markets and growth potential, without too many threats, and low risks on investments. The favourable economical context is a good opportunity for a company to grow through a multi-brand expansion or through a brand extension.

Companies expand to mainstream markets in order to spread the risks by not being too specific, which is important with the high weather dependence of the market. Both strategies reveal advantages and drawbacks that companies should take into consideration by choosing the most adapted on what they want to do. With brand extensions it is more about benefiting from economy of scale, taking advantage of the already existing brand awareness through consumer knowledge, trust and choosing a solution less risky for the company. On the other side, multi-brand strategy also benefits from the same distribution profits, offering similar competing products at different quality and price levels. The main point of the strategy is to avoid the risk of a defective product that could affect the whole brand image. A favourable economical context crossed with a little cash flow, is a good opportunity for the company to invest in widening the brand portfolio.

If the economical context is good as much as for the environment part and for the company, this last one will be more able to finance sport event or sponsorships. Sport events and sponsorships have a great impact on the company credibility. It gives the image caring for the sport. More than just communicating on the brand image, the sport events also work on the consumer experience, providing them well-being and self-realization feeling. Playing on their ambassadors who embodied the brand, it takes all of its authenticity focusing on the core image. And that is a huge factor of the consumer preference.

Most of all in this good economic context, when widening the brand portfolio, organizing sport events and sponsorships is a great way to launch a new brand. With the good use of the existing high media coverage, companies have the best conditions to launch new brands. They just have to be careful with social media and find the right balance on their content, in order not to lose their credibility by sharing too much business content. Anyway, and especially in the sport industry, if a brand wants to be successful, customers must not see that it more caring about business than the

sport itself. That is why it is still important to keep core employees, sport enthusiast in the company in order not to lose the essence of the brand.

There still are some points on which companies must be particularly caring of. First of all, the aim of the company must not be lost between its different brands. Each brand positioning has to be clearly defined. In fact, confusion and cannibalism are the main risks a company can face when widening its portfolio. These two elements only depend on its strategy and so, can be easily avoided. In the case of Billabong, we can easily differentiate the 3 brands: Billabong, Element and RVCA. The first one is a surf fashion brand, the second is based on the skateboarding way of life and is more urban style and the third one, the smallest, is a new brand, more arty and stylish than the other.

2. UNFAVOURABLE ECONOMICAL CONTEXT

For an unfavourable economical context, there are two scenarios possible. The first would be that the economical environment is in a difficult period and the company does not have difficulties. In this case the solution can be a brand extension. This way, the company does not take the risk to invest into a new brand on a market where the buying power is pretty low or difficult to introduce.

The second scenario is an unfavourable economical context, financial difficulties for the company or the beginning of a decline phase. In this situation the company might adopt a strategy of refocus the brand and maybe reduce its brand portfolio. This way the company will legitimize itself through the essential brands, as showed with the example of Quiksilver. In order to enhance the identification process in order that it does not lose the loyal customers of the cut brands, the remaining brands have to communicate with the customers and maybe find a way to replace a need by another and work on cross-selling.

But from both situations, what remains the most important for the company is working on the customer experience. That is the main way to create the identification process, which is at the

source of the involvement and loyalty. Actually, customer loyalty is the main objective of a brand as loyal customers are ready to go over a price to buy the brand products. It is important to keep up updated on the consumer's opinion and feelings about the brand, through quantitative methods and also qualitative ones. Brand Equity will emerge from customer loyalty, and will be determinant on its importance for the brand portfolio. Constant assessment should be done in order to make the changes needed.

CONTRIBUTION OF THE STUDY

This thesis is new and provides an original contribution to brand portfolios management and the affect on consumer behaviour in the sport industry.

First, we focus not only on the theoretical part of the subject, but also on a more pragmatic part. We want to analyze the positive relationship between the identity of the brand and the consumer identification process, but also between the identification process and the effect of brand portfolio to consumers. In fact, the brand's identity is a factor for a consumer to choose one brand more than another, and this consumers' identification plays a role important on brands portfolio. It remains that companies should mainly focus on the authenticity for their brand image, through sponsorships and sport events.

For this, the main objective is to analyse the behavior of the consumer directly, through joint interviews. It is important to observe how people react to particular situations and how they are involved in making a brand management decision. We also choose the explanatory research designs for our interviews. In fact, it tends to look for the cause and effects and to test the existing causal relation, making some hypothesis. The goal is neither to look for the cause and effect nor make the description of a phenomenon. The main objective of this research is to build theory and define hypotheses for future test.

Then, the three interviewees work in the same sector and in the same environment. The former works as a public relations coordinator, the second as a marketing assistant and team manager and the third on social networks. It is interesting to compare the answers and observe if the job position is a criterion to have the same point of view, on certain themes and certain questions. Moreover, thanks to the Wordle program, we can concretely analyse the words in common between the three people and thus observe the main focus.

Finally, this can bring a new vision of the sports industry. Indeed, in recent years, this sector is in full expansion and continues to develop itself thanks to globalization but also to the democratization of sport. Sport is nowadays a true social and well-being criterion. Thanks to the media and social networks, many people are starting to get interested and talk about it.

Consumer habits are changing and we have to adapt by providing more recent and more in-depth theses on this subject.

We can then say that this research brings in more in-depth market information and analysis from different consumers, which improves branding strategies to improve sport activity and ensure that, they satisfy their customers, employees or investors, but also attract new ones through appropriate strategies and practices.

CONCLUSION

Sport is one of the industry for which the emotion created has so much importance. Becoming what we call the "sportainment" (Richelieu), and thanks to its media coverage, companies can make million people dreaming. Sports are accessible for everyone, and now in every kind of sport, and they are not limited by the only broadcast provided by national channels like twenty years ago. Badminton, surf, boxing people can access everything through the Internet or sport channels, and make people truly live their passion. However, the business part of the industry is more and more noticeable. Hold before by sport enthusiasts that wanted to develop the sports and the performance, companies are now hold by business men that want to make them profitable. Sponsorships agreements, ticket sales, media broadcast; spendings are huge and have a lot of effects on the final consumer. True value has to be created in order to keep up his interest.

