



Escola de Gestão

**Consumer brand relationships - The determinants of brand loyalty
in the context of football clubs**

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Abstract

The present research resides within the field of consumer brand relationships and is grounded in the Service dominant logic (S-D logic) marketing stance as framework. Following the realisation of a lack of works in this novel marketing approach addressing the area of emotions with service brands, the present research aims to fill this gap by achieving a more comprehensive knowledge of the underlying components responsible for the occurrence of brand loyalty with emotion-laden brands, and for the emotional consequences and attitudes the supporters of the brand are faced with.

This was addressed by following an exploratory approach on a single industry (i.e. football) in the European context. Where, the primary unit of analysis of this research is the individual as a resource integrator/beneficiary as part of a wider social network engaged with the brand. Integrating the emerging view on consumer brand relationship theory where brands are dynamic and actively co-created entities that evolve with consumers and cultures in kind (Allen *et al.*, 2008) and in line with theoretical framework of this research, S-D logic.

Therefore, a bibliometric study was initially carried out on the S-D logic literature, followed by a critical review of the research areas that underpinned this research, which collectively defined the implementation of the subsequent research stages. Resulting in a mix methods approach, comprising of a qualitative study with 46 interviews on three Portuguese football clubs and a quantitative study with 842 respondents across six European countries.

A service brand model is proposed where brand loyalty is built from the interaction of the five constructs identified (brand associations, involvement, satisfaction, emotional attachment, and trust), with emotional attachment representing a crucial construct. Providing brand managers, the knowledge on how to improve the level of relationship between the organisation and its consumers. Moreover, this research brings to the forefront of S-D logic research the consumer brand relationship realm, more specifically the concept of emotions with service brands.

Key words: Service dominant logic; bibliometric studies; consumer brand relationships; brand loyalty; emotional attachment;

Resumo

O presente estudo integra-se na teoria dos relacionamentos do consumidor com a marca, tendo a lógica dominante de serviço (lógica D-S) como enquadramento. Dado que existe uma escassez de estudos relativamente às emoções para com as marcas de serviço nesta singular abordagem do marketing, o presente estudo pretende reduzir esta lacuna através da aquisição de um conhecimento mais abrangente dos componentes responsáveis pelo surgimento da lealdade para com marcas de cariz emocional, e que contribuem para níveis emocionais mais elevados em termos das atitudes e consequências daí resultantes para os apoiantes da marca.

Estes aspetos foram considerados seguindo uma abordagem exploratória numa única indústria, a do futebol num contexto europeu. Onde a principal unidade de análise desta pesquisa é o indivíduo como integrador/beneficiário envolvido com a marca, fazendo parte de uma network social mais abrangente. Incorporando a perspetiva emergente na teoria de relacionamento do consumidor com a marca onde as marcas são dinâmicas e são entidades cocriadas que evoluem com os consumidores e suas culturas (Allen *et al.*, 2008) em linha com o enquadramento teórico desta pesquisa, lógica D-S.

Consequentemente, um estudo bibliométrico da literatura referente à lógica dominante de serviço foi conduzido numa primeira fase, seguido de uma revisão crítica das áreas de pesquisas que integram esta pesquisa, definindo a implementação das etapas de pesquisa subsequentes. Resultando numa abordagem de métodos mistos, correspondente a um estudo qualitativo com 46 entrevistas referentes a três clubes Portugueses de futebol e um estudo quantitativo com 842 inquiridos em seis países Europeus.

Um modelo de marca de serviço é proposto onde a lealdade à marca é construída com base na interação de cinco construtos identificados (associações à marca, envolvimento, satisfação, ligação emocional, e confiança), de onde a ligação emocional se evidencia como um construto crucial. Permitindo aos gestores de marcas o conhecimento de como incrementar o nível de relacionamento entre a organização e os seus consumidores. Acresce o facto de que esta pesquisa salienta a relevância empírica da área de relacionamento do consumidor com a marca, em particular o conceito das emoções com marcas de serviço, na literatura referente à lógica dominante de serviço.

Palavras chave: Lógica dominante de serviço; estudos bibliométricos; relacionamentos do consumidor com a marca; lealdade à marca; ligação emocional;

List of publications by Candidate

Published Journal Papers

1. Silva, S. V. *, Nelson, A. and Carvalho, J. C. (2018) The First decade of service dominant logic research – a bibliometric analysis. *International Journal Business Excellence*, **14**(4): 523-544
2. Silva, S. V. *, Nelson, A. and Carvalho, J. C. (2017) Analysis of the service dominant logic network, authors, and articles. *The Services Industries Journal*, **37**(2): 125-152

Journal Manuscripts under Review

1. Silva, S. V. *, Nelson, A. and Carvalho, J. C. (2017) Service Brand Loyalty – The Role of Emotional Attachment in Iconic Brand Building: The Case of Football Club. *Journal of Consumer Marketing*

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Dedication

I would like to dedicate this thesis to those that always stood by my side in this quest, throughout the good and bad, and mostly during the various doubtful moments. Giving me the strength and belief to persevere and not to subside in face of the challenge presented. Teaching me the valuable lesson that any journey in life is always more meaningful next to those we love, not because of the demands of the quest, but mostly because one is truly fortunate to share the amazing feeling of reaching the so much desired goal.

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Chapter 1. Introduction

1.1. Background Research

Up until the last decade branding literature has been mainly based on the goods dominant logic (G-D) where services brands, for the most part of it, have been neglected by brand researchers. This lack of research is even clearer when considering services brands in the world of sports, more specifically in the football arena. With the emergence of Vargo and Lusch (2004a) Service dominant logic (S-D logic) a new perspective to marketing has emerged, structured around three main pillars. First the fact that service is the common denominator of exchange. Secondly, contrary to the G-D logic which had an output orientation (i.e. goods and services), this new logic considers the process orientation (i.e. service), this is not to say that S-D logic simply discard the influence of goods, instead these are perceived as a means for service provision. Thirdly, since value can only cocreated by several stakeholders, it considers the customer as an integral and endogenous variable to the creation of value, instead of being a mere exogenous variable where value is created by the organisations and then delivered without any exerted influence from those that consume the goods or services.

Furthermore, this new marketing logic is based around eleven foundational premises (FPs) consolidated in 5 axioms (Vargo and Lusch, 2004a; 2008a, 2016) encapsulated in the last three brand eras of Merz, Hi, and Vargo's (2009) brand eras taxonomy. Which, in an integrated way, entail that value must be perceived in a contextual perspective of complex network systems. Where, apart from considering the organisations and its customers, other stakeholders are an integral part as well as the community context in which they are integrated. This line of thought didn't surface without criticism from some authors (e.g. O'Shaughnessy and O'Shaughnessy (2011) which argued against its applicability to different realities of marketing, highly focused on U.S context, lacking sufficient research, and according to them the existent one was merely conceptual lacking empirical reinforcement. Moreover, according to these authors "*Viewing all businesses as service providers and developing a new logic for marketing on that basis, is a*

backward step because the more general we seek to be (as in classifying everything under service) the less the depth and richness of what we can say about the overall service category.” (p. 1312)

Arguments that have been amply refuted by Vargo and Lusch (2011) among several other authors, with a vast amount of research being carried out (conceptual and/or empirical) based on this pre-theoretical perspective, with strong support emerging from academics from all over the world. This new perspective of marketing has echoed naturally in the branding literature where evident symbiotic and mutual benefits can be achieved. Branding and the approach to brands have also suffered a process of transformation regarding the way they have been perceived. Merz et al. (2009) brand era’s taxonomy portrays this historical evolution quite in detail. Where, according to these authors, brands have evolved, moving away from an individual goods focus, prevalent during the first quarter of the twentieth century, to a value focus up to the 1990’s, followed by a relationship focus up until the end of the last century, reaching the present era where brands are conceptualised as a value co-creation activity achieved through collaborative means between organisations and all of their stakeholders.

In fact, the way brands and their meaning used to be perceived has changed, particularly in the last two decades. With academics moving from a previous focus of brands as an identifier to a perception of brands as a social process, dynamic in nature. Where brand value is co-created by all stakeholders and established according to how they collectively perceive value and as Vargo and Lusch (2008b) posited, “value is always uniquely and phenomenologically determined by the beneficiary” (p. 9). According to Vivek (2009), research carried out in the last decade, has revealed that value cannot be merely perceived based on the economic or functional elements, other necessary elements are required to fully comprehend the entirety of value, such as the emotional, epistemic, conditional (Sheth *et al.*, 1991), social, hedonic and altruistic (Holbrook, 2006) elements. Furthermore, since consumers’ decision-making results from a multitude of consumption values (Sheth *et al.*, 1991) and on the developments on marketing suggesting that the meaning of value and the process of value creation are swiftly shifting from a product, organization and exchange-centric perspective towards the dominion of personalized

consumer experiences, even though in some cases integrated in communities. Moreover, the notion of co-creation of value with communities of consumers who are loyal to a specific brand is progressively being integrated into new theoretical marketing frameworks (Atkin, 2004; Prahalad and Ramaswamy, 2004). A concept that is intrinsically associated with consumer experiences is that of customer engagement, which focuses on the experiences itself as the context in which the consumer is engaged in detriment of the element of actual exchange, where the experience can occur independently of actual consumption occurring or not, and where a situation, a need, or a problem that engages consumers can be of personal nature or shared with others and where the following papers are worthy of a special mention: Brodie *et al.* (2011), Hollebeek and Chen (2014), and Hollebeek *et al.* (2014). As van Doorn *et al.* (2010) posit, customer engagement behaviours are more than mere transactions, thus going beyond the simple action of purchase, and may be characterised as a customer's behavioural expression that have as a focal point a brand or organisation, derived from motivational drivers, and have as an important manifestation co-creation of value (van Doorn *et al.*, 2010). However, according to Vivek (2009) and Vivek *et al.* (2012), customer engagement focal point is not constrained to the operational side of co-creation, in so that it also integrates the reflective aspect of it. Since those consumers that are engaged don't simply interact actively with the offerings, the organisation and its brand, but also plan before and/or subsequently reflect on the activity they incurred on at subsequent stages.

Another matter of interest to marketing academics in the last decade or so has been the development of consumption sub-cultures (Schouten and McAlexander, 1995), cult brands (Kozinets, 2001), brand communities (Muniz and O'Guinn, 2001), with research suggesting that a divergent type of consumption has just started to come forward. Where, contrary to customer engagement on an individual basis, when considering the supporter as part of a wider network, experience is the focal point and not consumption per se. Hence, the product offering cannot be perceived as an operand resource (Vargo and Lusch, 2004a), neither a mechanism, nor even a means to realize experiences, instead it is the focal point of self-identity on a wider context. According to Stokburger-Sauer (2010) strong consumer brand relationships have been widely recognised to generate positive outcomes for both sides involved in the relationship. Whilst the brand benefits

from the establishment of higher levels of loyalty and advocacy of their customers, the customers themselves can also obtain some personal benefits (e.g. social need satisfaction) through the establishment and increment of such relationships (Algesheimer *et al*, 2005; Fournier, 1998; McAlexander *et al*, 2002). Where brand communities can play an instrumental role in assisting on the establishment and strengthening of consumer brand relationships (Muniz and O’Guinn, 2001).

An important concept related to the notion of brand communities is that of consumer-brand identification (CBI), characterised as being the level of perceived similarity a consumer establishes between himself and a specific brand (Bagozzi and Dholakia, 2006; Bergami and Bagozzi, 2000), where there is a direct positive correlation between the level of CBI reached and the level of satisfaction a consumer obtains with the brand, hence the former overrides the later. Since an individual’s social identity is part of his or her self-concept, social identity theory considers that individuals tend to perceive themselves and others as integrative members of specific groups, and social categories developed upon predetermined beliefs or affiliations (e.g. political and football team affiliation, religious beliefs, and so on) (Tajfel and Turner, 1985). Similarly, as demonstrated before, since brand communities are an integrative structure, it can be assumed as being a potential building basis for the cataloguing of individuals into social categories.

The world of sports has long been a driver of people’s emotions worldwide, especially since symbols or sources of identity and community such as occupation, and place of residence have lost their impact and relevance in people’s life. Issues such as work mobility and urbanisation in the twentieth century have led people to seek out new symbols with which to identify, and sport has become an important symbol. It is common to see at any sports event where teams are involved, supporters identifying themselves to the team they uphold by dressing the team jersey and colours, or carrying banners or signs, in some cases, in a way that they not only portray the team, but also an image of something that is not directly related to the team. Two good examples of this can be found at games of the of the Dutch national football team, where supporters wear windmills or wooden shoes and women dress themselves in traditional Dutch clothes both items that have no direct relationship with the team but reflects their national pride. A similar

example of this can be seen on the other side of the Atlantic at the games of the Green Bay Packers from the National Football League (NFL), where its supporters wear in their heads ‘cheeseheads’ made of foam, a clear reference to the most important export product of the state of Wisconsin.

Although sociologists have long realised that the growing popularity of sports teams is strongly related to a need for collective identity (Anderson and Stone, 1981), realising that a sports team may serve as a symbolic instrument for supporters to identify themselves with the community has taken longer for sport management scholars to achieve. This together with the fact that the world of sports has been suffering major changes in its nature, with sports organisations becoming more professionalised, leading to an increasingly commercialisation of sports over the years, substantiates the need for further research in the field of branding of sports organisations. Furthermore, this research becomes even more relevant since European sports organisations are trying hard to close down the gap and catch up with their North American counterparts, since this development has been mainly led by the North American sport organisations.

Furthermore, in the context of sports, the concept of affiliation (i.e. “a tendency to form common interest groups thereby cooperating with others and receiving enrichment from social interaction” (Donovan *et al.*, 2005, p. 33)) has received a vast interest by academics (e.g. Sutton *et al.*, 1997; Donovan *et al.*, 2005), carrying out research regarding the impact of this construct on identification. Where it has been demonstrated that community affiliation is highly correlated to fan identification, and the need for affiliation is a strong antecedent to identification. Similarly, this notion can be applied to traditional consumer–supplier dyads, as McAlexander *et al.* (2002) posit, marketers can strengthen brand communities by facilitating shared customer experiences through event marketing activities (e.g. Brandfests, Fanzones, and so on), in actual truth this is what matters for loyal customers and not the consumption of some product. Customers value the fact that they are engaging on specific experiences which will enhance their knowledge and familiarity with the brand, its characteristics, and/or the activity itself (e.g. the rules of the game, players, and so on). As Brodie *et al.* (2011) stated several types of engagement have been mentioned where the brand is the dominant object. For example, in the

practitioners' literature, the Gallup Group's consultants argue that customer engagement is simultaneously composed of "rational loyalty" and "emotional attachment" to a focal brand (Appelbaum, 2001).

In fact, the construct of emotional attachment has been gaining significant research interest in the last decade, where the seminal empirical work conducted by (Thomson *et al.*, 2005) on emotional attachment to brands is of particular importance. By taking the attachment theory as a starting point, it led to the development of a measuring scale of emotional attachment to brands in a consumer-brand relationship based on three main factors (affection, passion and connection), showing that this kind of emotion-laden bond between an individual(s) and a brand presents itself as a determining factor for brand loyalty to occur, at potentially extreme levels. In fact, researchers have for some time now started to recognise the fact that more traditional constructs (e.g. involvement, satisfaction, attitudes, and so on) fail short on properly characterising, predicting and reflecting the type of loyalty that occur when customers establish an emotional attachment with a brand (Park *et al.*, 2010; Oliver, 1999). Furthermore, according to Vlachos and Vrechopoulos (2012) apart from the well documented satisfaction-loyalty paradigm, a divergent approach to research regarding consumer-organisation relationships has just recently started to emerge which focus on the role of emotional attachment and love towards a brand (e.g. Carroll and Ahuvia, 2006; Thomson *et al.*, 2005; Batra *et al.*, 2011).

Academic research regarding brand love has been receiving a growing interest in the latest years (e.g. Vlachos and Vrechopoulos, 2012; Roy *et al.*, 2012; Bergkvist and Bech-Larsen, 2009; Albert *et al.*, 2008; Thomson *et al.*, 2005), albeit mostly focusing on the several antecedents and consequences resultant of it [e.g. being more keen to pay a price premium (Thomson *et al.*, 2005), positive word-of-mouth and higher levels of brand loyalty (Carroll and Ahuvia, 2006; Fournier, 1998, 2009; Thomson *et al.*, 2005), and being more tolerant and forgiving to potential brand failures (Bauer *et al.*, 2009)]. However, as Batra, Ahuvia, and Bagozzi (2011) argue, the increasing buzz that the concept of brand love has raised in marketing literature has not been accompanied by a clear consensus of what it really represents, with research from several authors presenting

differing conceptualizations and a myriad of definitions of it (e.g. Carroll and Ahuvia, 2006; Albert *et al.*, 2008).

For this study one concurs with the argument that several constructs are preponderant for the process of creating an emotion-laden bond with a brand which enhances the willingness to experience it. Explaining mostly why customers achieve an emotional connection that is ultimately represented by the loyalty they have with their brands, where these don't even need to be the best, or to outperform other brands. However, they must be able to make a connection with the individuals so that they can have an experience with it, prompting devotion and loyalty. Research regarding devotion portrays it as a transcendent experience, which according to the existent literature is characterised as an expression of identity, an increased motivation toward, and an attachment to an object that isn't restricted to geographic or temporal boundaries (Hunt, Bristol, and Bashaw, 1999). Ortiz (2008) defines consumer devotion as an enduring state of passionate dedication to a product, brand, or experience through which the consumer in part defines him/herself. This definition suggests that longer durations, self-identification are key in consumer devotion. These elements of consumer devotion also differentiate it from consumer engagement which is behavioural and is not necessarily enduring. Moreover, the seminal work conducted by Pimentel and Reynolds (2004), presents a model of devotion pointing out that consumer devotion occurs when there is product significance beyond the utilitarian and commercial value. Where devotion to a brand is accompanied by proactive sustaining behaviours, and the devoted consumers reach a level of loyalty so extreme and profound that it endures several potential drawbacks (e.g. poor product performance, scandal, bad publicity, and absence of promotional efforts). For those customers that are characterised as being extreme devotees or fanatics, possession attachment (Ball and Tasaki, 1992; Kleine and Baker, 2004) can assume a sacred meaning, being described in an almost religious manner, and reflecting the personal identity (Belk, 1988; Belk and Costa, 1998; Holbrook, 1987; Hunt *et al.*, 1999; Pimentel and Reynolds, 2004). An important argument posited by Pimentel and Reynolds (2004) is that they consider that brand devotion in the context of sports is capable of generalisation to mainstream brands. In fact, this concept of brand devotion is quite well exemplified in the relation supporters have with sports teams, such as football clubs,

generate an emotional response from their supporters that is stronger than in any other industry except for actors and singers (Underwood *et al.*, 2001). To capitalize on the emotional relationship, they share with their supporters, professional sports teams try to position themselves as brands (Burton and Howard, 1999). The nature of the transfer policies since two decades ago of several football clubs epitomizes this approach quite well (e.g. Real Madrid, with the renowned transfer of David Beckham to LA Galaxy), which can only be understood and mainly explained by brand considerations, serving as a clear example for the immense importance that marketing aspects have in the management of professional sport teams (Ashelm, 2003).

No other sport in the world reflects this trend more clearly than football with its worldwide sporting club giants, which are no longer merely football clubs, but huge multi-million-pound businesses which just happen to be based on football. Examples include Manchester United, Real Madrid and Barcelona, among others; these clubs epitomize the success of an aggressive brand strategy by well-endowed market teams. However, other comparatively less notable market teams are following suit, such as the case of Chelsea FC (Bobby, 2002; Shannon, 1999), as well as some of the Dutch professional football clubs (e.g. Ajax and its club store named ‘experience store’) where branding has become the magic word. Transforming the club name into a strong brand has become regarded as an essential precondition for sound financial management. Although, according to commercial experts, only Ajax and Feyenoord, two traditional Dutch top teams, have so far succeeded in developing promising branding strategies, and adapted their internal and external communications accordingly (Oppenhuisen and Zoonen, 2006)

While, much of the initial research on brands in the area sports teams was dominated by research executed in North American, with relatively limited understanding of the reality of the European context, in more recent years there has been an emergence of European research on this issue. Moreover, since research conducted in North America has been mostly focused in those sports that have a higher impact on that society, such is the case of baseball, American football, basketball, and ice hockey, resulted in the fact that very little can be found in relation to football due to its limited implantation and success across

the Atlantic. Regarding the studies that have been carried out in the context of European football clubs which have addressed some of the issues of branding and the consequences of this approach, the most common critique made has been that these studies have mostly dealt with these aspects in a random isolated way. Hence no concrete assessment has been provided in so far to understand if and how consumers perceive football club as brands, neither on the fundamentals and key drivers for brand loyalty to occur in this particular context of service brand, as well as on how this kind of feeling will consequently influence perceptions and actions towards the brand.

This chapter follows on describing the research problem and the justification for it. The intended contribution and objectives of this research is then presented, and the resulting general research questions. The last part of the chapter describes the organization of the thesis.

1.2. Research Problem

Football clubs are renowned to elicit extreme levels of loyalty towards all the integrating elements of its organisation, brand included. Surpassing potential feelings of dissatisfaction related to expected performance, raising the issue that only a strong emotional and behavioural higher order construct as brand loyalty can justify extreme attitudes such as those of becoming evangelists and worshipers of the brand, in concurrence with Ortiz (2008) previously mentioned conceptualisation of brand devotion which detaches it from the definition of brand love presented by Carroll and Ahuvia (2006, p. 83) as being “the degree of passionate emotional attachment a satisfied consumer has for a particular trade name”, demonstrating that brand love can be perceived as a conditional state for brand devotion, contrary to brand devotion it still requires customers to be satisfied. Furthermore, since football clubs provide a strong emotional content/value to consumers (e.g. through their sporting events) therefore occupying a prominent role in their lives, often worth spending large amounts of money (Cialdini, 2000) as well as other non-financial resources. It becomes relevant to understand the underlying motivations for the establishment of consumer brand relationships, either by

bringing consumers in front of their TV or to a sport venue in the stadiums, an issue that is of high importance for the industry and represents a growing concern for both researchers and practitioners (e.g. King, 2004; Kwon and Trail, 2003; Swanson *et al.*, 2003; Trail *et al.*, 2003; Wann, 1995).

In addition to some of already identified contextual motives (e.g. scarcity, price, etc.), a consumer-supporter of a specific football club brand is often described as having an inherent predisposition to attend any sort of venues where its football club participate (Cialdini, 2000; King, 2004; Mullin *et al.*, 2000). Hence, understanding what are the underlying drivers for this orientation or preference toward engaging with highly emotionally attached brands, in the particular case of this research, football clubs, experiencing its related constituents (e.g. match venue, the club paraphernalia, participating in forums, among others), either on an individual basis or integrated on a network (brand community) resulting in becoming loyal towards it, is essential for the increment of knowledge in this area. Several attempts in the services marketing literature (e.g. Arnould and Price, 1993; Unger and Kernan, 1983) and in the sports marketing literature (e.g. James and Ross, 2004; Kwon and Trail, 2003; Wann, 1995) have been made to try and understand these intrapersonal motivations. However, very few attempts have been made in terms of understanding what lies underneath a football consumer-supporter adhering to a certain football club, more specifically, what are the dimensions a specific football club brand possesses and how a football consumer-supporter engages and emotionally attaches with the club resulting in trusting the brand and consequently becoming loyal to the brand, overlapping matters of satisfaction and performance, and subsequently how does this reflects in the consumers perceptions and attitudes towards the football club brand of its preference. Furthermore, although it has become inescapable the fact that football clubs epitomize a brand with unquestionable high levels of emotional attachment, research is still absent in terms of understanding if football supporters see themselves as customers of a football club brand, as well as if they are willing to perceive their football club as a brand, and what are then consequent valences of it. So, the relevance of gathering a deeper knowledge about the behavioural concepts of co-creation of value and brand associations, brand involvement, emotional brand attachment and how these integrate in the establishment of brand trust and consequent brand loyalty in the

context of sports organisations, more specifically football clubs, is very high and will surely add to the knowledge of how service brands, are perceived by their customers, following the S-D logic approach to marketing.

1.3. Research Problem Justification

Considering the above debate, it is of relevance to address how customers-supporters of this service brand (i.e. football clubs) develop such degree of emotional attachment resulting into brand loyalty, how do they perceive the football clubs they are devoted towards, and some of the resulting challenges that service brand managers are faced with in respect to the development of their brand, more specifically in the context of sports organisations, such as football clubs. Research in this field is still very much at an embryonic stage and the generalisation of the currently existing studies cannot be claimed for a wide variety of reasons. Firstly, how do sports organisations achieve such levels of brand loyalty that allow them to create a strong brand when what is marketed is often created on a daily basis, mostly in conjunction with the customer “delivery of the services brand is about the experience of the customer at the interface with the service provider” (de Chernatony and Segal-Horn, 2001, p. 648), having several characteristics of intangibility, unpredictability, and a short-lived, subjective nature (Gladden *et al.*, 1998; Holbrook and Hirschman, 1982), and by which the traditional approach to brand building tend to fail, mainly because what is discussed here is not some product that sit on a shelf and don’t talk back but a service brand that is intertwined with notions of social identity, sense and need of belonging (Underwood *et al.*, 2001) presenting high levels of people’s emotional attachment (Gobe, 2001) and customer engagement assuming almost a religious status in certain cases. Moreover, it is produced and consumed at the same time, but contrary to more typical services, it comes with a strong emotional commitment from the fans (Mullin *et al.*, 2000). Taking this into consideration, it is obvious that a strong brand can and will help a professional sports team get the most out of the emotional attachment they establish with their fans, to prompt extreme levels of consumer brand loyalty (Holt, 1995), whereas the brand assumes a sort of sacred meaning, mirroring the individual’s personal identity (Belk, 1988; Belk and Costa, 1998; Holbrook, 1987; Hunt

et al., 1999; Pimentel and Reynolds, 2004). This resultant kind of loyalty will then help the sports team leverage its brand equity and generate additional revenues through the sale of goods and services, within and outside the sports arena, through brand extension (Bottomley and Doyle, 1996; Dawar and Anderson, 1994; Sunde and Brodie, 1993). A good example of this is shown in the report from Brand Finance, ‘Brand Finance Football 50 2017’, where the top five football club brands (i.e. Manchester United, Real Madrid FC, FC Barcelona, Chelsea FC, and FC Bayern Munchen) constitute a combined brand value of 3,355 billion pounds, when just five years ago their combined brand value was around two billion pounds, a massive figure achieved in some of the cases through on-pitch success (e.g. Real Madrid FC and FC Bayern Munchen) but mainly through increasingly off-pitch marketing know-how, this is clearly evident in the cases of football clubs that had a below expected performance in the 2016/2017 season (e.g. Barcelona FC, Manchester United, Chelsea FC) (Brand Finance, 2017), all of these losing important trophies (i.e. league championship, and/or European Champions cup). Illustrating the fact that strong sports brands can make their consumers live the brand at different moments of their daily lives, attracts sponsors, providing free publicity irrespective of issues of performance. Because the brand is relevant, it can transcend the sports arena (Richelieu and Pons, 2009).

Secondly, the frustration service brand managers are feeling is evident when they keep on trying to implement branding strategies derived from research that has been developed specifically in the goods context. This becomes even more dissonant when taking into consideration the fact that today’s services marketplace is characterised by intense competition and continued deregulation and, according to Gobe (2001), where the emotional aspect of brands is what makes a key difference for consumers. So, sport organisations such as football clubs must be proactive and innovative service providers to successfully compete amongst themselves but also with other existing offers in the leisure market. In football as in any other activity, success in the pitch is a relevant aspect however not a quintessential determinant of the strength of a brand, more relevant is a professional and customer-oriented brand management, being imperative for the long-term success of a brand. “While (pitch) success may be fleeting, a focus on commitment to customers is not” (Gladden *et al.*, 2001, p.301). This is reflected in the study conducted

by Gladden and Milne (1999) about brand equity regarding the National Hockey League (NHL), National Basketball Association (NBA) and Major League Baseball (MLB), where the impact of pitch success and brand equity on merchandise revenues was analysed showing that although these two entities had significant positive effects on merchandise revenues they are still unrelated, showing that the brand allows economic revenues to occur independently of pitch success. Boone *et al.* (1995) in their study on MLB teams went further to argue that brand value and success can be perceived as total separate entities. They substantiated this argument by doing a comparison of several MLB teams in terms of their brand equity and realised that only seven out of twenty-eight teams presented positive brand equity. Remarkably enough only one out of these seven MLB teams did manage to reach the World Series in the last five years. This seems to reiterate the fact that, economic and brand achievement can occur independently of pitch success. In other words, you can find examples of teams that irrelevant of the fact that they might be performing badly in the pitch still achieve high levels of brand performance. What consumers are really interested is in ‘buying’ emotional experiences, looking for brands that can create an emotional bond with them. As Gobe (2001) stated, emotional brands share a set of common values that make them highly sought, such as:

- A great corporate culture focused on people,
- A communication style and philosophy that stands out, and
- An emotional hook that draws consumers to their promise.

Implementing a branding research that is based and focused on promotion and distribution will not meet the branding challenges that emerge from the unique characteristics of a service brand of this nature. Thirdly, although sports in general, and football more specifically, is in fact a huge industry, whereas in Europe only, the total European football market revenues reached more than 22 billion pounds in 2015/16, a 13% increase from the previous year (Deloitte, 2017). This increment is primarily due to the increase occurred in the top European leagues’ revenues but also due to the revenues obtained from the different competitions staged by UEFA (e.g. UEFA Euro League, UEFA Champions League, UEFA Euro cup). Although being a major industry, not only in

financial terms, but also in terms of its social impact, it is impressive how its deserved relevance is yet to be fully perceived in the world of academia (Giulianotti and Roberstson, 2004), not to say that research hasn't been conducted regarding the industry of football and to related matters of sports marketing. However, the critique commonly associated with these studies is that they tend to have the propensity to be scattered and disperse. The above-mentioned issues highlight the importance of this study and justify the intention to address these challenges by providing some empirical evidence through an exploratory research, allowing for a better understanding of the specific complexities of the subject examined, thus presenting a competitive edge for this research.

1.4. Intended Research Contribution

The objectives of this research are thus twofold, not mutually exclusive, which were achieved through the implementation of the previously mentioned research framework approach. Firstly, the research aims to provide a deeper knowledge on the foundational aspects of the S-D logic research field followed by an understanding on how the literature concerning this new marketing perspective has evolved and what are the research streams that are emerging which led to the recognition that further knowledge is required concerning the identification of the subjacent drivers in the multi-dimensional process of brand loyalty, as well as trying to realise the resulting effects of emotional attachment and consequent brand loyalty in terms of how it can change the way the football club is perceived by its supporters, what the brand means to them, and how they advocate it. Hence, contributing to the development of this area initially through an exploratory approach and subsequently with a quantitative survey in the European football context, taking into consideration constructs that haven't been previously researched in an integrated and related way. Secondly, this research intends to contribute to the discussion of how football clubs are in fact perceived by their supporters, considering the potential constrains of the realisation that football clubs are in fact brands. The current research will contribute to the development of this area through the implementation of a triangulation of research methods in a geography where similar research has not yet been conducted. The research in hand aims to provide insights to what is perceived as extreme

levels of brand loyalty and its consequences within the framework of highly emotional attachment towards brands in a new context other than the ones that most of theoretical and empirical research has been conducted.

Although it is becoming clearer that marketing and branding issues are gaining importance in the sports industry, research is still far behind this growth, at least in Europe (Ferrand and Pages, 1999). It is then the purpose of this research that, organisations, such as football clubs are better prepared and able to adequately deal with some of the unique characteristics and consequences of achieving brand loyalty in the field of such service brands and have a better understanding of the current multi-dimensional phenomenon.

More specifically, the objectives of this research can be stated as follows:

- Characterisation of the service dominant logic field of research
- To determine the key elements in consumer brand relationship that facilitate the development brand loyalty in the context of service brands such as European football clubs;
- To develop a conceptual framework that will incorporate all the key drivers of brand loyalty towards football clubs within a European context;
- To scrutinise the relevance of emotional attachment on service brands loyalty;
- To generate recommendations to sports organizations, as well as managers that deals with services brands on how to enhance and strengthen brand value through the adequate consideration of the several constructs that lead to higher levels of brand loyalty.

1.5. Research Questions

To address the research gaps and to achieve the research objectives, this research will attempt to unveil if, in fact, supporters perceive its preferred football club as a brand, what

are the consequences of their perceptions? In addition, what are the required constituents derived from co-creation of brand value, the consumer brand relationships achieved individually or integrated in brand communities, and how these determine the occurrence of brand loyalty with those supporters that establish an emotional connection with the brand. Furthermore, the suggestion that some constructs are of value to consumers' in their relationship with the brand and in the decision-making process raises many questions that require a deeper understanding. Such is the case of realising how do these constructs interact with each other, and to what extent do these contribute to the consumer's overall brand attitude.

Therefore, this thesis aims to provide answers for the following main research questions (RQ). The roman numbers nomenclature was used as to avoid confusion with the research questions presented in each study:

RQ I - What are the foundations of service dominant logic research?

RQ II - What are the salient factors in service dominant logic research evolution?

RQ III - What are the key attributes, consequences, and values in the consumer brand relationship with a football club brand?

RQ IV – What are the core linkages consumers value in a brand relationship network system regarding football clubs?

RQ V – What are the determinants for developing emotional attachment with a brand?

RQ VI - What is the role of emotional attachment in determining service brand loyalty?

RQ VII - What are the key constructs that lead to higher levels of loyalty towards a service brand such as the case of football clubs?

RQ VIII – What is the causal relationship between devotion and loyalty in the context of football club brands?

Due to the need of a better understanding of the intrinsic issues these questions were disaggregated, and a set of sub-questions and hypotheses were developed and answered in a stream process. First by conducting an analysis of the service dominant logic, the framework that underlines this research and secondly a theoretical and field analysis in service brand loyalty is made resulting on the identification of the determinant constructs as presented in Table 1.1 that displays all papers submitted, each one representing a chapter.

Table 1.1 - Research questions, methods and original contribution

Chapter	Research Sub-Questions & Hypotheses	Research Methods	Original Contribution
2	<ul style="list-style-type: none"> - How has S-D logic as a publication field of research evolved regarding its: <ul style="list-style-type: none"> a. Publication types? b. Annual output and key articles? a. Research areas? - Which are the most influential institutions in this field of research? - How is this field of research characterised in terms of its geographic spread? - What are the leading publications in this particular field of research? 	Bibliometric studies	The foundations of S-D logic research
3	<ul style="list-style-type: none"> – Who have been the most prolific authors in this field of research? – Which are the seminal articles in the S-D logic literature? – How is S-D logic research network structured? – How did S-D logic research evolved ever since its emergence? 	Bibliometric studies	An update on the state-of-the-art of Service Dominant Logic and its evolving pathway.

	– What are the existing trends in S-D logic research?		
5	<p>– What are the key attributes, consequences, and values in the consumer brand relationship with a football club brand?</p> <p>– What are the core linkages consumers value in a brand relationship network system regarding football clubs?</p> <p>– What behavioural acts are directly responsible for consumer of brand loyalty with football clubs?</p> <p>– What is the causal relationship between devotion and loyalty in the context of football club brands?</p>	Laddering Individual interviews	Exploratory research on consumer brand relationships
6	<p>– The level of involvement with a sports service brand is positively influenced by the brand image associations consumers have with a service brand</p> <p>– Brand image associations determine the level of emotional attachment consumers have with a service brand;</p> <p>– There is a direct correlation between involvement and emotional attachment. The more a customer is involved with a sports organisation and its brand the more he or she will be emotionally attached with that brand;</p> <p>– Involvement has a direct positive influence over how satisfied one is with a sports service brand;</p> <p>– Satisfaction has a positive influence in the level of emotional attachment with a sports service brand;</p>	Online quantitative survey	Service brand loyalty model; Identification of the determinant factors for sports brand loyalty building

– Satisfaction has a positive influence in the level of Trust with a sports service brand;

– Satisfaction has a direct positive influence over how loyal one is with a sports service brand;

– Emotional attachment has a positive relationship with the level of trust towards the brand. The more a consumer is emotionally attached with a sports service brand the more he will trust it;

– Emotional attachment has a direct impact on consumers' level of loyalty towards sports service brands;

– Trust has a direct positive influence on the loyalty created with sports service brands;

1.6. Structure of the Thesis

This thesis is presented in seven chapters, the remainder of it is organised as follows. Chapter two and three concerns the two bibliometric studies on the field of S-D logic field of research allowing for a thorough analysis of the contextual framework that underlines this research, reviewing and evaluating the most significant theoretical developments occurred within the field of S-D logic which has influenced a new dominant logic for branding. This new branding logic, incorporated in the Merz *et al.* (2009) brand era of Stakeholder-focus, perceives brands as dynamic and social processes where brand value is determined by all stakeholders, capturing the essence of the brand value co-creation notion. Subsequently, Chapter four derives from the identified gaps in the two previous chapters, amongst others, the lack of empirical works in the areas of consumer brand relationships more specifically on emotional attachment and brand loyalty with service brands in the context of this research. Therefore, a critical review and framework of the

relevant research streams that underline the subject of study of this research is presented, where a great emphasis is placed on the rationalisation of the theoretical framework considered in the conceptual model proposed in the chapter six. Chapter five presents the third paper which identifies the main elements that characterise the relationship with a football club, divided in three main stages, those being attributes, consequences and values a consumer experience with the brand. This was achieved through the implementation of a qualitative study using the critical incident technique and the laddering method in individual interviews. Chapter six presents the fourth paper which establishes the importance of the constructs and the process considered in the conceptual model regarding the degree of brand loyalty that is achieved whilst engaging with the brand. Through the implementation of a quantitative study utilising an online questionnaire. Chapter seven discusses the identified findings derived from the various previous analysis, the theoretical and managerial implications of this study, along with relevant recommendations. After identifying the contribution of the study to the existing body of knowledge on S-D logic and on consumer brand relationship, more specifically brand loyalty towards high emotional attachment brands in the context of sports teams, the limitations of the work and suggestions for future research are presented.