Consumers' trends also change, they are better-informed, smarter buyers and they have largest possibilities to compare the offers. Companies have to adapt a fast evolving environment and at the same time keep its first essence. To ensure their longevity a lot of companies expand to mainstream markets but some others, due to economical difficulties have to reduce their brand portfolio. The globalization brought a lot of competitors, not limited by geographical barriers anymore. Reciprocally, that also means the opening of new opportunities.

The economical situation, strongly dependent on the weather for a lot of sports, presents many risks by being too specific into the offer. To balance the risk, some companies decide to widen their brand portfolio. Actions on the brand portfolio are limited and widening as much as reducing has an impact on the identification process. All of the observations made are working on a process leading to the main objective for a company, which is selling their product.

In fact, the first observation was about what was bringing a positive customer feeling on the brand identity. The observation was supposing that a positive feeling on the brand identity was helping the customers to identify. That positive feeling can be driven by sponsorship, as it is a good mode to lead identification process. Embodying the brand and bringing credibility to the brand through sport involvement is one of the methods to enhance the identification process. That was the second observation. The next step into this process was the brand identification which can leads the customer to become loyal. We finally found out that through great customer

experiences, customers can become involved into the brand and then become loyal. The purpose of this analysis leads to the fact that loyal customers are more willing to buy and they can go over the price. That's why they are a considerable importance for brands.

According to all the research done for the literature review on each of these three elements, the environment, the brands and the consumers, we could have a deep understanding on a separate way. Getting to know more about how the globalization affects the sport industry is important. The analysis of the economical environment is essential in determining which strategy to chose to manage the brand portfolio depending on the threats and opportunities. We used it as the main variable to determine which strategy to follow, widening or reducing their portfolio.

The main findings about the brand are the role played by the brand identity, the brand architecture and the consumers. Interviews helped in crossing the knowledge shared in the literature review. The mix of the observations, the interviews and Literature review helped in determining the best ways to avoid damaging the identification process while managing the brand portfolio on a given economical context.

It remains that companies should mainly focus on the authenticity for their brand image, through sponsorships and sport events. Credibility and legitimacy are one of the key-success to enhance the customer identification process. The use of the increasing media coverage is one of the main assets for a brand to communicate even if it should be managed very carefully, especially for social media.

The positioning of the brands must be clearly defined in order to avoid consumer confusion and cannibalism. This way brands can fully play their first aim, which is to differentiate their offers from the competitors ones. To do so, they can also work on the customer experience. The most important into all this process is to often evaluate consumer's loyalty as much as brand equity.

In order to spread the risks, sport companies invest in mainstream markets. A lot begin to sell fashion trend products. The matter is that more than only facing the competitors brought by the globalization, they now have to face competitors in an environment where identification does not exist and the price is the leader. How can sport companies' success on this sector against large-scale competitors such as Zara or H&M who have large-scale economies? Is the identification

process a sufficient justification of the price when talking about fashion product and not anymore based on performance or sport?

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APPENDICES

FIGURE 1. THE INTERVIEW

SUBJECT: What is the impact of brand portfolio management on the identification process of sport consumers?

This interview has for aim to build theory and define hypotheses on the existing relationships between the brand portfolio management and the consumer identification process. Defining these relationships, we will be able to determine the real consequences of brand portfolio management decisions.

The interview is structured in 3 main themes: the first part is related to you and your personal background, the second concerns your vision about the sport industry and its economical situation and evolution, the third one asks about your personal vision on brand portfolio management and the consumer identification process.

When talking about brand portfolio management by definition, it is related to the decisions of widening the company through brand extensions (new product lines or range), multi-brand strategies (creation of a new brand) or at the contrary the reduction of the number of brands. The identification process means the consumer's ability to find some similarities between the brand through athletes, teams, or vision and to transfer positive traits to themselves.

The questions are here to guide you in talking about the three subjects. Feel free to add any comment that you find relevant into these themes. The interview information are only used for research purpose, they are confidential and will not be used for commercial purpose. Please mention if you want anonymity.

1. introduction questions

a. Can you quickly introduce yourself and your job position please?

b. For how long have you been working in the board sport industry? Can you talk a little about your background?

c. How do you like your job? And for which reasons?

2. General questions on the sport industry

a. What is for you the economical situation of the sport industry?

b. How do globalization influence your work in everyday?

c. What do you think are the consequences of globalization on the sport consumer today?

3. Questions on brand management & identification process

Brand identity

a. Can you explain what is for you the relation between the brand identity of a sport company and the customer?

b. How do you think sport event is communicating on the brand identity?

c. What is for you the role played by the sponsorship on the brand identity, and how important is it for you?

d. What do you think about fan fatigue on social media? is it relevant for you or not? How would you react to avoid this?

Brand Achitecture

a. What are for you the point to widen or at the contrary to reduce the number of the portfolio's brands for you?

b. What do you think are the consequences of this brand management decisions for the consumers?

c. What are the solutions offered not to confuse customers when broadening the brand portfolio?

d. At the contrary what to do when suppressing some brands without losing consumers?

Consumers

a. The identification process in the sport seems to have a bigger importance for this industry than other, what would you do to enhance it?

b. What is the role of the customer experience for you?

c. How do you measure customer's involvement? at what moment would you consider a consumer as loyal?

d. Is there for you a link between sport consumer loyalty and buying behavior?

e. In your opinion, how do a company can manage a brand portfolio and keep its most loyal customers?

FIGURE 2. CARLOS FERRARI INTERVIEW

1. Introduction questions

a. Can you quickly introduce yourself and your job position please?

Carlos Ferrari, I'm the team manager of the Billabong Europe's riders. I take care of the surfers, their schedules, contests and send them the seasonal new products. I am also the Marketing assistant for the men's part.

b. For how long have you been working in the board sport industry? Can you talk a little about your background?

I've been working in this specific position for four years now. But I've done most of my internships and summer jobs in the action sports industry. I've been working as team manager and marketing assistant at Element before, brand part of the GSM company, as Billabong. I did my studies in Spain, as I come from there, I started to work in France in Hossegor.

c. How do you like your job? And for which reasons?

I love it because I'm working in an environment that I love, with products that I use all the time. I'm also a customer and a surfer, snowboarder, skier. It is amazing to work everyday with people that share the same passion and I always have fun every minute of my life.

2. General questions on the sport industry

a. What is for you the economical situation of the sport industry?

Pretty good overall, depends a lot of the sport you're looking at though. It depends also of the seasonality, skiing and snowboarding for instance is very weather dependent. No snow means no business. But outdoor sports are very popular at the moment, the demand is growing fast.

b. How do globalization influence your work in everyday?

We have to face competitors that are very far physically, but in the end you have the same geographic target. They might have a different regulation in their country which can affect the many things. For example, one of our competitor Blue Tomato which is based in Austria, has lower taxes on apparel products, which means that the end consumer can buy those product at a better price even if isn't ordering from Austria. That's why you have to differentiate when you can't compete on price. For instance focusing on higher end products, local products, organic products, or whatever your strategy is.

c. What do you think are the consequences of globalization on the sport consumer today?

I think the main consequence is that the consumer has more choice, which is a good thing. Also, I think it also has a consequence on prices for common products. I know a lot of distributors that struggle to make their retailer maintain their recommended public prices.

3. Questions on brand management & identification process

Brand identity

a. Can you explain what is for you the relation between the brand identity of a sport company and the customer?

I think the brand identity is a mindset that is sought to be shared with the customer. Values, vision and image that the customer is looking for in a brand, it is an intangible advantage for the brand and customer. In the end the customer is not buying a product alone but a bit of the identity of the brand too.

b. How do you think sport event is communicating on the brand identity?

Sport events make people participate, they engage customer as participants, spectators, and contributors. Customers feel they are a part of it and it is one of the best way to build customer experience, make the relation between the brand and customer stronger and in the end make them loyal.

c. What is for you the role played by the sponsorship on the brand identity, and how important is it for you?

Sponsorship makes the brand more tangible. A person becomes an ambassador of the brand and transfers his personal traits to the brand. It is also good because sponsorship allows brands to target specific groups with their athletes (geographically, demographically etc...). As a sports enthusiast it is very important for me because I'm following what the athletes are doing and the focus of those athletes will make me like a brand or not. And what it is amazing is that I am choosing the futures riders that we will follow later! I am more likely to like a brand whose athletes are more image focused than competition focused. It makes a brand relevant for me, or not. For instance, how can Billabong pretend to target young kids when their superstar is a 34 years old surfer named Joel? This is why we try to focus more on the new generation now.

d. What do you think about fan on social media? Is it relevant for you or not? How would you react to avoid this?

As a new brand we are not really touched by this phenomenon. I guess my reaction would be to limit commercial messages and focus on innovative and relevant content, which I think is easier on very visual sports like action or board sports. But easier said than done.

Brand Achitecture

a. What are for you the point to widen or at the contrary to reduce the number of the portfolio's brands for you?

The point to widen a brand portfolio is not to put all your eggs in the same basket and to spread the risks. It is also to create synergies between different activities, for instance benefit from the know-how or structure of a brand to make another grow. For instance, at Salomon Wilson shoes are not designed at the same place as Salomon shoes.

On the contrary the point to reduce a brand portfolio for me is to focus on a specific brand to make it more legitimate and strong on a growing market and become a leader.

b. What do you think are the consequences of this brand management decisions for the consumers?

Some customers, when not experts might be lost in a brand portfolio. For instance is the Xcel brand (sold few months ago by Billabong) made in Billabong's factories, is it a sub-brand, an umbrella brand? Brands don't communicate on those subjects. It also might affect one's consumer perception of a brand. For instance when "core" brands are purchased by mainstream groups or brands, they might lose their core target attention. Look at the snowboard brand that was bought by Burton snowboards or Volcom, which now belongs to Kering.

c. What are the solutions offered not to confuse customers when broadening the brand portfolio?

Communication is the key in my opinion, but it has to be done very carefully. As we were talking about Volcom, you can notice that they change their slogan right after being bought by Kering. They changed it to "True to this" to insure their target that their values and objectives didn't switch.

d. At the contrary what to do when suppressing some brands without losing consumers?

It is difficult to maintain the customer base when suppressing a brand, the ultimate goal is to retain those customers. One way would be to affect the product line of the remaining brand or brands accordingly I guess and to push cross-selling between the old brand and the remaining ones.

Consumers

a. The identification process in the sport seems to have a bigger importance for this industry than other, what would you do to enhance it?

Not answered.

b. What is the role of the customer experience for you?

The role of consumer experience is to make people know a brand or product better, to deliver a message, engage the customer and make him become an ambassador of the brand by sharing content, positive word of mouth etc.

c. How do you measure customer's involvement? At what moment would you consider a consumer as loyal?

There are a lot of ways to measure customer's involvement. Both quantitative and qualitative. For instance you can measure attendance, revenues from the event. For qualitative data you can interview people. Finally what has to be done is to ask for opinions about the brand, before, during and after the event to see changes, which is not always done. Too little companies have a budget for measuring sponsorship or event marketing activities.

d. Is there for you a link between sport consumer loyalty and buying behavior?