Chapter 2. The First Decade of Service Dominant Logic Research – A Bibliometric Analysis

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Statement of Contributions of Joint Authorship

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Writing and compilation of manuscript, established methodology, data analysis, preparation of tables and figures.

Nelson António: (Principal Supervisor)

Supervised and assisted with manuscript compilation, editing and co-author

José Crespo de Carvalho: (Associate Supervisor)

Editing and Co-author of Manuscript

This Chapter is an exact copy of the journal paper referred to above, with the necessary formatting adaptations for reasons of uniformity

2.1. Abstract

This paper provides an analysis of the first decade of research on the service-dominant logic (S-D logic) approach to marketing. It adopts a multi-step methodology with the use of bibliometric techniques. 1036 bibliographic records were initially identified. These were subject to two refinement stages, resulting in a total of 540 records which consisted of publications from 975 authors, published in 162 journals. Statistical analysis identified the most influential academic institutions, journals and articles in this particular field of research, revealing their character in terms of types of publication, its geographical distribution, and annual output. Four clusters of journals in regards to their output versus citation impact were further identified, with six journals divided in two groups emerging as the leading journals in the field of S-D logic.

Keywords: Service-dominant logic, bibliometric studies, citation analysis, journal impact

2.2. Introduction

The continuous flow of scientific contribution from authors in various areas of marketing has been a constant in recent decades. Publications in services marketing have been typical of this pattern. Among the perspectives in marketing research, Service-Dominant Logic (S-D Logic) has emerged as a ground-breaking contribution, including to management research in general. Though subject to criticism by several authors, the work of John O'Shaunessy and Nicholas Jackson O'Shaunessy¹ perhaps stand out. In spite of this a considerable number of authors have published articles regarding this new approach in academic journals worldwide; examining, inter alia, tourism, medical devices and manufacturing (e.g. Balzquez-Resine *et al*, 2015; Wells *et al*, 2015; Lee *et al*, 2016). This

¹ They have published a series of articles contesting the novelty and utility of this approach.

presents a step-change in publishing in this area given the fact that the first article was published as recently as 2004 (Vargo and Lusch, 2004a)².

The purpose of this study is to provide a better understanding on how this marketing approach evolved by conducting an analysis of the first decade of S-D logic research. It does so by ascertaining the key journals, articles, authors, and institutions responsible for the development of this interdisciplinary approach. The scientific contribution of this research is particularly relevant as no other study has conducted such a thorough exploration of this contribution to marketing research by employing a bibliometric methodology. According to Pilkington and Liston-Heyes (1999) bibliometrics has been used more often to complement peer-reviewing (Haustein and Larivière, 2016) and is quite useful in the identification of methodological approaches, perceptions, clusters of authors and the ways they interconnect, but also as a portrayal of an evolving structure of knowledge at a particular point in time (Small, 1993). Given that S-D logic, which has been applied in several contexts and areas of research, revealing the its multidisciplinary nature, with a realisation that further development and understanding is still required (Vargo and Lusch, 2016), bibliometrics is highly appropriate in helping us answer the following research questions:

RQ1 - How has S-D logic as a publication field of research evolved regarding its:

- a. Publication types?
- b. Annual output and key articles?
- c. Research areas?

RQ2 - Which are the most influential institutions in this field of research?

² Vargo and Lusch's (2004a) seminal article was published in the Journal of Marketing. It is that journal's most cited article since 2000 and won the AMA Maynard Award for 'Best Theoretical Contribution in Marketing'.

RQ3 - How is this field of research characterised in terms of its geographic spread?

RQ4 - What are the leading publications in this particular field of research?

2.3. Definition and domain

2.3.1. The service dominant logic

Given the purpose of this study it is relevant to begin by presenting an overview of how this new paradigm in marketing has emerged and developed. We contrast the underlying arguments and foundations of this particular notion with the views of those authors that hold on to a dichotomist perspective of services and goods, as evident in both early articles (e.g. Bateson, 1977; Thomas, 1978; and Berry, 1980) And more recent studies (e.g. Høgevold, 2016).

With the appearance of the subject areas of services and relationship marketing during the early 1960's and subsequently in a more consubstantiated and prolific way in the mid-1970, a variety of service-based concepts and models were developed. Services and relationship marketing have often been held responsible for the controversy around the long-term debate over goods versus services, as well as for stimulating the discussion on the potential of a service-logic mainstream marketing. Vargo and Lusch (2004a, 2004b) contested this dichotomist perspective by arguing that services marketing is constructed around the same goods-and manufacturing-based rationale: in their terms, a “goods dominant” (G-D) logic. This logic posits the organisation as the single responsible player in “producing” value; customers are seen as mere passive players (operand resources — resources on which an operation or act is performed to produce benefit) and thus exogenous to value creation. Gröonos (1994) and Gummesson (1998), among several other academics, also criticised this logic (i.e. G-D logic) on the grounds that it is restrictive and unsound, and that a more inclusive theoretical basis is was necessary.

Building on the growing criticism and these new theoretical developments, Vargo and Lusch (2004a; 2008a; 2008b, 2016) argued that marketing had evolved towards a service-based model of all forms of exchange; a service dominant logic (S-D) logic where the

focus was no longer on transactions but on long-term relationships. This logic emphasized co-creation of value, a process orientation and relationships among multiple actors (firms, customers, and other stakeholders), “while crafting value propositions” (Skålén *et al*, 2015, p. 139). The customer/employee relationship is seen as playing a more manifest role, since it is this that creates the service itself and is ultimately what customers perceive the service to be. As Grönroos and Voima (2013, p. 140) argued “Interactions are situations in which the interacting parties are involved in each other’s practices. The core of interaction is a physical, virtual, or mental contact, such that the provider creates opportunities to engage with its customers’ experiences and practices and thereby influences their flow and outcomes.”

This becomes even more relevant when considering mass customization, since it conveys the possibility for customers to use different technologies such as the internet and mobile devices to facilitate interaction and collaborate in decision making process, where social networking communication is used to encourage customers to engage with the company at the various stages in the consumer purchase decision (Verma, 2013) and in the product design process (e.g. Adidas, Nike, and Nokia). Similarly, in other retail contexts such as the automotive, different car manufacturers – such as General Motors, BMW and Subaru - are allowing customers to customize their vehicles (Karpe *et al*, 2015). In the case of Factory Five or Build-A Bear this possibility is furthered by even allowing customers to create and customize the product to their own requirements and personal taste.

Moreover, since S-D logic perceives marketing as a continuous set of social and economic processes (Lusch and Vargo, 2014), in which the concept of interaction is core, it incorporates the principle that value creation derives from a process of integrating and transforming resources, which implies the existence of networks. This notion of network is strongly in tune with the resource-integration concept of S-D logic, perceiving the idea of co-creation of value as an interactive concept (Vargo and Lusch, 2008a). This is a notion confirmed by several studies (e.g. Ballantyne and Varey, 2006; O’Hern and Rindfleisch, 2010, Gummerus, 2013) which have highlighted its collaborative nature and dialogical focus.

2.3.2. Bibliometric research

White and McCain (1989, p. 119) define bibliometrics as the “*quantitative study of literatures as they are reflected in bibliographies. Its task, immodestly enough, is to provide evolutionary models of science, technology, and scholarship*”. This is a definition that relates to the searching and recording of existent knowledge through the utilisation of a quantifiable method; in other words, “*the application of mathematical and statistical methods to books*” (Pritchard, 1969, p.349). Bibliometric research can be traced back to the early twentieth century, with its roots being usually associated with Paul Otlet, in his ‘*Traité de Documentation. Le livre sur le Livre. Theorie et Pratique*’ (1934). Otlet used the term to bibliographical research designed to measure the quantity applied to a book and other media-based forms of communication (Hood and Wilson, 2001).

Studies applying some form of bibliometric method have played a fundamental role in identifying key research documents in several scientific fields as well as highlighting current developments and research trends (Borgman, 2000; Vassinen, 2006). The contributions of these studies derive from two fundamental premises: that researchers tend ‘naturally’ to privilege ‘top-tier’ scientific journals for their publications; and that there is a clear propensity for researchers to cite mainly those articles which reflect the importance they attribute to them for the development of their own research (Rafael *et al.*, 2004). Thus, new findings and research mostly draw on articles previously published in ‘top’ journals and by researchers who tend to take into account citation and co-citation scores (Tu, 2012), and in some cases, the journal’s impact factor, in deciding which journals to offer their work to for publication (Skoie, 1999).

The assumption with regard to citation analysis is that the articles that have been widely cited will be the ones that have a greater impact on a particular research area. However, this type of analysis is far more than a simple quantification of documents, it allows for the identification of nodes of influence and maps out related research streams (Kim and McMillan, 2008), presenting the analysed articles as barometers of relevance (or activity) concerning a specific research subject. Simultaneously, it is also a way to assess both individual and clusters of research ‘quality’.

Whilst citation analysis has been a regularly used technique in several bibliometric studies (e.g. Alves *et al*, 2016) bibliometric research on the concept of co-creation of value analysed the most-cited articles in the literature, identifying those articles with the greatest influence as well as the four main clusters on this area of knowledge. Additionally, a common analytical procedure in bibliometric studies is the use of impact factor analysis to establish journal rankings. Typically, by means of a three-year timeline analysis of the accumulated total of citations of the entire publications in a particular journal, the impact of that journal in a specific research area is determined. The adequacy of this three-year timeline has been endorsed by van Leeuwen (2012) in his study of aggregated data concerning five subject categories. He demonstrated that citation impact in the short term is an indicator of the citation impact on the longer run.

Irrespective of some the criticisms this scientific literature evaluation metric³ has faced from several authors (e.g. Bensman, 2007; Vanclay, 2011; Pendlebury and Adams, 2012), the journal impact factor is currently “the bibliometric construct most widely used for evaluation in the scholarly and publishing community” (Moed *et al*, 2012, p. 368) in a wide variety of scientific fields and one of the most influential tools in modern research (Kurmis, 2003). As Bensman (2012) has claimed, impact factors are a good measure for finding out which journals are actually of relevance, irrespective of the factor score itself. This is confirmed by the study that Buéla-Casal and Zych (2012) carried out with several scientists worldwide (i.e. 1,704 researchers from 86 different countries, and all the major fields of knowledge) showing that almost 90% of the participants viewed the journal impact factor measure as either important or very important for the evaluation of the scientific performance in their country. As Vorotnikova (2011) states, the power of the impact factor as a performance indicator comes from its constancy, and its impartiality from the nature of the journal together with its high comprehensibility.

While frequently new approaches and concepts have been introduced regarding the literature on the subject of S-D logic, surprisingly little attention has been spent so far on examining the whole corpus of work and reflecting how the research has evolved and

³ The impact factor is based on a mathematical formula that divides the number of citations of a journal's material by the number of citable materials published by that same journal (Kurmis, 2003).

shaped the area of study through to the present day. As Fetscherin and Usunier (2012, p. 733) state: "Since research can be cyclical (Daniels, 1991), one needs to take an occasional step back" and analyze the existing literature. With this in mind the focus of this study is to shed light on the research stream of S-D logic, using bibliometric citation analysis as an appropriate meta-analytic approach to obtain the answers to the previously outlined research questions.

2.4. Methodology

Following the common approach used by other bibliometric studies which integrate a cut-off year for data gathering between ten to twenty-five years (e.g. Tu, 2012; Podsakoff *et al.*, 2008), this study focuses on the 2000-2014 time frame. Given the relatively recent genesis of the concept of S-D logic (from 2004), this still provides a high degree of confidence regarding the study's coverage of S-D logic related literature all the way back to the first document published whilst fitting well within the customary range and avoiding any imposed bias from the author.

For the purpose of data collection, the Thomson Reuters Web of Science database⁴ was chosen due to its suitability and adequacy for a study of this nature. This decision was made following an evaluation of several factors which met the established criteria. First and foremost, due to its multidisciplinary coverage of highly relevant literature of several science fields in a unified platform. The Thomson Reuters Web of Science (TRWS) is a key platform for information in the physical sciences, life sciences, social sciences, arts, and humanities. With 23 000 journals, more than 148 000 proceedings, and over 40 million source items and 760 million cited references (Web of Knowledge factsheet, 2014), it gels appropriately with the interdisciplinary nature of the concept under analysis in this study. Apart from its broad and versatile coverage, TRWS is renowned for other characteristics, such as its selectiveness capability, where the periodicals covered are

⁴ Including the following citation databases (Science Citation Index Expanded (SCI-EXPANDED) --1900-present; Social Sciences Citation Index (SSCI) --1900-present; Arts & Humanities Citation Index (A&HCI) --1975-present; Conference Proceedings Citation Index- Science (CPCI-S) --1990-present and Conference Proceedings Citation Index- Social Science & Humanities (CPCI-SSH) --1990-present).

selected on the basis of quantitative criteria together with expert opinion, for its capacity to carry out analyses of scientific collaboration, for the possibility of applying full publication counting schemes based on its completeness of author's addresses, and for the possibility of redefining the bibliographical references (processed with each document) as sources that facilitate citation pattern analyses and establish citation indicators. Finally, the fact that it has been a commonly used tool in bibliometric research projects by the vast number of researchers in studies of a similar nature (Harzing, 2013), made TRWS a natural choice over other available options.

Furthermore, following the logic that one should not confine the attention of the analysis to the basic unit of bibliometric research (i.e. the scientific paper) and in line with Glänzel's (2003, p 12) approach which considers that "books, monographs, reports, theses and papers in serials and periodicals are units of bibliometric analyses" it was decided to integrate several other databases available in Thomson Reuters. As King (2004) has argued, this is a more inclusive approach since it applies methods of mathematical analysis to other resources (i.e. articles in publications, documents within journals, conferences and organizations, e-books and e-journals) (Glänzel, 2003), which can then be contrasted with studies where the data obtained was derived from journals chosen by peer researchers (Holsapple *et al.*, 1993; Walstrom and Leonard, 2000; Ma *et al.*, 2008). Based on this rationale a multi-step approach to the collection and analysis of the data was decided in order to guarantee the trustworthiness and inclusivity of the results. The first step of this process used a 'keywords' approach of the terms "service dominant logic", "sd logic" or "s-d logic" in the title (e.g. TI=(service dominant logic) OR TI=(sd logic) OR TI=(s-d logic)) as well as the combination of the three terms in the topic (e.g. TS=(service dominant logic) OR TS=(sd logic) OR TS=(s-d logic)) which resulted in 1036 records⁵ from all databases, originating from all publication types

⁵ In so to exclude any bias in the data considered for analysis regarding the database chosen (i.e. TRWS), a research was conducted using the Scopus database with the same search parameters being used. Where the initial results indicated 926 publications, and after reviewing and analysing these, the final total results were of 498 publications, revealing lower number of results than that obtained by using TRWS database.

Furthermore, a high-level similarity of records was identified, leading to the conclusion that no significant changes in the findings would occur if a different database was chosen and if these articles were considered in the analysis.

available in TRWS (i.e. articles, proceedings papers, review, editorial material, and book review, meeting abstracts). The rationale for carrying out the search of these terms in more than one search option (i.e. both in the title and in the topic) was to double-check and guarantee that no relevant publication related to the subject of this study was left unidentified, thus increasing the degree of confidence in the results obtained. In the second stage of the study, the adequacy of content of the records obtained in the first stage was analysed by reviewing the abstracts which led to a refinement of the results to 688 records, of which further 182 records were eliminated in the third stage after conducting a detailed reading of these articles. In the end, a provisional total of 506 publications, by 943 authors, published in 155 journals, were identified as relevant for further analysis.

Subsequent to this multi-step data collection approach the final dataset was exported to Histcite software (Garfield, Paris and Stock, 2006). Use of this software was inspired by several studies (e.g. Roper and Parker, 2006; Fetscherin and Heinrich, 2015), where a citation analysis was carried out, integrating several descriptive analyses. This was considered relevant in order to be able to accurately typify the data set (Tu, 2012). After checking for potential duplication of records, and following Garfield and Pudovkin (2004) recommendations, an analysis of references cited in the data set, but not represented in the data set itself (i.e. they were ‘outer’ references or ‘outer’ nodes) was conducted in order to identify references from publications in the collection to publications outside the collection. By this means, 34 records were subsequently added, culminating in a final total of 540 publications based on research carried out on S-D logic.

2.5. Research findings

In the event, the final dataset was composed of publications by 975 authors, published in 162 journals, with a total of 7979 citations, giving an average citation of 14.83. These publications cited 18755 other publications and had an h-index value of 34.⁶ All of them

⁶ the h-index or Hirsch index is a metric that quantifies the amount of research conducted and the relative impact of a researcher in a particular research field based on the set of the researcher's most cited papers together with the number of citations that they have received (Alonso *et al.*, 2009)

were greatly influenced by the Vargo and Lusch articles of 2004 and 2008 - two of the most highly cited articles - but also reflected the increasing attention received by a considerable number of publications in this area of research. Hirsch (2005) has stated, a subject that after 20 years of research has reached an h-index value of 20 is good, while 40 is outstanding and 60 is truly unique. This underlines how, with an h-index value of 34, S-D logic has become a very significant area of marketing research after only ten years in existence.

This conclusion is reinforced by the grand totals results which were as follows: LCS (local citation score) 2878; LCSx (local citation score excluding self-citations) 2625; CR (number of cited references) 32010. The corresponding mean scores were: LCS 5.33; LCSx 4.86; GCS (average citations per item) 14.83; CR 59.28; NA 2.54⁷.

2.5.1. Research Evolution

In order to respond to the first research question (i.e. *Q1-How has S-D logic as a publication field of research evolved regarding its: Publication types? Annual output and key articles? and Research areas?*) a more detailed analysis of the results was carried out.

In evaluating the research areas that have been involved in publishing on this topic, the field of business economics, clearly stands out with 79.84% of the total records, followed by the computer science area, which contributes 12.65% of publications, engineering, 10.28% and operations research management, 6.33%. Nevertheless, the interdisciplinary nature of S-D logic is corroborated by the twenty-five different research areas identified in the analysis, ranging from public administration, psychology, sociology, cultural studies all the way to environmental sciences, genetics, geography, and mathematics.

Moreover, in terms of the type of publication, the vast majority of the research found on the subject of S-D logic is either, articles (75.7%) or papers in proceedings (14.6%). The

⁷ LOCAL CITATION SCORE (LCS) is the number of times a paper is cited by other papers in the local collection, whilst GLOBAL CITATION SCORE (GCS) provides the Citation Frequency based on the full Web of Science count at the time the data was downloaded (Garfield and Pudovkin, 2004).

remaining types of documents total less than 10% of the overall research output. In terms of the total local citations and total global citations scores the main form of publication are again articles, with a TLCS of 2287 and a TGC of 6108; and secondly reviews with a TLC score of 491 and a TGC score of 1645. In regard to the remaining forms of publications their total TLC score was 100 and a corresponding total TGC score of 226 (see table 2.1).

Table 2.1 - Research structure of types of documents

Rank	Document Type	Records	%	TLCS	TGCS
1	Article	409	75.7	2287	6108
2	Proceedings Paper	79	14.6	17	39
3	Editorial Material	20	3.7	31	64
4	Review	17	3.1	491	1645
5	Article; Proceedings Paper	12	2.2	52	123
6	Meeting Abstract	2	0.4	0	0
7	Book	1	0.2	0	0

Figure 2.1– Published Items in Each Year

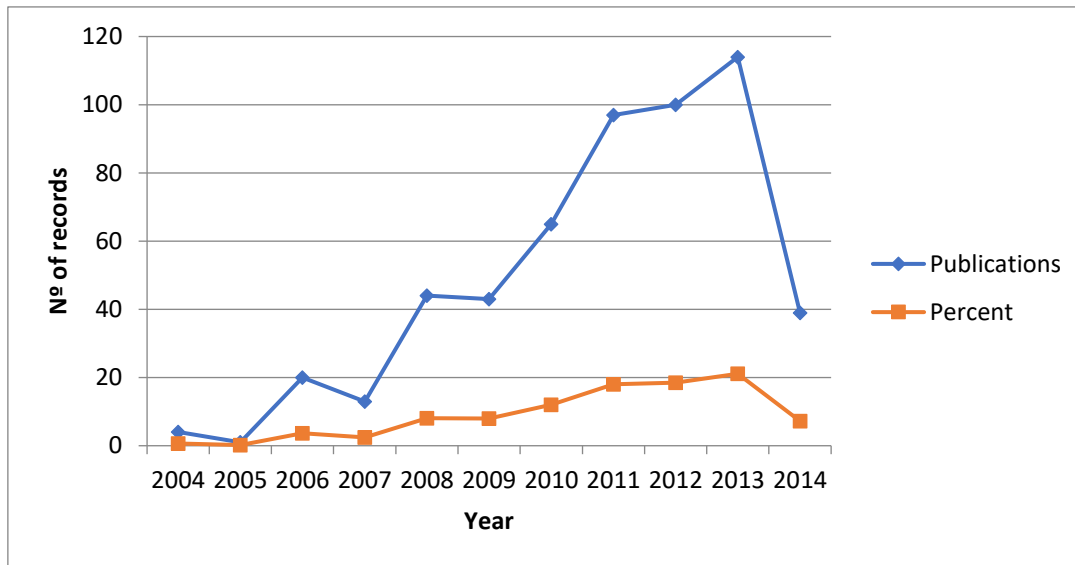
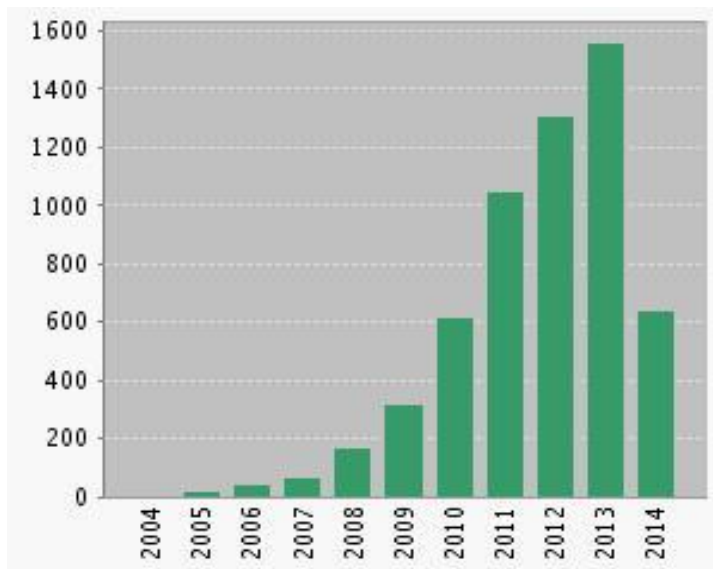


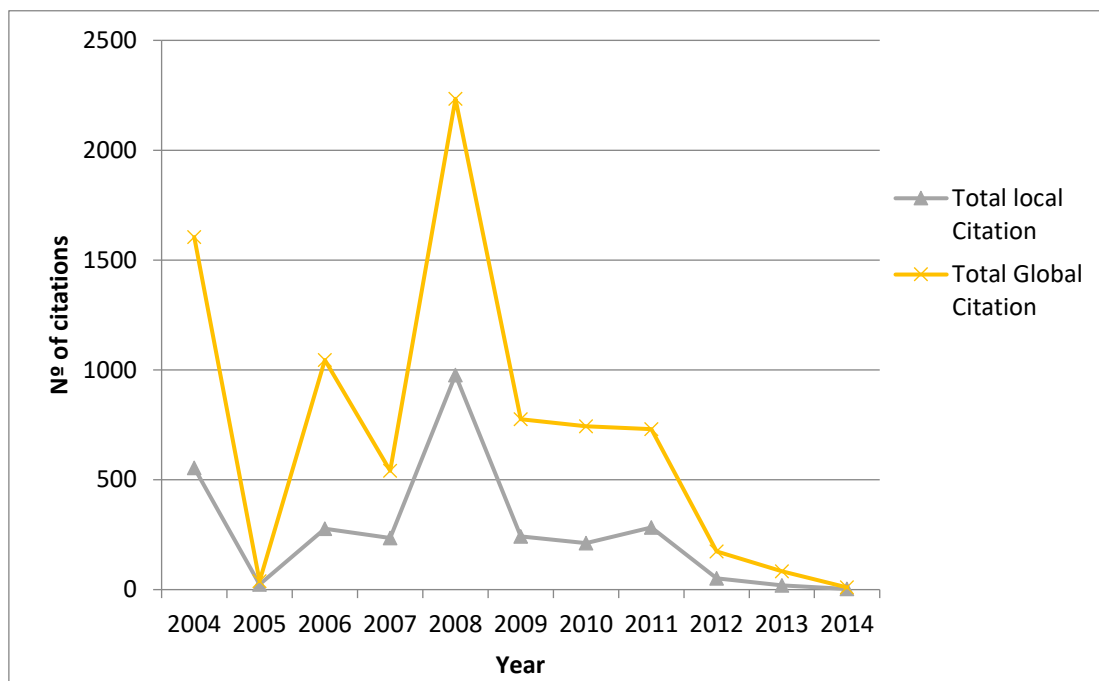
Figure 2.2 – Citations in Each Year



With regard to the yearly output, there is an obvious continuous incremental shift since the first research publication in 2004. The exception is 2007, where there was a slight decrease of publications compared with the previous year (i.e. minus 7), a stagnation in

the subsequent two years, followed by a continuous growth from 2010 onwards. Mainly, during the three-year period from 2011 to 2013, this topic of research started to gain momentum, representing more than half the publications regarding S-D logic (i.e. 57.6% (N=311), in 2011 – 18.0% (n=97), in 2012 – 18.5% (n=100), and in the year 2013 – 21.1% (n=114)), in which the number of publications with six years and older represent 23.1% (n= 125) of the total identified bibliography, reiterating the dynamic nature of S-D logic field of research (see Figures 2.1 and 2.2).⁸

Figure 2.3 – GCS and LCS Totals in Each Year



⁸ Since the data considered is until June 2014, the yearly output analysis of this year reflects only a partial reality. However, it still reveals a continuous output growth from the five months analysed, since that in this short time period the number of publications equals the totals of 2009 and equals the totals of 2010 in terms of citations.

Figure 2.3 reveals the importance of some of the most significant published articles in this field of research, particularly the seminal ones by Vargo and Lusch (2004; 2008). In themselves they are the principal reason why 2004 and 2008 are the highest for annual citation scores. This conclusion is confirmed by the analysis of the top 10 articles on this subject as shown in table 2.2.

Table 2.2 - Ranking of the top 10 articles (in the collection sorted by GCS/t)

Rank	Authors / Year	LCS	LCS/t	LCSx	GCS	GCS/t
1	Vargo SL, Lusch RF (2004)	437	39.73	412	1418	128.91
2	Vargo SL, Lusch RF (2008)	276	39.43	261	428	61.14
3	Payne AF, Storbacka K, Frow P (2008)	95	13.57	91	211	30.14
4	Ostrom AL, Bitner MJ, Brown SW, Burkhard KA, Goul M, et al. (2010)	36	7.20	35	136	27.20
5	Schau HJ, Muniz AM, Arnould EJ (2009)	30	5.00	30	162	27.00
6	Chesbrough H, Spohrer J (2006)	28	3.11	26	241	26.78
7	Vargo SL, Maglio PP, Akaka MA (2008)	0	0.00	0	174	24.86
8	Lusch RF, Vargo SL, O'Brien M (2007)	114	14.25	107	184	23.00
9	Tuli KR, Kohli AK, Bharadwaj SG (2007)	34	4.25	34	166	20.75
10	Maglio PP, Spohrer J (2008)	44	6.29	43	120	17.14

A closer look at the articles ranked in table 2.2 reveals that while they all can be considered highly influential in shaping the research field of S-D logic, some of them do not focus specifically on this subject (e.g. Chesbrough and Spohrer, 2006; Tuli *et al*, 2007; Schau *et al*, 2009) but rather center on aspects such as service innovation, value co-creation and process-centric thinking. Though, in the narrow sense, they may not be part of S-D logic research, they arguably contribute more broadly to the field by addressing

issues that are intrinsically linked to it. In the case of Ostrom *et al.* (2010), for instance, the authors identify a set of global, interdisciplinary research priorities in the science of service industries. In similar ways all these articles can be seen as strongly relating to S-D logic, by either providing foundations and contributions to this field of research, and/or by revealing, once again, the multidisciplinary nature of S-D logic research.

2.5.2. Centres of excellence and geographical overview

For the second and third research questions (i.e. Q2-*Which are the most influential institutions in this field of research?* and Q3-*How is this field of research characterised in terms of its geographic spread?*), the approach followed as to determine the relevance and academic preponderance of the institutions where the various authors were based. Here calculations were based on the quantity of output and impact the publications have had in terms of the overall citations they received (i.e. local and global citations) (Moed *et al.*, 2012).

Table 2.3 - Institution representation

Rank	Institution	Records	%	TLCS	TGCS
1	Karlstad Univ.	32	5.9	96	267
2	Hanken Sch Econ.	27	5.0	177	354
3	Univ Hawaii Manoa	26	4.8	791	1479
4	Univ. of Arizona	18	3.3	663	1098
5	Univ. of Auckland	13	2.4	54	183
6	Univ. of Otago	13	2.4	119	225
7	Linkoping Univ.	9	1.7	23	78
8	Univ. of Warwick	9	1.7	4	14
9	Arizona State Univ.	8	1.5	53	175
10	Texas Christian Univ.	8	1.5	641	1639

Regarding the spread of institutions, the results reveal a variety of centres of excellence with 495 institutions from 46 countries identified. However, when observing tables 2.3 and 2.4 it is evident that more than half of research on S-D logic is of Anglo-Saxon origin, mainly from the USA (i.e. 28.5% from the USA, 15.6% from the United Kingdom, 5.4% from New Zealand, and 4.4% from Australia), of which the Texan Christian University, The University of Hawaii Manoa and the University of Arizona stand out as the ones that have received more citations irrespective of the relative lower number of articles published. This is undoubtedly an outcome of the professional relationship the founding authors of S-D logic (Vargo and Lusch) had with these institutions. Furthermore, some non-Anglo-Saxon academic institutions emerge as important centres of excellence in this field of research, particularly Finland, and Sweden, with 10.4% and 10.2% respectively. Interestingly, the most prolific academic institution has in fact been the Karlstad University, Sweden, with 5.9% of publications followed by the Hanken School of Economics, Finland, with 5%. This underlines the continuing interest of the ‘Nordic

school’ of service marketing in this subject area and their consequent contribution to its research increment.

Table 2.4 - Country representation

Rank	Country	Records	%	TLCS	TGCS
1	USA	154	28.5	1938	5394
2	UK	84	15.6	111	454
3	Finland	56	10.4	234	472
4	Sweden	55	10.2	208	528
5	Germany	35	6.5	51	169
6	New Zealand	29	5.4	175	391
7	Taiwan	27	5.0	5	71
8	Australia	24	4.4	140	341
9	Peoples Republic of China	23	4.3	17	86
10	Italy	22	4.1	48	139

2.5.3. Leading journals

While it is of great interest to understand the overall nature of the research carried out, it is fundamental to go a step further in the analysis and identify the journals that are leading the research on this subject. The response to question four (i.e. Q4-*What are the leading publications in this particular field of research?*) achieves this.

Table 2.5 – Journal impact in terms of output or productivity

Rank	Journal	Records	%	Research Area	Ratings		
					2015	2010	2009
1	Journal of Service Management	43	8.0	Sector studies	2	2	2
2	Industrial Marketing Management	39	7.2	Marketing	3	3	3
3	Marketing Theory	31	5.7	Marketing	3	2	2
4	Journal of Service Research	26	4.8	Sector studies	4	3	3
5	Journal of the Academy of Marketing Science	23	4.3	Marketing	4	3	4
6	Journal of Business Research	20	3.7	Marketing	3	3	3
7	Managing Service Quality	20	3.7	Operations, technology and management	1	1	1
8	Journal of Business & Industrial Marketing	16	3.0	Marketing	2	2	2
9	European Journal of Marketing	14	2.6	Marketing	3	3	3
10	Journal of Services Marketing	14	2.6	Marketing	2	2	3

By means of a journal impact analysis, the journals that can claim a major responsibility for propelling the S-D logic approach, can be identified. As Baumgartner and Pieters (2003, p. 123) noted, “Different journals are most influential in different subareas of marketing”. This influence is illustrated in table 2.5, where the top ten journals are presented, revealing a clear a dominance of journals deriving from the area of marketing research. However, two other research areas also appear (i.e. operations, technology and management; and sector studies) with the latter being the one that records the highest number of articles in a single journal (i.e. Journal of Service Management - JOSM).

Table 2.6 - Journal impact in terms of interdisciplinary diversity

Rank	Journal	TLCS	TLCS/t	TGCS	TGCS/t	Research Area	Ratings		
							2015	2010	2009
1	Journal of the Academy of Marketing Science	761	115.63	1401	216.17	Marketing	4	3	4
2	Journal of Marketing	544	55.50	1934	207.26	Marketing	4*	4	4
3	Marketing Theory	300	45.61	457	73.21	Marketing	3	2	2
4	Industrial Marketing Management	201	37.73	601	121.86	Marketing	3	3	3
5	Journal of Service Research	193	28.45	585	99.97	Sector studies	4	3	3
6	Journal of Retailing	133	16.63	256	33.25	Marketing	4	4	4
7	Journal of Service Management	100	23.08	236	59.13	Sector studies	2	2	2
8	Journal of Business & Industrial Marketing	71	11.33	117	19.63	Marketing	2	2	2
9	European Business Review	61	8.71	114	16.29	General Management	2	2	2
10	Communications of the ACM	47	5.22	366	40.67	Computing & Information Technology	2	3	3

To further understand this impact, measures other than output have been considered (total local citations (TLCS), the total global citations (TGCS) and their corresponding citations received per year (TLCS/t and TGCS/t)). The Journal of the Academy of Marketing Science is the leading publication in this regard (see table 2.6), with a TGCS of 1401 and a TGCS/t of 216.17. Moreover, in terms of the journals' ratings, six out of the top ten are rated 3 or above, with particular highlight for the Journal of Marketing that is rated as 4* according to the ABS academic journal quality guide (CABS, 2015).

Following Fetscherin and Usunier (2012) approach, to obtain a clearer understanding of the output factor versus the impact of the research published, the decision was made to combine the results from the above two tables, considering only those journals that presented an average GCS per year since its publication date (i.e. TGCS/t) equal or higher than one. This resulted in a total number of 67 journals, which for the purpose of simplicity will be identified from now onwards by their abbreviations (see key in Table 2.7 for the journal name corresponding abbreviation). This correlation led to the appearance of four main categories of journals as seen in figure 2.4.

Table 2.7 - Journal related abbreviations

Key:

Journal name	Abbreviation	Journal name	Abbreviation
JOURNAL OF SERVICE MANAGEMENT	JOSM	EUROPEAN SPORT MANAGEMENT QUARTERLY	ESMQ
INDUSTRIAL MARKETING MANAGEMENT	IMM	JOURNAL OF INTERNATIONAL MARKETING	JIM
MARKETING THEORY	MT	MIS QUARTERLY	MISQ
JOURNAL OF THE ACADEMY OF MARKETING SCIENCE	JAMS	JOURNAL OF CUSTOMER BEHAVIOR	JCB
JOURNAL OF SERVICE RESEARCH	JSR	INFORMATION SYSTEMS AND E-BUSINESS MANAGEMENT	ISEM
MANAGING SERVICE QUALITY	MSQ	INTERNATIONAL JOURNAL OF ADVERTISING	IJA
EUROPEAN JOURNAL OF MARKETING	EJM	INTERNATIONAL JOURNAL OF DESIGN	IJD
JOURNAL OF BUSINESS & INDUSTRIAL MARKETING	JBIM	INTERNATIONAL JOURNAL OF ELECTRONIC COMMERCE	IJEC
JOURNAL OF SERVICES MARKETING	JSMKT	INTERNATIONAL JOURNAL OF INFORMATION MANAGEMENT	IJIM
JOURNAL OF MACROMARKETING	JMM	INTERNATIONAL JOURNAL OF MANAGEMENT REVIEWS	IJMR
EUROPEAN MANAGEMENT JOURNAL	EMJ	INTERNATIONAL JOURNAL OF OPERATIONS & PRODUCTION MANAGEMENT	IJOPM
EXPLORING SERVICES SCIENCE	ESS	INTERNATIONAL JOURNAL OF PHYSICAL DISTRIBUTION & LOGISTICS MANAGEMENT	IJPDLM
JOURNAL OF BUSINESS RESEARCH	JBR	INTERNATIONAL JOURNAL OF PROJECT MANAGEMENT	IJPM
JOURNAL OF MARKETING	JM	INTERNATIONAL JOURNAL OF RESEARCH IN MARKETING	IJRM
DECISION SCIENCES	DS	INTERNATIONAL JOURNAL OF SERVICE INDUSTRY MANAGEMENT	IJSIM
JOURNAL OF PUBLIC POLICY & MARKETING	JPPM	INTERNATIONAL JOURNAL OF TOURISM RESEARCH	IJTR
EXPERT SYSTEMS WITH APPLICATIONS	ESWA	JOURNAL OF BUSINESS LOGISTICS	JBL
IBM SYSTEMS JOURNAL	IBMSJ	AUSTRALASIAN MARKETING JOURNAL	AMJ
INTERNATIONAL JOURNAL OF LOGISTICS MANAGEMENT	IJLM	JOURNAL OF MANAGEMENT INFORMATION SYSTEMS	JMIS
INTERNATIONAL JOURNAL OF PRODUCTION ECONOMICS	IJPE	JOURNAL OF RETAILING	JR
JOURNAL OF BUSINESS ETHICS	JBE	JOURNAL OF TRAVEL RESEARCH	JTR
JOURNAL OF BUSINESS-TO-BUSINESS MARKETING	JBBM	INTERNATIONAL JOURNAL OF HOSPITALITY MANAGEMENT	IJHM
JOURNAL OF SUPPLY CHAIN MANAGEMENT	JSCM	JOURNAL OF PRODUCT INNOVATION MANAGEMENT	JPIM
PRODUCTION PLANNING & CONTROL	PPC	SERVICE SCIENCE, MANAGEMENT AND ENGINEERING EDUCATION FOR THE 21ST CENTURY	SSMEE

Consumer brand relationships – The determinants of brand loyalty in the context of football clubs

SERVICE INDUSTRIES JOURNAL	SIJ	TOTAL QUALITY MANAGEMENT & BUSINESS EXCELLENCE	TQMBE
TECHNOVATION	TECH	SERVICE BUSINESS	SB
TOURISM MANAGEMENT	TM	SCANDINAVIAN JOURNAL OF MANAGEMENT	SJM
COMMUNICATIONS OF THE ACM	CACM	TECHNOLOGICAL FORECASTING AND SOCIAL CHANGE	TFSG
EUROPEAN BUSINESS REVIEW	EBR	JOURNAL OF COMPUTER INFORMATION SYSTEMS	JCIS
SERVICE SCIENCE	SS	ANNALS OF TOURISM RESEARCH	ATR
CALIFORNIA MANAGEMENT REVIEW	CMR	DECISION SUPPORT SYSTEMS	DSS
ORGANIZATIONAL DYNAMICS	OD	PSYCHOLOGY & MARKETING	PM
ACADEMY OF MANAGEMENT LEARNING & EDUCATION	AMLE	SUPPLY CHAIN MANAGEMENT-AN INTERNATIONAL JOURNAL	SCM
PUBLIC MANAGEMENT REVIEW	PMR		

The first batch was labelled as the “*rising achievers*” journals, represented by those that are below the average output (6.07 articles) but above the average impact (TGCS/t = 17.50), and corresponds to the 3 journals (i.e. CACM, JR, IBMSJ) in the blue area. The second group identified is that of those journals with an above the average output but below the average impact, and were labelled as the “*silent workers*”, and corresponds to 7 journals (i.e. SIJ, TM, ESS, JMM, JSMKT, EJM, MSQ) in the yellow area. The third group comprises those journals with both a higher than average output and impact, corresponding to 9 journals (i.e. EMJ, JBIM, JBR, MT, JSR, JM, JAMS, JOSM, IMM), labelled as the “*path makers*” journals and are represented in the white area. The fourth and final group is that of those journals within the mean values of journal output versus its impact, corresponding to the remaining 48 journals, represents the largest number of journals identified in the dataset, and which were labelled as the “*early days*”. They are located in the pink area.

Overall, when considering which are the journals that are the most influential and prominent in this field of research, they are located in the white area, labelled as the “*path makers*” journals, with a particular highlight to the journals inside the full blue circle (i.e. Journal of the Academy of Marketing Science (JAMS) and the Journal of Marketing (JM)), with a highly significant number of total global citations received per year (i.e. TGCS/t of 216.17 and 207.26) respectively, with the particularly that the later achieved this result with a much lower number of articles published concerning this subject. Whereas, in regards to the most productive journals- those in the red circle - four stand out in this respect (i.e. the Journal of Service Research (JSR), the journal of Marketing

Theory (MT), the Journal of Service Management (JOSM), and the Industrial Marketing Management (IMM)). Special reference needs to be made to the Industrial Marketing Management (IMM) journal, since it has been able to achieve a better fit between the output and the number of citations achieved, with 39 articles published and a score of 121.86 total global citations per year. In respect to the three journals labelled as the “*rising achievers*”, these also reveal a high degree of potential, as they have an above average impact value even though they have a very small number of publications.

At the other extreme, we have the “*silent workers*” (i.e. Services Industry Journal (SIJ), Tourism Management (TM), Exploring Services Science (ESS), Journal of Macromarketing (JMM), Journal of Service Marketing (JSMKT), European Journal of Marketing (EJM), Managing Service Quality (MSQ)), 7 journals with several publications but lacking the necessary ratification as their citation value is still below the average. Finally, a closer look of the fourth batch of journals labelled “*early days*” is presented in figure 2.5. This provides a clearer view of this category and reveals that there are two journals (i.e. EBR and JBL) that show potential for growth in terms of future impact and number of articles published, as they are very close to the mean value (i.e. 6,07; 17,50). They are followed by three other journals (i.e. CMR, ESMQ and IJPE) which also show potential for increasing their influence on this subject and becoming future reference points.

Figure 2.4 – Output versus impact of journals

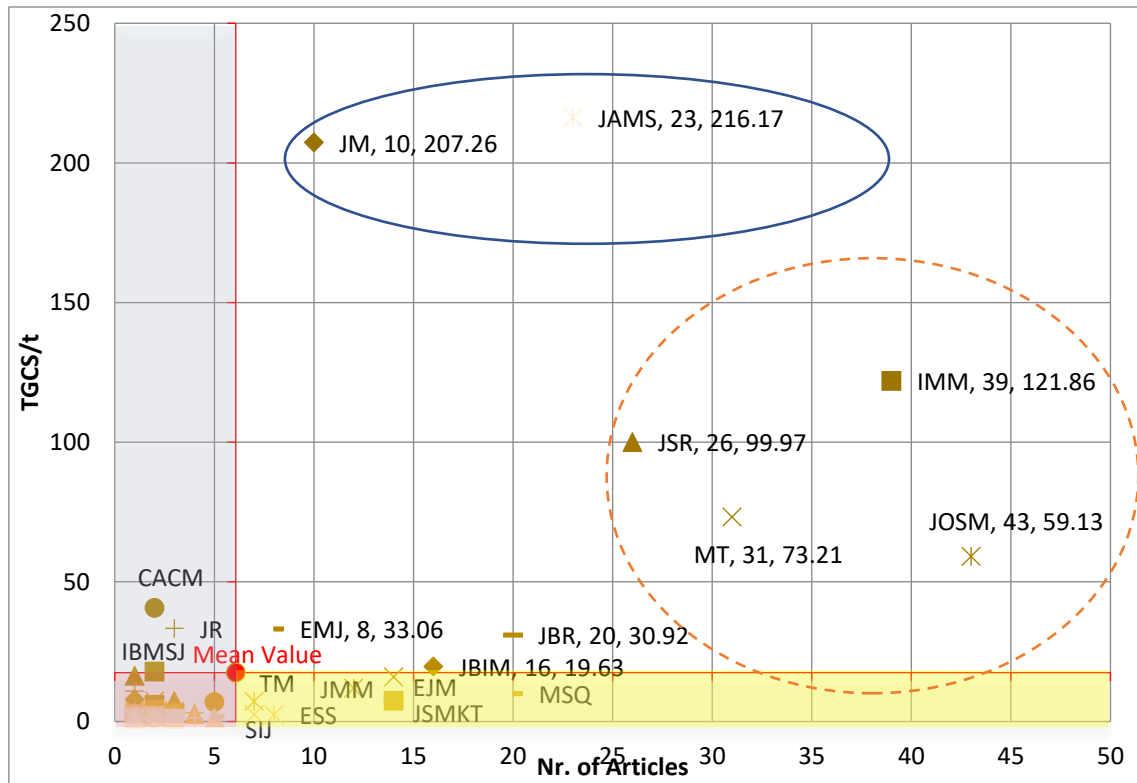
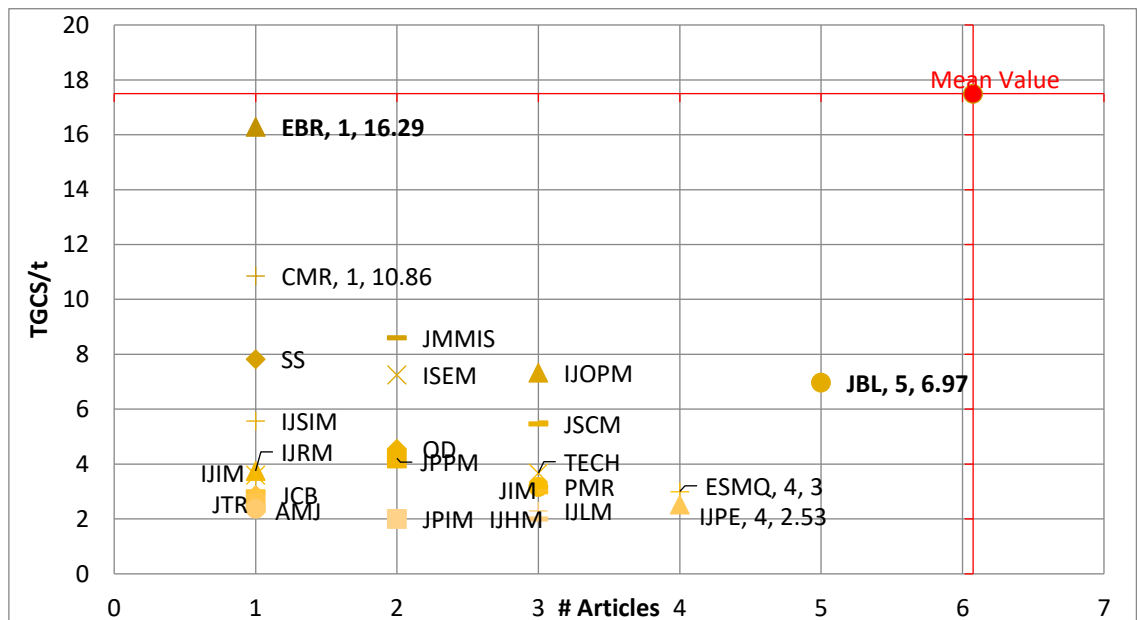


Figure 2.5 – Output versus impact of journals (detailed view)



Note: Since there are 48 journals in this section (i.e. “Early days” journals), we used a cut-off of total global citations per year of 2 for readability purposes.

2.6. Discussion and Limitations

This study followed a multi-step bibliometric approach to the S-D logic research field. This allowed for the realisation of a broader and inclusive view of the key issues and a portrayal of this particular subject since its first identified publication in 2004. The article has demonstrated that there has been a continuous incremental rise in terms of yearly output in the ten-year period analysed, only briefly interrupted in 2007, with a quadrupling of publications shortly afterwards. This latter tendency was maintained in the following years, during which more than half of all existent publications up to mid of 2014 were produced. Only a quarter of the total publications in S-D logic derive from the first four years of publications (2004-08), albeit this being the time period that incorporates the two articles with the highest annual citation scores (i.e. Vargo and Lusch (2004; 2008)). Moreover, when analysing the top 10 articles identified in this study it becomes clear that even though the main focus of some of them is on other subjects they still contribute more broadly to this field of research by addressing issues that are intrinsically linked to it, revealing the dynamic nature of this field of research; something also evident in terms of the geographical spread of the institutions responsible and the subject area's interdisciplinary approach. Twenty-five different research areas have been identified, albeit with the prominence of business economics, and a range of centres of excellence is manifest, with 495 institutions from 46 countries, participating, of which two non-Anglo-Saxon countries (i.e. Finland and Sweden) emerge as being the most significant. In fact, the most prolific institution is the Karlstad University in Sweden followed by the Hanken School of Economics in Finland. In spite of this the Anglo-Saxon influence is evident as more than half of the research originates from it. The USA, in particular, with five universities in the top ten, confirms for this research area that country's prominence in marketing research in general as in many other areas of science (Melitz, 1999). This general tendency is also present regarding the types of research implemented, since the vast majority of records are either, articles or proceedings papers, and all the remaining types of documents signify less than 10% of the overall research.

In respect to the journals' impact analysis the main conclusion is that those journals that clearly dominate in this aspect are journals from the marketing field since seven out of

the top ten journals identified are from that research area. They are followed by Operations, Technology and management and Sector studies, with the particularity that in respect to the later this delivers the highest number of articles in a single journal (i.e. Journal of Service Management). Moreover, in terms of the journals' rankings, five out of the six first journals are ranked as 3 or above (i.e. Journal of the Academy of Marketing Science, Journal of Marketing, Journal of Industrial Marketing Management, Journal of Service Research, and Journal of Retailing) with a particular highlight to the Journal of Marketing, ranked as 4*.

Finally, for a deeper understanding on how this impact can be characterised further analysis was deemed necessary, leading to the identification of four main groups of journals. First, those with a high output but with low impact, labelled as the “*silent workers*”, of which three journals clearly stand out in this respect (i.e. Managing Service Quality Journal, European Journal of Marketing, and Journal of Services Marketing). Secondly, those journals with a high impact but low output, labelled as the “*rising achievers*”, in which the Journal of Retailing clearly stands out as being the most influential one, followed by the IBM Systems Journal and the Communications of the ACM, these last two being practitioner journals. The third group, labelled as the “*early days*”, contained those journals below the mean values of journal output versus its impact, and is the most representative group with 48 journals from various research areas, underlining the diverse nature of the research about Service dominant logic. Finally, the fourth and final group, labelled as the “*path makers*”, comprised the most influential and more productive journals. Where two main clusters were identified, the first one (circled with full blue line), included the Journal of Marketing and the Journal of the Academy of Marketing Science due to their high output values. The second one (circled with a dashed red line), included the Journal of Service Research, Journal of Service Management, the Marketing Theory, and the Industrial Marketing Management. The last of these stands out when considering the ratio between the number of articles published and their impact factor.

As it is of crucial importance to pursue a multidisciplinary approach in the social science of medicine to help speed-up knowledge development and the discovery of new

treatments and cures (the same rationale is suitable for the social sciences more generally), our analysis makes an important contribution for academics interested in S-D logic because we outline, structure, and identify the most prolific and relevant research centers (i.e. universities), countries and journals in this field of research and that should be taken into consideration when conducting future research on S-D logic. We also present a valuable overview of the research history, in regard to its yearly output, types of publications and identify established and also potential research areas. In that respect, we provide a quick reference guide for interdisciplinary researchers, business consultants, and marketers that might be interested in the subject of S-D logic and want to further their level of knowledge.

Irrespective of the merits of this study, it is also important to consider the limitations of the approach followed, to identify potential avenues for future research. First, although the dataset considered is fairly inclusive, and the results were derived from the top ranked marketing journals, the possibility remains that other journals may have been left aside. Consequently, it cannot be fully claimed that an exhaustive dataset has been generated (i.e. Thomson Reuters Web of Science) and thus the results presented should be perceived as valid only within these constraints. Secondly, due to the dynamic nature of this field of research a longitudinal approach should also be considered, through a periodic replication of this study, combining the quantitative characteristics identified with a qualitative review as an incremental approach for future research. Finally, other research approaches should be used to complement this study by pursuing a more individualised analysis, focusing on the scholars, their scientific work, and their personal research networks including the PhD students they have trained, as well as utilising other bibliometric approaches (e.g. main-path visualisation) and social network analysis.

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Notes

- 1 They have published a series of articles contesting the novelty and utility of this approach.
- 2 Vargo and Lusch’s (2004a) seminal article was published in the *Journal of Marketing*. It is that journal’s most cited article since 2000 and won the AMA Maynard Award for ‘Best Theoretical Contribution in Marketing’.
- 3 The impact factor is based on a mathematical formula that divides the number of citations of a journal’s material by the number of citable materials published by that same journal (Kurmish, 2003).
- 4 Including the following citation databases (Science Citation Index Expanded (SCI-EXPANDED) – 1900–present; Social Sciences Citation Index (SSCI) – 1900–present; Arts & Humanities Citation Index (A&HCI) – 1975–present; Conference Proceedings Citation Index-Science (CPCI-S) – 1990–present and Conference Proceedings Citation Index-Social Science & Humanities (CPCI-SSH) – 1990–present).
- 5 In so to exclude any bias in the data considered for analysis regarding the database chosen (i.e., TRWS), a research was conducted using the Scopus database with the same search parameters being used. Where the initial results indicated 926 publications, and after reviewing and analysing these, the final total results were of 498 publications, revealing lower number of results than that obtained by using TRWS database. Furthermore, a high level similarity of

records was identified, leading to the conclusion that no significant changes in the findings would occur if a different database was chosen and if these articles were considered in the analysis.

6 The h-index or Hirsch index is a metric that quantifies the amount of research conducted and the relative impact of a researcher in a particular research field based on the set of the researcher's most cited papers together with the number of citations that they have received (Alonso et al., 2009).

7 Local citation score (LCS) is the number of times a paper is cited by other papers in the local collection, whilst global citation score (GCS) provides the citation frequency based on the full Web of Science count at the time the data was downloaded (Garfield and Pudovkin, 2004).

8 Since the data considered is until June 2014, the yearly output analysis of this year reflects only a partial reality. However, it still reveals a continuous output growth from the five months analysed, since that in this short time period the number of publications equals the totals of 2009 and equals the totals of 2010 in terms of citations.

Chapter 3. Analysis of The Service Dominant Logic Network, Authors, And Articles

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Statement of Contributions of Joint Authorship

Sérgio Vinhas da Silva: (Candidate)

Writing and compilation of manuscript, established methodology, data analysis, preparation of tables and figures.

Nelson António: (Principal Supervisor)

Supervised and assisted with manuscript compilation, editing and co-author

José Crespo de Carvalho: (Associate Supervisor)

Editing and Co-author of Manuscript

This Chapter is an exact copy of the journal paper referred to above, with the necessary formatting adaptations for reasons of uniformity.

3.1. Abstract

The present study analyses research conducted in Service Dominant Logic (S-D logic), providing an overview of its intellectual structure. For that purpose, a structured approach was adopted through the implementation of bibliometric methods, using co-citation analysis combined with performance analysis and an integrative science mapping approach, which considered a timeline, a graph, and a distance-based perspective. This allowed the identification of the leading authors and of six clusters of articles based on bibliographic coupling, along with the most prominent research themes clustered in five subdomains of research based on co-occurrence of terms. The networks extracted show the associations between the main articles and concepts treated by the S-D logic community, unveiling the salient challenges and prospective expansion facing its future theoretical and practical context.

3.2. Introduction

Over the years, the field of marketing has revealed its dynamic nature showing an incremental theoretical evolution with several perspectives and insights emerging through the vast research conducted on this topic, of which the service-dominant pre-theoretical stance has been one of the most ground-breaking developments, gathering its share of critical views only surpassed by its large number of followers. This new dominant logic considers service to be the common denominator of exchange, embracing a process orientation (service) instead of an output orientation (goods and services), where value can only be co-created with the participation of several stakeholders (i.e. customers at a micro-level perspective and economic and social networks at a macro-level perspective) (Vargo & Lusch, 2016).

This novel concept has gained increasing relevance in the literature, with new perspectives and applications introduced to the literature (e.g. logistics (Randall, Pohlen, & Hanna, 2010), information technology (Yan, Ye, Wang, & Hua, 2010), hospitality management (Shaw, Bailey, & Williams, 2011), among many others). However, remarkably little consideration has been spent so far on exploring the whole existing work

and denoting how research has evolved and shaped the research area of S-D logic. ‘Since research can be cyclical (Daniels, 1991), one needs to take an occasional step back’ (Fetscherin & Usunier, 2012, p. 733) and examine existing literature. Therefore, our work seeks to fill this gap by undertaking an in-depth view of the current literature with the intent of shedding light on how scholarly research has performed in this particular area of marketing, adopting a bibliometric author co-citation analysis combined with performance analysis and an integrative science mapping approach. This is expected to allow for a snapshot taken at a particular point in time of what is effectively a continuously changing structure of knowledge (Small, 1993), with a high degree of validity as it takes into account the entire research period of time since its first publication in 2004.¹ Furthermore, acquiring a clear comprehension of how all these perspectives and subdomains relate to or built on each other is still lacking in academic literature, leading to our decision to conduct an interdisciplinary literature review with the aim of answering the following research questions:

RQ 1 – Who have been the most prolific authors in this field of research?

RQ 2 – Which are the seminal articles in the S-D logic literature?

RQ 3 – How is S-D logic research network structured?

RQ 4 – How did S-D logic research evolved ever since its emergence?

RQ 5 – What are the existing trends in S-D logic research?

The main contribution of this paper is to provide clarification and guidance to those scholars interested in this field of research since it highlights key elements about the research conducted on S-D logic, identifying its main authors and articles, the networks and clusters of research concerning the prevailing terms used in this field.

3.3. Definition and domain

3.3.1. The Service Dominant logic

Since the topic of this research is about S-D logic, it is important to begin by presenting a brief outline of this meta-theoretical stance to marketing, which, according to its ‘founding fathers’ (Stephen Vargo and Robert Lusch), states that inherent to this reshaping of marketing theory is the rationale that marketing as a discipline is progressing towards a new dominant logic. Vargo and Lusch (2004a, 2004b, 2008a) based their novel approach initially on 8 foundational premises (FPs), to which two more were added later on (Vargo & Lusch, 2008b), and more recently further modifications resulted in the current 11 FPs consolidated in 5 axioms (Vargo & Lusch, 2016). Collectively, these FPs state that value must be comprehended on the basis of complex networks that belong to dynamic service ecosystems, consisting of not only organizations and customers but their contextual communities, and all remaining actors co-creating value in a dynamic way (Edvardsson, Tronvoll, & Gruber, 2011; Vargo & Lusch, 2008c). Hence, whilst in the G-D logic the focus is on service activities and on the transaction of products outputs, in the S-D logic the focus is on examining collective processes and building continuous flows (Aitken, Ballantyne, Osborne, & Williams, 2006). Furthermore, the S-D logic brings marketing innovation to the forefront through the sharing of knowledge and new ideas within the organization, and between the organization and key customers and suppliers (Ordanini & Parasuraman, 2010), with continuous developments on current technologies these interactions have become more feasible now. The proliferation of digital platforms allowed for customers and organizations to interact at several points in the value chain. Customers are more informed, connected, empowered, and involved, physically and emotionally, in activities where they were not even considered before (Prahalad & Ramaswamy, 2004).

By incorporating this perspective, goods are mere vehicles in the S-D logic value co-creation process. Where actors are involved in resource integration and service exchange, which are enabled by institutions and institutional arrangements generating service ecosystems of actors. This perceived shift on the marketing narrative has been responsible for the appearance of radically different business models (Vargo & Lusch, 2016). With this in mind, consideration needs to be given to the elements of collaborative

consumption, crowdsourcing, outsourcing, and to the factors that lead to changes in the nature of the brand promise.

3.4. Methodology

3.4.1. Bibliometric research

Bibliometrics is considered nowadays as one of the truly rare interdisciplinary research fields to encompass almost all scientific fields. This methodology incorporates components from engineering, mathematics, life sciences, natural sciences, and social sciences (Glanzel, 2003) such as marketing (Arnott, 2007), advertising (Kim & McMillan, 2008), and communications (Pasadeos, Renfro, & Hanily, 1999). Bibliometrics, as Pritchard defined it, is the ‘the application of mathematical and statistical methods to books and other media of communication’ (1969, p. 349), and its task, according to White and McCain’s (1989, p. 119) ‘is to provide evolutionary models of science, technology, and scholarship’.

This role of bibliometric analysis is rooted in two fundamental premises: that researchers tend ‘naturally’ to privilege ‘top-tier’ scientific journals for their publications; and that there is a clear propensity for researchers to cite mainly those articles which reflect the importance they attribute to them for the development of their own research (Van Raan, 2003), thus denoting the importance they attribute to them in developing their research (Ramos-Rodríguez & Ruíz-Navarro, 2004).

The main method of bibliometrics typically incorporates citation analysis (Tu, 2012), with measures of citation impact such as the usage of journal impact factors (Skoie, 1999) and indicators of scientific collaboration such as social network analysis (Tu, 2012). By demonstrating the existent associations between articles and the corresponding existent number of citations, these analyses have been crucial contributors for high-lighting pivotal works, in particular research areas, central theories and key research topics (Borgman, 2000; Vassinen, 2006). Citation analysis considers a citation to be the basic unit of analysis (Kim & McMillan, 2008) and is based on the linear correspondence that those articles that have been greatly cited are those most probable to produce a greater

impact on a particular research area. This analysis perceives these articles as clear indicators of activity or relevance regarding a specific research topic, and a way to assess both individual and clusters of research ‘quality’. Therefore, this type of analysis is far more than a simple quantification of publications; it allows for the perception of nodes of influence and maps out related research streams (Kim & McMillan, 2008).

3.4.2. Data-collection tool

The collection of data for analysis was carried out using Thomson Reuters Web of Science (Web of Science) database. The adequacy of this database as a suitable tool for biblio-metric research derives from a series of factors, first and foremost, from its widespread use by previous authors in similar bibliometric research projects (Harzing, 2013), together with its broad and versatile coverage, thus fitting nicely with the interdisciplinary character of the concept under analysis in this study. This is a key platform for information in the sciences, social sciences, arts, and humanities, with 23,000 journals, 148,000 proceedings, over 40 million source items and 760 million cited references (CR; Web of Knowledge Fact-sheet, 2014). Apart from its multidisciplinary coverage of high-quality literature of several science fields in a unified platform, Web of Science is recognized also for its selectiveness (i.e. the periodicals covered are selected on the basis of quantitative criteria conjoined with expert opinion).

Contrasting with some other prior studies where the data used are obtained from journals chosen by the peer researchers (Holsapple, Johnson, Manakyan, & Tanner, 1993; Ma, Lee, & Yu, 2008; Walstrom & Leonard, 2000) in this study, the inclusion of the various data-bases from Web of Science² performed as the foundation for conducting the analysis. This is in line with Glanzel’s (2003, p. 12) statement that ‘books, monographs, reports, theses and papers in serials and periodicals are units of bibliometric analyses’ and one should not restrain the focus of analysis to the basic unit of bibliometric research (i.e. the scientific paper). As King (2004) stated, this approach refers to methods of mathematical and statistical analysis of articles that appear in publications and documents within journals, conferences, and organizations, and more recently also incorporate e-books and e-journals (Glanzel, 2003).

3.4.3. Data-collection rationale

A reliable and comprehensive dataset was gathered by adopting a three-step approach. The 'keywords' research approach was followed, by considering the four most used terms in the literature to describe the service-dominant logic topic (i.e. service-dominant logic, sd logic, s-d logic, service-dominant logic) in the title (e.g. TI = (service-dominant logic) OR TI = (sd logic) OR TI = (s-d logic) OR TI = (service-dominant logic)) or in the topic (e.g. TS = (service-dominant logic) OR TS = (sd logic) OR TS = (s-d logic) OR TS = (service-dominant logic)), which resulted in 1351 initial records.³ The rationale for conducting the search of these terms in more than one search option (i.e. both in the title or in the topic) was to ensure that no relevant publication related to the subject of this study was left unidentified, thus increasing the degree of confidence in the results attained. In the following stage of the study, the suitability of content of the records obtained in the first stage was analysed by reviewing the abstracts and considering the KeyWords Plus feature in Web of Science,⁴ which led to a refinement of the results to 819 adequate records.

Subsequent to this multi-step data-collection approach, in order to verify any potential duplication of records and to obtain a more accurate characterization of this set of data (Tu, 2012), a citation analysis was carried out using the Histcite software (Garfield, Paris, & Stock, 2006). This, according to Garfield and Pudovkin (2004), allows for the detection of references ranging from publications in the collection to publications outside the collection (i.e. outer references or outer nodes) and resulted in the addition of 41 records, culminating in a final total of 860 S-D logic-related scholarly research, beginning with its first publication in 2004. This is in line with similar bibliometric studies, normally adopting a range between ten and twenty-five years (e.g. Podsakoff, MacKenzie, Podsakoff, & Bachrach, 2008; Tu, 2012).

After the final dataset was obtained and in order to assist the process of analysing and presenting a visual representation of the existent citation relationships, HistCite™, Pajek™ and VOSviewer™ software were used. HistCite™ has been widely used as a tool to help users work with large datasets from Web of Science, with informetric data revealing the evolution of the subject under scrutiny (Garfield et al., 2006). Garfield

(2001) defined this process as akin to writing an ‘algorithmic historiography’. Contrary to the historical reconstruction approach, grounded on a single narrative, the algorithmic approach allows for more variety (Kranakis & Leydesdorff, 1989). The underlying objective for the longitudinal citation network analysis, integrating the main path analysis and the network analysis, are the scrutiny of knowledge nodes that have contributed the most to the S-D logic field and the mapping of its research paradigms. Based on the recognition that the citation network is an emergent property of the scientists’ undertakings (Fujigaki, 1998) and on the paradigm that scientific progress is understood as a series of chronological events (Garfield, Sher, & Torpie, 1964), one can assume that the network, shaped by the relations between the most frequently cited documents, denotes the intellectual structure from which additional developments occur.

3.5. Research findings

In the event, the research conducted amounted to publications from 1610 authors, published in 274 journals, with a global citation score (GCS) of 14640 corresponding to an average citation per item of 21.00, a total of 30116 CR, corresponding to a h-index of 52,⁵ which – according to Hirsch’s (2005) benchmark – denotes the outstanding relevance of this topic to the field of marketing, only after 13 years of research. This conclusion is reinforced by the initial overall characterization, combining several descriptive analyses (Tu, 2012), resulting in the following grand totals results: Local citation scores (LCS) of 5129, a total local citation score excluding self-citations (LCSx) of 4689, and 55673 CR. The corresponding mean scores were: LCS 5.96, LCSx 5.45, CR 64.74, where the number of records dating back six years or older only represent 30.1% of the total dataset.⁶

With regard to the yearly output, there is a continuous growth since the first research publication in 2004, only interrupted in the years 2012 and 2014, where a slight decrease of minus one article in the former and minus four articles in the latter is evident. Interestingly, these two periods were superseded by the biggest output increases on subsequent years, during the three-year period (i.e. 2009–2011) and the two-year period (i.e. 2012–2013), which combined represent 49.9% (n = 430) of the publications

regarding S-D logic research. The dynamic nature of this field is corroborated by the fact that around 70% (n = 601) of the articles were published in the last six years (cf. Figures 3.1 and 3.2).

Figure 3.3 denotes the importance of some of the most significant published articles in this field of research, particularly the seminal ones by Vargo and Lusch (2004a, 2008b) and those by Vargo and Lusch (2011), Chandler and Vargo (2011), Edvardsson et al. (2011), and Grönroos (2011). This set of articles are the principal reason why 2004, 2008, and 2011 present the highest annual citation scores, a conclusion confirmed by the top articles analysis, as shown in Table 3.3.

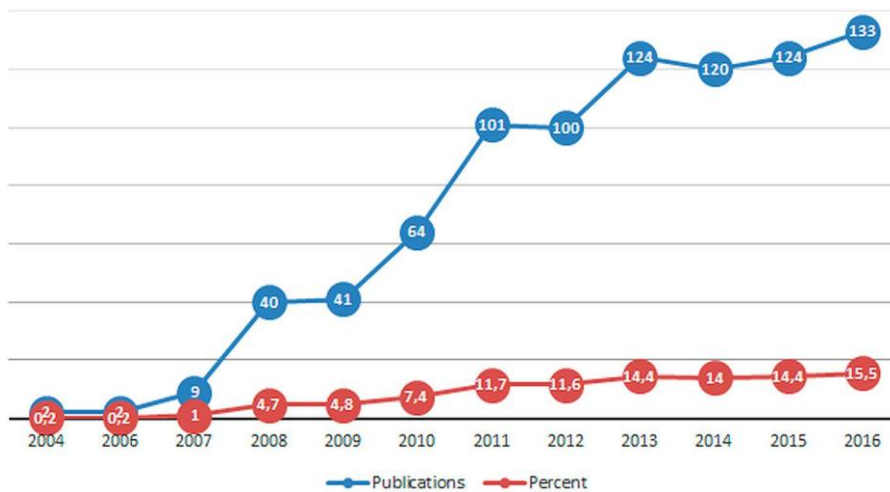


Figure 3.1 - Published items per year

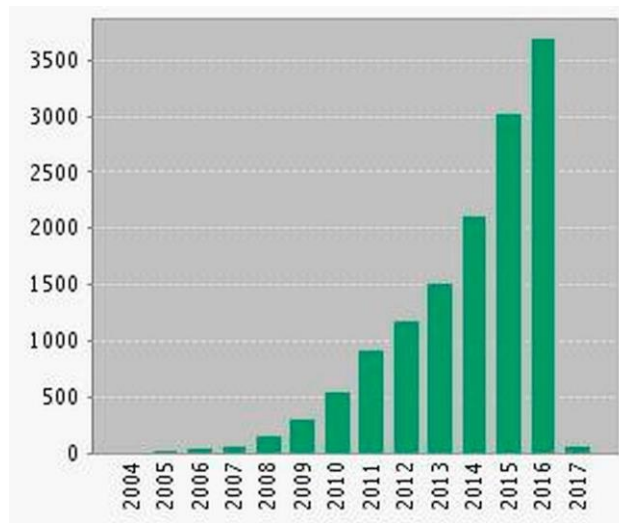


Figure 3.2 - Citations per year

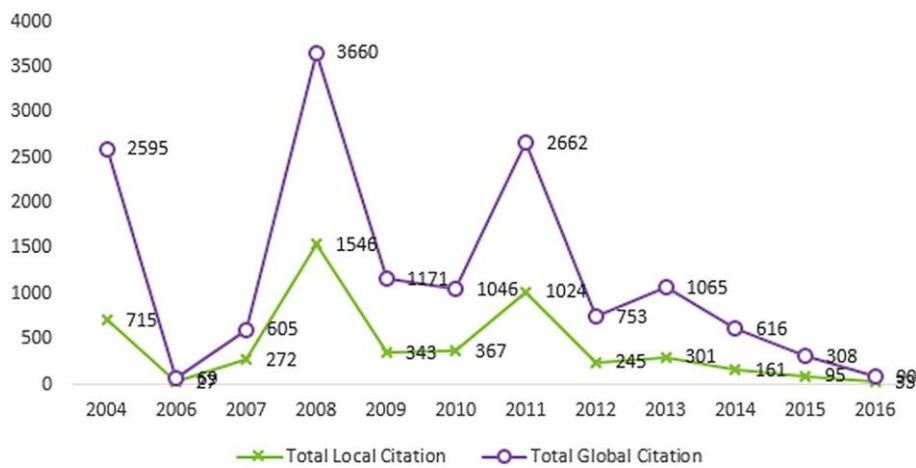


Figure 3.3 - GCS and LCS totals per year

In answering the first research question (i.e. RQ1– Who have been the most prolific authors in this field of research?) it was considered that a clearer depiction would be achieved by applying a threshold of more than 5 articles published, resulting in a total of

22 authors identified. Among these, two main distinctions emerge after a more careful analysis. First, the most preponderant authors regarding this topic are Stephen Vargo and Robert Lusch. Their combined scores represent more than 8% of the overall identified records on this subject. This does not come entirely as a surprise since these authors are the founding fathers of S-D logic and have both been active advocates of this pre-theoretical approach. At a subsequent level there is a wide variety of authors who have also conducted research on the topic of S-D logic, contributing to its development in an array of topics, in a constructive but also in a critical way, with a particular emphasis to Bo Edvardsson and Christian Grönroos, who reached third and fourth positions as first authors, respectively. These are followed by other authors such as Melissa Akaka, Pennie Frow, Per Skalen, Roderick Brodie, Evert Gummesson, and Christoph Breidbach (c.f. Table 3.1), thus completing the remaining authors of the top 10 list. Moreover, our study discloses a pattern of continuous evolution and diversity regarding the research conducted in S-D logic, substantiated by the 22 authors who have published more than 5 articles on this research topic but also by the 1610 identified authors who have published their research integrating this topic.

Furthermore, when combining the number of publications with two other metrics (i.e. TLCS and TGCS) (c.f. Table 3.2), 16 top authors emerged, divided into three layers of relevance. The main authors in S-D logic based on their level of production and influence are Vargo, Lusch, Edvardsson, Grönroos, and Frow, as they appear in all three metrics (double line cells in Table 3.2). They are followed by a second layer of authors that although not appearing in the top ten in terms of production are still highly influential as they appear in the TLCS and TGCS metrics (i.e. Storbacka, Payne, and Maglio) (dashed line cells in Table 3.2). Finally, on the extreme opposite we have those authors that although having a high number of publications did not reach the same status regarding their level of influence (i.e. Gummesson, Akaka, Skalen, and Breidbach) (full bold line cells in Table 3.2). In the case of these three last authors, this can be associated with the fact that they are comparatively new in the S-D logic research field, as their first article was only published five years ago or even more recent than that.