A consumer might be loyal to a specific brand, to a specific retailer, to a specific distribution channel. Consumer experience and consumer satisfaction are for me the main influencers of buying behavior on sports markets. Loyalty is only the outcome of customer experience and satisfaction.

e. In your opinion, how do a company can manage a brand portfolio and keep its most loyal customers?

By identifying which brands they are most loyal to. Some companies might own some brands that are relevant for their target and other brands that are just an additional source of revenues but to which customer are less devoted. It is like product management, there are image products as

there are image brands, bestseller products and best seller brands etc. Companies have to identify which brands are essential and which brands only gravitate around and are not compulsory. I'm not sure the Moskova brand owned by Quiksilver is very relevant to their target market for instance.

FIGURE 3. AMELIE BRIGNON'S INTERVIEW

1. Introduction questions

a. Can you quickly introduce yourself and your job position please?

Public Relations coordinator and marketing assistant in Billabong Women's Europe.

b. For how long have you been working in the board sport industry? Can you talk a little about your background?

I did a master in communication for 5 year and did my end of studies internship in Billabong and I had the opportunity to stay little bit longer… 3 year now!

c. How do you like your job? And for which reasons?

For the Marketing part: Always evolving, wide variety of tools to work with, entertaining, motivating industry and athletes. For the PR part it is harder to develop brand notoriety as we do not have much budget to do it. As well, we are a sport brand and trying to be more a fashion one but it is really hard to be in the fashion industry and fashion media for example, it is too sharp for the moment.

2. General questions on the sport industry

a. What is for you the economical situation of the sport industry?

Very tough situation, competition is strong within the industry but also outside the industry, economic situation is tough, people spend less and the leisure or sport industry is largely impacted.

b. How do globalization influence your work in everyday?

Same trends worldwide, same athletes, same blogs, same news, same shops, same products, different cultures though so it's making it easier but brands need to adapt wisely to their own marketing and culture.

c. What do you think are the consequences of globalization on the sport consumer today?

Faster trends, stronger trends, quicker changes, necessity to react quickly and wisely, more risk globally if a situation or decision has been taken lightly.

3. Questions on brand management & identification process

Brand identity

a. Can you explain what is for you the relation between the brand identity of a sport company and the customer?

A brand has its own identity from its birth, then grows with it, grows with its consumers in a way and evolves as well, voluntarily or not, will to stick to its original image and plan or not and targeting the same consumers as when it started or not, resulting in the brand's will to stick to what it believes in or develop into new markets and opportunities. The relation built between the brand and its consumers has many different aspects and can evolve for many reasons which can depend on the brand itself and / or the consumers, the market, the products, competitors and other factors.

b. How do you think sport event is communicating on the brand identity?

Events helps defining what the brand is, looks like, relates to, it helps customers identifying who the brand is and what it stands for: values, level or technicity, commitment, athletes etc.

c. What is for you the role played by the sponsorship on the brand identity, and how important is it for you?

Same as for events, the sponsored athletes or ambassadors give credibility to a brand, and help people relating to a brand, personifying it, becoming a follower or fan or maintaining the dialog

and at least keeping on eye on what the brand does, who they sponsor and etc.

d. What do you think about fan fatigue on social media? is it relevant for you or not? How would you react to avoid this?

Too much or not enough, each brand has a complexe relationship with its fans and a good balance must be found in terms of social media usage and communication.

Brand Achitecture

a. What are for you the point to widen or at the contrary to reduce the number of the portfolio's brands for you?

New opportunities / New Marketing / New Targets / New specific products or products not fitting the current brand could be reasons to widen the portfolio without harming or risking anything on the already-established brand.

A brand that is not relevant anymore or not worth investing more into is also a good reason to develop another one outside to avoid investing or betting on the already-dying brand.

Niche markets, niche targets can justify creating another brand in the portfolio.

On the contrary a brand with no futur, a bad reputation that would be too hard to rebuild, a brand that suffers from a bad financial situation can also be a reason to shut it down.

b. What do you think are the consequences of this brand management decisions for the consumers?

To each brand its consumer(s), no cannibalism between brands is usually the main concern, other than this new brands in the port folio can definitely open new horizons, new opportunities etc.

c. What are the solutions offered not to confuse customers when broadening the brand portfolio?

Make each brand very distinctive, with their own life, athletes, events, code, logos, marketing, habits, communication, targets, consumers, retailers, website etc.

d. At the contrary what to do when suppressing some brands without losing consumers?

Good communication is key, fusion, merge, incorporate, use an old brand as a 'collection' within the remaining brands, use the old brand as a collab for components, keep what was still relevant and use it.

Consumers

a. The identification process in the sport seems to have a bigger importance for this industry than other, what would you do to enhance it?

Keeping your consumers close to the Athletes, the events, the sport itself, the performance, the technical aspect of th sport and the products offered, the link between the products and the athletes.

b. What is the role of the customer experience for you?

Engagement, fidelity, loyalty, brand credibility, brand image, consumer self-realization, consumer well being, consumer beliefs

c. How do you measure customer's involvement? at what moment would you consider a consumer as loyal?

In stores, at retailers/re-sellers, on the website, in comments, in social media, engagement, dialog, fans, followers, share, events, sales etc.

d. Is there for you a link between sport consumer loyalty and buying behavior?

If the brand does its job well and if the brand's willing to grow: yes.

e. In your opinion, how do a company can manage a brand portfolio and keep its most loyal customers?

Keep your brand(s) DNA intact (if it has one) for each brand in the portfolio, respect your customers, grow with them and/or recruit new ones, segment wisely, target wisely, invest in new opportunities and markets, anticipate the current market and trends, use it brand properly, avoid cannibalism, innovate, communicate, talk to your core customers and let this radiate toward a wider audience, this for each band in the portfolio.

FIGURE 4. LOLITA BRISSON'S INTERVIEW

1. Introduction questions

a. Can you quickly introduce yourself and your job position please?