Table 3.1 - First author's ranking by number of publications (threshold > 5 articles published resulting in 22 authors)

Rank	Author	Records	Percentage	TLCS	TLCS/t	TLCSx	TGCS	TGCS/t	TLCR
1	Vargo SL	41	4.8	2274	278.50	2085	5725	641.00	242
2	Lusch RF	31	3.6	2016	244.77	1850	5181	568.23	186
3	Edvardsson B	25	2.9	218	36.74	192	473	79.24	200
4	Gronroos C	14	1.6	299	60.42	268	654	129.56	122
5	Akaka MA	9	1.0	70	21.67	55	116	35.58	84
6	Frow P	9	1.0	308	43.78	289	790	101.79	86
7	Skalen P	9	1.0	56	13.67	42	101	23.83	100
8	Brodie RJ	8	0.9	105	20.29	96	515	107.01	47
9	Gummesson E	8	0.9	107	12.20	97	176	22.15	41
10	Breidbach CF	7	0.8	16	5.50	6	23	8.17	75
11	Maglio PP	7	0.8	132	18.24	125	406	53.19	33
12	McColl-Kennedy JR	7	0.8	13	5.33	10	140	33.67	73
13	Payne A	7	0.8	101	19.00	90	242	40.54	76
14	Tronvoll B	7	0.8	100	18.17	91	221	39.87	59
15	Cova B	6	0.7	106	14.93	100	331	43.99	47
16	Gustafsson A	6	0.7	33	6.00	26	114	23.00	45
17	Heinonen K	6	0.7	74	11.98	64	121	19.71	41
18	Kosaka M	6	0.7	1	0.25	0	0	0.00	14
19	Polese F	6	0.7	21	2.85	14	43	6.47	25
20	Richey RG	6	0.7	11	1.67	5	48	7.94	38
21	Tokman M	6	0.7	23	3.67	16	64	9.61	37
22	Witell L	6	0.7	39	6.87	33	96	17.11	40

Table 3.2 - The main authors by production and influence

Authors			
Rank	by Records	by TLCS	by TGCS
1	Vargo SL (41)	Vargo SL (2274)	Vargo SL (5725)
2	Lusch RF (31)	Lusch RF (2016)	Lusch RF (5181)
3	Edvardsson B (25)	Frow P (308)	Frow P (790)
4	Grönroos C (14)	Grönroos C (299)	Storbacka K (727)
5	Akaka MA (9)	Storbacka K (218)	Grönroos C (654)
6	Frow P (9)	Edvardsson B (218)	Payne AF (544)
7	Skalen P (9)	Payne AF (187)	Brodie RJ (515)
8	Brodie RJ (8)	O'Brien M (185)	Edvardsson B (473)
9	Gummesson E (8)	Maglio PP (107)	Maglio PP (406)
10	Breidbach CF (7)	Ballantyne D (115)	Spohrer J (373)

Table 3.3 - Ranking of the top 10 articles in the collection sorted by GCS/t

Rank	Author/Year	Journal	LCS	LCS/t	LCSx	GCS	GCS/t
1	Vargo and Lusch (2004a)	JM	697	53.62	653	2566	197.38
2	Vargo and Lusch (2008b)	JAMS	503	55.89	468	1011	112.33
3	Payne et al. (2008)	JAMS	187	20.78	181	544	60.44
4	Grönroos and Voima (2013)	JAMS	82	20.50	78	174	43.50
5	Brodie, Ilic, Juric, and Hollebeek (2013)	JBR	14	3.50	12	153	38.25
6	Vargo and Lusch (2011)	IMM	111	18.50	90	215	35.83
7	Lusch et al. (2007)	JR	185	18.50	170	354	35.40
8	Edvardsson et al. (2011)	JAMS	82	13.67	75	181	30.17
9	Brodie, Hollebeek, Juric, and Ilic (2011)	JSR	30	5.00	29	181	30.17
10	Vargo and Lusch (2016)	JAMS	19	19.00	17	29	29.00

With regard to understanding which articles play a more relevant role in this field of research (i.e. RQ2– Which are the seminal articles in the S-D logic literature?), a dual approach was pursued, first by ranking them according to their total average global citations received per year (GCS/t) so as to identify the most influential articles published (c.f. Table 3.3), complemented by an analysis of local citations in the ending (LCSe) to identify those articles that have received a higher number of citations in more recent years, providing a clearer view of which articles have been continuously driving this field of research (c.f. Table 3.4). Nevertheless, other indicators were also included in Tables 3.3 and 3.4 in order to provide a broader perspective of the papers’ relevance to the collection. We highlight the local citations received within the retrieved articles (LCS), as a fundamental indicator in the network analysis that follows.

Table 3.4 - Ranking of articles in the collection sorted by LCSe

Rank	Author/Year	Journal	LCSe	LCS	LCS/t	LCSx	GCS	GCS/t
1	Vargo and Lusch (2004a)	JM	282	697	53.62	653	2566	197.38
2	Vargo and Lusch (2008b)	JAMS	245	503	55.89	468	1011	112.33
3	Payne et al. (2008)	JAMS	105	187	20.78	181	544	60.44
4	Vargo and Lusch (2011)	IMM	84	111	18.50	90	215	35.83
5	Lusch et al. (2007)	JR	74	185	18.50	170	354	35.40
6	Edvardsson et al. (2011)	JAMS	67	82	13.67	75	181	30.17
7	Chandler and Vargo (2011)	MT	60	77	12.83	62	135	22.50
8	Grönroos (2011)	MT	53	71	11.83	65	164	27.33
9	Lusch, Vargo, and Tanniru (2010)	JAMS	49	85	12.14	72	186	26.57
10	Maglio and Spohrer (2008)	JAMS	41	85	9.44	83	241	26.78

The analysis of the above table reveals several important articles from different authors, where Vargo and Lusch stand out with their two seminal articles achieving the highest GCS/t scores (i.e. the 2004 article in the Journal of Marketing and the 2008 article in the Journal of the Academy of Marketing Science). The influence of these two authors is

further corroborated by three other articles published by them in 2007, 2011 and 2016 in the Journal of Retailing, the Industrial Marketing Management and the Journal of the Academy of Marketing Science, the first one published in co-authorship with Matthew O'Brien.

Nonetheless, other articles have also proved their preponderance in the development of S-D logic research. Beginning with Payne, Storbacka, and Frow (2008) article, where the authors debate about the importance of co-creation of value, one of the FPs (i.e. Axiom 2/FP6) of S-D logic. The other article is from Edvardsson et al. (2011), which addresses the issue of value co-creation in context. Furthermore, it is important also to mention that while some of the articles in this table are not mainly centred on the S-D logic theme, as it is the case with the articles of Grönroos and Voima (2013) and Brodie et al. (2011, 2013). These still present a valuable contribution to this field of marketing, highlighting once again the multidisciplinary perspective that characterizes research on S-D logic.

Whilst the identification of the most-cited articles in this field of research is a clear indicator of their relevance and how the S-D logic area has been structured up to now, it is also important to try and identify those articles that, in more recent years, have gathered more attention from other authors, a likely indicator of future trends. In view of this, an analysis based on the LCSe metric was pursued (c.f. Table 3.4), unveiling the relevance of several of the aforementioned articles, with the exception of four articles (i.e. Brodie et al., 2011, 2013; Grönroos & Voima, 2013; Vargo & Lusch, 2016) that no longer appear in the top 10 articles, being replaced by the articles from Chandler and Vargo (2011), Grönroos (2011), Lusch et al. (2010), and Maglio and Spohrer (2008), which are positioned in the last four places in the top 10 rank of those research sources that are continuously setting and dictating the trend in this field of marketing.

3.5.1. Network analysis

To further understand the influence of these authors and their articles in a collective way, a three-step approach was implemented. First by using the HitsCite™ software to produce a timeline-based visualization that reveals a network based on the logic of the sharing of

common links to each other. Through a graphical representation, one can identify the leading articles and the respective authors chronologically, the numerous citations and extensive interlinks, providing an undeniable indication of their prestigious status in the field of S-D logic (i.e. RQ3– How is S-D logic research network structured?). As Kranakis and Leydesdorff (1989) stated, the algorithmic approach implemented by this software is much more than a mere historical reconstruction grounded on a single description, thus providing a more diverse perspective. On the second stage of this approach, the Pajek™ software was used to assist on the analysis and visualization of the main paths and key route of that particular set. On the third and final stage, the VOSviewer™ software was implemented to further clarify the fundamental articles and their interconnection but also to identify the hot-topics in the S-D logic field of research through the visualization of distance-based maps in a network, overlay and density perspectives. This is in line with Tu's (2012) statement that network analysis tools can be used to display the relationships within a specific collection and identify the strongest links and core areas of interest in a particular field of research.

By using HistCite™ software, the 68 most highly cited documents with a threshold LCS value of 15 were identified and mapped (cf. Figure 3.4), surpassing Garfield's (2003) recommendation of 25–50 articles when reviewing a new topic, thus avoiding loops in the citation network, which normally occur by using all the retrieved documents. Therefore, the resultant historiograph depicts the most influential articles, since the most-often-cited documents are often perceived to be central to the fruition of further research in a particular field (Griffith, Small, Stonehill, & Dey, 1974), their historical evolution, and citation links. Where each article corresponds to a node, sized according to the number of citations a publication has received, denoting its influential nature on a particular research topic. Moreover, even though there is a tendency for its algorithm to favour older publications, given that it is based on total citations of documents, in the particular case of research concerning S-D logic this is only partially true, due to the fact that the top-10 most-cited documents range from 2004 to 2011, and the number of records with six years old or older only represent 30.1% of the total dataset.

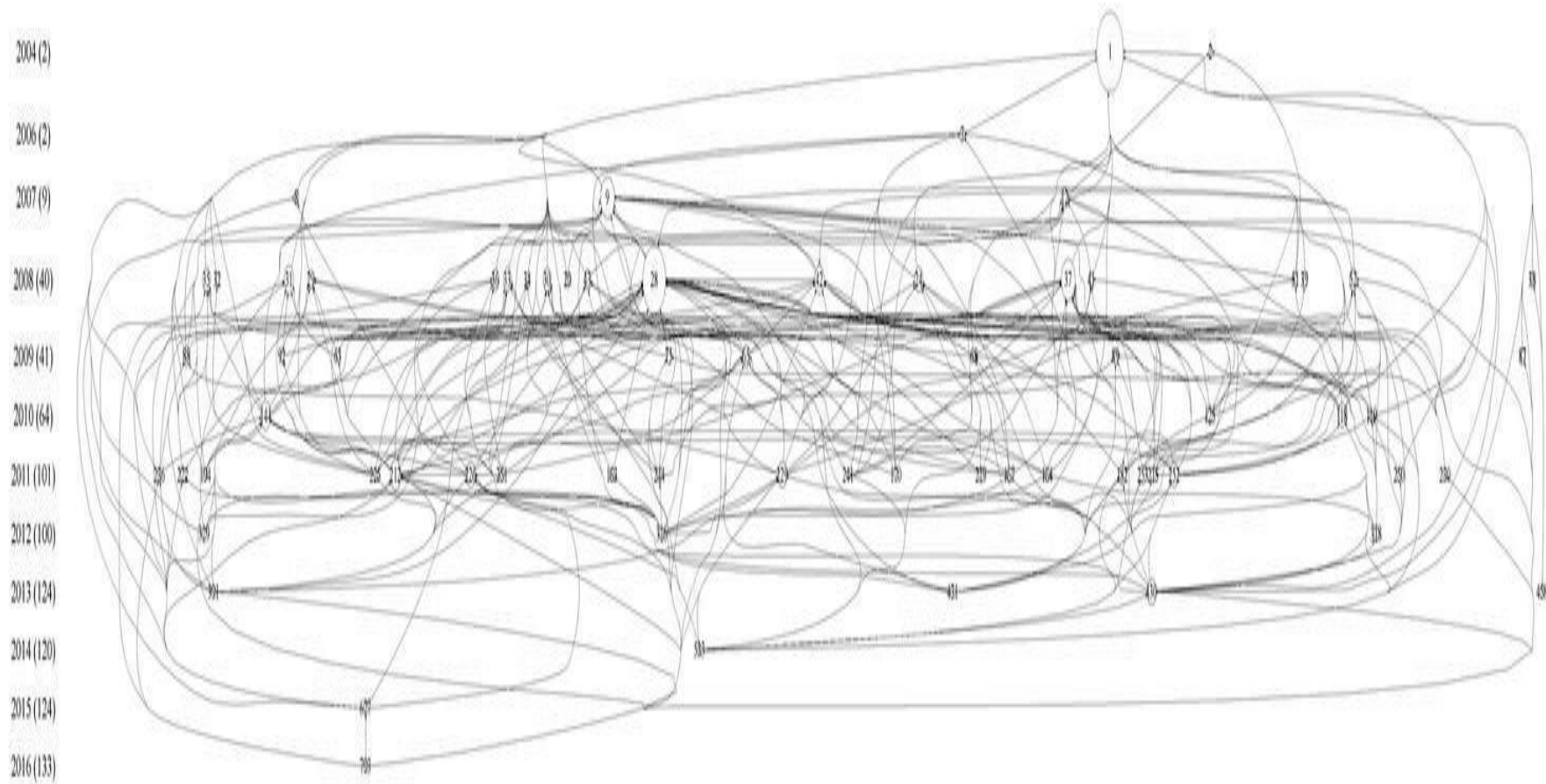


Figure 3.4 - Historiograph of the 68 most highly cited publications. Legend: nodes: 68, links: 334; $LCS \geq 15$; min: 15, max: 697 (LCS scaled)

From the analysis of Figure 3.4, it can be observed that the years with a greater number of highly cited articles are 2008, 2009, and 2011, demonstrating not only how prolific these years were but also the quality of research produced. Challenging the usual pattern of the publication cycle, which tend to favour publications from the early stages of research. Furthermore, 6 of the 10 most highly cited articles were published by Vargo and Lusch, corroborating that these authors still play a considerable part in the momentum of this research field. However, this role shared with other authors is also responsible for the publication of pivotal articles, of which we highlight the 4 that complete the top-10 list of the most-cited articles. The first one, ranked in third position, is from Payne et al. (2008), followed by Maglio and Spohrer's (2008) article, ranked in seventh position. The third one, ranked in ninth position, is from Edvardsson et al. (2011), and finally, ranked in tenth position, is the article from Grönroos and Voima (2013). All these authors published in the Journal of the Academy of Marketing Science.

According to Lucio-Arias and Leydesdorff (2008), the citation relationships between these documents can be exported to other programs for further analysis of networks, such as the main path analysis (Batagelj, 2003). For this purpose, the option in HistCite's graph maker was used to export data to the Pajek™ software (De Nooy, Mrvar, & Batagelj, 2005); this tool came as a natural option in studying and producing the corresponding visualizations of the main paths and key route path of research in S-D logic.

3.5.2. Main path analysis

Main path analysis follows the rationale that knowledge transports itself through citations (Calero-Medina & Noyons, 2008), where a citation that is a key protagonist in the paths between several articles is logically perceived as more significant than a citation with lesser relevance in the establishment of a link between articles (De Nooy et al., 2005). However, it is important to highlight that the main path method does not consist of an arithmetic sum of the determined number of citations received. Instead it is the concurrent computations of all the possible paths through the entire set, calculating the connectivity of the links in terms of their degree centrality and outlining the path formed by the nodes with the highest degree (Mina, Ramlogan, Tampubolon, & Metcalfe, 2007). These main

path algorithms enable us to establish the structural pillar of a particular stream of literature (Hummon & Doreian, 1990; Hummon & Carley, 1993; Batagelj, 2003; De Nooy et al., 2005) (i.e. RQ4– How did S-D logic research evolved since its emergence?)

From the different existing methods of assigning traversal weights (i.e. Search Path Count (SPC); Search Path Link count; Search Path Node Pair), this study followed Batagelj (2003) recommendation and implemented the SPC, which computes from source to sink vertices, where sources are the origins of knowledge while sinks are the end points of knowledge dissemination (Liu & Lu, 2012).

Following Liu and Lu's (2012) approach to main path analysis, an integrated logic was implemented. This provides the opportunity to uncover several paths regarding S-D logic research, beginning with the analyses of the standard forward local main path and the single backward local main path (cf. Figure 3.5), combined with the standard global main path and the key root search path as a way to guarantee that significant top links in the citation network were included in the main paths (cf. Figure 3.6). Furthermore, the results obtained were applied in Figures 3.7 and 3.8 to enrich the output of this timeline-based visualization of publication citation network.

3.5.3. Forward and backward local main paths

Figure 3.5 presents two perspectives of local main paths. The forward main path denotes the knowledge diffusion from a local dissemination perspective, and the backward main path discloses the important roots of the current active ideas. An inclusive analysis of both sets reveals chronological relatively stable structures, with a similar sequence of connecting nodes and very few alternative relevant paths between 2004 and 2016 articles (nodes 1 and 793); the exception to this occurs in the initial stage. First, with the direct link between the foundational article (node 1) and the article from Vargo and Lusch (2008b). Secondly, with the presence of Lusch, Vargo, and Malter (2006) article in the local forward main path. This shows that this latter article has an important role in knowledge diffusion but it is not an important root of the current active ideas, since it did not appear in the local backward main path.

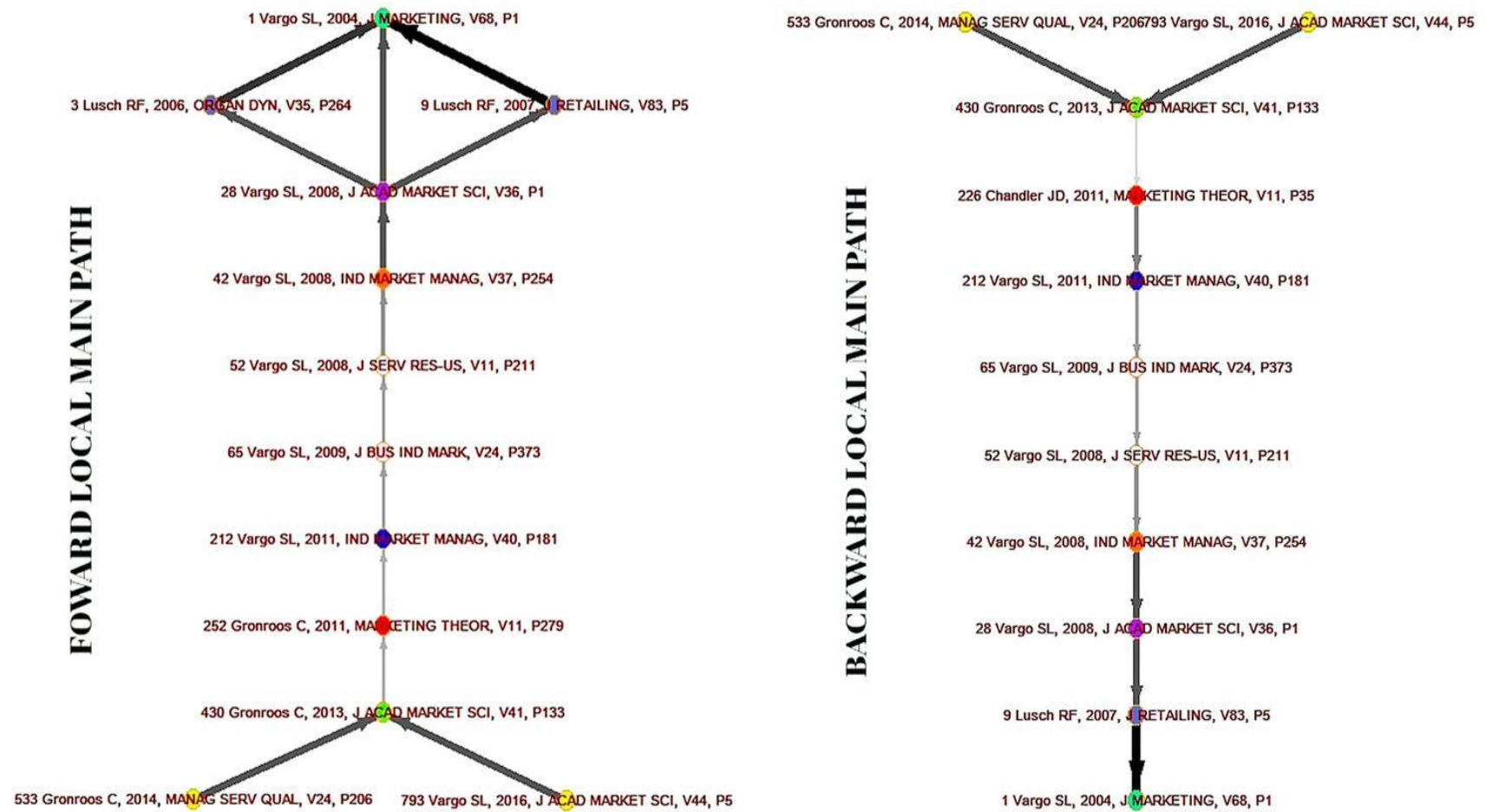


Figure 3.5 - Forward and backward local main paths (thicker line indicates higher traversal count)

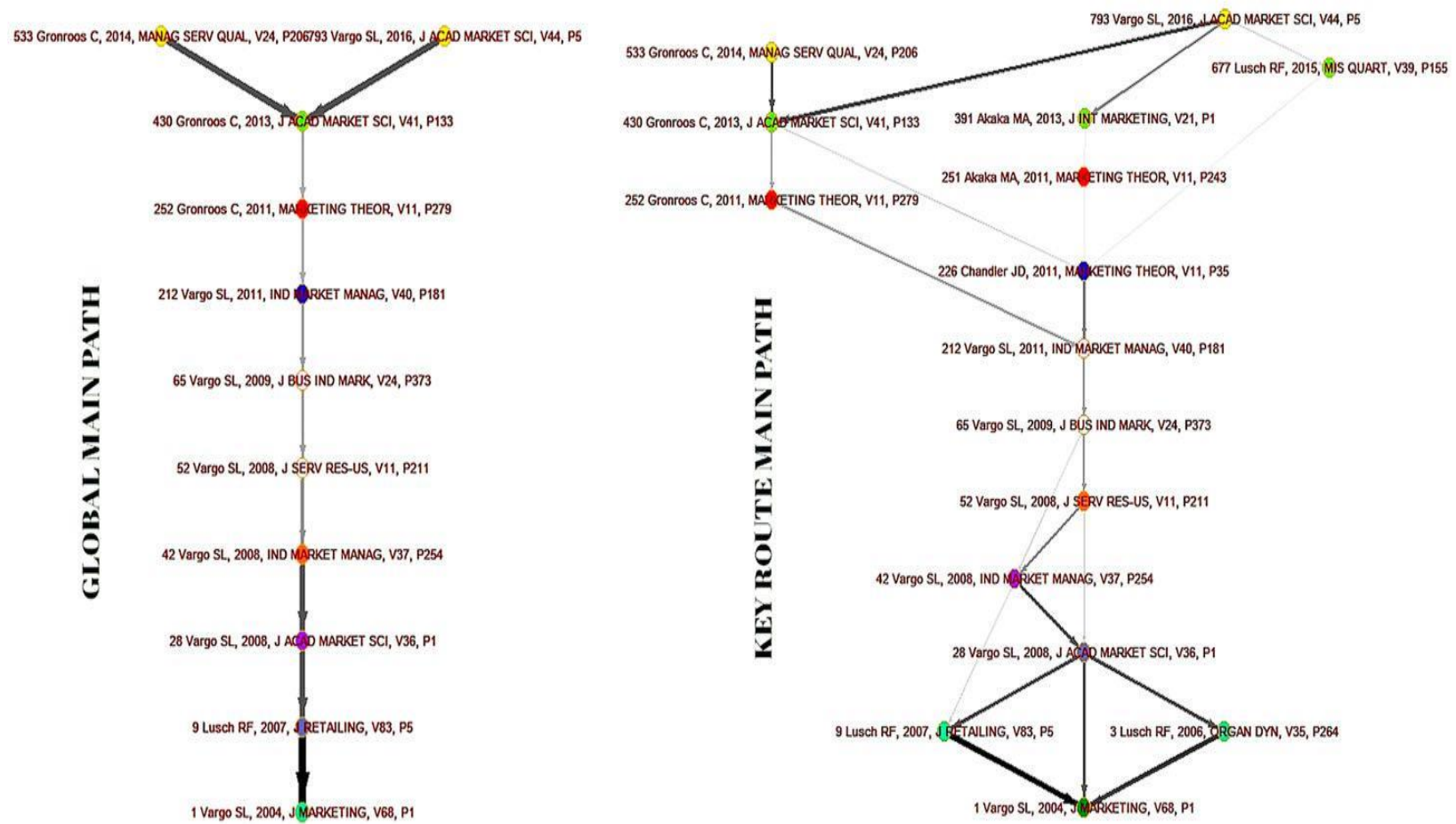


Figure 3.6 - Global and key route main paths (thicker line indicates higher traversal count)

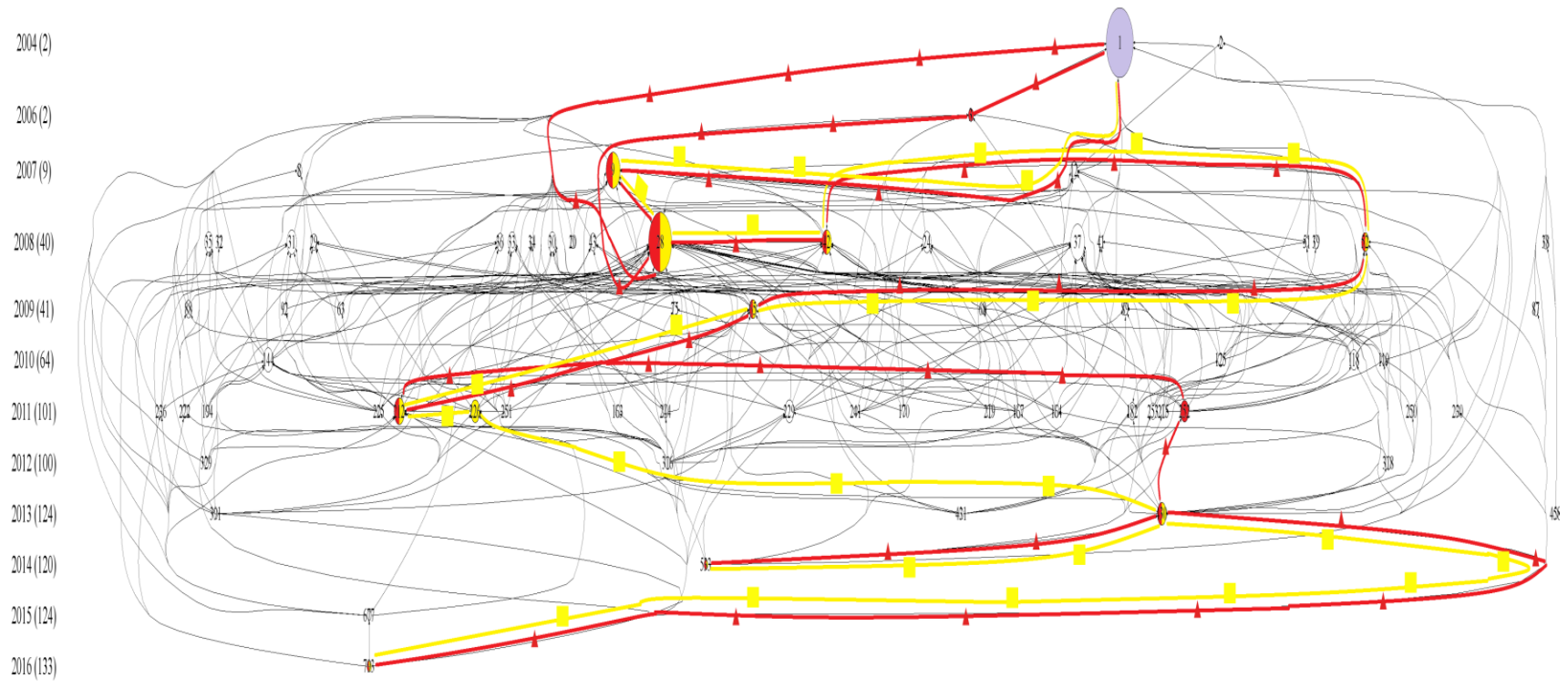


Figure 3.7 - Forward and backward local main paths in historiograph.

Legend: ▲ local main path forward; ■ local main path backward

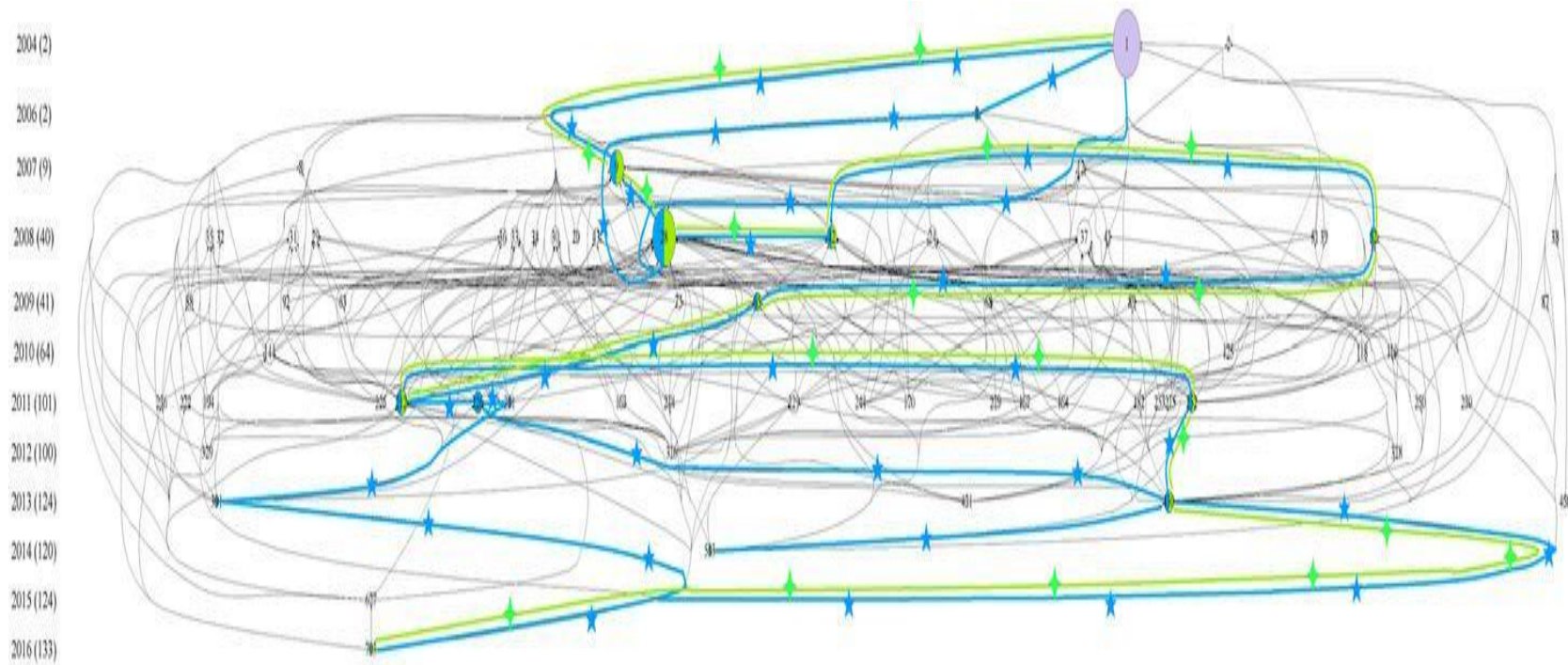


Figure 3.8 - Global and key route main path in historiograph

Legend:  global main path;  key route main path.

The exact opposite occurs concerning more recently published research, with the presence of Grönroos' (2011) article in the local forward main path, a paper that critically analyses the rationality behind value co-creation in S-D logic. This article is replaced by Chandler and Vargo's (2011) article in the local backward main path, which focus on the role of context in service provision and in market co-creation. Demonstrating that although the latter article does not have as an important role in knowledge diffusion as the former, it is clearly one of the important roots of the current active ideas in S-D logic research literature.

Moreover, six more articles (i.e. nodes 9, 42, 52, 65, 212, 430) appear in the middle part of both main paths, verifying that the grounding of this field is also influenced by other articles. So, whilst the preponderance of the two founding authors of S-D logic (i.e. Vargo and Lusch) is evident up to this stage of the research, regarding their role as important roots of the current active ideas and in knowledge diffusion, other authors are becoming important players in this field as well.

With regard to more recent years, a split is evident after the article published in the Journal of Academy Marketing Science from Grönroos and Voima (2013), on the topic of value creation and co-creation in a service logic perspective, leading to the appearance of two streams in the literature. First, with Grönroos and Gummerus (2014) article, which compared the service perspectives of service logic and S-D logic and critically evaluated the view of the latter regarding co-creation and value co-creation. Secondly, with the Vargo and Lusch (2016) article, which addresses some of the critiques made previously by other authors and corroborates the evolving nature of this topic. This identified split in the main path analysis presents a clear indication of their importance to referencing in subsequent works (Yin, Kretschmer, Hanneman, & LIU, 2006), and shows their influence in the future of S-D logic, even though in a critically manner as it is the case of Christian Grönroos.

3.5.4. Global and key route main paths

To further the analysis and address the potential problem that the link with the highest traversal count may not always be included in the main path, we decided to look at the global main path as it complements the local main path in an overall-maximum perspective, followed by a key route search, as this views the main path as an extension of the most significant link and begin a search from both ends of the key route rather than from the sources (Liu & Lu, 2012).

Regarding the global main path analysis (cf. Figure 3.6), it reveals quite similar results, with almost all the same articles as in the backward local main path, with the only difference consisting in the inclusion of Grönroos (2011) article in substitution of the Chandler and Vargo (2011) article. Moreover, in comparison to the forward local main path, this analysis presents an even more stable structure mainly through the elimination of the two articles from the earlier years of this research field (i.e. nodes 3 and 9).

However, when considering the key root analysis (c.f. Figure 3.6), a wider and more inclusive perspective emerges, presenting four new articles and several links not evident in the previous analyses. This analysis presents a similar initial structure as the forward local main path analysis with the addition of the connection between Lusch, Vargo, and O'Brien (2007) and the article from Vargo and Lusch (2008a). Two other connections, not shown in previous analyses, emerge in the middle part of this main path structure: (i) between the former mentioned article and the article of Vargo (2009); (ii) through a direct link between the articles of Vargo and Lusch (2008a) and the Vargo (2008).

Furthermore, when considering the last five years of S-D logic research, two major paths emerge. The first one composed of three articles from Grönroos published in 2011, 2013, and 2014, where the first two link to Vargo and Lusch (2011) article and to Chandler and Vargo (2011) article, respectively. This realm of the research focuses more on value creation and co-creation in service logic, presenting a critical perspective to S-D logic approach on these aspects. On the other spectrum of the research four articles emerge, first with two articles from Akaka (i.e. Akaka and Chandler (2011) focusing on roles as resources, and Akaka, Vargo, and Lusch (2013) focusing on the complexity of context), and with the article from Lusch and Nambisan (2015) on the topic of service innovation.

The two latter articles connect then to the end note of this key route analysis, the article from Vargo and Lusch (2016) which presents changes to its FPs and specification of its axioms and addresses some of the critiques that have been made to S-D logic regarding co-creation of value, mainly to FP6. Thus, rendering as logical that a strong link between this article and that of Grönroos and Voima (2013) occurs.

Moreover, of the 16 identified documents that constitute the backbone of S-D logic, some are not necessarily the most highly cited ones. This is due to the fact that whereas the size of the node is determined in HistCite™ by the number of citations a document received in the full set, the inclusion of a document in the main path depends on the position of the article among the selected sample of documents. A clear example of this is illustrated in Figures 3.7 and 3.8, wherein the analyses previously carried out in this study, the article from Payne et al. (2008), was cited more times and presented a much higher LCSe value than the article from Vargo and Lusch (2008a). However, when considering the main paths and key route analyses (Figures 3.5 and 3.6), Payne et al. (2008) article no longer appears mainly due to issues of centrality.

3.5.5. Cluster analysis

After the graph-based and timeline-based perspectives were obtained, we considered that a distance-based overview was of essence to complement the previous analyses and to identify the existing clusters concerning articles and hot-topics in this field of research in order to answer our final research question (i.e. RQ5– What are the existing trends in S-D logic research?). This provides a helpful source of knowledge for researchers, regarding emerging areas of research and future directions on the topic of S-D logic.

Contrary to Pajek™, where the information of the vertexes and of the edges is required, the VOSviewer™ software displays only the nodes in a bibliometric network, where the distance between two nodes defines their degree of connection. This is obtained through a process of normalization (i.e. association strength normalization)⁷ for the commonly existing differences between nodes in bibliometric networks.

VOSviewer™ by default assigns the nodes in a network to clusters, where the number of clusters is determined by a resolution parameter; in this study the value of 0.85 was chosen for the visualization of bibliographic coupling of articles and the visualization of a term co-occurrence network resulting in six and five clusters, respectively; the higher the value of this parameter, the larger the number of clusters.⁸ Furthermore, the fractional counting method was chosen over the full counting method, following Perianes-Rodriguez, Waltman, and Van Eck (2016) recommendations.⁹

With regard to the bibliographic coupling of articles, a threshold value of 10 was set as a minimum number of citations, resulting in the identification of 205 articles, 19,325 links, and a total link strength of 3638.50 (cf. Figure 3.9), where each circle represents an article, its size denotes the number of citations, and their position in the map signifies the level of relatedness they have with each other. Articles that are in the vicinity of each other typically cite the same articles and will be illustrated in the map by a particular colour, distinctive from those with which they do not relate, resulting in different clusters.

this perspective presents a yearly spectrum, from early publications in dark blue to more recent articles in red, and corroborates previous findings of our study that although the older articles have a higher preponderance in terms of citations, there is a myriad of articles from different authors from 2010 onwards, revealing the prospering nature of the S-D logic research (cf. figure 3.10).

Table 3.5 - Network of articles' summary of contents

Clusters	Number of articles	Important articles	Main topics
1 Red	59	Vargo and Lusch (2004a, 2008b, 2011); Payne et al. (2008); Lusch et al. (2007; 2010); Edvardsson et al. (2011); Chandler and Vargo (2011); Gummesson (2008)	Service, Service-dominant logic, Systems, Co- creation
2 Green	49	McColl-Kennedy, Vargo, Dagger, Sweeney, and Kasteren (2012); Xie, Bagozzi, and Troye (2008); Yi and Gong (2013)	Value co-creation, Customer experience in different contexts
3 Dark blue	40	Tuli, Kohli, and Bharadwaj (2007); Ordanini and Parasuraman (2010); Madhavaram and Hunt (2008)	Innovation, Operant resources, Relational processes
4 Yellow	24	Brodie et al. (2011, 2013); Cova and Dall'Aglio (2009); Merz, He, and Vargo (2009)	Consumers, Engagement, Brand logic
5 Purple	22	Cova and Salle (2008); Jacob and Ulaga (2008); Aarikka-Stenroos and Jaakkola (2012)	Value co-creation, Business markets, Models
6 Light blue	11	Grönroos (2011); Grönroos and Voima (2013)	Service logic and critical approach to S-D logic on value co-creation

that the cluster with the higher number of terms is cluster 1, with 99 occurrences, located on the top of the image. However, the cluster that integrates terms with the highest values of occurrences is cluster 5, located at the centre of the image, this is mostly due to the fact that this cluster incorporates the ‘service-dominant logic’ term. The remaining three clusters all encompass terms of high preponderance in the network, with the difference being that in clusters 2 and 4, the top terms in each of these two clusters reach a frequency value of 112 and 115, respectively, whereas in cluster 3 the term that has the highest occurrence value is ‘competitive advantage’, an integral term of the FP4 which has been substituted by ‘strategic benefit’ in Vargo and Lusch (2016) reclassification of their FPs.

Table 3.6 identifies the contents of each cluster, highlighting the main terms in each cluster, their respective number of occurrences, average publication year, and corresponding colour. These two last elements were gathered based on the overlay visualization (c.f. bottom part of Figure 3.11), which offers the possibility to visualize the year when these terms emerged, with the older terms illustrated in dark blue and the most recent ones in red. This image also reinforces previous findings in our study, by revealing that some of the topics from early stages of research on S-D logic are still prevalent (e.g. value co-creation and S-D logic) but also that newer topics are gaining momentum (e.g. service ecosystems, institutions, context, social media).

Table 3.6 - Network of terms' summary of contents

Clusters	No. of terms	Main terms	Occurrences	Average publication Year	Year Colour
1 Red	99	Value co-creation	281	2013.89	Orange
		Customer satisfaction	121	2012.97	Green
		Models	98	2012.99	Green
		Quality	94	2012.33	Light blue
		Customer value	56	2013.66	Yellow
		Service	56	2012.52	Light blue
		Customers	53	2012.98	Green
		Consumption	52	2012.54	Light blue
		Experience	51	2013.57	Yellow
2 Green	63	Innovation	112	2013.69	Orange
		Management	101	2013.51	Yellow
		Systems	63	2013.54	Yellow
		Organizations	53	2012.47	Light blue
3 Blue	50	Evolution	50	2012.66	Light blue
		Competitive advantage	61	2012.28	Light blue
		Market orientation	56	2012.43	Light blue
4 Yellow	34	Knowledge	55	2012.93	Green
		Value creation	115	2013.21	Green
		Performance	106	2012.54	Light blue
5 Purple	33	Networks	54	2013.39	Yellow
		Service-dominant logic	453	2013.50	Yellow
		Perspective	164	2013.72	Orange
		Strategy	60	2012.60	Light blue

Furthermore, the observation of the density visualization reveals that the areas with highest density, located in the centre and illustrated in red and yellow, encompasses ‘service-dominant logic’, ‘value co-creation’, ‘innovation’, ‘customer satisfaction’, ‘quality’, whereas in the green area we can identify some other fairly relevant terms (e.g. networks, systems, competitive advantage, consumption, and experience).

Additionally, the fringes of this density cloud require significant consideration as they provide relevant hints regarding existing trends in the research or areas that require further exploration from interested researchers in this field of research. Such is the case of: ‘institutions’, ‘research and development’, ‘organizational innovation’ and ‘open innovation’; ‘conceptualisation’, ‘presumption’ and ‘self-service’; ‘value in context’ and ‘social-exchange’; ‘knowledge management’ and ‘knowledge transfer’; ‘service system’, ‘service ecosystems’ and ‘information systems’; ‘consumer behaviour’, ‘customer loyalty’ and ‘emotions’. Moreover, in terms of methodological approaches, ‘qualitative research’ and ‘case studies’ appear as potential avenues, whereas, concerning its managerial application, ‘tourism’ and ‘financial services’ appear as two relevant sectors (cf. Figure 3.12).

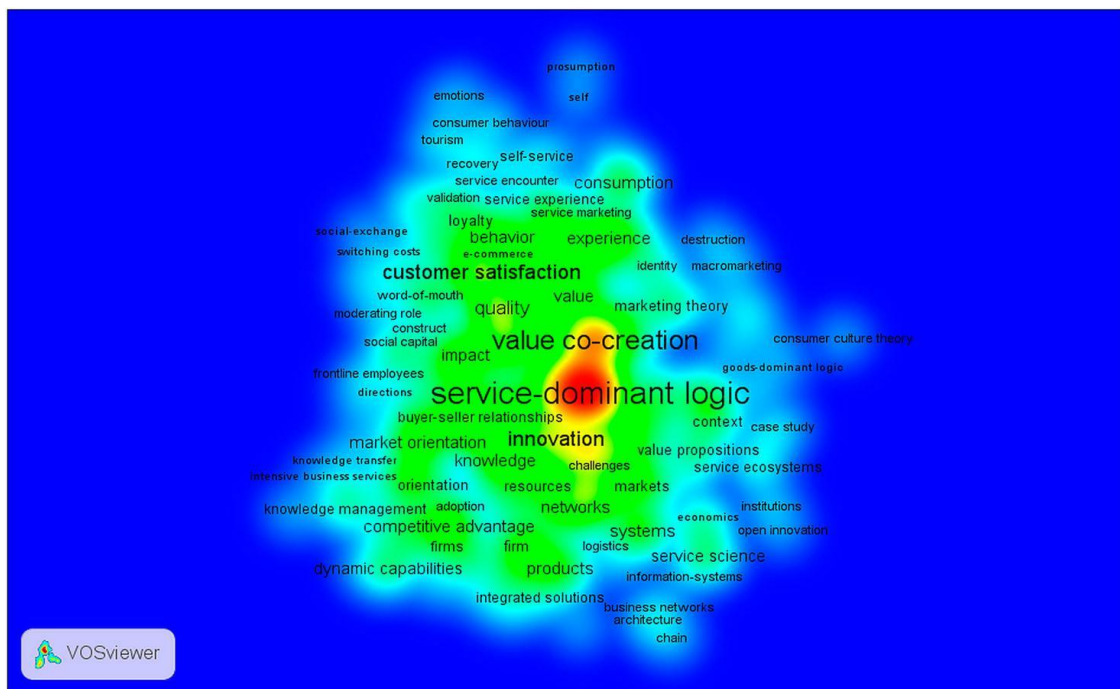


Figure 3.12 - Visualization of term co-occurrence network (item density perspective)

3.6. Conclusions and contributions

Our work is based on a retrospective empirical analysis of thirteen years of research on S-D logic-related literature, where the overall goal was not only to shed light on the research area of S-D logic but also to determine the process of knowledge diffusion, what have been the important roots over the last decades, identifying the current active areas of research and potential future directions of this research field. In view of this, we followed a multi-step interdisciplinary approach to the bibliometric study of S-D logic research field, incorporating three complementary analytical procedures –the graph-based, the timeline-based, and the distance-based methods, utilizing the HistCite™, Pajek™, and VosViewer™ software tools in the analysis of the dataset retrieved from Web of Science, to answer five research questions (RQ).

We conducted a bibliometric citation analysis as this method has the power to recognize which authors are the most-cited ones (RQ1) and which are the seminal articles (RQ2) responsible for the advancement of S-D logic. Moreover, this technique allowed for the unveiling of the S-D logic research network structure (RQ3) and how it has evolved since its first publication (RQ4). Finally, our approach also revealed what are existing trends in the research carried out (RQ5).

The results of the bibliometric analysis helped in answering the first research question, from the 1610 authors identified in the collection, a threshold of 5 articles published, which revealed 22 authors (c.f. Table 3.1). Where an initial analysis, based on the number of publications, showed that 8.4% of research is from Stephen Vargo and Robert Lusch, which combined have published 72 articles. This is followed by 8 other authors, thus completing the top-10 authors' list. However, the combination of these results with the level of influence these authors have had, concerning the totals of local and global citations their work has received, allowed for the identification of sixteen top authors divided in three distinct groups (c.f. Table 3.2). First, those authors that have managed to combine a prolific amount of publications with a high level of impact. Second, those that although having a rather low number of publications have produced highly influential articles. Third, those authors that have published a relatively considerable number of articles on the S-D logic topic but have not yet reached an influential position, this can be

associated to the somewhat recent nature of these authors' research. This categorization of authors is a useful guide for researchers to ascertain which are the key authors to consider when approaching this field of research literature.

With regard to our second research question, the outcome of the bibliometric analysis enabled detailed references not only of articles that are pivotal in the literature (c.f. Table 3.3) but also of those articles that received most attention in recent years (c.f. Table 3.4). Demonstrating that whilst the research carried out by the foundational authors still have a preeminent role, several other influential articles have been published by other authors, revealing a co-created effort of numerous scholars across disciplines, who share the common goal of contributing to the understanding of S-D logic. This is corroborated by the network analysis carried out, presenting a timeline-based visualization using the HitsCite™ software (cf. Figure 3.4), as to answer our third research question regarding the S-D logic network structure. Revealing a cluster of highly significant articles published between the years 2006 and 2008 and disclosing the meritocratic trait of this research field, with three historical marks in 2004, 2008, and 2011 regarding highly cited articles (c.f. Figure 3.4), thus defying the typical publication cycle pattern, which favours publications from early stages of research.

With respect to our fourth research question, regarding how the S-D logic research evolved. The analysis shows that research on S-D logic evolved out of necessity, considering that previous to the emergence of this topic, the then existing literature professed a dichotomy between goods and services. Additionally, the need for an alternative to traditional logics of exchange led to the appearance of Vargo and Lusch (2004a) foundational article. This is followed by a constant increase since 2004 up to 2016, in which the number of publications with six years and older represent 30.1% of the total research in this area, with the vast majority of records being either, articles or proceedings papers, whereas the remaining types of documents totalizes less than 8% of the overall research. Furthermore, the implementation of a main path integrated analysis allowed us to establish 4 different perspectives of the structural pillar of S-D logic research field, composed of 12 articles in the forward local main path, 11 articles in the backward local main path and global main path, and 16 articles in the key route main

path. This reinforces the multidisciplinary nature of S-D logic and the importance of different authors and articles to the growth of this topic in the field of marketing.

Finally, our fifth research question was addressed by considering a distance-based approach using the VOSviewer™ software, conducting a bibliographic coupling of articles analysis (cf. Figures 3.9 and 3.10) and a term co-occurrence network analysis (cf. Figures 3.11 and 3.12). Unveiling three visual perspectives (i.e. network, overlay, and density) with six clusters in the former and five in the latter. The bibliographic coupling of articles analysis provided a further understanding of how the articles in the collection are connected according to the similarity of articles they have cited, and corresponding main topics (c.f. Table 3.5). Unveiling one particular cluster that is composed mostly by the previously identified key articles that focused on the topics of ‘systems’ and ‘co-creation’, and on S-D logic in general. Moreover, this stage of analysis has shown that the S-D logic research field is thriving mainly due to the ongoing publication of relevant articles.

In addition, the term co-occurrence network analysis disclosed 279 terms portrayed in a chronological manner, denoting their current relevance in this research field. Allowing for the realization of five research subdomains and several potential future research topics located in the fringes of the density visualization perspective. This offers valuable knowledge for those interested in conducting research in this field, allowing them to more clearly ascertain which are the upcoming research streams (c.f. Table 6).

3.7. Limitations and future research

This bibliometric analysis makes an important contribution to the literature, as it offers valuable insights into the intellectual structure of the S-D logic field, its scholars, and their resultant studies as well as research streams and clusters. Nevertheless, it is of crucial importance to highlight the inherent limitations of the approach chosen for this research since they will lead to opportunities for future research. First, although the dataset is quite vast taking into consideration the multidisciplinary approach implemented. It cannot be claimed to be an all-inclusive dataset of this field of research, since other articles might

not be included in the Web of Science database. Hence the obtained results are valid within these considerations. Secondly, despite the inherent high degree of objectivity in bibliometric analysis there is inevitably a certain degree of subjectivity associated with it (Van Raan, 2003) where certain judgement calls needed to be made in the selection stage regarding the search terms used and the abstract content analysis (McCain, 1990). Thirdly, this study followed an approach commonly used in citation analysis and did not exclude self-citations in the analysis. This might present a potential shortcoming when studying a particular field of research since some problems, such as the motivation for self-citations, citations to particular journals and omission of references might occur (Giannakis, 2012). Hence, future research might consider the exclusion of self-citations to yield a more accurate assessment of an article's significance. Furthermore, in so to capture the dynamic nature of this field of research a periodic replication of this study should be considered. Finally, the inherent quantitative nature of this study could be complemented with a qualitative deeper understanding as a future research path.

Notes

1. The Vargo and Lusch (2004a) seminal article was published in the Journal of Marketing, being its most-cited article since 2000 and winner of AMA Maynard Award for Best Theoretical Contribution in Marketing.
2. Including the following citation databases (Science Citation Index Expanded (SCI-EXPANDED) –1900–present; Social Sciences Citation Index (SSCI) –1900–present; Arts & Humanities Citation Index (A&HCI) – 1975–present; Conference Proceedings Citation Index- Science (CPCI-S) – 1990–present and Conference Proceedings Citation Index–Social Science & Humanities (CPCI-SSH) – 1990–present).
3. In so to exclude any bias in the data considered for analysis regarding the database chosen (i.e. Thomson Reuter Web of science), a research was conducted using the Scopus database with the same search parameters used previously, where the initial results indicated 1267 publications. However, after following the same multi-stage approach for data selection, and after reviewing and analysing these, the final total results were 693 publications, revealing a lower number of results than that obtained by using Web of Science database. Furthermore, the identified records revealed a high level of similarity, leading to the conclusion that no significant changes in the findings would occur if a different database was chosen and if these articles were considered in the analysis.
4. KeyWords Plus is the result of Thomson Reuters editorial expertise in Science. What the editors do is to review the titles of all references and highlight additional relevant but overlooked key-words that were not listed by the author or publisher. With KeyWords Plus, more papers are uncovered that may not have appeared in the search due to changes in scientific keywords over time.
5. The h-index or Hirsch index is a metric that quantifies the amount of research conducted and the relative impact of a researcher in a particular research field based on the set of the researcher's most-

- cited papers together with the number of citations that they have received (Alonso, Cabrerizo, Herrera-Viedma, & Herrera, 2009).
6. LCS is the number of times a paper is cited by other papers in the local collection, whilst GCS provides the Citation Frequency based on the full Web of Science count at the time the data was downloaded (Garfield & Pudovkin, 2004).
 7. The process of normalization is discussed in detail by van Eck and Waltman (2009).
 8. We refer to Waltman, Van Eck, and Noyons (2010) for more information about the clustering technique used by VOSviewer™.
 9. We refer to Perianes-Rodriguez et al. (2016) for more information about this counting method.
 10. We refer to Van Eck and Waltman (2010) for a discussion of the technical details of the density visualization.

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Appendix

Table 3.7 - Journal-related abbreviations

Journal title	Abbreviation
Industrial Marketing Management	IMM
Marketing Theory	MT
Journal of the Academy of Marketing Science	JAMS
Journal of Service Research	JSR
Journal of Business Research	JBR
Journal of Marketing	JM
Journal of Retailing	JR

Chapter 4. A critical review and framework proposal

4.1. Introduction

The commercial importance of services has increased in the last two decades and with it the relevance and need for understanding service brands and their meaning to consumers. However, until recently the focus of much of research conducted on branding has been highly on product brands in detriment of service brands, and even though there are some links between both there are aspects where they clearly diverge (Cowell, 1991; Berry, 2000). For instance, the core offering for services is quite different from that for products, given that the core service offering is vastly intricate and for the most part comprises processes, people and physical evidence (Tax and Stuart, 1997). Up until now, most of the branding models developed were derived from the perspective of brand practitioners and very little is known from the customer's perspective. Furthermore, the work that exists also lacks empirical testing (Grace and O'Cass, 2002). A review of the existent literature reveals that the various models which address the issue of service brands reveal a clear gap in the sense that none of them presents an integrative approach or they neglect relevant constructs when considering service brand loyalty building.

Since the main aim of this research is to develop a model that look at how different constructs interact with each other and impact on the level of loyalty consumers develop with a brand. More specifically evaluating how the levels of emotional attachment determine their decision-making in a complex and intangible context, such is the case of the football clubs. In so reach this realisation it is essential to look at it in the context of service brands since what is being valued by those consumers is characterised has a service brand, although having some tangible characteristics that we normally attribute to product brands. This might somehow appear contradictory; however, in tune with the S-D logic marketing theory introduced by Vargo and Lusch (2004a) the service is 'dominant' in the sense that all businesses are perceived as service businesses.

4.2. Service-Dominant Logic

The debate of products versus services has been going on for rather a lengthy period, Shostack (1977) proposed a new definition that looked at to what extent the two demarcated of each other. She stated that there might exist either elements of tangibility or intangibility, however “...the whole can only be described as having a certain dominance” (p. 74). More recently this debate re-emerged with the appearance of the S-D logic initiated by Vargo and Lusch (2004a). One may argue that this logic is mainly a restatement of already existent theories in the development of marketing, in the areas of relationship marketing, services marketing, and integrated marketing communications. Conversely, what Vargo and Lusch suggest in their theory is that since all businesses are perceived as service businesses, the service becomes ‘dominant’. So contrary to Shostack (1977) Vargo and Lusch advocate that product dominant logic needs to let go of its grip on the marketing discipline. They based this reshaping of the marketing theory initially on eight foundational premises, to which two more were added later on (Vargo and Lusch, 2008b), and more recently further modifications resulted in the current 11 FPs consolidated in 5 axioms (Vargo and Lusch, 2016).

Collectively, these FPs state that whatever customer-value that is created it occurs through service experiences and relationships, mainly in the co-creation and sharing of resources, including skills and knowledge of the various stakeholders (i.e. customers at a micro-level perspective and economic and social networks at a macro-level perspective) (Vargo & Lusch, 2016), instead of a one-way process it is more of an interaction. This shift in the paradigm where firms no longer market to customers but now they market with their customers makes the customer a determinant variable when dictating the value received or co-created in service interaction, and afterwards in the value-in-use of whichever is sold.

Since S-D logic perceives marketing as social and economic processes (Lusch and Vargo, 2006), focusing on examining interactive processes and establishing continuous flows, it brings marketing innovation to the forefront through the sharing of knowledge and new ideas within the firm, and between the firm and key customers and suppliers. Furthermore, mass customization brought the possibility for customers using the internet

to interact with the firms and to collaborate in some way or the other in the production process, adding value to the brand. Some evidence of this can be found in the literature, Håkansson and Prekert (2004), state that “. . . all exchange activities are conducted in order to realize services . . . [I]t is through exchange that the potential services of resources are released, and value arises. In other words, the outcome of the business exchange activity is the services rendered and the goal of business activity is to actualize the potential services buried in the innermost recesses of the included resources. . .” (p. 91-92).

Both the services, and the value that is associated with it, are wrought by merging resources acquired in a trade with other resources, existent in internal and external exchanges. This network notion is strongly in tune with the resource-integration concept of S-D logic. In fact, since the mid-seventies up to recently there has been an abundance of research on service marketing and relationship marketing, where service-based concepts and models were produced, and in several cases, the potential for a service-logic impact mainstream marketing has been discussed.

4.3. Services and Service Brands

Branding overall, has been the subject of various approaches and has been a point of interest from marketing academics in the last three decades. However, most of this interest has been focused more in terms of product brands (Brodie, 2009; Brodie *et al.*, 2009; de Chernatony and Segal-Horn, 2003; Berry, 2000; Kapferer, 1997; Turley and Moore, 1995; Berry and Parasuraman, 1991). Up until the last decade or so, research specifically related to service brands has been very scarce. In fact, to date, research from only a handful of scholars give emphasis to service brands (e.g. Brodie, 2009; Brodie *et al.*, 2009; Berry and Seltman, 2007; Morrison and Crane, 2007; Grace and O’Cass, 2003, 2005; de Chernatony *et al.*, 2004; de Chernatony and Segal-Horne, 2003; Lampo, 2001; Berry, 1999, 2000; de Chernatony and McDonald, 1998; Turley and Moore, 1995; Berry and Parasuraman, 1991). These studies are important because they help illuminate branding challenges created by the unique characteristics of services and confirm these

challenges with qualitative research based on practitioner comments in their clear majority.

Nevertheless, beyond these fundamental issues, service brands research remains very much on its early stages. As mentioned before, there are fundamentally different aspects between products and services, the first one being their intangibility “a good is in essence an object; a service is in essence a performance” (Berry and Parasuraman, 1991, p. 93). Often, when experiencing a service, the issue of trying it before purchase is simply not possible. However, there are certain elements that are tangible in a service, for example in the context of a football club a consumer can experience the stadium facilities or view the team players. These attributes although tangible they are not subject to the same procedures used in products, in terms of the way they are packaged, and the brand is developed. So, most of these attributes that are usually related to a service brand is what is called the service experience, the perceptions in peoples’ mind that emerge when using the service (Berry, 2000; Berry and Parasuraman, 1991). There are clear indications in the literature that services branding can be perceived as being much more about people in the organisation than about products branding due to its heterogeneity characteristic since production and consumption are inseparable (de Chernatony and Riley, 1999). Whilst products are mainly produced, then sold and finally consumed, this process occurs inversely when looking at services, where they are first sold, and only then simultaneously produced and consumed (Parasuraman *et al.*, 1985).

The other important aspect to consider in services and service brands is the consumer/employee relationship. This is what creates the service itself and ultimately is what consumers perceive the service to be. However, for this to occur, both service providers and consumers must realise what their own responsibilities are during the service experience (de Chernatony and McDonald, 1998). Whilst the former must be very aware, obliging and on the ball to ensure that the service is produced up to the consumer’s expectations. The later must be responsive and attentive solely because their actions will determine the service delivery, as well as their own perception of the services brand.

With respect to heterogeneity it is impossible to replicate the same standard of service in a consistent way (Parasuraman *et al.*, 1985) “the brand deliverer, or indeed the brand,

walks around on two legs and is, as we all know, of inherently variable quality and mood” (de Chernatony and Riley, 1999, p. 188). A football club is not a tangible product that can be produced in a factory, it is the cumulative impression of how the customer is treated, ranging from how long it takes to enter the stadium, the place he sits, the quality of the game attended, how well the team plays, or the coach manages the players, the entertainment provided at half-time, quality of the food provided at the bar, safety issues, and so on. However, it is important to clarify that service brand is a slightly different concept from that of branding of services (Brodie *et al.*, 2009). As mentioned before, Vargo and Lusch (2004b) consider their S-D logic philosophy inclusive to all marketing offerings, even those relating to products and the process of service provision. Thus “the concept of service brand is integrative where service is super-ordinate to the branding of goods and or services” (Brodie *et al.*, 2009, p. 345).

Brodie *et al.* (2006, p. 373) provides a definition of the service brand where it functions as both an entity and a process:

“Service brands facilitate and mediate the marketing processes used to realize the experiences that drive co-creation of value. They provide sign systems that symbolize meaning in the marketing, and hence are a fundamental asset or resource that a marketing organisation uses in developing service-based competency and hence competitive advantage.”

Perhaps the clearest attempts to understand the uniqueness of service brands have been the exploratory research from de Chernatony and Riley (1999), Berry’s (2000) work, and Davis *et al.*, (2000) expand on Berry’s (2000) model. What comes out from these researches is that there seems to be an agreement that the branding principles are mostly the same for physical goods and services, taking into consideration the fact that when applying branding strategies necessary adaptations are needed to meet the specific aspects of certain service features (Berry, 2000; de Chernatony and Riley, 1999; Kapferer, 1997). Nevertheless, it is important to highlight that a mere straightforward application of the marketing principles normally used for products in services would limit the emergence of new theory but more important it would simply be a mistake (Lampo, 2001).

4.4. The Role of Emotion in Service Brands

Previous research in the literature suggests that consumers don't just buy products or services anymore. What they mainly seek, nowadays, when going through the buying process are the fantastic and emotional experiences present during that process together with a sense of efficiency, reliability and trustworthiness (Gobe, 2001; Brodie, 2009), in so far that in terms of the customers' perceptions, the emotional experience with the service brand is just as relevant as the service itself (Crane *et al.*, 2007). So, the creation of an emotional connection between the consumer and the brand is a key factor when attempting to build a strong brand (e.g., Aaker (1996), Keller (1998) and de Chernatony and Riley, (1997)). This becomes more evident when looking at services (Njite *et al.*, 2008; Pullman and Gross, 2004) since it is in the arena of services marketing where emotions play a critical role in decision-making and buying behaviours of consumers (Morrison and Crane, 2007). However, curiously enough, in its clear majority the discussion of emotional branding has been mostly focused on product brands (Keller, 1998).

The achievement of this emotional status of a brand by a consumer can lead to service brand differentiation, an increase in sales, trust, and ultimately consumer loyalty and evangelical promotion of the service brand. A variety of examples of this successful emotional branding has occurred (e.g. McDonalds, Microsoft, Google, Facebook, and so on) that have produced loyal and dedicated followers by using of emotional branding. However, there is a thin line between getting it right or wrong in achieving these effective emotional branding experiences, and its dependent on an integrated and coordinated organisational endeavour so that the customer, more than being satisfied, always feels good about the consumption experience. It is unquestionable that services, in some way or another, produce an impact on those that experience them, mainly due to the intimate nature normally associated with the service experience, which according to Morrison and Crane (2007) will result in the generation of emotions.

4.4.1. Emotions and Emotional Branding

Both Gobe (2001) and Morrison and Crane (2007, p. 410) define emotional branding as a concept that surpasses the straightforward emotional benefits approach frequently encountered in the traditional branding literature (Keller, 1998), and as:

“Engaging the consumer on the level of senses and emotions; forging a deep, lasting, intimate emotional connection to the brand that transcends material satisfaction; it involves creating an holistic experience that delivers an emotional fulfilment so that the customer develops a special bond with and unique trust in the brand.”

But what are these emotions, what role do they play in the consumption of service brands, how do they occur, and how can emotional brand experiences be built and managed successfully in so that it leads to higher levels of loyalty by the consumers of a service brand? To understand these issues, it is important first to understand what emotion is, the author followed (Morrison and Crane, 2007, p. 412) characterisation of emotion:

“A state of physical and mental readiness that involves valence (directional force), evaluative appraisal, a target (or object or stimulus) and behavioural tendencies.”

Literature around the accurate nature of emotion itself is divided in two main schools of thought. One being those that defend, from a cognitive processing perspective, that emotion is the result of the cognitive evaluation of a stimulus, an evaluation embodied in a person’s history and cognitive mind set (Anderson, 1983; Wyer and Srull, 1989; Lazarus, 1984), whereas the second school of thought state that emotion is purely physiological. Within this school of thought another realm has emerged known as, cognitive neuroscience, a cross-disciplinary field that incorporates neuroscience, cognitive psychology, and engineering, among others, that deals with the understanding of the interaction between human processes, thoughts, and behaviours with their underlying brain processes (Dimoka *et al.*, 2007), focusing on the individual and social perception, cognition, attention, memory, emotion, consciousness, executive function and decision making. A clear majority of research conducted on this area has focused on

identifying the functional characteristics of specific brain areas that are triggered by a stimulus and process (see table 4.1), and where it is undoubtedly verified that cognitions and emotions are processed in different parts of the brain LeDoux (2003). (see appendix A)

Nevertheless, the fact that emotions might be either primarily physical reactions or primarily pre-conscious cognitive evaluations that result in a physical reaction is not actually the fundamental issue here. What is relevant is the general agreement that emotions are present, and they play an important role in determining people's perceptions, and that they stimulate behaviour. Those social scientists, in the literature, that defend the cognitive evaluation theory state that appraisal (the pre-conscious cognition) is necessary for emotion to occur, and it interprets evocative stimuli in terms of significance for oneself comfort. Whilst those social scientists that defend the physiological school of thought state that emotion is merely the physiological response to a stimulus, with the outcome of several cognitions that are, however, totally separate from the cognitive process. Furthermore, Schachter and Singer (1962) state that diffuse physiological arousal consequential of a stimulus instigates cognitive interpretation, but that no emotions are mediated by cognitions or appraisals.

Table 4.1 – Brain Areas Activated for Focal Processes

<u>Brain Area</u>	Dorsolateral Prefrontal Cortex	Ventromedial Prefrontal Cortex	Orbitofrontal Cortex	Medial Prefrontal Cortex	Limbic System	Amygdala	Anterior Cingulate Cortex	Nucleus Accumbens	Caudate Nucleus	Insular Cortex	Inferior Parietal Cortices
Decision Risk	X		X		X	X	X				
Uncertainty			X					X			X
Ambiguity	X						X			X	X
Loss										X	
Rewards			X	X		X		X	X		
Consumer Theory of Trust	X	X		X	X		X		X		X
Distrust						X				X	
Cooperation			X								
Competition				X							X

Source: Dimoka *et al.* (2007, p. 8)

4.4.2. Emotions and Consumer Behaviour

In line with what was previously said, an inherent part of emotion is a composite of behavioural tendencies that can be perceived of as social scripts that consist of expressions, actions and other behaviours that result from the emotion (Shaver *et al.*, 1987). Thus, it is important to know and understand the nature of the behaviours that will emerge with various emotions, and the probability that the consumer will act on those behavioural tendencies. According to O’Shaughnessy and O’Shaughnessy (2002) the production of emotions in a consumer service experience is the result of a quasi-causal chain of five stages (see table 4.2). In situations where there is insufficiency of reason when making choice decisions, and where the options of choice appear to be otherwise equal, emotion plays a determining role in the decision-making process.

Table 4.2 – Consumer Encounter Stages of Emotion Generation

Stages	Description
1. Value System	the consumer’s <i>value system</i> or key concerns, whether of evolutionary origin or cultural;
2. Emotive Stimuli	the <i>emotive stimuli</i> (typically the object of emotion, whether an event, action or attribute);
3. Appraisal	the <i>appraisal</i> of the emotive stimuli;
4. Beliefs	beliefs or imaginings and wishes / wants / desires;
5. Emotional Responses	<i>emotional responses</i> (cognitive effects, arousal of feelings, behavioural expressions / displays and affect-driven consumer action and the choice processes themselves);

Source: O’Shaughnessy and O’Shaughnessy (2002)

The draw up of that emotion relates to two main aspects (product/service characteristics and the specific context). The way a brand is advertised, past experiences with a given

brand, the packaging of the product, together with the physical and relational qualities of the setting that incorporates the product or service and prior exposure to marketing communications will make the consumer choose one brand amongst many other different brands. According to Ajzen and Fishbein (1975, 1977) research on the relationship between emotion and behaviour, attitudes (emotions) were initially perceived as mere intentions to act in a specific manner. It was sufficient to know that a person was happy or sad to realise the resultant behaviour. Later research from Ajzen and Madden (1986) and Ajzen (1988) developed this view, and in addition to knowing a person's subjective norms, attitudes and behavioural intentions related to a given behaviour, it is necessary to understand the consumer perceived behavioural control over that behaviour. In other words, to have a behavioural intention is not sufficient, it is also necessary to have the feeling of being able to accomplish the action.

Understanding what other people think and how other people will behave is known, in the neuroscience school of thought, as the "theory of mind". According to this theory, there are two main areas that are consistently triggered in neuro-imaging studies that require subjects to infer the intentions, thoughts, and beliefs of human beings (Frith and Frith, 2003), those being the medial prefrontal cortex (McCabe, *et al.*, 2001; Siegal and Varley, 2002), it is in this brain area that the executive control about understanding other people's intentions is enabled (Cole and Mitchell, 2000), and the anterior paracingulate cortex (Gallagher, *et al.*, 2002; McCabe, *et al.*, 2001), responsible for social inferences (Rilling *et al.*, 2004). Whilst some of the traditional theories suggest that a person's utility is solely based on consumption levels, the cognitive neuroscience using neuro-imaging techniques have questioned these theories. Research in this field has shown that a consumer's first choice brand is mainly associated with social rather than rational decision making, this meaning that it is more of an impulse buying rather than planned, since that the areas of the brain triggered during consumer purchasing procedures are primarily the ventromedial prefrontal cortex Deppe *et al.* (2005), responsible for making preference judgments and social decision making, and the limbic system (McClure *et al.*, 2004a; Paulus and Frank, 2003). Furthermore, it is also shown in neuro-imaging studies that during this process of first choice brand there is a lower triggering of the dorsolateral prefrontal cortex, a brain area linked with higher cognitive functions. This is in line with recent studies about the impact of affect on reacting to advertising, validating that emotion

plays a crucial part in consumer reactions to marketing messages. Affect spawned by an ad is a strong indicator of purchase intent, stronger than either cognition or brand interest (Morris *et al.*, 2002). The way a consumer feels about an ad will impact on his attitudes toward the ad itself, but more important it will impact on his beliefs about the brand being advertised. This impact will be greater when the message portrayed in the ad induces the experience of brand consumption (transformational) (Edell and Burke, 1987).

McClure *et al.* (2004a) found in their research that immediate rewards (e.g. discounts, buy one get one free, gift certificates, etc) mainly activate the limbic system (posterior cingulate cortex, nucleus accumbent), while delayed rewards activate the lateral prefrontal and inferior parietal cortices. The authors argued that there is a constant conflict between the limbic system that is triggered in reaction to instant rewards (impulse purchases) whilst the lateral prefrontal and inferior parietal cortices cognitively consider inter-temporal trade-offs (planned spending) when deciding between immediate and delayed rewards. This presents some support to the idea that marketing messages need to be tailored to fit the specific emotional state that will result in buying a product or choosing a specific service.

4.5. Decision-Making and Criteria Evaluation

Not only is it important to understand the logic and rational behind service brands but likewise it's important to realise the reasons behind determining the way consumers go about deciding on a service brand, this leads us to the subject of decision making and criteria evaluation. People must make decisions all the time in their life, some of them in a more 'conscious', rational and straightforward way, as Ajzen and Fishbein (1980, p.5) states, "Human beings are usually quite rational and make systematic use of the information available to them...People consider the implications of their actions before they decide to engage or not to engage in a given behaviour." At times these decisions may not be so straightforward mainly due to the fact that the decision-making process is characterised by a wide range of determinants, the importance or relevance of the matters in hand, the time available to take a decision, the lack or excess of information available to make that decision, the wide range of implications, both in the short and in the long

term, these decisions may bring (e.g. the decision of moving abroad to study might implicate leaving your family but it also might implicate increasing the probability of getting a better job in the future and being able to provide a better life for your family), the features that characterise the issue being selected in terms of their complexity (e.g. choosing a house to buy is clearly not the same thing as choosing which pair of socks to use), or in terms of the fact that the decision is about a novelty (e.g. choosing a newly launched product).

When exploring decision making, there are two pertinent aspects to consider, those being the decision-making process or the decision itself. In relation to the later, it is valuable to appreciate the variety of definitions for the term *decision*. According to Ofstad (1961, p. 5) definition, for example, he states that “to make a decision means to make a judgment regarding what one ought to do in a certain situation after having deliberated on some alternative course of action”. A great deal of consumer behaviour research has demonstrated that decision-making incorporates several stages, normally starting with need recognition, followed by information gathering, evaluation of the alternatives, purchase and finally the outcomes, although not always following this order. It can vary depending on the situation. According to Engel *et al.*, (1995) decision making processes can be characterised in two kinds (Extended Problem Solving and Limited Problem Solving). When considering extended problem solving, thinking will lead to feeling, which is then followed by action. The actual constitute of the decision frequently requires the compilation of information that is then incorporated, where several of the product or services attributes are weighed and assessed. Whilst in limited problem solving, the process is notably more straightforward with consumers considering a lesser amount and multiplicity of information options. This dual nature of the decision-making processes reveals that brand images have a somewhat irrelevant influence on the consumer's buying decision if the service or product entails extended problem solving. However, in brand images of services or products that uses limited problem solving the effect on the consumer's buying decision will be way more significant.