Lolita Brisson, social media coordinator at Billabong Europe (freelance)

b. For how long have you been working in the board sport industry? Can you talk a little about your background?

About 2 years, first experience as a salesperson in a Quiksilver store in Hossegor, then 2 internships at Billabong (Europe and USA).

c. How do you like your job? And for which reasons?

I love it because I have a passion for board sports. I love to work with high quality images and make people dream. I also get to work with surfers and people who, like me, are deeply connected to the surf culture.

2. General questions on the sport industry

a. What is for you the economical situation of the sport industry?

To me the sport industry is in a difficult situation where companies need to innovate and renewed them.

b. How do globalization influence your work in everyday?

I am working everyday with other regions, mainly USA and Australia. Trends in other regions definitely influence my work in Europe and I have to coordinate avec them.

c. What do you think are the consequences of globalization on the sport consumer today?

Sport consumers today are mobile. They travel and expect to find their favourite product everywhere and for every season. They need to recognize the brand and its identity whatever the country.

3. Questions on brand management & identification process

Brand identity

a. Can you explain what is for you the relation between the brand identity of a sport company and the customer?

The customer identify himself to the brand identity if this identity makes him dream or shows him a better version of himself, a goal.

b. How do you think sport event is communicating on the brand identity?

Sports events bring authenticity and credibility to the brands. To me, every sports brands need to have a team of athletes and to be present on events, that's the best way to enhance the core brand image

c. What is for you the role played by the sponsorship on the brand identity, and how important is it for you?

Sponsorship shows that the brands care for the sport and not only the business, it helps to make the brand legitimate.

d. What do you think about fan fatigue on social media? is it relevant for you or not? How would you react to avoid this?

It seems normal because social media has grown too fast and now that brands injected advertising in it fans feels like it's not their media anymore. I think brands should concentrate on high quality content and not on advertising. Social media isn't supposed to be a business platform.

Brand Achitecture

a. What are for you the point to widen or at the contrary to reduce the number of the portfolio's brands for you?

Widen the brand's portfolio can work if every section has it's own name and identity. If everything is under the same brand identity then it will weaken the brand. To reduce the brand's portfolio is good if the strategy concentrate on the core activity.

b. What do you think are the consequences of this brand management decisions for the consumers?

If too many decisions are taken in a short period of time the consumer gets lost. Consumers needs to rely on a brand, so brand management decisions need to stay true to the brand identity, and avoid too many changes at the same time.

c. What are the solutions offered not to confuse customers when broadening the brand portfolio?

Use a different name and different universe to make it clear in the customer's head, every brand has it's own purpose.

d. At the contrary what to do when suppressing some brands without losing consumers?

Replace one need by another in order to move consumers to another brand of the group.

Consumers

a. The identification process in the sport seems to have a bigger importance for this industry than other, what would you do to enhance it?

I think athletes are the heart of the sport industry, to enhance the identification process I would work on the communication about the team and events.

b. What is the role of the customer experience for you?

Customer's experience will define his future loyalty to the brand.

c. How do you measure customer's involvement? At what moment would you consider a consumer as loyal?

Customer's involvement can be measure with his engagement with the brands on social media. I would consider a consumer loyal when he is not looking only at the price or the quality of a product but more at the way the product will make him feel.

d. Is there for you a link between sport consumer loyalty and buying behavior?

The consumer's loyalty will definitely influence its buying behavior. To me loyalty and true love for a brand can go over price.

e. In your opinion, how do a company can manage a brand portfolio and keep its most loyal customers?

A company with a wide brand portfolio can keep its most loyal customers if it stays authentic and logical. If every brand has its own reason to be the consumer can find his way through the different brands. The portfolio shouldn't be an itemization of the original brand.

FIGURE 5. CODING

IMPACT OF BRAND PORTFOLIO MANAGEMENT ON THE IDENTIFICATION PROCESS OF THE SPORT CONSUMER

THEME 1 PERSONAL INTRODUCTION	CODES	DESCRIPTION	VERBATIMS	USERS
Q1 JOB POSITION	TEAM MANAGER	Take care of riders	"Team manager"	CARLOS
	MARKETING ASSISTANT	Marketing, communication and public relation	"Marketing assistant and public relations coordinator	CARLOS, AMELIE
	SOCIAL MEDIA	Responsible of content on social	"Social media coordinator as free	

			lance”	LOLITA
	COORDINATOR	media		
Q2 INDUSTRY EXPERIENCE	ACTION SPORT	Previous experiences working for companies in the action sport industry in relation with surf/skate/snow	"I've done most of my internships and summer jobs in the action sports industry" "Sales person in a Quiksilver store then 2 internships in Billabong"	CARLOS, LOLITA
	PUBLIC RELATIONS	First experience and first job in the industry	"End of studies internship and had the opportunity to stay little bit longer"	AMELIE
	MARKETING	Previous experience working in the marketing department	"2 internships at Billabong" "Master in communication"	LOLITA, AMELIE
Q3 JOB INTERESTS	ENVIRONMENT	Particular attachment for the working environment	"I'm working in an environment that I love" "I have a passion for boardsports"	CARLOS, LOLITA
	PRODUCTS	Particular attachment for the products sold by the company	"With products that I use all the time"	CARLOS
	DREAM	Pleasure to make people dreaming	"I love to work with high quality images and make people dream"	LOLITA
	ENTERTAINMENT	Marketing in this environment in entertaining	"Entertaining, motivating industry and athletes"	AMELIE
	EVOLVING	Relentless evolution of the marketing field	"For the marketing part: always evolving"	AMELIE