In his research on the science of management decision making, Simon (1960) suggests a decision method divided in three stages (intelligence, design and choice) that remains as the groundwork for several subsequent decision-making theoretical approaches. The first

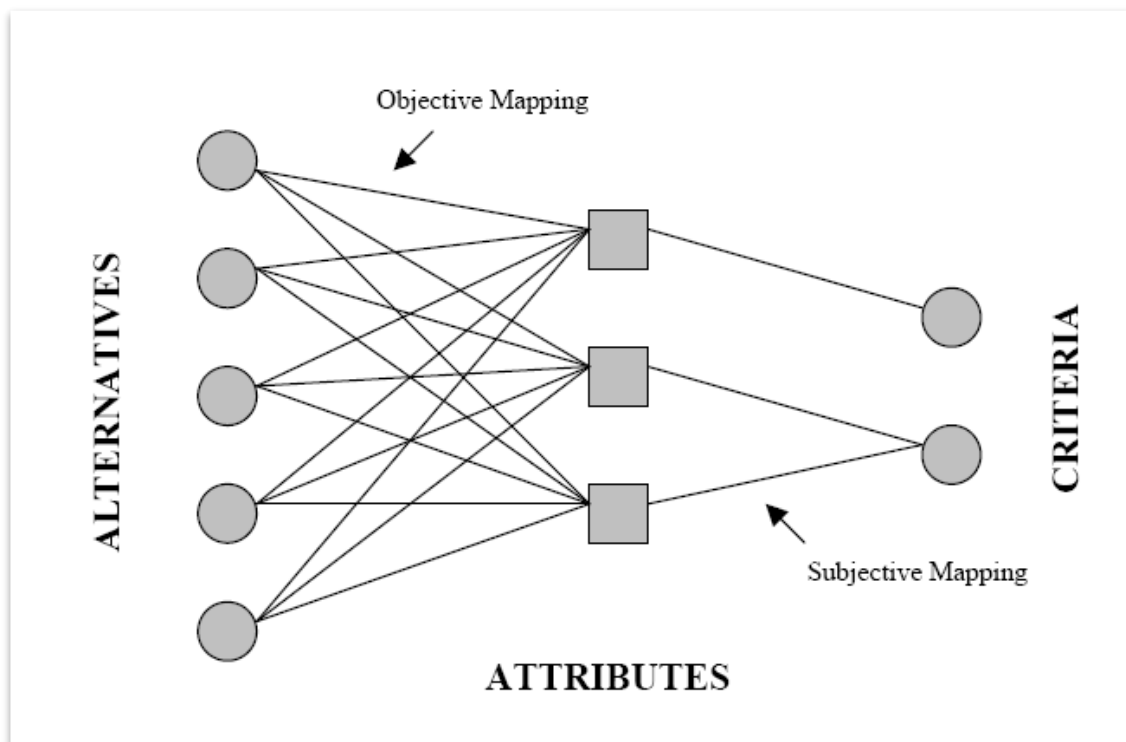
stage is intelligence and it entails the assessment if, in fact, a decision is required when a certain problem occurs, which subsequently requires collecting an amount of information. Following the recognition of this need, the second stage takes place, the design stage – which is referred as decision problem structuring – with the identification of the criteria, attributes and alternatives. The final stage is the actual decision or choice, supported by the previously evaluation of identified criteria, and in actual terms is the action of deciding on the most adequate alternative to pursue. Since the emphasis in this research is on multiple criteria, it is crucial to detect the criteria and understand its role in the design stage. Regardless of the existence of an array of models that represents the formation of decision problems; decision-making is still a combination of skills and knowledge. Where a single characterization of this central feature of the decision-making procedure does not exist, but examples include:

- The rational procedure where a problem becomes explicit (Majone, 1980),
- The quest for evidence (Thierauf, 1978), or a causal pattern (Rivett, 1968),
- The procedure where a problem situation is converted into a facilitating structure of selection (Dillon, 2000)
- A method for addressing problems (Taket and White, 1997), and
- The identification of the features, options, and environmental circumstances that will assess the alternatives available (Keller and Ho, 1988).

Except for the last classification from Keller and Ho (1988), most often applied in multi-criteria decision-making, all the above characterizations offer broad classifications of problem formation. In fact, most of decision modelling/structuring, multi-criteria decision making, is founded on the notion of options and a set of criteria available (Keeney and Raiffa, 1976). These two concepts are crucial elements of every multi-criteria decision problem, and are jointly defined, where the later contemplates the way available options can be distinguished as well as casting back the standards of the decision maker. As Crane and Clarke states (1988, p. 54) “All products possess characteristics or features which are referred to as attributes. Evaluative criteria are those attributes that are salient or important to the consumer in measuring or assessing the product offering.” The available choices

that a consumer pursues are avenues which will lead results calculated in terms of the criteria. Buchanan *et al.*, (1998) present the notion of the multi-criteria decision problem framework based on these two issues (alternatives and criteria), where attributes plays a connecting role between them (see model in figure 4.1). More specifically, attributes are the quantifiable characteristics of the choices available. Consequently, following the objective of enhancing the decision process, the decision problem is prearranged to detach the objective components (attributes and alternatives) from the subjective components (preferences, criteria, and values).

Figure 4.1 – Mapping Between Criteria and Attributes, Attributes and Alternatives



Source: Buchanan *et al.*, (1998)

Figure 4.1 typifies Woolley and Pidd's (1981) conceptual approach representing a static image of a decision problem, showing a structure that encompasses the three fundamental

elements that constitute this process but also the interactions amongst them, and where it is suggested that a separation between the objective and subjective characteristics occurs.

The main conclusions that can be drawn from earlier work on decision-making process are as follows:

- The multi-criteria decision problem is constituted by objective and subjective components.
- The decision making is influenced by many factors, including personal attributes of the decision maker and the context where the decision is made, and these will determine, in the view of the decision maker, the evaluation and relevance of certain criteria over others.

As shown before, consumer research has long been geared toward explaining certain behaviours using classical models of information processing (Scott *et al.*, 1979). Although most of these studies provide accurate descriptions of the cognitive processes at play, they often fail to recognise the influence of feelings, sensations, and pleasure. In doing so, these studies neglect an important aspect of the consumption experience. This important aspect is taken into consideration on the framework developed by O'Shaughnessy and O'Shaughnessy (2002) integrating six categories of consumer choice criteria, based on Ajzen's approach, for understanding how consumers perceive products and services in terms of choice behaviour (see table 4.3).

Table 4.3 – Consumer Choice Criteria

Criteria	Description
Technical	The primary purpose for which the product was designed;
Economic/Sacrifice	Benefits set against price paid and effort expended;
Legalistic	Choices guided by what others demand and want (the kids, the spouse, the neighbours, the boss);

Integrative	Social acceptance, status, visibility, fashion, standing within one's milieu;
Adaptive	Desire to minimise risk, reduce anxiety of uncertainty or fear of regret;
Intrinsic	How the product looks, feels, tastes, smells, sounds;

Source: O'Shaughnessy and O'Shaughnessy (2002)

They state that emotion helps consumers in making decisions along these criteria when logic and information is not fully available, which is the norm in most cases in the selection of service offerings. The challenge is to understand the exact nature of how each criterion affects consumer choice behaviour in so to create very specific messages, tailored to bring forth very specific emotions to result in specific buying behaviours. Since each of these criteria has a different level of emotional potential, and a different level to which emotional messages will be effective marketing devices.

As previously mentioned, cognitive neuroscience has also focused its attention on understanding the brain bases of decision making in so far to supply accurate models of decision making to the literature (Sanfey *et al.*, 2006). Research on this subject has examined the cognitive and emotional facets of decision-making by means of neuro-imaging techniques in which people were invited to get involved in decision-making actions, such as the Iowa gambling task⁹. By using this kind of experiential games Bechara *et al.* (1994) could demonstrate that the prefrontal cortex (mainly the orbitofrontal and dorsolateral regions) (Ernst and Paulus, 2005) and the limbic system (mainly the anterior cingulate cortex and the amygdala) (McClure *et al.*, 2004b) are the major decision-making brain areas. The prefrontal cortex is accountable for the cognitive reward, in other words the thinking and calculation, as well as for the punishment aspects of decision-making, whilst the limbic system is accountable for the emotional aspects of decision-making (Sharot *et al.*, 2004), acknowledging that decision making has both a

⁹ In the Iowa gambling task, the goal of is to win as much money as possible. Participants are introduced to four virtual decks of cards, and are told they might win or lose some money each time the select a card. Two of those decks are "bad decks", which means that, over a long enough time, they will make a net loss, while the other two are "good decks" that over time will make a net gain.

cognitive and an emotional component. According to Bhatt and Camerer (2005) those whose brain activations showed good collaboration between the prefrontal cortex and the limbic system were the ones that achieved higher levels of success in this kind of decision-making experiential games.

In their discussion of hedonistic consumption, Holbrook and Hirschman (1982) brought the multi-sensorial, imaginary, and emotional aspects of the consumption experience to the forefront of research on consumer behaviour. The sports marketing literature considers these elements (i.e., the multi-sensorial, imaginary, and emotional aspects of consumption) as essential determinants of consumer emotional attachment. Wann (1995), claims that motives such as the entertainment value, the ability to escape from reality, and the 'eustress' (mix between euphoria and stress) lead to increased consumer identification with a given team or sport.

4.5.1. Emotions and the Decision Making in Service Brands

Research on customer emotion was initially mainly focused on the purchasing of branded products (Aaker, 1996), and only just more recently have we started to see an emergence of research that is specific to services. This seems logical since that services possess unique characteristics that certainly will influence on how differently the impact of emotion will be when considering services against products consumption. The fact that services are characterised by their intangibility doesn't allow a consumer to choose a service brand based on an evaluation prior to consumption, it is simply not possible to pre-test a service like one would pre-test a car. However, since service experience to occur is dependent upon the customer interaction and its level of investment in it, emotions will be predominant (Price *et al.*, 1995).

Based on the assumption that there isn't enough information when choosing amongst different alternative brands (very often that is the case) emotion will play a role in the decision-making process. In line with the O'Shaughnessy and O'Shaughnessy (2002) model, presented previously, potential service consumers will evaluate a service brand based on six criteria: technical, economic, legalistic, integrative, adaptive and intrinsic (see table 2.4). This leads us to Crane's (1993) research about consumer perceptions of service brand quality, in which he suggests that there are two main dimensions of service

brand evaluation, one being the functional quality and the other the technical quality. The functional quality is the “how” of the service encounter and it refers to the service providers’ attitudes, behaviours, and interactions with others, pretty much the same as a grouping of the intrinsic and adaptive criteria from O’Shaughnessy and O’Shaughnessy’s framework. Whilst the technical quality is the “what” of the service encounter, the basic functioning of the service provider and the service setting. This dimension is essential in so far to achieve customer satisfaction, but it is far from sufficient. To reach high levels of customer satisfaction and loyalty, it is crucial that service providers do well on the functional quality dimension (Crane, 1993). Since that the observed performance on the functional quality dimension will determine how consumers perceive the service brand. Furthermore, functional quality of services is the evaluative dimension in which the consumer is more prone to sense the risk since it is this dimension that lends itself to emotion-based consumer decisions. Consumers can try to rely on reassuring aspects (e.g. degrees, certifications and reputation) as a replacement for knowledge along the technical dimension. However, for evaluations of adaptive and intrinsic criteria consumers have very little information available. This lack of information may draw out feelings of uncertainty and inherent risk in making the wrong decision. Because people tend to avoid risk the evaluative appraisal of emotion is often a replacement for risk. Creating positive feelings in the consumer may boost the chances that they will choose a specific service provider.

There is much higher risk involved in the decision-making process of a service than a product. This is evident in the fact that most of the times there is very little knowledge about the technical capabilities of a service provider, or there is an inherent difficulty from the consumer on evaluating the service along the adaptive dimension, or in simply knowing how they feel about the service until the completion of the decision-making process, an evaluation of the intrinsic criteria. This becomes even more obvious in the case of high-risk and high personal involvement services, such as physicians, dentists and lawyers. Thus, as a result, consumers are forced to mainly rely on their emotional evaluations and perceptions of service provider, the characteristics of the service brand, and the circumstances in which the service occurs for selection and satisfaction. O’Shaughnessy and O’Shaughnessy (2002) state that the mere fact of reduced information together with the adaptive, technical, and intrinsic criteria enhances the

impact of emotions in generating buying decisions, independently if the purchase is of a service or a product. What makes consumers be drawn toward service brands is not founded on estimates of technical quality, but is founded on emotionally laden incidents (Crane, 1993). Thus, real value-added can be delivered by the service provider by generating positive emotional cues, these messages can diminish the fears along the adaptive and intrinsic dimension. Following the same line of thought O'Shaughnessy and O'Shaughnessy (2002) state that emotions such as that of predilection for a specific physician for no apparent reason can override the sense of logic, when that fails. This suggests that the role that emotion plays in establishing behaviour where a consumer is strained into a low-information decision is highly crucial and has long been underestimated by a clear majority of social scientists.

4.6. Service Brands in the Proposed Study Context

The subject of branding in sports organisations and more specifically football clubs, and the way it has been perceived by all the stakeholders involved in this industry has suffered a lot of changes. The history of football has been as diverse as one can expect since we are dealing with a sport that is really embedded in people's emotions and society itself, so it is with no surprise that we find that sports organisations are becoming more and more concerned with the image that their brands portray to the market and what are the dimensions that consumers might consider to be relevant and to which they more closely identify themselves. Moreover, it becomes relevant to comprehend what benefits a consumer get from experiencing any of the service elements related to a specific football club brand, and brand associations (Gladeen and Funk, 2002). However, this task of understanding the benefits can be somehow daunting and puzzling since these benefits tend to be more of an intangible nature (Mullin *et al.*, 2000).

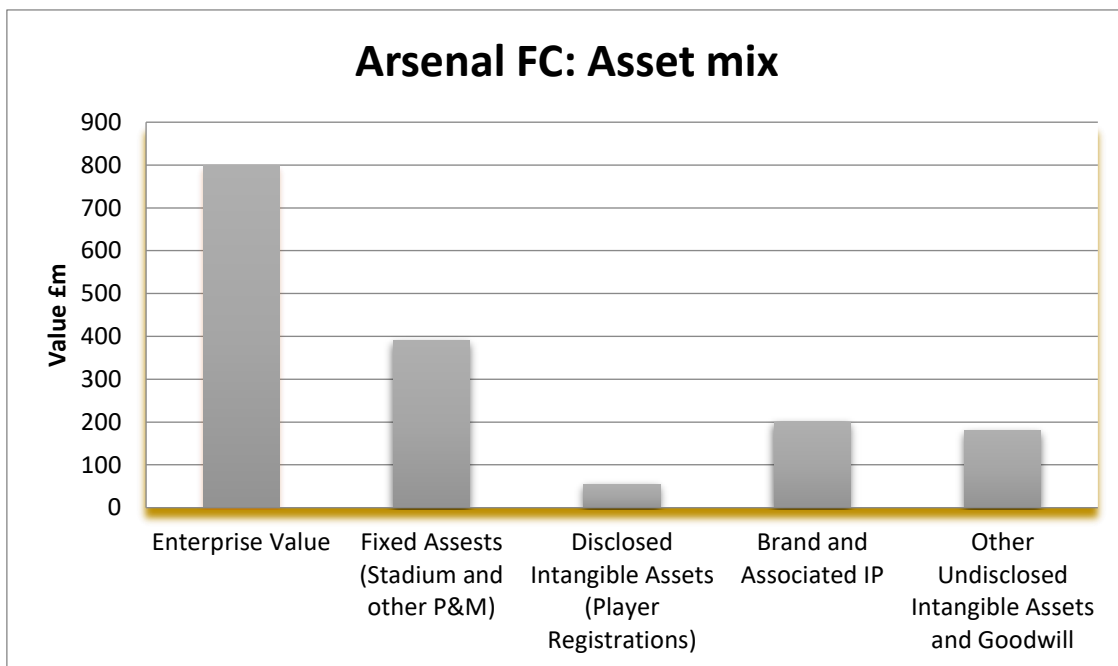
There is an increasing understanding that the image that a brand of a sports organisation portrays has the power to influence the behaviour of all the stakeholders involved with a sports organisation, ranging from those that work in the organisation, those responsible for the brand, the spectators, sponsors, up to the journalists and commentators, and that it leads to change in brand value. Aaker (1991, p.15) states that "brand equity is a set of

brand assets and liabilities linked to a brand, its name and symbol, that add to or subtract from the value provided by a product or service to a firm and/or to that firm's customers". The question that rises is why is realising the brand value of football clubs so crucial in today's football? The answer lies in a mixture of reasons, the recent acquisition of several UK football clubs by financial tycoons with no past involvement in the sports arena has shown that these investors have identified some sort of potential and are determined to pay premium prices for these football clubs. Even though business valuation is a combination of knowledge and skills, the fact that football clubs commonly present negative financial results makes this business model unique. Demonstrating that although football clubs have several valuable fixed assets, such as football players (transfer market value), the several facilities (e.g. football ground) it is in the hidden undisclosed intangible assets that these financial tycoons are mainly interest in. At the centre of this undisclosed intangible asset base is a club's brand, where the brand incorporates both the trademark and associated intellectual property. With increasingly more Premier League clubs belonging to foreign ownership, it is the brand that plays the crucial role in the decision-making process.

To provide insight into this debate and demonstrate the building blocks making up a club's overall value, Brand Finance (2009) present an overview of Arsenal's asset mix, with an overall enterprise value (market capitalisation + debt), which was set at around £800m at the end of January 2009. As the table 4.4 shows the brand represents 26 per cent of Arsenal's overall value and for this reason it must be managed and developed in line with the clubs other tangible and intangible assets. Where clubs have dedicated teams who look after servicing, upgrading and maximising the use of the club's fixed assets (stadium) and keeping its declared intangible assets (players) in marketable health it is expected comparable investments to be made in tuning a club's brand asset. Some clubs are a step ahead in this game and have made the necessary initial investments to bolster their marketing and commercial expertise to obtain greater brand returns. The emergence of this commercial view of football has raised the question of the relevance of these financial measures and to what extent might they undercut pitch performances. This is mostly evident in the top European football leagues where teams have been faced with the duality of pursuing a commercial approach to financial management, trying their best not to incur on major financial losses, in the best-case scenario, trying to reach break-

even. Whilst at the same time faced with the constraints of an inflationary labour market, in which football organisations are forced to highly invest on player acquisition and remuneration in order to successfully compete.

Table 4.4 – Arsenal Overall Asset



Source: Brand Finance (2009, p. 23)

Studies and surveys such as those from, Brand Finance plc, Sport+Mark, Deloitte, etc., have over the years been showing the increasing importance of the football industry and the brand value in the arena of sports, more specifically of football (see appendix B). The latest report from Brand Finance about the most valuable European football brands 2017 revealed that Manchester United, Real Madrid and Barcelona are the three top tier football clubs, representing a combined brand value of more than £3.500 million, a value accomplished mostly by an increasingly off-pitch marketing know-how (see table 4.5). These three clubs are a clear example of how such professional and dedicated teams they have working on managing, building, extending and protecting the club's brand. With promotional activities implemented ranging from pre-season tours to prospective markets

(e.g. U.S.A, Asia, Middle East, and Africa), merchandising, websites and mobile marketing in multiple languages, to club television channels, with the primary purpose of attracting fans and developing a higher level of emotional connection in so far to obtain greater commercial returns through higher levels of loyalty from their fans.

Table 4.5 – The Most Valuable European Football Club Brands 2017

Rank 2017	Rank 2016	Brand name	Country	Brand Value (GBPm) 2017	% change	Brand Value (GBPm) 2016	Brand rating 2017	Brand rating 2016
1	1	Manchester United FC	United Kingdom	1354	71%	793	AAA+	AAA+
2	2	Real Madrid CF	Spain	1109	43%	778	AAA+	AAA+
3	3	FC Barcelona	Spain	1108	65%	672	AAA+	AAA+
4	8	Chelsea FC	United Kingdom	975	86%	525	AAA	AAA-
5	5	FC Bayern Munich	Germany	955	63%	587	AAA+	AAA+
6	4	Manchester City FC	United Kingdom	798	30%	613	AAA	AAA-
7	7	Paris Saint-Germain	France	790	47%	536	AAA-	AAA-
8	6	Arsenal FC	United Kingdom	736	27%	581	AAA	AAA
9	9	Liverpool FC	United Kingdom	710	40%	507	AAA	AAA
10	10	Tottenham Hotspur FC	United Kingdom	544	82%	299	AA+	AA+
11	11	Borussia Dortmund	Germany	406	61%	251	AAA-	AAA-
12	13	Juventus FC	Italy	384	98%	194	AAA+	AAA
13	16	Everton FC	United Kingdom	269	43%	189	AA	AA+
14	14	FC Schalke 04	Germany	265	39%	191	AA+	AA+
15	12	Bayer 04 Leverkusen	Germany	259	32%	197	AA	AA
16	18	Club Atlético de Madrid	Spain	254	41%	180	AAA-	AA+
17	17	West Ham United FC	United Kingdom	237	28%	185	AA	AA
18	22	AC Milan	Italy	224	60%	140	AAA-	AAA-
19	20	Southampton FC	United Kingdom	219	45%	151	AA	AA-
20	19	Leicester City	United Kingdom	201	25%	160	AA-	AA
21	15	VfL Wolfsburg	Germany	200	5%	190	AA	AA
22	33	Newcastle United FC	United Kingdom	193	121%	87	AA	AA
23	21	Stoke City FC	United Kingdom	178	23%	144	AA-	AA-
24	26	Swansea City	United Kingdom	177	49%	119	AA-	A+
25	23	West Bromwich Albion	United Kingdom	173	39%	125	AA-	AA-
26	New	Bournemouth FC	United Kingdom	172			A+	
27	30	Olympique Lyonnais	France	171	83%	94	AA	AA
28	29	FC Internazionale Milano	Italy	170	67%	102	AAA-	AA+
29	27	Borussia Mönchengladbach	Germany	163	39%	117	AA-	AA-
30	New	1899 Hoffenheim	Germany	152			AA-	

Source: Brand Finance (2017, p. 15)

The latest figures show an exponential increase in brand value since 2011, in some cases tripling their value, mainly due to the continued impressive revenue growth of Europe’s top football clubs in the 2007/08 season, based on broadcasting, season tickets and sponsorship, most of these being annually contractual. So, with the economic crisis now football clubs are faced with a major task ahead. The Italian football industry is a good

example of this. Up until recently it had developed at a rate that was never seen previously, mainly enhanced by the appearance of pay television channels into the business. Nevertheless, the Italian football clubs couldn't avoid serious financial crisis, which has led some football clubs into bankruptcy and severe restrictions for others. During the 2002-2003 football season the combined net loss for "Serie A" reached almost £350 million, more than one third of the total turnover. The reason for this lies mainly in the fact that Italian football clubs haven't been able to convince fans to attend the football matches in the stadiums, combined with their lack of ability to promote successfully their league "Serie A" to external markets and, it explains why there isn't any Italian football club brand in the first six places amongst the most valuable European football brands.

Supporters are, without a doubt, the main building block of any football club. They are one of the biggest revenues, directly or indirectly, and without them no club can achieve financial and sporting growth. Research conducted by several football associations and organisations that works with football statistics over eleven countries relating the number of supporters in their own countries of the leading football clubs in the world, as well as the percentage according to the U.S. Census Bureau in 2008 (see table 4.6), shows who are the biggest football clubs across these countries but more importantly it shows the dimension of football clubs fan base and what this might represent in terms of brand value of these clubs.

Table 4.6 – Football Clubs Supporters Base in their Own Countries

Country	Football Club	Number of Supporters (millions)	% of Country Population
Brazil (Pesquisa Datafolha, 2007)	Flamengo	32.6	17 %
	Corinthians	23	13 %
	Sao Paulo	15.3	8 %
Argentina (Equis Instigación Social, 2006)	Boca Juniors	16.4	40.4 %

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	River Plate	13.2	32.6 %
	Independiente	2.2	5.5 %
Spain (Centro de Investigaciones Sociológicas, 2007)	Real Madrid	13.2	32.7 %
	F. C. Barcelona	10.4	25.7 %
	Valencia	2.1	5.3 %
Germany (Sportfive, 2007)	Bayern Munich	10.5	12.8 %
	Werder Bremen	5.7	6.9 %
	Schalke 04	4.3	5.2 %
Italy (Istituto Demos-Eurisko, 2007)	Juventus	16.3	28 %
	A. C. Milan	13.4	23 %
	Inter Milan	9.3	16 %
Japan (Video Research Ltd., 2006)	Kashima Antlers	12.3	9.7 %
	Gamba Osaka	11.9	9.4 %
	Jubilo Iwata	11.7	9.2 %
Mexico (Group Reforma, 2007)	Chivas	30.8	28 %
	America	26.4	24 %
	Cruz Azul e Pumas	13.2	12 %
England (Roy Morgan International, 2006)	Manchester United	4.2	6.9 %
	Liverpool F. C.	3.1	5.1 %
	Arsenal	2.6	4.35 %
Portugal (Liga Portuguesa de Futebol Profissional, 2003)	S. L. Benfica	4.1	38.8 %
	Porto F. C.	2.6	24.4 %
	Sporting C. P.	2.1	20.2 %

Consumer brand relationships – The determinants of brand loyalty in the context of football clubs

France (Institut National de la Statistique et des Études Économiques, 2006)	Olympique Marseille	10.2	16 %
	Lyon F. C.	9.6	15 %
	Paris Saint-Germain	3.2	5 %
Holland (TNS-NIPO, 2007)	Ajax	4.3	26 %
	Feyenoord	3.8	23 %
	PSV	2.1	13 %

Source: Football Finance (March 2008) in www.footballfinance.com

However, according to another survey conducted by Sport+Market (2008) with 9.600 football fans in 16 European countries F. C. Barcelona turns out to be the football club with the biggest supporter fan base, with around 50.3 million supporters worldwide, followed up by Real Madrid, with 45.9 million, Manchester United, with 32.8 million, and Arsenal FC with 22.9 million supporters. Showing that these football clubs fan base is much bigger outside their own countries, perhaps the clearest example of that is Barcelona F. C. whilst being second to Real Madrid in Spain it is number one worldwide. This research also states that the Spanish League and Spanish clubs are at the leading hedge in terms of followers, being followed by 103.5 million supporters with the English clubs coming in a close second place, followed by 99.2 million. Another two interesting aspects of this research is that, in the recent years, the club that has grown more support base has been Chelsea by fivefold, whilst Real Madrid has been on the losing end, with a decrease of 11 per cent of its support base. The vitality of the European football industry seems to be intact with a prediction of growth margin of four to five times its present size in the next twenty years, with almost 225 million potential new football supporters, showing that although there are some dark clouds ahead there is still much potential in this industry. However, this potential can only be achieved if the leading football clubs are able to face their biggest challenge of managing the emotional attachment that fans hold with them and converting positive emotions in to commercial revenues. To achieve this, football clubs need to be able to turn an aware fan to one who is allegiant by increasing the level at which the fan identifies with the club (fans move from aware to

attracted, to attached, to allegiant). The allegiant or attached fan dedicates a significant part of his life to his club becoming a central part of their lives, more than family and friends and therefore has a larger propensity to purchase products and services relating to the club and their sponsors. The relationship of an allegiant fan with their football club goes further beyond the match day experience (Tapp, 2004). A perfect example of this is that of Charles McLeod a fan of Reading F. C., a football club competing in the English Championship League. He has attended every single game at the Madejski stadium travelling from Toronto-Canada during the season of 2008/2009, a total of 193 thousand kilometres and spending more than £14.000 pounds in total. Although many of the leading football clubs have been attempting to achieve this kind of relationship with their fans, the ones that have been consistently getting it right have been Manchester United, Barcelona F. C. and Real Madrid. Being the core of Manchester United's strategy in the last two decades as well as Barcelona's and Real Madrid, personified in Real Madrid's President Perez's renowned "Galacticos" policy, with the acquisitions of football superstar players like Kaka and Ronaldo, together costing the club an astonishing £140 million pounds. Nevertheless, expensive player acquisitions do not grant brand loyalty per se, a recent example of this was the transfer of Neymar from Barcelona to Paris Saint Germain.

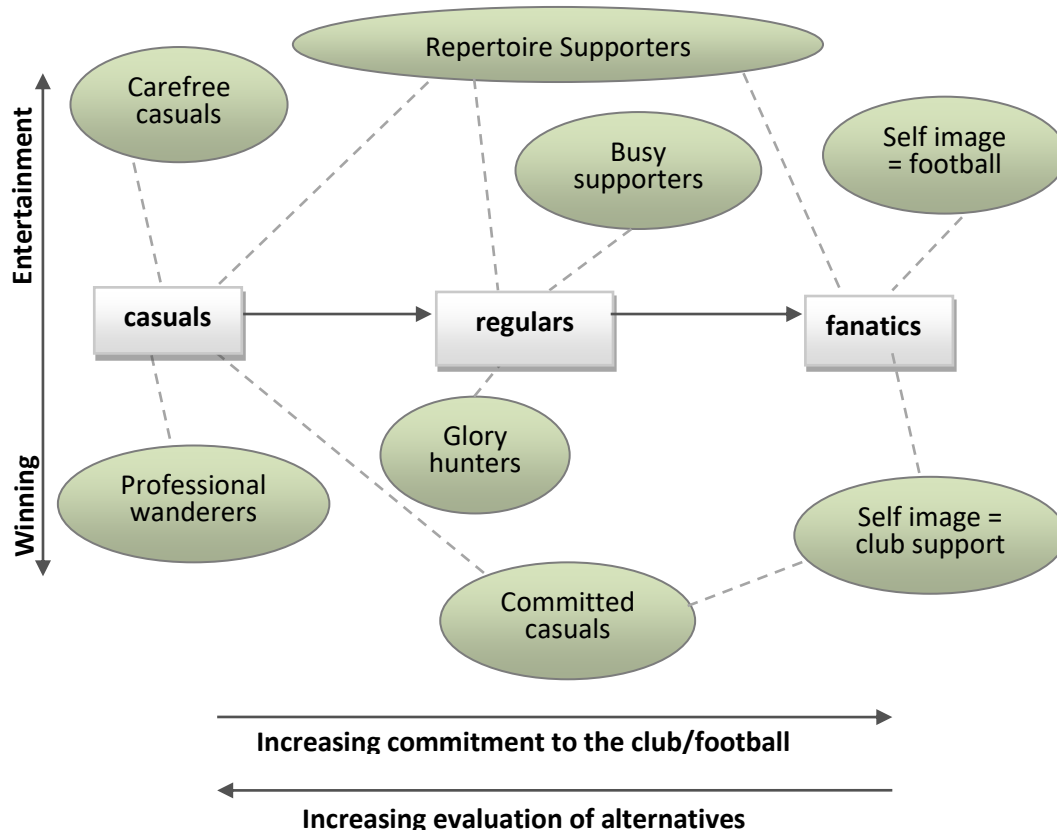
4.6.1. The Uniqueness of Sport and Football Clubs Service Brands

The underlining reasons for the specificity of football, and sports in general, relate to the way in which customers (supporters, spectators) relates and acquire this specific service brand and eventually what drives them to do so. According to Williams (2007) the increasingly academic interest in sports fandom is most probably a reaction to a more general idea that modern spectator's allegiances are quickly converting into less straightforward and more original structures of 'late-modern' sporting affiliation. Based on Maffesoli's (1996) concept of 'neo tribes' to describe today's more active and vibrant sports fan cultures, Crawford (2004: p. 4) goes further on to state that: "being a [sports] fan is primarily a consumer act and, hence, fans can be seen, first and foremost, as consumers". A statement that still rises some controversy although making increasingly more sense, even though one must concur that fans don't just change teams if their

football club fails to perform, in and off the pitch, and therefore their role is far bigger than other consumers in most other areas in terms of the critical input they have.

With the sports market following a similar trend of fragmentation into several distinct segments, a need for understanding and identifying these mega-shifts is required by the part of academic researchers and sport managers in so to understand the uniqueness that characterises the sporting environment and identify future opportunities. Tapp and Clowes (2002) research about segmentation strategy in sport management revealed that supporters can be characterised in a multiplicity segments, where three of them come forward as being the most relevant (“professional wanderers”, “carefree casuals” and “repertoire fans”) revealing that this segmentation approach can produce high benefits in the management of football clubs if taken into consideration the uniqueness of this industry and its consumers. With evidence showing that football fans will be receptive to this strategic approach (Tapp and Clowes, 1999) (see figure 4.2). However, remarkably very little has been done academically in terms of identifying under-served customer groups and profiling football supporters utilising adequate variables specific to the context of sport apart from the most common and conventional variables of gender, age, income, and so on.

Figure 4.2 – Linking Together Sub Groups of “Casuals”, “Regular” and “Fanatic” Supporters



Source: Tapp and Clowes (2002, p. 1266)

In their research on Coventry FC supporters Tapp and Clowes (2002) identified these segments according to customer value, where this variable was perceived as a proxy for other variables. Illustrating how these segments position and link to each other according to their attitudes to winning and entertainment, commitment to the football club and evaluation of alternatives available. Their research goes further deep in terms of identifying how supporters can be characterised and distinguished according to their match day behaviour, before, during and after the experience (see figure 4.3). Presenting the following typology of supporters:

Mine's a pint – Described as supporters that usually arrive earlier to the match and enjoy a drink or two before and after the game engaging in social conversation about football and the club in the bar.

Juggling the kids – Characterised as families that spend a lot in merchandise and on snacks on half time, and that try to fit in their busy weekend schedule the attendance of the match, usually arriving at the stadium at the last minute.

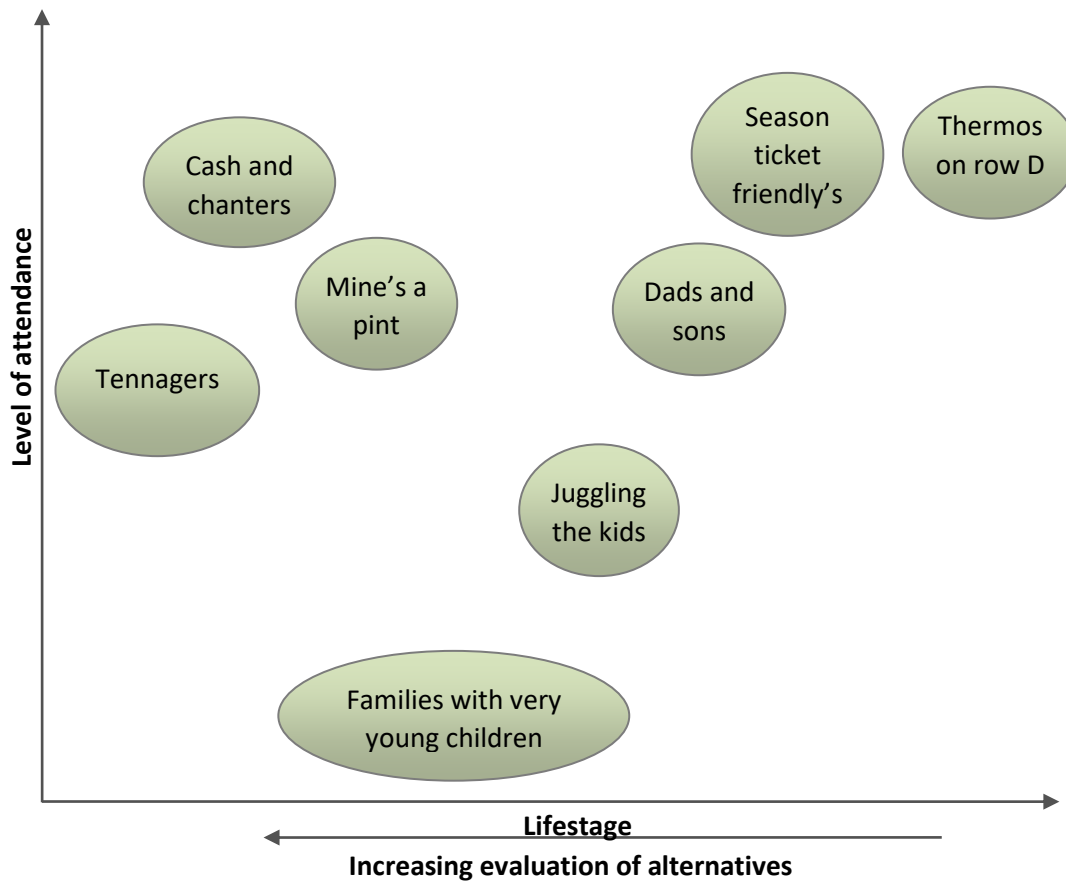
Thermos at Row D – These are supporters that usually arrive late at the ground, thus don't spend much, and are mainly focused on watching the match.

Season tickets friendlier – Since they own a season ticket and sit always in the same place they develop a social connection with fellow supporters that sit around them in the stadium, serving as proxy for their friends.

Loyal cash and chanters – They enjoy the match mostly because it allows them to release the day-to-day stress by having a shout at the referee and the football players. They normally buy tickets with cash when they get paid.

Dads and sons – They are characterised as being much more loyal to the club itself and not so much to football in general. They don't get involved in group activities and tend to assume a passive position in the stands, not expressing much as supporters.

Figure 4.3 – Behaviour-based Segments Mapped Against Level of Attendance and Lifestage



Source: Tapp and Clowes (2002, p. 1265)

Although this research from Tapp and Clowes (2002) presents a clear contribution to the understanding of the distinctiveness of management of football clubs, mainly in terms of the opportunities that might rise from pursuing a segmentation strategy, one must bear in mind that strategies of segmentation are not straightforward becoming complicated to implement (Dibb and Simkin, 1997) mainly in an industry as unique as football, making the job of sport managers even more complex. A good example of this can be found in European football, where the way sports fandom has been perceived has been mostly based on criteria such as match attendance and residual working-class family relations and place. However, it appears that these connections are being gradually substituted by an emphasis on the more TV-mediated, customer (sports fans) characteristics of late-

modernity (Robson, 2000; Giuilianotti, 2002). In these new social conditions of late-modernity, Crawford (2004), believes that individuals are increasingly drawn to sport, both for identity construction and for opportunities for social performance. As the more 'traditional' sources of community identity (i.e. family, work, the church, and neighbourhood networks) start to become less important currently, so the sense of community and 'primary group' belonging offered by contemporary sport gains more importance. Thus, making it a sellable service to eager consumers but essentially a way for people to find a new sense of identification through their sporting connections.

The issue of sport management and marketing strategies for sports clubs and its unique characteristics has started to gather some attention in the last decade or so by several researchers (e.g. Kolyperas and Sparks (2017); Shilling and Mellor (2014); Mullin *et al.*, 2000; Szymanski, 1998). Football distinguishes itself from other industries by the way it integrates a wide, socio-cultural, economic and commercial congregation. Thus, producing a profound impact on communities, and being responsible for identity and self-esteem, social cohesion, health, and lifestyles. In some respects, leading the way in how it conducts itself, for instance, its community relations. Since football is socio-culturally embedded, football club and sport management are faced with the duality of great commercial opportunities and limitations inherent to the heritage and historical background associated with the football club and its brand. This duality is evident in the fact that football is substantially different from most businesses, since no one requests, as their last will, for their ashes to be scattered down the aisle of a supermarket (Taylor, 1998) showing the intensity of fan loyalty towards certain sports brands that brand managers in other industries could only wish and dream of achieving. Yet at the same time, sport managers are in the business of uncertainty, where two teams compete for success, but no one knows what is going to be the result in the end. One might even argue that this element of uncertainty is, at the same time, key for football success and what make its distinct from other industries making it somehow unreasonable to apply generic management theory/ practice into this industry.