THEME 1 PERSONAL INTRODUCTION	CODES	DESCRIPTION	VERBATIMS	USERS
Q1 ECONOMICAL SITUATION	GOOD	Good impression of what is the supposed to be the economic situation of the sport industry	"Pretty good overall"	CARLOS
	DEPENDANT	Appreciation of the sport economy defined as dependant from its environment, meaning weather (snow for ski)	"Skiing and snowboarding for instance is very weather dependant"	CARLOS
	SEASONALITY	Appreciation of the sport economy defined as seasonal, because of the	"It depends also of the seasonality"	CARLOS

		environment, meaning weather (summer for surf)		
	DIFFICULTIES	The industry is not in a good economical position	"To me the posrt industry is in a difficult situation" " Very though situation"	LOLITA, AMELIE
Q2 GLOBALIZATION AT WORK	COMPETITION	Globalization brings some more competition crossing geographical barriers and offering lower prices or better offers	"We have to face competitors that are very far physically"	CARLOS
	COORDINATION	Globalization requires some coordination between countries	"Trends in other regions definitely influence my work in Europe and I have to coordinate with them"	LOLITA
	GENERALIZATION	Globalization involves a generalization of products, athletes, blogs, news, etc.	"Same trends worldwide, same athletes, same blogs, same news, same shops, same products…"	AMELIE
Q3 GLOBALIZATION & CONSUMERS	CHOICE	Globalization means more choice for the consumer as the competition increases	"The main consequence is that the consumer has more choice"	CARLOS
	AVAILABILITY	With globalization consumers expect the availability of products everywhere at any time	"They travel and expect to find their favourite product everywhere and for every season"	LOLITA
	AMPLIFICATORS	Globalization emphasizes all the phenomenon, faster and stronger trends, quicker changes	"Faster trends, stronger trends, quicker changer, necessity to react quickly and wisely"	AMELIE

THEME 3 BRAND PORTFOLIO MANAGEMENT & IDENTIFICATION PROCESS	CODES	DESCRIPTION	VERBATIMS	USERS
BRAND IDENTITY				
Q1 RELATION BETWEEN BRAND IDENTITY & CONSUMERS	MINDSET	Common state of mind	"I think the brand identity is a mindset"	CARLOS
	INTANGIBLE	Cannot be touched relates to spiritual asset	"It is an intangible advantage"	CARLOS
	IMPROVEMENT	Through identification process the	"Identify himself to the brand	LOLITA

		brand identity offers and improvement to the consumer	identity if this identity make him dram or shows him a better version of himself"	
	WITH	Brand identity evolves with the consumer and adapt	"Grows with it consumers in a way and evolves as well"	AMELIE
Q2 SPORT EVENT COMMUNICATION	PARTICIPATION	Make people participate in the brand, being contributors to the brand	"Sport events make people participate"	CARLOS
	CUSTOMER EXPERIENCE	The sport event is part of building the customer experience	"It is one of the best way to build customer experience"	CARLOS
	LOYALTY	Sport event helps in customer loyalty creation	"Make the relation between the brand and customer stronger and in the end make them loyal"	CARLOS
	AUTHENTICITY	Sport event brings authenticity to the brand	"Sport events bring authenticity"	LOLITA
	CREDIBILITY	Sport event brings credibility to the brand	"Sports events bring authenticity and credibility"	LOLITA
	COMMUNICATION	Sport event communicates on the brand identity helping consumer to understand who it is	"It helps customers identifying who the brand is and what it stands for"	AMELIE
Q3 ROLE OF SPONSORSHIPS	AMBASSADORS	The role of the sponsorships is mostly about choosing brand ambassadors	"A person becomes an ambassador of the brand and transfers his personal traits to the brand" "sponsored athletes or ambassadors give credibility to a brand"	CARLOS, AMELIE
	ADAPTATION			
	SPORT INVOLVEMENT		"How can Billabong pretend to target young kids when their superstar is a 34 years old surfer"	CARLOS
	CREDIBILITY	Sponsorship have to be adapted to its audience		
			"Sponsorship shows that the brand care for the sport"	LOLITA
		Shows the brand's involvement in the sport		
			"Ambassadors give credibility"	AMELIE
		Sponsorships give credibility to the brand		
Q4 FAN FATIGUE ON SOCIAL MEDIA	RELEVANCE	Avoid fan fatigue go though focusing on relevant content only	"Focus on innovative and relevant content" "concentrate on high quality content"	CARLOS, LOLITA
	AVOID BUSINESS			

	BALANCE	To avoid fan fatigue brands should avoid to use social medias as a business platform	"Concentrate on high quality content and not on advertising"	LOLITA
		A good balance between too much and not enough content	"A good balance must be found in terms of social media usage and communication"	AMELIE

BRAND ARCHITECTURE				
Q1 WILDENING OR REDUCING BRAND PORTFOLIO	SPREAD THE RISKS	Widening brand portfolio helps in spreading the risks	"Widen a brand portfolio is not to put all your eggs in the same basket and spread the risks"	CARLOS
	SYNERGY	Widening brand portfolio helps synergies between brands	"It is also to crate synergies between different activities"	CARLOS
	KNOW HOW	Widening brand portfolio helps taking advantage of the know how detained by each brand	"Benefit from the know-how or structure of a brand to make another grow"	CARLOS
	LEGITIMIZE	Reducing brand portfolio helps in legitimizing the brand	"Make it more legitimate and strong"	CARLOS
	SPECIFIC	Reducing brand portfolio helps in specializing brands	"Reduce a brand portfolio for me is to focus on a specific brand"	CARLOS
	WEAK	Widening brand portfolio may make the identity weaker	"If everything is under the same brand identity then it will weaken the brand"	LOLITA
	OPPORTUNITIES	New brands open new opportunities on marketing, targets, products	"New opportunities/new marketing/new targets/new specific products"	AMELIE
	RISKLESS	Riskless for existing brands	"Without harming or risking anything on the already-established brand"	AMELIE
	NICHE	When brands are established, niches worth to be targeted	"Niches targets can justify creating another brand in the portfolio"	AMELIE
Q2 BRAND MANAGEMENT ON CONSUMERS	CONFUSION	Brand management can lead to consumer confusion	"When not experts might be lost in a brand portfolio" " if too many decisions are taken in a short period of time the consumer gets lost"	CARLOS, LOLITA
	CANNABALISM	The main concern is to avoid that cannibalism affects consumers	"No cannibalism between brands is usually the main concern	AMELIE