The dispute about the degree to which sport should base its theoretical framework from the existing management literature or chase its own course, by creating a specific sports management literature, is crucial for the future of sport management and the industry

itself. From one point of view the utilisation of existing management literature would mean that the uniqueness of this industry and the specificity that characterises it would be denied and most certainly the importance of managing in the essential context of uncertainty would be lost, only counterbalanced by the fact that it would create the opportunity to anyone with a concern in sport to become involved in the process of applying established management theory to sport (Chadwick, 2009). However, as Chadwick (2009) also stated, a third approach rises as seeming the most plausible and sensible way to pursue, one that incorporates a more intertwined and integrated relationship between the mainstream and the sport management literatures, employing both sport management and more broad literature in a conjoined way. Thus, revealing the fact that the opportunity subsists for a truly convincing case demonstrating that the utilisation of both literatures can yield higher benefits for both sides.

4.7. Conclusion

It becomes clear from the review of the literature in service branding, that the vast majority of research conducted in this area has been, first mainly based on the views of practitioners and with the exception of few, very little has been done in terms of looking at the perspective of the consumer; second very few empirical testing has been done; and finally the research conducted up to now has focused on the views and perceptions of those that have somehow experienced the service previously nevertheless very little consideration has been given to the role of emotional attachment in determining loyalty towards a particular service brand. As consumers continuously spend more of their money on services than tangible goods, it would only seem reasonable and sensible to recognize the role that emotion plays when consumers choose and consider investing in a service brand. This becomes even more crucial since more and more services are becoming commoditised, it is the consumer's emotional experience with the service brand that can create brand differentiation. Consequently, exploratory research that identifies the key elements and provides an overall picture of these aspects is fundamental in so far to understand how to create and manage customer emotion throughout the service experience.

Chapter 5. Consumer Brand Relationships in the Context of Football Service Brand: The Case of Portuguese Football Clubs

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Statement of Contributions of Joint Authorship

Sérgio Vinhas da Silva: (Candidate)

Writing and compilation of manuscript, established methodology, data analysis, preparation of tables and figures.

Nelson António: (Principal Supervisor)

Supervised and assisted with manuscript compilation, editing and co-author

José Crespo de Carvalho: (Associate Supervisor)

Editing and Co-author of Manuscript

This Chapter is an exact copy of the journal paper referred to above, with the necessary formatting adaptations for reasons of uniformity.

5.1. Abstract

Purpose – This paper aims to provide an exploratory step into the understanding of consumer brand relationships with highly emotion-laden brands in the context of one European football league (i.e. Portugal). This is a country that stands outside the realm of the ‘big five’ market of European football leagues and for that matter allows for the attainment of results more in tune with the general reality of European football. The objective of this research is to obtain an overall network system of consumer brand relationships from which key constructs and salient connections can be quickly observed. Presenting itself as a useful tool for incrementing consumers’ levels of brand loyalty.

Design/methodology/approach - Data was collected from 46 football club supporters from three Portuguese football clubs (i.e. Sporting Clube de Portugal, Sport Lisboa e Benfica, Futebol Clube do Porto) and analysed through the utilisation of the CIT and Laddering methods. Respondents were interviewed individually keeping in mind their preferred brand.

Findings – Seventy-two categories were initially derived of which twenty-nine were subsequently identified as being key in the brand relationship process (i.e. six concrete attributes, six abstract attributes, three functional consequences, four psycho-social consequences, five instrumental values, and five terminal values). Also, ten salient chains were identified highlighting the relevance of level of involvement and emotional attachment as constructs that brand managers should pay special attention to when developing the brand, and when wanting to improve the relationship level with its consumers. Also, six direct predictors of brand loyalty were identified responsible for the establishment of this higher-level consumer brand relationship with football club brands. Finally, self-identity/ devotion was found to be a predictor of brand loyalty.

Research limitations/implications – The option for the implementation of an exploratory research, using a purposive non-probabilistic sample to collect the data. Gives rise for the possibility that other constructs responsible for brand loyalty building might emerge if a different sampling approach and quantitative method is pursued. Something that might also occur if the context of the research shifts from football club brands. As so it was recognised that the relationships in our network system of consumer brand

relationships needed reiteration by other studies in different contexts and also by applying a quantitative approach.

Practical implications - This study provides an in-depth understanding of what are the key elements of consumer brand relationships with football club brands, presenting a network system where the most salient connections can be identified. This is of relevance for managers allowing them for a more efficient way to allocate resources and for more tailored managerial practices and strategic approach to get higher levels of brand loyalty from their consumers.

Originality/value - The uniqueness of this study resides in the implementation of the means-end theoretical approach to a S-D logic framework. Taking into consideration its pertinent research trajectories, brands, value co-creation, customer satisfaction as well as some of the emerging ones, emotions, consumer behaviour, loyalty. Leading to the establishment of an overall view of consumer brand relationships in the context of football club brands. The selection of the Portuguese league, as the chosen research setting, is also unique and provides contribution for academia and practice since the clear majority of research in this field was carried out with European football leagues that belong to the ‘big five’ markets of the football industry.

Keywords: Service brands, Consumer brand relationships, S-D logic, Laddering

Paper type – Research paper

5.2. Introduction

The identification of the underlining reasons for a consumer choosing a certain brand and how certain factors impact in the decision-making process has long been a major concern in research regarding consumer behaviour, the ability to understand what is going on in the consumers’ mind (Reynolds and Olson, 2001; Martinez, 2012; Parsons, 2013). Brand managers strongly quest for this critical information, which will allow them not only to know what the most important attributes in the buyer judgement are, but also how these carry different weights with regards to their relevance. Furthermore, by understanding what the key attributes are one can realise to what extent these impact in the consumers’

attitude formation. Since as previous research as shown, attitude is a function of the importance that the consumer gives to the attributes of a product (Allen, *et al.*, 2002).

With the emergence of the subject area of services marketing during what Mertz *et al.* (2009) defined as the relationship-focus brand era, marketing broadened its perspective to include the exchange of more than manufactured products (Fisk *et al.*, 1993). Moving away from the goods dominant perspective, in which “services” were conceptualized as having relatively little to none similarities to tangible goods, in fact “services” were distinctly characterized mostly based on their intangible nature “a good is in essence an object; a service is in essence a performance” (Berry and Parasuraman 1991, p. 93), and their perishable feature, often when experiencing a service the issue of trying it before purchase is simply not possible. However, concomitant to the Service dominant logic (S-D logic), there are certain elements that are tangible in a service (Vargo and Lusch, 2004). The context of a football club is a good example where a consumer can experience the stadium facilities, or view the team players, but this certainly cannot be perceived in the same way as a mere tangible good that is produced in a factory. Since these attributes, although tangible, are not subject to the same procedures considered in the Goods-Dominant logic (G-D logic), either in terms of its nature or the way brand is developed. Most of these attributes usually related to a service brand, commonly named as the service experience, are indeed the perceptions in peoples’ mind that emerge when using the service (Berry, 2000; Berry and Parasuraman, 1991), being more reasonable to interpret it as the cumulative impression of how the customer is treated. In the context of this study it might range from how long it takes to enter the stadium, the place where he sits, the quality of the game attended, how well the team plays, or the coach manages the players, the entertainment provided at half-time, the quality of the food provided at the bar, all the way to prestige, sympathy, respect, or achievements. Furthermore, former discussions in the literature also reveal that the new evolving brand logic mirrors and corresponds to the new evolving service-dominant logic in marketing. Since this progression in the logic of marketing in overall is reflected in the branding literature one can then infer that the S-D logic and the brand literature can support and provide enlightenment to each other. Namely, the logic of brand and branding is also progressing and is suffering a change from its conceptualization of brand as an organisation-provided property of goods to brand as a collaborative, value co-creation activity of organisations and all their

stakeholders (Mertz *et al.*, 2009). This progress in brand logic encapsulates a new realisation of brand value that can be characterised in terms of the observed use value established by all intervening stakeholders as an all, in a wider social context. A realisation long existent in the phenomenon of sports, more particularly in the context of football.

5.3. Domain

5.3.1. Consumer brand relationship

The issue of relationships has received considerable attention by consumer behaviourists, exploring the phenomenon in several angles. Either by focusing on a dyad approach to relationships, with particular emphasis on Fournier's (1998) theory of consumer-brand relationships or by focusing on a collective approach to relationships, with particular emphasis on brand communities (e.g. Matzler *et al.*; 2011; Stokburger-Sauer, 2010; Wiegandt, 2009; Muñiz and O'Guinn, 2001; McAlexander *et al.*, 2002; Muñiz and Schau, 2005; Von Loewenfeld, 2006), but also on other forms of collective relationships such as brand tribes (e.g. Cova, 1997; Cova and Cova, 2002; Cova and Pace, 2006) and other subcultures of consumption such as virtual communities (e.g. Bagozzi and Dholakia, 2002; 2006; Schouten and McAlexander, 1995). According to Arnhold (2010) and Cova and Pace (2006) brand communities differ from subcultures of consumption and consumer tribes mostly due to their intrinsic characteristics. Where brand communities may emerge for any brand but mostly for brands that present distinct characteristics (e.g. history, strong image, etc.) (Muñiz and O'Guinn, 2001). The underlying aspect to research conducted on this subject is that members of a brand community tend to associate with others that share similar interests in terms of their devotion, lifestyle demarcation, and patriotic connotations with a specific brand (Luedicke *et al.*, 2010; Muñiz and O'Guinn, 2001). Illustrating that brand communities, and its inherent relationships, present more predictable characteristics regarding their practices, than those found in subcultures of consumption. Therefore, practices of these brand communities can be clustered into four main types: social networking; impression management; community engagement; and brand use.

Ringberg and Bjerregaard (2012) argue that the focal point of consumer relationships is shifting towards an higher emphasis on brand personality and brand narratives intended to “demonstrate an empathetic understanding of customers’ inspirations, aspirations, and life circumstances” (Thompson *et al.* 2006, p.50) which have been complemented through the development of more tangible processes designed to stimulate rich interaction with and among consumers within the range of the brand, and thereby more proactively encouraging relationship bonds to occur (Cova and Cova, 2002; McAlexander *et al.*, 2002; Muñiz and Schau, 2011; Schau *et al.*, 2009). As such, marketers are now proactively trying to create emotional bonds with and among consumers. Furthermore, whilst issues such as satisfaction, trust and commitment to the brand are constructs that have been widely researched in the past, according to Vlachos *et al.* (2010; Vlachos and Vrechopoulos, 2012) another approach to studying consumer relationships with organisations and their brands has emerged, focusing on feelings of attachment and love (e.g., Carroll and Ahuvia, 2006; Thomson, 2006). According to Vlachos *et al.* (2010) increasingly more evidence is emerging in the literature with several authors (e.g. Carroll and Ahuvia, 2006; Thomson, 2006; Roberts, 2006) demonstrating the positive effects of creating an emotional attachment with consumers. Nevertheless, according to Batra *et al.* (2012), exploratory work is needed to determine the boundaries and contents of this key construct and more research is deemed necessary to correctly establish the potential effect of emotional attachment regarding behavioural outcomes beyond those of loyalty and word of mouth (Zeithaml and Bitter, 1996). Furthermore, these researchers have claimed for more research which takes into consideration the function of consumers’ heterogeneity as a modifier of the conventional consumer brand relationship paradigm.

Fournier’s (1998) seminal work in the literature of consumer-brand relationships suggests that consumers experience passion, obsession and dependency on particular brands, mirrored on a feeling of “something was missing” (p. 364) when the brand is not used. She developed a comprehensive framework for understanding why and in which forms consumers engage in relationships with brands “reminiscent of the concepts of love in the interpersonal domain” (Fournier, 1998, p. 363), more precisely presenting a typology of brand relationships comprising of 15 types of relationships. One of the fundamental notions in this regard is that of meaning provision, where consumers are conceptualised as active meaning makers and co-creators of brand meaning and brand value throughout

their emotional attachment with the brand, and where as Fournier (1998, p. 363) found “at the core of all brand relationships was a rich affective grounding”.

According to Poulsen and Wooliscroft (2012) a reflection on the adequacy of the current perspective on brand relationships is needed. Brands are a focal part of consumer culture and society and capture their meaning in a social context. However, the major emphasis of research on brand relationships has been on a dyadic micro focused view, through the application of social psychology frameworks and concepts. See table 1 for an overview of the different research approaches pursued in investigating the phenomenon of relationships, as well as a list of related authors and short descriptions regarding this phenomenon. Given that different underlying dynamics were found to apply for corresponding relationships in the two contexts, further consideration of the perspective applied to brand relationships is encouraged. Revealing the need for exploring the phenomenon of the brand relationship from additional perspectives; a broader framework that acknowledges the social context in which brands operate appears as a likely starting point. An argument in line with Edvardsson *et al.* (2011) claim for more empirical studies on how service structures and systems form the basis for value co-creation in different social contexts, both at the collective and individual level.

Table 5.1 – Major Research Streams Investigating the Phenomenon of Relationships

Discipline	Context	Authors	Terms used	Short description
Psychology	Interpersonal relationships	Sternberg (1986), Bartholomew and Horowitz (1991), Hazan and Shaver (1994), Bowlby (1979)	Adult-pair attachment, infant-caregiver attachment	Conceptualises the propensity of human beings to make strong affectional bonds to particular others
Consumer behaviour	Consumer-brand relationships	Fournier (1998), Thomson <i>et al.</i> (2005), Carroll and Ahuvia (2006), Park and McInnis (2006), Albert <i>et al.</i> (2008). Paulssen and Fournier (2007), Yim <i>et al.</i> (2008)	Emotional attachment, brand love, affectionate ties	Investigates the importance of affectionate bonds in consumers’ long-term relationships with brands

	Consumer-object relationships	Belk (1988), Shimp and Madden (1988), Ball and Tasaki (1992), Kleine and Baker (2004), Ahuvia (2005)	Possession attachment	Investigates consumers' ability to love objects and consumption activities
Leisure sciences	Relationship with surroundings	Moore and Graefe (1994), Bricker and Kerstetter (2000), Williams and Vaske (2003), Kyle et al. (2005)	Place attachment	Investigates emotional ties individuals form with their surroundings, providing insight into the meaning people assign to outdoor settings

Source: Adapted from Vlachos (2010, p. 1480)

In fact, brands have been in many occasions identified as relationship partners (Keh *et al.*, 2007) with many different relationship constructs (Fournier, 1998) which can take a spectrum of intensity (Ashworth and Kavartzis, 2009). Terms such as brand loyalty (Jacoby and Chestnut, 1978), brand trust (Chaudhuri and Holbrook, 2001), brand passion (Bauer *et al.*, 2009), brand emotional attachment (Park *et al.*, 2010; Thomson *et al.*, 2005) and brand devotion (Pimentel and Reynolds, 2004) have been employed to differentiate among various types and intensities of emotions and relationships consumers have with brands (Carroll and Ahuvia, 2006). Moreover, when considering research regarding devotion, this construct has been portrayed as a transcendent experience, which according to the literature is characterised as an expression of identity, an increased motivation, and an attachment to an object that isn't restricted to geographic or temporal boundaries (Hunt *et al.*, 1999). Moreover, Ortiz (2008) defines consumer devotion as an enduring state of passionate dedication to a product, brand, or experience through which the consumer in part defines himself. This definition implies that longer durations, self-identification are key in consumer devotion. Hence, distancing consumer devotion from consumer involvement, which is not necessarily an enduring behaviour.

5.4. Research Problem

As this study considers the consumer relationships with a brand, in a service dominant logic theoretical framework. It is then important to proceed towards a further

comprehension of this phenomenon that occurs between consumers and the clubs they are passionately emotionally attached with. In the light of this it is claimed that there are underlying characteristics/factors or brand associations responsible for the development of consequent causal effects, either functional or psycho-social, that leads to the establishment of a set of values towards a preferred brand that corresponds to a typology of consumer/brand relationships. Whilst some studies have considered some of these factors on a dyadic micro focused approach, its identification considering football club brands in a holistic way, that gives rise to a network system of consumer brand relationships is novel. This leads to the following research questions:

RQ 1 - What are the key attributes, consequences, and values in the consumer brand relationship with a football club brand?

RQ 2 – What are the core linkages consumers value in a brand relationship network system regarding football clubs?

Answering these research questions is of relevance and novelty not only to understand how the brands are viewed by its consumers in the context of football clubs. As well as for a deeper understanding of supporters' consequent behaviours and the values that these brands achieve, corroborating the realisation that football clubs are in fact emotion-laden brands.

Moreover, when considering the construct of brand loyalty, consumers who develop an emotional connection with a brand become inherently loyal to the brand, however not all loyal consumers possess emotional connection with the brands, as loyalty might occur simply because consumers purchase a certain brand regularly out of convenience, or due to lack of alternatives, or even due to contractual commitments. Examples of these occur in many business areas (e.g. universities, banks, and so on), where the customers may be loyal customers for many years due to inertia to change but in fact do not possess any emotional connection with the brand. The same logic applies to the construct of word of mouth, as consumers usually engage in this process without any highly affective connection at all with the brand, since it might simply occur due to positive evaluations of the experience based on contentment and satisfaction. As Busacca and Castaldo (2003) suggested, is the lowest intensity of a relationship between a consumer and its brands and

whilst being “a necessary step in loyalty formation [it] becomes less significant as loyalty begins to set through other mechanisms” (Oliver 1999, p. 33). Thus, when consumers develop such an affective connection, the inherent consumer behaviours cannot be restrained by such rationality in their acts, and other constructs (e.g. consumer brand devotion, brand evangelism), characterised as being highly emotion-laden will certainly reflect more accurately these consumer behaviours, as it is illustrated by those brands where the occurrence of these kind of relationships occurs (e.g. Apple, Harley-Davidson, and so on), leading to the next research question:

RQ3 – What behavioural acts are directly responsible for consumer of brand loyalty with football clubs?

Finally, when considering the literature about consumer brand devotion, Pimentel and Reynolds (2004) research present a model where consumer devotion occurs when product significance surpasses the utilitarian and commercial value, and this devotion towards a brand is accompanied by proactive sustaining behaviours (i.e. positive word of mouth), a somehow surprising argument has one would expect a much high emotion driven outcome, such as brand evangelism, due to the highly affective nature of this construct. According to Lukas (cited in Nekich, 2009) “Brand devotion goes beyond average loyalty – it is when a consumer develops a complete assimilation with the brand... An example is people queuing all night for the release of a Harry Potter book.” (p. 22). For those customers that are characterised as being extreme devotees or fanatics, possession attachment (Ball and Tasaki, 1992; Kleine and Baker, 2004) can assume a sacred meaning, being described in an almost religious manner, and becoming a reflection of personal identity (Belk, 1988; Belk and Costa, 1998; Holbrook, 2006; Hunt *et al.*, 1999; Pimentel and Reynolds, 2004). This is the phenomenon of a brand assuming a ‘religion’ status, addressed in Pederson (2004) research where he correlates the perceived value of brand and the level of involvement. Where the value that the brand acquires in the mind of the consumer reaches levels so high that they will always be devoted to it, autonomously of the less positive results, those being sports or financial results.

However, the research carried out by Pimentel and Reynolds (2004) regarding the phenomenon of consumer brand devotion in the context of football clubs was conducted in the North American sports context. Posing some relevant questions and issues about

its validity and applicability to the European context since they are in many respects two clearly different phenomena's (e.g. the cultural impact, the way it is structured, its business proposition, just to mention a few). Furthermore, as the authors, themselves have mentioned their research ended up drifting way from brands not focusing on this aspect, hence revealing the need for a deeper understanding is required regarding consumer devotion with brands, and the evident lack of understanding about the causal relation between these concepts (i.e. brand devotion, and brand loyalty), leading to the final research question:

RQ4 – What is the causal relationship between devotion and loyalty in the context of football club brands?

5.5. Context Justification

5.5.1. Football club brands

Although the focal point of this research is not football club brands per se, since it utilises it as contextual example of high emotion-laden brands it is then fundamental to clarify the argument of why football clubs are indeed considered to be brands. The ongoing discussion if football clubs are brands or not have now become in many ways somewhat outgunned by several evident facts, the first one being that football clubs as organisations have, for some years now, increasingly put a big emphasis in the management of their brands. Apart from the previous, other clear indicators reveal that we are dealing with brands and that a lot has changed in the realm of football since the early days of its first appearance as a sport. In this football era, these organisations are no longer mere football teams playing a match of eleven aside, and in fact in some cases strategic brand decisions have been made that have surpassed the sporting aspect of the club. Several examples exist of football clubs like Real Madrid, Manchester United doing their pre-season in countries like the U.S.A. and in China in so to promote their brand in these markets, or even the extreme example of Cardiff City which decided to change the team colours from blue to red and changed the team symbol from the bluebird to a dragon based on the argument that it would attract more television audiences in Asia). These decisions can only be justified by managerial decisions to further expand the football club brand to new markets emerging to the phenomenon of football. The other clear indicator comes from several organisations that have acknowledged the importance of football club brands by

carrying out continuous research (e.g. Deloitte, Brand finance, Forbes, Football finance, Interbrand) that on a yearly basis present the results achieved by each football club in terms of their brand value. According to the report published by Brand Finance in the *Marketing Week* (2011) Manchester United more than doubled its brand value in less than ten years, from 197 million pounds to 412 million pounds since 2005, becoming the 6th biggest brand worldwide, behind Google, Apple, BBC, Dyson, and Facebook, and surpassing the iconic brand Coca-Cola (Zhang, 2011). However, the clearer indicator comes from academia itself, in which an increasingly amount of research has emerged in the last decade highlighting the importance of football clubs brand management (e.g. Couvelaere, and Richelieu, 2005; Pache and Paturel, 2008; Stefani, 2010; Schade and Burmann, 2011; Cantergi, 2011). In fact, several authors have extensively carried out research about football clubs as brands and their brand equity (e.g. Biscaia *et al.*, 2014; Richelieu, 2003) demonstrating that football club supporters do not condemn the fact that their favourite football club is perceived as a brand. The fact is that when considering the several existent definitions of brand, it becomes evident that football club brands fit all the criteria of what a brand is, and in more recent years this perception became more obvious with the millions of pounds involved and the industrialization of the phenomenon, which in real terms is diluting the uniqueness of this consumer brand relationship. Nevertheless, it must be recognised that in some ways supporters perceive their clubs as something that is much more than a brand. It is an extension of their personality and self-identity, it is a way to escape from the present harsh reality or to relate to previous playful memories. For some it is a way to establish a sense of legacy through their progenies whilst for others it is a form of belongness and realisation, a way to express their alter-ego, and although all of these appear to be corroborative arguments against the perspective of addressing football clubs as brands, in fact, when considering the epistemological nature of the word brand or branding, it is intrinsically related to the aspect of identification and in that sense we reach the realisation of this reality, the brand associations that one establish, that being a football club brand or any other type of brand outside the realm of sports.

Smith and Stewart (2010) presented a detail review on the specific characteristics of sports as well as its similarities with other businesses. Where according to them, sport is still characterised by determined, loyal and passionate supporters whom experience a

strong, vicarious identification with their favourite players and teams, remaining one of the few products that delivers engaging experiences that become part of our collective memory. Similarly, Healy and McDonagh (2013) research argues that there are subtle but significant differences regarding the consumption practices of football fans, mostly due to the strong sense of co-creation of brands that occurs within the professional football context. An argument that does not totally convey with reality since the same characterisation certainly applies to those brands that have moved up in the spectrum in terms of how brands are meaningful to their consumers and thus no longer can be viewed as mere conventional brands. In fact, these emotion-laden brands resemble more, in many respects, to football club brands than they do with brands that haven't had the ability to establish and elicit a degree of emotional attachment with their customers (e.g. in the way they relate with the customer, their brand identity). Concomitant with this is the argument presented by Smith and Stewart (2010), where they consider that even the fiercest sport fans are also motivated by other benefits of the sport product, including aesthetic appeal, entertainment, and social interaction. Because of this, the needs of sport fans are like those sought by consumers for a range of other discretionary leisure products like the cinema, the art gallery and the theatre, amongst many others. Corroborating the fact that when football brand managers are considering and establishing their branding strategies, they are faced with the task of dealing with a wider competitive spectrum not restricted to the realm of sports. In addition to this, Smith and Stewart (2010) state that even some of those conventional distinctive features of sport have been eroded because of the pressures for homogenisation arising from commercial development, global expansion and cultural marginalisation. Traditionally, the major difference between business and sport was the importance of profit and return-on-investment for business, and the preference for winning and on-field success for sport.

Based on the previous arguments one posits that there seems to be more that unites them than what indeed separates them. Where in the case of the former, brand managers are trying to convert their customers into fans, whilst in the case of the later brand managers are trying to convert their fans into customers. As Pedro Afra, former brand manager of 'Sporting Clube de Portugal', stated "for several years I worked in marketing of consumer goods. Whilst that period, all my efforts were towards transforming our consumers in fans of the brand. Since I went to Sporting, I still work in marketing, but my effort now is

exactly the opposite. Now my struggle is to make fans become consumers..." (Sá and Sá, 2008 cited in Stefani 2010). The same way that football fans are no longer simply viewed as just fans, also customers of highly emotion-laden brands are no longer simply customers for those organisations (e.g. Apple, Harley-Davidson), has so a more correct denomination seemed necessary to better describe them. In fact some authors claim that the future for successful brand management lies on organisations managing their brand in such a way that their customers don't really perceive or even care if it as a brand, going beyond the brand and turning them into brands that consumers are highly emotionally attached (i.e. lovemarks) ((Roberts, 2006; Batra *et al.*, 2012), which allows to surpass any potential dissatisfactions resulting in acts and behaviours reflective of the consumers' highly emotional connection with the brand. A phenomenon that can be observed in some famous iconic brands (e.g. Apple, Harley-Davidson) but also in some less known and not so iconic ones (e.g. Marmite, Justin boots) as well as with football clubs, and where research regarding this phenomenon is still lacking. Therefore, the onus here does not rely on the iconicity of the brands or even on the brands themselves as much as it lies on the way consumers relate with the brands, creating different levels of affective bonds, in line with Fournier's typology of consumer-brand relationships.

5.5.2. Rational for conducting research in the Portuguese scenario

Although it is becoming clearer that branding issues have gained major relevance in the sports industry, research is still lagging this growth, at least in the European context (Smith and Stewart, 2010; Ferrand and Pages, 1999). Moreover, much of the existent research regarding the branding of professional football in this context has mainly focused on the 'big five' markets (i.e. England, Germany, Spain, France and Italy) (e.g. Brown and Walsh, 2000; Bauer *et al.*, 2005; Couvelaere and Richelieu, 2005; Ferrand and Pages, 1999; Guenzi and Nocco, 2006; Hill and Vincent, 2006). The fact remains that these leagues, and the football clubs that compete on them, only reflect a partial picture of what is the European football reality, particularly in terms of its commercialisation, raising the issue of its applicability and the need for research on the context of clubs competing outside the successful and renowned major European leagues. It is then the purpose of this study to present an element of novelty by conducting an exploratory research in the

context of a European football league outside the ‘big five’ that is still very much a market in which the phenomenon of football has a huge sociologic and financial impact, such is the case of the Portuguese football context. Which is presently ranked 7th in the UEFA association club European rankings, and where 9 million fans follow the clubs in Facebook, with 88% of people demonstrating interest or very interested in the football phenomenon (UEFA, 2012).

This study specifically focuses on three clubs (i.e. FC Porto, SL Benfica, Sporting CP) based on the rationale that these clubs incorporate most of the football supporters in Portugal, thus representative of the research subject population. This is in line with the Bespoke study performed by Repucom for UEFA in November 2012 covering a sample of more than 18,000 representative European citizens between the ages of 18 and 69. Showing that Portugal has the highest concentration of people supporting the most popular club. Moreover, according to Sá and Malveiro (2011) study about the average attendances during the period of 2006/2011 in Portuguese football, revealed that SL Benfica is the leading club in Portugal in terms of attendance with an average of 40.089 spectators in a five-year period, followed by FC Porto (37.325) and Sporting CP (27.729). The average attendance of the Portuguese championship is very uneven, with these three clubs together representing the average attendance of 105.143 which corresponds to more than 62% of the total average attendances (i.e. 169.162) of all the clubs playing in the Portuguese premiership. Furthermore, according to the research conducted by the German marketing research company SPORT+MARKT (2009), 4.7 million Portuguese, between the ages of 15 to 69, showed interest on football, corresponding to 61.43% of the country’s population on that age range. Of those identified in the research, 2.2 million claimed to support SL Benfica; 1.3 million Porto FC; and 1.1 million Sporting CP. When considering the supporters in the rest of Europe the figures were as follows: 2.9 million, 1.9 million and 1.8 million supporters respectively.

5.6. Methodology

The various gaps identified in the literature review reiterated the need to carry out this study by conducting an exploratory research, where 60 individual interviews were defined

as the proposed target to be conducted, following (Reynolds *et al.*, 2001) rule of thumb of twenty respondents for each single homogeneous subgroup. Using a purposive non-probabilistic sample commonly applied in exploratory research (Etikan *et al.*, 2016; Malhotra *et al.*, 2010).

When each respondent typically provides about 3 ladders, with an average of 5 elements each. Hence, 20 respondents can produce a minimum of 225 data points¹⁰, resulting that a relatively small sample size can provide considerable detail. Since in the case of this study each interview produced an average of 15.33 ladders per respondents with 4.69 elements in average per ladder resulting in a total of 6936 links, theoretical saturation was reached after carrying out 46 interviews. Leading to the conclusion that at this point the categories and the linkages between them were well established and no new or relevant data was expected to emerge that could identify other relevant categories or linkages (Corbin and Strauss, 2015). Moreover, this sample size fits the recommended requirements and is in line with prior similar studies (Pai and Arnott, 2013) and its demographic and sociographic characterisation reflects the population of the phenomenon investigated in the study (see table 5.2). Where the average age was 34.72 years and a predominance of the male gender with 80% of the interviews. Reflecting the relevant target group of the phenomenon of football and the connection with this kind of sport which is still predominantly dominated by male supporters. While it seems that this paradigm is changing with the increasing number of women attending matches (Fink *et al.*, 2002). However, when considering team identification, men are usually more team-identified than women. Men frequently define fandom as a crucial personality trait, whilst women do not consider fandom essential to their personality (James and Ridinger, 2001). Regarding the respondent's present occupation, they were mainly in managerial or professional jobs as well as students. With respect to their level of education, 15% does not have a formal education, whereas almost 40% had concluded high school and the other 40% has higher degrees (e.g. MA or a PhD). In terms of income very few interviewees earned more than €2249 and below that range half of the respondents had an income below €900 and the other 40% had an income between €1000 and €2249, which is in line with the employment and economic reality in Portugal. In terms of level of expenditure with the club in the last year it shows that 41% of respondents spent less

¹⁰ Considering that one-fourth of respondents generally does not go beyond one ladder.

than €100, 26% between €100 and €299, and only 33% spent more significant amounts of money with their club in the last year. Mostly in the acquisition of merchandising and tickets, 85% and 50% respectively.

Table 5.2 – Socio-demographic overview of the sample

Measure	Item	N	Percentage
Gender	Male	37	80%
	Female	9	20%
Age	18 to 24	15	33%
	25 to 34	5	11%
	35 to 44	13	28%
	45 to 54	9	20%
	Above 54	4	9%
Education	No formal education	7	15%
	High School/Secondary School	18	39%
	Diploma certificates	2	4%
	First degree/Undergraduate	3	7%
Prof. or Higher degree/Postgraduates (e.g. MA, PhD)		18	39%
Current Occupation	Student	12	26%
	Professional (e.g. doctors, engineers)	9	20%
	Managerial (e.g. managers level)	10	22%
	Skilled non-manual (e.g. clerical, secretarial)	8	17%
	Skilled manual (e.g. electrical, plumber)	4	9%
	Semi/Party skilled (e.g. drivers, security)	1	2%
	Unskilled (e.g. cleaner)	2	4%
Income	Below 500€	13	28%
	Between 500 - 999€	10	22%
	Between 1000 - 1499€	9	20%
	Between 1500 - 2249€	9	20%
	Between 2250 - 2999€	3	7%
	Between 3000 - 4449€	2	4%
Above 4500€	0	0%	
Expenditure with club in the last year	Less than 100€	20	41%
	Between 100€ and 299€	12	26%
	Between 300€ and 499€	5	10%
	Between 500€ and 749€	3	7%
	Between 750€ and 1250€	2	4%
	More than 1250€	6	12%

Areas of Expenditure	Ticket Game	23	50%
	Season Ticket	14	30%
	Merchandising/Products (e.g. scarfs, kit, etc)	39	85%
	Others, please specify _____	16	35%
Club supported	Futebol Clube do Porto	13	28%
	Sport Lisboa e Benfica	17	37%
	Sporting Clube de Portugal	16	35%

Two techniques were used during the interview stage, the Critical incident technique and the hard-laddering technique. All the interviews were audio recorded and lasted in average 30 minutes, with the longest being of 59 minutes and the shortest 19 minutes, these were then transcribed verbatim using the Express Scribe Transcription software TM resulting in a total of over 91 hours of transcription and 493 transcribed pages.

5.6.1. Critical Incident Technique (CIT)

The critical incident technique (CIT) was first introduced to the social sciences by Flanagan (1954) and subsequently applied in a myriad of disciplines. It is a qualitative technique that relies on a set of procedures (i.e. collection, content analysis, and classification of observations of human behaviour) (Gremmler, 2004), that can be modified to meet the requirements of the topic being studied (Burns *et al.*, 2000; Hopkinson and Hogarth-Scott, 2001; Neuhaus, 1996). Several authors (e.g. Bogdan and Biklen, 1998; Flanagan, 1954; Sharoff, 2008) have acknowledged various benefits associated with the utilisation of this technique. Amongst others, the rich source of data collected from the respondent's personal recall (Edvardsson, 1992), and is particularly useful as an exploratory method when thorough understanding is required for describing or explaining a phenomenon (Bitner *et al.*, 1990) due to its inductive nature (Edvardsson, 1992). Furthermore, it can be an empirical starting point for generating new research evidence about the phenomenon of interest and, given its regular usage in a content analytic manner, it has the potential to be used in association with other research methods (i.e. multi-method studies) (Kolbe and Burnett, 1991). In the case of this research it was of benefit as the initial step for the subsequent implementation of the laddering technique to establish the 'grounding in context', as Reynolds and Olson (2001) emphasized, by asking

participants to recall memories of their interaction with the football club. Showing pictures of the three football club brands, applying the ‘triadic sorting technique’ recommended by Reynolds and Gutman (1988) where three distinct products or brands are presented, and the respondent is asked to indicate differences and similarities that two of them have in relation to the third one.

Furthermore, since this technique was applied in combination with the laddering technique during the initial stage of the interviews and utilising the same respondents. The rationale for the sample size will follow the rule of thumb used in the laddering technique, whilst complying with that of CIT. According to the study carried out by Gremler (2004) regarding the usage of this method in service research, the distribution of sample sizes varies considerably, ranging from 9 to 3,852. Moreover, Serenko and Stach (2009) state that the minimum sample size requirements in CIT studies depend on the complexity of the phenomenon researched.

5.6.2. Laddering technique

Laddering method is “an in-depth, one-on-one interviewing technique used to develop an understanding of how consumers translate the attributes of brands into meaningful associations with respect to self, following Means-End Theory” (Reynolds and Gutman 1988, p.12). The underlying assumption of this theory is that consumers’ brand knowledge is organised in a hierarchy with concrete thoughts linked to more abstract ones, in a chain progressing from a means to an end. Allowing for the sequential link of brand attributes (A) to consequences of usage of the brand (C) and to individuals’ values (V), forming a chain named ladder. In this study it was considered of relevance to follow Walker and Olson (1991) proposed six levels as further detail can be achieved. In which the three lower levels (concrete attributes, abstract attributes and functional consequences) form the consumer’s brand knowledge, while the three upper levels (psycho-social consequences, instrumental values and terminal values) relates to the consumer’s self-knowledge. This method has been employed specially in marketing to explore individuals’ opinions, attitudes and beliefs, as it is advantageous for understanding behaviours, providing a deeper understanding on how respondents evaluate a brand and make decisions regarding competing brands (Veludo-de-Oliveira

and Campomar, 2006). It is highly recommended in researches that approach customer value according to the models of the Means-End Theory (Botschen *et al.*, 1999; Gengler *et al.*, 1999; Gengler and Reynolds, 1995; Reynolds and Gutman, 1988).

According to Wansink (2003) there are seven key aspects to consider when conducting a laddering interview: (a) ask questions that can reveal personal reasons, (b) ask questions that lead the respondent to think and answer with a sentence, avoiding “yes” or “no” answers, (c) keep asking “why,” (d) probe deeper about the respondent’s reasons for their answers, (e) allow the questioning to flow, (f) ask questions that allow respondents’ a total freedom to answer as they feel is more suitable, and (g) pay attention to other indicators (e.g. the respondent’s facial expressions and tone of the voice as they answer the questions). In line with the previous, a laddering question sequence was employed by initially asking the respondents why the football club brand is their most preferred brand (following the Preference-Consumption Differences procedures) (Reynolds and Gutman, 1988). The goal of this first step is to get respondents to mention the main attributes or characteristics. From this stage, the line of questioning proceeds from brand characteristics to user characteristics (Durgee, 1986), which is associated to the second level of the sequence A-C-V. The subsequent question is about the feature’s functional consequences, and then followed by questions about the emotional consequences and how these result in higher benefits or values. Repeating this sequence for other features after the previous one has been exhausted. Towards the end of the interview a few questions were placed to determine the respondents’ socio-demographic characterisation. This will allow for a systematic exploration of the links between the basic football club attributes and the meanings, feelings and association they convey via one-on-one interviewing.