Q3 AVOID CONFUSION WHEN BROADENING PORTFOLIO	COMMUNICATION	The best way to avoid consumer confusion is communication	"Communication is the key in my opinion"	CARLOS
	DIFFERENCIATION	Use a clear different brand identity and positioning	"Use different name and universe to make it clear in the customer's mind" "make each brand very distinctive"	LOLITA, AMELIE
Q4 NOT LOSING CONSUMERS WHEN REDUCING PORTFOLIO	LINE INFLUENCER	Reducing portfolio leads to changes on existing products lines	"One way would be to affect the product line of the remaining brand"	CARLOS
	CROSS-SELLING	One way not to lose consumers is to increase cross-selling	"To push cross-selling between the old brand and the remaining ones"	CARLOS
	REPLACE	One way not to lose consumers is to replace their need by another to make them move to another brand	"Replace one need by another"	LOLITA
	COMMUNICATION	Good communication is the key	"Good communication is the key"	AMELIE

CONSUMERS				
Q1 ENHANCING IDENTIFICATION PROCESS ON SPORT CONSUMERS	TEAM & ATHLETES	To enhance consumer identification one way would be to focus communication on teams and athletes	"I would work on the communication about the team and events"	LOLITA
	TECHNICAL	Keep the consumer in a close relationship with the technical aspect of the brand, athletes, products	"Keeping your consumers close to the athletes the events, the sport itself, the performance, the technical aspect of the sport"	AMELIE
Q2 ROLE OF THE CUSTOMER EXPERIENCE	PRODUCT AWARENESS	Customer experience leads to products awareness	"To make people a brand or a product better"	CARLOS
	CONTRIBUTORS	Customer experience makes the customer being contributors to the brand	"Engage the customer and make him become an ambassador"	CARLOS
	LOYALTY	Customer experience is the influencer of consumer loyalty	"Customer's experience will define his future loyalty to the brand" "loyalty"	LOLITA, AMELIE
	ENGAGEMENT	Customer experience brings them to a certain level of engagement	"Engagement"	AMELIE
	SELF REALIZATION	Customer experience can bring them to self-realization	"Consumer self-realization"	AMELIE

	WELL-BEING	Customer experience can lead them to a well-being state of mind	"Consumer well-being"	AMELIE
Q3 MEASUREMENT OF CUSTOMER INVOLVEMENT & LOYALTY	ATTENDANCE	Customer involvement can be measured by the attendance rate	"You can measure attendance"	CARLOS
	REVENUES	Customer involvement can be measured by revenues	"Revenues from the event"	CARLOS
	INTERVIEWS	Customer involvement can be measured through interviews	"For qualitative data you can interview people" "dialog"	CARLOS, LOLITA
	SOCIAL MEDIA	Customer involvement can be measured on social media	"Can be measure with his engagement on social media" "fans, followers, share"	LOLITA, AMELIE
	MORE	Customer loyalty is when consumer is looking for more than quality or price	"I would consider a consumer loyal when he is not only looking only at the price or the quality"	LOLITA
	IN STORE	Customer involvement can be measured in store	"In stores, at retailers/re-sellers"	AMELIE
Q4 CUSTOMER LOYALTY & BUYING BEHAVIOR	INFLUENCER	Customer loyalty is an influencer of the buying behaviour	"Loyalty is only the outcome of customer experience and satisfaction"	CARLOS, AMELIE
	CONSUMER EXPERIENCE	Consumer experience have an influence on consumer loyalty and so buying behaviour	"Consumer experience and consumer satisfaction are the main influencers of bying behaviors on sport markets"	CARLOS
	CONSUMER SATISFACTION	Consumer satisfaction is also an influencer of consumer loyalty and so buying behaviour	"Loyalty is only the outcome of customer satisfaction" " Consumer experience and consumer satisfaction are for me the main influencers of buying behaviors on sport markets"	CARLOS
	OVER THE PRICE	Consumer loyalty make customers going over the price	"To me loyalty and true love for a brand can go over price"	LOLITA
Q5 MANAGING BRAND PORTFOLIO & KEEPING LOYAL CUSTOMERS	IDENTIFY	With managing brand portfolio, is is essential to identify loyal customers	"By identifying which brands they are most loyal to"	CARLOS
	ESSENTIAL	When managing brand portfolio important to identify essential brands	"Companies have to identify which brands are essential and which brand only gravitate around"	CARLOS
	RELEVANCE	Use the relevance as a criteria to		

	AUTHENTIC	select brands	"Some companies might own some brands that are relevant for their target and other brands that are just an additional source of revenues"	CARLOS
		Authenticity is the key in managing brand portfolio		
	LOGICAL		"A wide brand portfolio can keep its most loyal customers if it stays authentic" "keep your brand(s) DNA intact"	LOLITA, AMELIE
		Companies must remain logical on their brand portfolio management decisions		
	INNOVATE		"If it stays authentic and logical"	LOLITA
		Companies must innovate when managing their brand portfolio		
	COMMUNICATION		"Innovate"	AMELIE
		Companies must communicate to their consumers when managing their brand portfolio		
			"Communicate, talk to your core customers"	AMELIE

FIGURE 6. SIMILARITIES IN CODING

IMPACT OF BRAND PORTFOLIO MANAGEMENT ON THE IDENTIFICATION PROCESS OF THE SPORT CONSUMER

THEME 1 PERSONAL INTRODUCTION	CODES	USERS	AMELIE-CARLOS	LOLITA-AMELIE	CARLOS-LOLITA
Q1 JOB POSITION	TEAM MANAGER	CARLOS			
	MARKETING ASSISTANT	CARLOS, AMELIE	1		
	SOCIAL MEDIA COORDINATOR	LOLITA			
Q2 INDUSTRY EXPERIENCE	ACTION SPORT	AMELIE, LOLITA, CARLOS	1	1	1
	PUBLIC RELATIONS	AMELIE			

	MARKETING	AMELIE, LOLITA, CARLOS	**1**	**1**	**1**
Q3 JOB INTERESTS	ENVIRONMENT	CARLOS, LOLITA			**1**
	PRODUCTS	CARLOS			
	DREAM	LOLITA			
	ENTERTAINMENT	AMELIE			
	EVOLVING	AMELIE			
THEME 2 SPORT INDUSTRY	**CODES**	**USERS**	**AMELIE-CARLOS**	**LOLITA-AMELIE**	**CARLOS-LOLITA**
Q1 ECONOMICAL SITUATION	GOOD	CARLOS			
	DEPENDANT	CARLOS			
	SEASONALITY	CARLOS			
	DIFFICULTIES	LOLITA, AMELIE		**1**	
Q2 GLOBALIZATION AT WORK	COMPETITION	CARLOS			
	COORDINATION	LOLITA			
	GENERALIZATION	AMELIE			
Q3 GLOBALIZATION & CONSUMERS	CHOICE	CARLOS			
	AVAILABILITY	LOLITA			
	AMPLIFICATORS	AMELIE			

THEME 3 BRAND PORTFOLIO MANAGEMENT & IDENTIFICATION PROCESS	CODES	USERS	AMELIE-CARLOS	LOLITA-AMELIE	CARLOS-LOLITA
BRAND IDENTITY					
Q1 RELATION BETWEEN BRAND IDENTITY & CONSUMERS	MINDSET	CARLOS			
	INTANGIBLE	CARLOS			
	IMPROVEMENT	LOLITA			
	WITH	AMELIE			
Q2 SPORT EVENT COMMUNICATION	PARTICIPATION	CARLOS			
	CUSTOMER EXPERIENCE	CARLOS			
	LOYALTY	CARLOS			
	AUTHENTICITY	LOLITA			
	CREDIBILITY	LOLITA			
	COMMUNICATION	AMELIE			
Q3 ROLE OF SPONSORSHIPS	AMASSADORS	CARLOS, AMELIE	1		
	ADAPATION	CARLOS			
	SPORT INVOLVEMENT	LOLITA			
	CREDIBILITY	AMELIE			
Q4 FAN FATIGUE ON SOCIAL MEDIA	RELEVANCE	CARLOS, LOLITA			1
	AVOICE BUSINESS	LOLITA			
	BALANCE	AMELIE			
BRAND ARCHITECTURE					
Q1 WIDENING OR REDUCING BRAND PORTFOLIO	SPREAD THE RISKS	CARLOS			
	SYNERGY	CARLOS			

	KNOW HOW	CARLOS			
	LEGITIMIZE	CARLOS			
	SPECIFIC	CARLOS			
	WEAK	LOLITA			
	OPPORTUNITIES	AMELIE			
	RISKLESS	AMELIE			
	NICHE	AMELIE			
Q2 BRAND MANAGEMENT ON CONSUMERS	CONFUSION	CARLOS, LOLITA			**1**
	CANNIBALISM	AMELIE			
Q3 AVOID CONFUSION WHEN BROADENING PORTFOLIO	COMMUNICATION	CARLOS			
	DIFFERENCIATION	LOLITA, AMELIE		**1**	
Q4 NOT LOSING CONSUMERS WHEN REDUCING PORTFOLIO	LINE INFLUENCER	CARLOS			
	CROSS-SELLING	CARLOS			
	REPLACE	LOLITA			
	COMMUNICATION	AMELIE			
CONSUMERS					
Q1 ENHANCING IDENTIFICATION PROCESS ON SPORT CONSUMERS	TEAM & ATHLETES	LOLITA			
	TECHNICAL	AMELIE			
Q2 ROLE OF THE CUSTOMER EXPERIENCE	PRODUCT AWARENESS	CARLOS			
	CONTRIBUTORS	CARLOS			
	LOYALTY	CARLOS, AMELIE		**1**	
	ENGAGEMENT	AMELIE			
	SELF-REALIZATION	AMELIE			

	WELL-BEING	AMELIE			
Q3 MEASUREMENT OF CUSTOMER INVOLVEMENT AND LOYALTY	ATTENDANCE	CARLOS			
	REVENUES	CARLOS			
	INTERVIEWS	CARLOS, AMELIE	1		
	SOCIAL MEDIA	LOLITA, AMELIE		1	
	MORE	LOLITA			
	IN STORE	AMELIE			
Q4 CUSTOMER LOYALTY AND BUYING BEHAVIOR	INFLUENCER	CARLOS, AMELIE	1		
	CONSUMER EXPERIENCE	CARLOS			
	CONSUMER SATISFACTION	CARLOS			
	OVER THE PRICE	LOLITA			
Q5 MANAGING BRAND PORTOFOLIO & KEEPING LOYAL CUSTOMERS	IDENTIFY	CARLOS			
	ESSENTIAL	CARLOS			
	RELEVANCE	CARLOS			
	AUTHENTIC	LOLITA, AMELIE		1	
	LOGICAL	LOLITA			
	INNOVATE	AMELIE			
	COMMUNICATION	AMELIE			
TOTAL OF SIMILAR CODES USED ON 19 QUESTIONS			**6**	**7**	**5**

FIGURE 7. TAGUL CARLOS FERRARI WORD CLOUD

FIGURE 8. TAGUL - LOLITA BRISSON WORD CLOUD

FIGURE 9. TAGUL – AMELIE BRIGNON WORD CLOUD

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