5.7. Analysis

The analysis of the data followed a four-step procedure, starting with the data entry of the raw data and content analysis using the MAXQDA™ software (version 18.0.2) as recommended in the literature (Boreus and Bergstrom, 2017), followed by a summation of relations in content codes, which resulted in an implication/matrix of all paired relationships. Leading to the creation of a diagram, the hierarchical value map (HVM),

that reveals the main relationships among all elements identified. This was developed with the help of the LadderUX™ software to grant more reliability and validity to this stage of the research than the traditional laddering data analysis approach (Vanden Abeele *et al.*, 2012).

Coding was conducted following the grounded theory method, applying a substantive open coding procedure. Which resulted in coded segments (i.e., line-by-line) in the initial coding and theory building, and key concepts being derived through the interpretation of these segments into different conceptual realms (Charmaz, 2006). After several key concepts emerged, a constant comparative method was pursued, taking into consideration the relation between existing concepts and newly emerging ones in so to assess which were the resultant categories (Strauss and Corbin, 1998, Saldaña, 2015). This method does not rest after coding and retrieval at description and interpretation but continues the coding by providing the opportunity to collapse, expand, and create new, broader, even more inclusive categories (Emerson *et al.*, 2011). This focused coding approach allowed for a more conceptual organization of data as it followed an interpretative logic (Charmaz, 2006). This coding process was carried out in two rounds. First, the transcripts of the interviews were analysed to establish the core elements from the interviews, from which 2305 codifications and 148 codes were initially identified from the first coder. This was then confronted with the results obtained from a parallel independent coding conducted by a second blind coder (Grunert *et al.*, 2001), resulting in 2707 codifications and 136 codes. Based on these two datasets, the intercoder reliability could be assessed, Cohen's Kappa was 0.767 ($p < .001$), which is an acceptable level of agreement between coders (Subramony, 2002). These codes were discussed in a session among the two coders and concepts with similar meaning were summarized under a common code, which resulted in a final set of 72 codes (see table 5.3), with 18 concrete attributes, 18 abstract attributes, 11 functional consequences, 8 psycho-social consequences, 8 instrumental values, and 9 terminal values. Which is in line with Friese (2014) recommendations for a final number of codes, between 50 and 300.

The translation of the identified codes followed Brislin (1986) “decentring” method for translation. Whereby a professional translator independently translated these codes into the English language followed by an assessment of the translation. The translated version was then assessed and translated back by another professional translator into the

Portuguese language. This reverse translation allowed for the identification of any potential discrepancies and ensured that the final version was conveying the same information as the original.

Table 5.3 – List of categories considered for the HVM

<p>II Concrete Attributes +</p> <p>4 Socially responsible (8/0)</p> <p>5 Previous managers/presidents (22/0)</p> <p>6 Corruption (24/0)</p> <p>7 Winner (45/0)</p> <p>8 Intense stadium atmosphere (48/0)</p> <p>9 Competitive (17/0)</p> <p>10 Incompetence (29/0)</p> <p>11 Anti-system (9/0)</p> <p>12 Not able to get titles/wins (57/0)</p> <p>13 Representative (29/0)</p> <p>14 Eclectic (46/0)</p> <p>15 Committed/Hard workers (28/0)</p> <p>16 Achievements (81/0)</p> <p>17 Good management/Leadership (61/0)</p> <p>18 Play well (28/0)</p> <p>19 Appealing logo design (23/0)</p> <p>20 Fighters and warriors (42/0)</p> <p>21 Young talents training/Academy (16/0)</p> <p>III Abstract Attributes +</p> <p>22 Friendly (21/0)</p> <p>23 Magical (3/0)</p> <p>24 Honesty/fair play (44/0)</p> <p>25 Grand (51/0)</p> <p>26 Strong (14/0)</p> <p>27 Represents the region/city (16/0)</p> <p>28 Family (31/0)</p> <p>29 Respected (20/0)</p> <p>30 Heritage/Historical (32/0)</p> <p>31 International prestige (32/0)</p> <p>32 Ambition (13/0)</p> <p>33 Frenetic (4/0)</p> <p>34 Underdogs (7/0)</p> <p>35 Unique/Exclusive (41/0)</p> <p>36 Quality (19/0)</p> <p>37 Less aggressive (4/0)</p> <p>38 Humility (25/0)</p> <p>39 Arrogant (3/0)</p>	<p>IV Functional Consequences +</p> <p>40 Legacy (7/0)</p> <p>41 Unites people/supporters (30/0)</p> <p>42 Resilient supporters (22/0)</p> <p>43 Level of Involvement (305/0)</p> <p>44 Tattoo the symbol (3/0)</p> <p>45 Celebrate (53/0)</p> <p>46 Cry (17/0)</p> <p>47 Sacrifices (29/0)</p> <p>48 Devaluation of criticism (20/0)</p> <p>49 Defend the club (54/0)</p> <p>50 Socialize (35/0)</p> <p>V Psycho-social Consequences +</p> <p>51 Sadness (63/0)</p> <p>52 Frustration (43/0)</p> <p>53 Anguish/Jitters (23/0)</p> <p>54 Escape (34/0)</p> <p>55 Satisfaction (164/0)</p> <p>56 Emotional attachment (174/0)</p> <p>57 Adrenaline (16/0)</p> <p>58 Trustworthy/reliable (14/0)</p> <p>VI Instrumental Values +</p> <p>59 Belief/Faith (22/0)</p> <p>60 Powerful (8/0)</p> <p>61 Ownership (21/0)</p> <p>62 Reciprocity/Sense of duty (32/0)</p> <p>63 Self-direction/control (30/0)</p> <p>64 Pride (86/0)</p> <p>65 Feeling Unique/Different (13/0)</p> <p>66 Shame (4/0)</p> <p>VII Terminal Values +</p> <p>67 Belongness (60/0)</p> <p>68 Happiness (61/0)</p> <p>69 Religious state/Evangelism (10/0)</p> <p>70 Self-actualization (24/0)</p> <p>71 Hedonism (69/0)</p> <p>72 Self-esteem (22/0)</p> <p>73 Feeling Balanced (3/0)</p> <p>74 Self-Identity/Devotion (85/0)</p> <p>75 Loyalty (58/0)</p>
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All elements were classified according to their position in the Means-End chain by considering previous theoretical approaches. With regards to the attributes categorisation,

Snelders and Schoormans (2004) viewpoint was followed to distinguish and determine which ones were abstract and which ones were concrete. In terms of the consequences characterisation, the rationale from Veludo-de-Oliveira *et al.* (2006) and Botschen *et al.*, (1999) was followed as to differentiate those that were functional and those that were phyco-social, and finally, the characterisation of those values that were instrumental and those that were terminal was based on Rokeach's (1973) seminal work, *The Nature of Human Values*. In which a fundamental distinction is made between the two types of values.

After the content to category assignment was defined, the next step of the analysis focused on the construction of the implication matrix. Which illustrates the 705 retrieved ladders listed in a table, leading to the construction of a matrix of A-C-V associations (see Table A.1 in the appendix) (Reynolds and Gutman, 1988). Where the number of relations is observed through numbers in a fractional form, (i.e. the direct relations appear to the left of the decimal point and the indirect relations to the right). This provides the basis to reveal the dominant ladders for the HVM, obtained out of the 6936 linkages (2599 direct and 4337 indirect) and 3304 data points.

The cut-off levels for these link strengths were set at four for all elements, implying that all link strengths above four are kept. This cut-off level of four follows (Reynolds and Gutman, 1980) recommendation for samples of around 50 respondents and resulted in a concentration index of 0.74 and 69.43% of all links retained. Which is also in line with these authors advise on selecting a cut-off level that keeps approximately two thirds of all links. Linkages whose associated weights are above the cut-off value illustrates the strong relationships (Gurnert and Gurnert, 1995) in the HVM from which the dominant perceptual orientations can be derived (see Figure 5.1).

Figure 5.1 - Hierarchical Value Map with a cut-off level at 4. Arrow thickness represents the relative strength, as compared to the link strength between other elements



5.8. Findings

Table 5.4 illustrates a summary of each level of the HVM with a 7.5% cut-off of citations defined, revealing the most relevant categories in each level regarding the amount of citations and respondents who mentioned each category. For a full analysis table A.2 in the appendix presents all the categories identified in the interviews. Revealing 29 categories mentioned by at least 50% of respondents. In which it is evident the preponderance of notions such as: *level of involvement* (mentioned by 100% of respondents), followed by *satisfaction* with 95.65% of respondents mentioning this notion, *emotional attachment* (mentioned by 86.96% of respondents), *sadness* (mentioned by 78.26% of respondents), *defend the club* (mentioned by 76.09% of respondents), *pride*, *self-identity/devotion*, *happiness* both mentioned by 73.91% of respondents. Regarding the amount of citations, it is evident the preponderance of notions such as: *level of involvement* (mentioned 305 times), *emotional attachment* (mentioned 174 times), *satisfaction* (mentioned 164 times), *pride* (86 times), *self-identity/devotion* (85 times), and *achievements* (81 times). Furthermore, when considering each level of the HVM separately, the notions most time mentioned were: *achievements* (concrete attribute), *grand* (abstract attribute), *level of involvement* (functional consequence), *emotional attachment* (psycho-social consequence), *pride* (instrumental value), and *self-identity/devotion* (terminal value).

Table 5.4 – Overview of categories according to citations and respondents' frequency

Concrete Attributes	Citations	Percentage A	Respondents	Percentage B
Achievements	81	13.57%	31	67.39%
Good management/Leadership	61	10.22%	25	54.35%
Not able to get titles/wins	57	9.55%	22	47.83%
Intense stadium atmosphere	48	8.04%	19	41.30%
Eclectic	46	7.71%	23	50.00%
Winner	45	7.54%	30	65.22%
Abstract Attributes	Citations	Percentage A	Respondents	Percentage B
Grand	51	13.42%	27	58.70%
Honesty/fair play	44	11.58%	15	32.61%
Unique/Exclusive	41	10.79%	26	56.52%
International prestige	32	8.42%	19	41.30%
Heritage/Historical	32	8.42%	15	32.61%
Family	31	8.16%	10	21.74%
Functional Consequences	Citations	Percentage A	Respondents	Percentage B

Level of Involvement	305	53.04%	46	100%
Defend the club	54	9.39%	35	76.09%
Celebrate	53	9.22%	29	63.04%
Psycho-social Consequences	Citations	Percentage A	Respondents	Percentage B
Emotional attachment	174	32.77%	40	86.96%
Satisfaction	164	30.89%	44	95.65%
Sadness	63	11.86%	36	78.26%
Frustration	43	8.10%	26	56.52%
Instrumental Values	Citations	Percentage A	Respondents	Percentage B
Pride	86	39.81%	34	73.91%
Reciprocity/Sense of duty	32	14.81%	19	41.30%
Self-direction/control	30	13.89%	15	32.61%
Belief/Faith	22	10.19%	11	23.91%
Ownership	21	9.72%	18	39.13%
Terminal Values	Citations	Percentage A	Respondents	Percentage B
Self-identity/Devotion	85	21.68%	34	73.91%
Hedonism	69	17.60%	32	69.57%
Happiness	61	15.56%	34	73.91%
Belongness	60	15.31%	33	71.74%
Loyalty	58	14.80%	23	50.00%

Notes

Percentage A corresponds to the percentage within the respective level (e.g. concrete attributes) and percentage B is a percentage of the total number of respondents (i.e. N = 46).

5.8.1. Concrete attributes

When considering the concrete attributes, it is obvious the relevance that *achievements* have when characterising the football club brand both in terms of number of citations as well as in terms of the number of respondents that have mentioned this attribute. In the HVM it is evident the influential power of this attribute on the way supporters perceive how the brand is managed and shows strong leadership capabilities. Furthermore, in the case of Sporting Clube de Portugal (SCP) brand this perception of *achievements* is closely related to the fact that it is perceived as an *eclectic* club an attribute that was mainly ascribed to SCP whilst in the case of the other two clubs (i.e. Sport Lisboa e Benfica (SLB) and Futebol Clube do Porto (FCP)) this perception derives mainly from their football achievements.

Another concrete attribute that was identified was the fact that supporters view the brand as being one that is *not able to get titles and wins*, mostly referring to SCP brand, which is in line with the recent history of the club, mostly due to the perception of incompetence

from *previous presidents and managers*. Nevertheless, supporters of SLB have also recognised this fact of *not being able to get titles and wins* in association to their brand when considering the not so recent club history, in part due to *previous managers and presidents* that were responsible for a less successful era. With regards to the other concrete attribute (i.e. *intense stadium atmosphere*) this was associated with both SCP and SLB brands, although more evident in the latter brand, and impacts directly on the level of *adrenaline* supporters experience with the brand. When considering the circumstance of being a *winner* brand this concrete attribute was recognised in all the three brands, which in the case of SCP rises a quite interesting argument since it has simultaneously been perceived as a football club which is *not able to get titles and wins*. This occurs mostly due to the mitigating factor of the *level of involvement* supporters develop with the brand, a functional consequence which is clearly linked with this *winner* attribute. Finally, after analysing the HVM two other pertinent concrete attributes emerge (i.e. *committed/hard workers* and *fighters and warriors*), the former mainly identified in the SCP and SLB brand and which influences the establishment of the latter attribute.

5.8.2. Abstract attributes

With regards to the next level of the HVM six abstract attributes surpassed the 7.5% cut-off of citations. Of which the perception from the respondents of the three football clubs was that these are all *grand* brands, which influences the *heritage/historical* assessment and consequently the *international prestige* associated with these brands. When considering the second most cited abstract attribute (i.e. *honesty/fair play*) this derives mainly from the perception of the strong *leadership and the good management* skills identified with these brands. With regards to the sense of being a *unique and exclusive* brand, this feeling is present across the three clubs but more evident in SCP. Similarly, the sense of being a *family* brand is also more intensely observed in SCP brand. Although, in this respect, the SLB brand has also been perceived as having a sense of *family* associated with it albeit to a less extent when compared to SCP. Furthermore, four of the most cited abstract attributes (i.e. *grand*, *honesty/fair play*, *unique/exclusive*, and *family*) determine the *level of involvement* supporters have with their brand, mostly derived from the sense of *family* they establish with it and only marginally influenced by the fact that they consider it to be a *grand* brand. Finally, when considering the *heritage/historical* and

international prestige attributes, these are more closely related with the levels of satisfaction with the brands.

5.8.3. Functional consequences

With regards to the functional consequences only three surpass the 7.5% cut-off level (i.e. *level of involvement*, *defend the club* and *celebrate*) nevertheless this level is the one that presents the category with the highest value in terms of number of citations and respondents frequency, with *level of involvement* being mentioned by all the respondents and cited 305 times, more than 50% than all the other functional consequences. Moreover, in addition to the four previously mentioned abstract attributes influencing the *level of involvement* supporters establish with the football club. This functional consequence is also strongly derived from the *resilience of the supporters*, the perception that the club *plays well* and is a *winner* football club brand, and to a lesser extent that it is a *fighter and warrior* brand and a way to *unite people/supporters*. This last one mostly due to the *competitive* nature identified mainly by SCP supporters. Additionally, *level of involvement* is also marginally impacted by the fact that supporters perceive the brand to have an *appealing logo design*, a concrete attribute mainly identified in the SLB brand. Finally, *level of involvement* contributes to several situations of *celebration*, and of *defending the club*, but also to a sense of constant *sacrifices*. In the case of *celebration*, this functional consequence is strongly linked to the feeling of *escape* that supporters achieve by attending football matches or other types of sports, in the stadium or at home. By buying and using merchandising of the club or by following and supporting the club abroad.

5.8.4. Psycho-social consequences

When considering the psycho-social consequences, four categories emerge as those with more than 50% of respondents (i.e. *emotional attachment*, *satisfaction*, *sadness* and *frustration*), of which the two first categories reached a quite relevant percentage of citations, above the 30% threshold. Moreover, when looking in more detail about these categories it is evident the fact that supporters are faced with the need of frequently *defend the club* which gives rise to a feeling of *sadness* and leads to the establishment of a degree

of *frustration*. This is somehow balanced by the level of *satisfaction* achieved due to the commitment that supporters put on how they *defend the club*, the *sacrifices* that supporters make in name of their club, the sense of *escape* they experience when being involved with the brand, the *international prestige* that the club has achieved and marginally by perceiving that the football club brand that they support is a strong brand. Finally, when considering the *emotional attachment* that supporters establish with their brand, it is obvious that *satisfaction* plays a quintessential role in the occurrence of this category, complemented to a much less extent with the feeling of *frustration*, *anguish/jitters*, and *socialization* experienced in the involvement with the brand.

5.8.5. Instrumental values

With regards to instrumental values, only five surpassed the 7.5% cut-off of citations. Those being, *pride*, *reciprocity/sense of duty*, *self-direction/control*, *belief/faith*, and *ownership*. Where a common denominator emerges regarding the impact that emotional attachment has on these four instrumental values, more evident in the sense of *pride* that supporters develop with the brand. This value is also influenced by the fact that they consider their football club as being one that is *respected* in the realm of sports, although to a less extent. Furthermore, the opportunities that supporters have had to *celebrate* the successes of the club gives rise to a feeling of *reciprocity and sense of duty* that they experience with the brand. When considering *self-direction/control*, this value is also derived marginally by two opposed aspects. On one hand by the moments of *celebration* and on the other hand by the *sacrifices* that the supporters have handled throughout their relationship with the brand.

Finally, both the sense of *ownership* that supporters develop and the *belief/faith* that they deposit in their brand is influenced by the *emotional attachment* they establish with the football club. The former instrumental value is more evident in SLB, were its supporters reported a strong sense of possession of the brand, most probably related to the general ethos associated with this club of being a ‘people’s club’. Whilst the latter instrumental value is more evident within SCP supporters and it might be related to the fact that this club has not conquered any relevant trophies in football in more than a decade (i.e. last time they won the Portuguese league was 15 years ago). Combined with the fact that they

are quite *resilient supporters*, an attribute more evident in this club when compared with the other two.

5.8.6. Terminal values

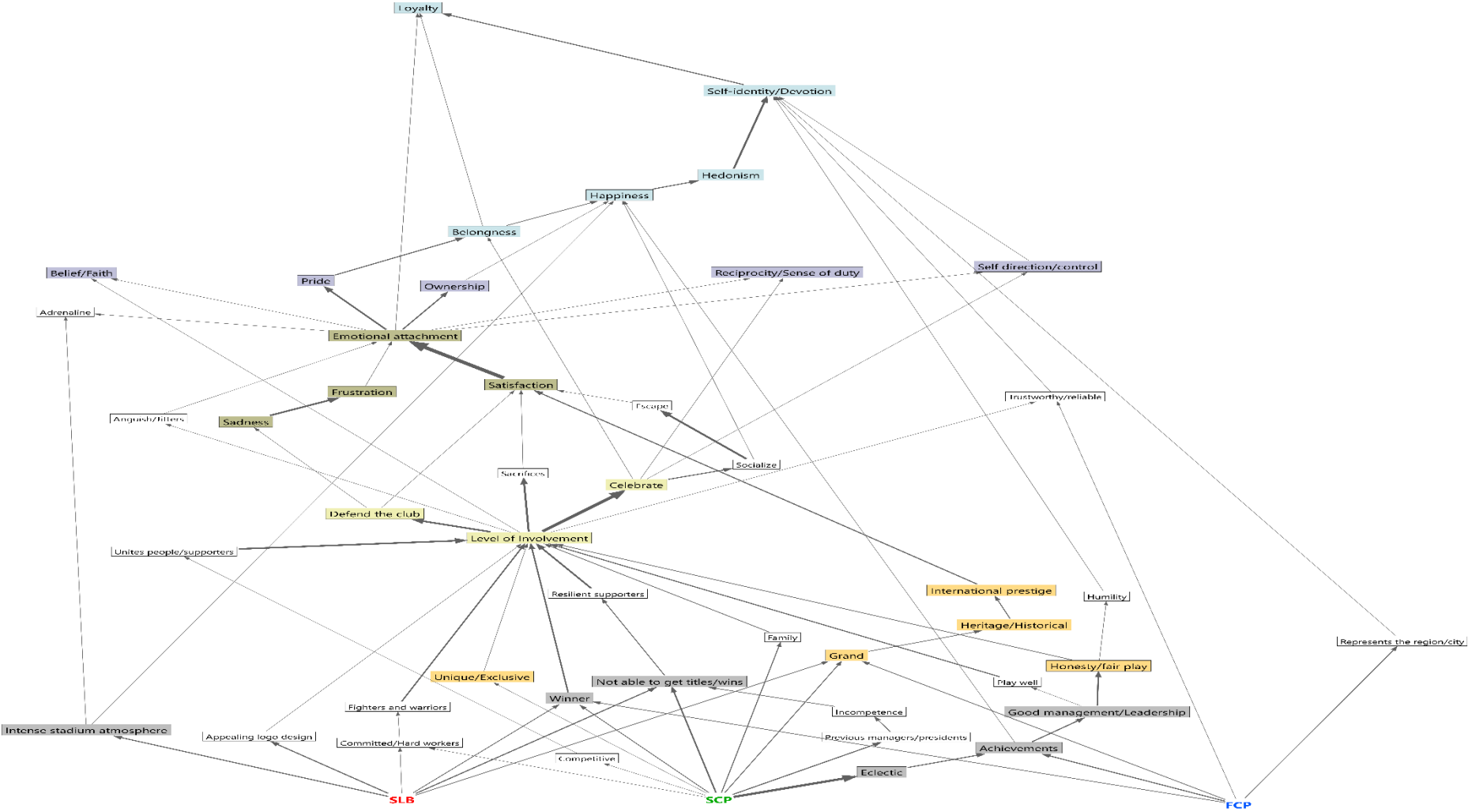
When considering the final level of the HVM, five terminal values surpassed the established 7.5% cut-off of citations, all of them were mentioned by more than 50% of respondents. Where the most cited category (i.e. *self-identity/devotion*) is strongly influenced by *hedonism*, and to a less extent by *self-direction*, and marginally by *trustworthy/reliable*, *humility* and *represents the region/city*. This last category mainly related to FCP as it is commonly recognised to be a club that is strongly related to the city of Oporto and the northern region. An aspect that the club management took advantage off to differentiate and potentiate the brand during its early stages of implementation and the growth. The second most cited terminal value was *hedonism*, a value that logically was influenced by the level of *happiness* that supporters experience with the club. Which, in turn, was influenced by a sense of *belongness*, *ownership*, and the moments where the supporters have had the opportunity to *socialize* amongst each other, and marginally influenced by the *intense stadium atmosphere* experienced and the opportunity to enjoy the *achievements* that the club have obtained.

With regards to the sense of *belongness*, this is strongly influenced by the feeling of *pride* with club and to a less extent by the various moments that involved *celebrating* wins and titles. The last category identified in the HVM was *loyalty*, this instrumental value is strongly influenced by *self-identity/devotion*, and to a less extent by the sense of *belongness* and *emotional attachment*. It is also interesting the fact that *loyalty* is marginally influenced by the *achievements* obtained by the club, the *intense stadium atmosphere* experienced and curiously by the fact that the club is *not able to win/titles*. This reiterates the fact that *loyalty* with a football club brand although influenced by several positive brand relationship aspects, such as *satisfaction* and *achievements*, will still be present even if these do not occur or if negative brand relationship aspects such as the fact of the club not winning or obtaining desired success.

For the sake of clarity an overall view of the findings is illustrated in figure 5.2 allowing for the understanding of what are the most relevant categories and linkages in an

integrated way. The main categories identified in table 5.3 are in bold and the main linkages are represented by the arrow thickness highlighting their relative strength.

Figure 5.2 - Consumer brand relationships main path. Arrow thickness represents the relative strength, as compared to the link strength between other elements



5.9. Conclusions and Contributions

It is obvious from the findings presented in this study that consumer brand relationships with football club brands is far from being a linear process. In fact, it is a complex and rich process, where several factors contribute to how the supporter views his football club brand, how he interacts with it and how this impacts on him along with the resulting values a supporter establishes. An important contribution to theoretical knowledge.

In order to respond to the initially stated research questions this study has shown that, regarding the first research question (RQ 1 - *What are the key attributes, consequences, and values in the consumer brand relationship with a football club brand?*), twelve attributes (six concrete and six abstract), seven consequences (three functional and four psycho-social, and ten values (five instrumental and five terminal) were identified as the main categories in each level of the HVM. Furthermore, by considering each level of the HVM separately, the most considered concrete attribute was *achievements*. This outcome shows that even though these are emotion-driven brands, an element of performance assessment is still present when supporters associate to their preferred brand. An aspect reiterated by the fact that the other key concrete attribute identified was that supporters normally consider their brand to have a *winning* capability, even in situations where reality does not entirely concur with this fact. Which gives rise to the argument that brand managers must be mindful that the mere perceived performance goes a long way on how consumers relate to this type of brands. This is even more evident in the case of SCP brand where its supporters tend to value more strongly its *eclectic* nature as it enhances the brand value of the club since it is from this fact that most of its *achievements* have derived in the most recent years. The relevance of the *eclectic* construct provides an opportunity for brand managers to deal with the uncertainty regarding the club sporting results by enticing involvement with the club utilising other sport modalities. By doing this one can dilute the negative impact on brand value and establish new forms of affective connection with the brand. This is corroborated by the relevance respondents gave to the *intense atmosphere they experience in the stadium*, in line with several other key constructs identified in this study. Where the driving force resides not on the result per se but on the fact that one is part of the experience and of the process. In other words, an operant resource (Lusch *et al.*, 2010) and an active contributor to brand meaning making

(Allen *et al.*, 2008). An aspect reiterated by the fact that the other main concrete attribute was *not able to get titles/wins*. This reveals that supporters surpass this fact by leveraging this attribute with others, resulting in a balanced feeling towards the brand. This is expressed mainly through the fact that supporters perceive that the brand has *good management and leadership* skills, the second most relevant concrete attribute identified by respondents.

With regards to abstract attributes, the most considered one was the vision of the brand as being *grand*, revealing that supporters allocate a high degree of relevance on how the brand is perceived, its brand image. A notion that is not far from the remaining key identified abstract attributes (i.e. *honesty/fair play, unique/exclusive, international prestige, heritage/historical*, and a sense of being a *family*). All the previous contribute favourably towards the enhancement of brand image and its consequently brand value. Leading to the conclusion that brand managers must reiterate and highlight these aspects in their marketing communication. Which, in actual truth most of the football club brands already exploit in their institutional marketing campaigns, but more importantly several consumers substantiate by proactively creating and exposing videos in different online platforms eliciting the key abstract attributes identified, another clear evidence of brand co-creation.

When considering the functional consequences, the *level of involvement* construct emerges as the most central one, being mentioned by all the respondents. This is also in line with the co-creation theory. Where brand value is achieved through an interactive process between consumers and the brands, requiring a continuous contact between consumers and their brand, in a wide array of forms leading to a tangible presence in the consumers' life (Ramaswamy and Ozcan, 2016). This fact is corroborated by the other two key functional consequences identified (i.e. *defend the club* and *celebrate*) These will provide consumers with a sense of empowerment and will elicit higher levels of affective relationships with the brand. An aspect that brand managers must facilitate and encourage if they want to achieve higher levels of brand value.

With regards to the psycho-social consequences, *emotional attachment* stands out has the most referred construct in this stage of the HVM. With a citation score of 32.77% and a frequency score of 86.96% of respondents mentioning this construct, which makes this the third most mentioned construct in overall. Such outcome does not entirely constitute a surprise as brands of this nature are highly emotionally-laden. Nevertheless, it reiterates

the fact that brand managers must pay a special attention to this construct since it is the main gateway for the establishment of a higher level of relationship with the preferred brand, an issue that will be discussed subsequently when addressing our second research question regarding the characterization of the derived brand relationship network system for football club brands.

Furthermore, the strong presence of this construct brings an incremental return for brands since it restrains consumers from pursuing a more rational and straightforward decision-making process and gives rise to the occurrence of less quantifiable criteria. Nevertheless, it is crucial that brand managers realise that such advantageous realisation does not come without some perils, mainly since it might impact on the *level of involvement* a consumer establishes with the brand. This becomes even more obvious when one considers the importance that respondents gave to the other three key psycho-social consequences (i.e. *satisfaction, sadness* and *frustration*). Suggesting that brand managers must be subtle in the way they build a rapport with their consumers as they might feel kind of betrayed when promises are not materialised, even though the impact of *emotional attachment* might be sufficient to surpass this cognitive dissonance.

When considering the next level of the HVM, the sense of *pride* towards a brand exceeded as the most relevant instrumental value, mentioned by almost 75% of the respondents of this study. This suggests that consumers establish a high degree of proximity and place a great deal of importance on their preferred brand. An argument corroborated by the other four key instrumental values identified (i.e. *reciprocity/sense of duty, self-direction/control, belief/faith, and ownership*). All of these are clear indicators that brand managers are presented with an open field of opportunities, allowing them to exploit the benefits of such enticing relationship constructs. Since these are willing supporters of the brand, or as Fuller *et al.* (2013) stated, consumers inexpensively turned into brand ambassadors.

Finally, when considering the last stage of the HVM (i.e. terminal values), *self-identity/devotion* emerges as the most important construct at this level. Followed by *hedonism, happiness, belongness* and *loyalty*. All of which report a very positive stance, signifying that the established high-end relationships with a brand presents its consumers with an alluring sense of gratification. Mainly because these are highly emotional-laden brands that supporters adopt without sometimes even knowing why they do it, surpassing

by far the realm of rationally, and where less positive issues are quickly overshadowed by more fulfilling ones, such is the case of the five key instrumental values identified in this study. This gives rise to the realisation that brand managers should try to potentiate the previous lower levels of brand relationships to reach such favourable and positive consequences in an integrated way. This leads us to our second research question (*RQ 2 – What are the core linkages consumers value in a brand relationship network system regarding football clubs?*).

In fact, taking into consideration these categories per se does not suffice the overall purpose of this study. For that reason, it is important to grasp a holistic understanding of how these integrate with each other. With that in mind, a bottom-up approach was pursued beginning with the attributes at the bottom of the HVM and then following the most representative links upwards until reaching the identified values resulting in the emergence of eight more attributes (twenty in total), and eight more consequences (fifteen in total). Which, although to a lesser extent when compared to the previously discussed constructs, also play a relevant role in this consumer brand relationship network with football club brands.

- Firstly, the strongest link identified emerges from the *satisfaction* obtained with the football club which highly impacts on the level of *emotional attachment* supporters develop with the brand.
- The 2nd strongest link identified arises between the *level of involvement* and the consequent opportunities for supporters to *celebrate*
- The 3rd strongest link relates to the specific football club brand (i.e. SCP) and the fact that it is viewed as a highly *eclectic* club.
- The 4th strongest link emerges from the moments of *socialization* that supporters have amongst each other when experiencing the brand and the consequently sensation of *escape* they derive from it.
- The 5th strongest link occurs between the *level of involvement* and the need that supporters must *defend the club*.
- The 6th strongest link emerges from the *level of involvement* and the *sacrifices* that this sometimes entails to consumers.
- The 7th strongest link relates to the *resilience of supporters* and the *level of involvement* that this generates.

- The 8th strongest link is between the various moments of *sadness* that supporters experience with the brand and the *frustration* that this creates on them.
- The 9th strongest link occurs between the *emotional attachment* developed and the *pride* that supporters have of their preferred football club brand.
- The final and 10th strongest link identified is the *pride* that supporters take on their brand and a sense of *belongness* they develop.

This again highlights the importance of these constructs, mainly the *level of involvement* and *emotional attachment*, to which brand managers should pay a special attention when dealing with the main reasons of why and when consumers choose their brand, or as Gengler *et al.* (1998) stated, their motivational patterns, a relevant contribution also to the existent theory on this brand area.

Our third research question relate to the identification of the behavioural acts that are directly responsible for the establishment of consumer brand loyalty towards football clubs. This study as identified three main contributing factors, of which the strongest one was *self-identity/devotion*, followed by *belongness*, and *emotional attachment*. In the case of having a feeling of belongness with the brand plays a direct role on the establishment of brand loyalty. But also, indirectly through the *happiness, hedonism* and *self-identity/devotion* path mediating role. Moreover, three more constructs appear, although to a less extent, to impact on brand loyalty (i.e. *level of involvement, achievements, and intense stadium atmosphere*)

Apart from the relevant contribution this provides to theoretical knowledge on brand loyalty. It offers a clear indication to brand managers on which factors they should focus when attempting to elicit higher levels of brand loyalty on their consumers in detriment of lesser relevant existent constructs. Resulting in a more efficient allocation of resources and a more suitable approach of brands with their consumers.

Finally, our fourth research question (*RQ4 – What is the causal relationship between devotion and loyalty in the context of football club brands?*) evaluates to what extent these two constructs relate to each other in the research context of this study. To this respect it was identified that *brand devotion*, mainly derived from the *self-identity* that respondents have mentioned to establish with their football club brand, which is in line with Ortiz (2008) definition of consumer devotion, leads to the establishment of brand *loyalty*, and not the other way around. It is in fact, as previously discussed, the main influencer for the

emergence of brand loyalty. This contributes to the theoretical discussion on this subject as there are divergent approaches. Whilst some authors (e.g. Chen, 2006) concur with the conclusion reached in this study, others (Nekich, 2009) state that it is in fact brand loyalty that leads to the establishment of brand devotion, or even those authors (e. g. Ortiz *et al.*, 2013) that consider these two constructs not to be associated.

5.10. Limitations and Future research

The realisation of the research limitations is of crucial importance when interpreting and generalising the achieved results. For that reason, one presents some of the limitations identified, starting with the representativeness of the data due to the choice of a qualitative approach. Although the sample size used in this study satisfied the criteria for the means-end approach, providing an exploratory step into consumer brand relationships with high emotion-driven brands. One recognises the need to reiterate some of the notions identified in this study by following a quantitative approach. This will allow for the development and testing of propositions related to the relationships in our network system of consumer brand relationships. For example, the strength of the relationship between satisfaction and emotional attachment, or emotional attachment and loyalty and the various outcomes should be examined. As Grunert and Grunert, (1995) stated, an increase of the sample could easily change the outlook of the identified network system and the related salient connections in it. A notion corroborated by Maxwell (2012) who stated that, in exploratory research, other variables might be identified, and further research questions can be considered for a subsequent experimental investigation. For example, future research should be conducted to investigate brand devotion and religious state/evangelism of brands, two constructs that have emerged in this study. Empirical research conducted on these has been scarce up to now. Therefore, the framework provided in this study can be the starting point for future research, intended to disclose the various specific factors that contribute to brand devotion and brand evangelism.

Furthermore, a quantitative approach should be carried out by previously taking into consideration a critical review of the existent theory regarding the identified constructs and how these interrelate. Leading to the achievement of higher degree of generalisation of findings and the development of a more reliable model of service brand loyalty. In

addition, generalisation of the findings might have also been hindered by the fact that this study focused on a single sector, (i.e. football club brands). Thus, similar exploratory studies are necessary as to establish degrees of similarity in cross contexts regarding the identified constructs. This might be presented with some challenges as how to generalise findings, due to the particularities researchers will encounter.

As it was beyond the scope of the present study it would be of interest for future research to conduct a more in-depth separate analysis considering an individual interpretation of each of the club's brands. Allowing for the understanding of the outcomes that are specific to each football club. Taking in consideration aspects such as gender, rationale for choosing a football club. This is viewed as a relevant next step to further academic and managerial knowledge on this research subject.

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Table A.2 – Overview of categories according to citations and respondents' frequency

Category Concrete Attributes	Citations	Percentage	Respondents	Percentage
Achievements	81	13.57%	31	67.39%
Good management/Leadership	61	10.22%	25	54.35%
Not able to get titles/wins	57	9.55%	22	47.83%
Intense stadium atmosphere	48	8.04%	19	41.30%
Eclectic	46	7.71%	23	50.00%
Winner	45	7.54%	30	65.22%
Fighters and warriors	42	6.85%	18	39.13%
Incompetence	29	4.73%	9	19.57%
Representative	29	4.73%	17	36.96%
Play well	28	4.57%	16	34.78%
Committed/Hard workers	28	4.57%	16	34.78%
Corruption	24	3.92%	15	32.61%
Appealing logo design	23	3.75%	15	32.61%
Previous managers/presidents	22	3.59%	13	28.26%
Competitive	17	2.77%	10	21.74%
Young talents training/Academy	16	2.61%	9	19.57%
Anti-system	9	1.47%	4	8.70%
Socially responsible	8	1.31%	6	13.04%
Sub total	613	100.00%		
Category Abstract Attributes	Citations Frequency	Percentage	Respondents Frequency	Percentage2
Grand	51	13.42%	27	58.70%
Honesty/fair play	44	11.58%	15	32.61%
Unique/Exclusive	41	10.79%	26	56.52%
International prestige	32	8.42%	19	41.30%
Heritage/Historical	32	8.42%	15	32.61%
Family	31	8.16%	10	21.74%
Humility	25	6.58%	11	23.91%
Friendly	21	5.53%	12	26.09%
Respected	20	5.26%	8	17.39%
Quality	19	5.00%	16	34.78%
Represents the region/city	16	4.21%	9	19.57%
Strong	14	3.68%	5	10.87%
Ambition	13	3.42%	8	17.39%
Underdogs	7	1.84%	3	6.52%
Less aggressive	4	1.05%	4	8.70%
Frenetic	4	1.05%	3	6.52%
Arrogant	3	0.79%	2	4.35%
Magical	3	0.79%	2	4.35%
Sub total	380	100.00%		

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Category Functional Consequences	Citations Frequency	Percentage	Respondents Frequency	Percentage2
Level of Involvement	305	53.04%	46	100%
Defend the club	54	9.39%	35	76.09%
Celebrate	53	9.22%	29	63.04%
Socialize	35	6.09%	20	43.48%
Unites people/supporters	30	5.22%	19	41.30%
Sacrifices	29	5.04%	10	21.74%
Resilient supporters	22	3.83%	12	26.09%
Devaluation of criticism	20	3.48%	13	28.26%
Cry	17	2.96%	12	26.09%
Legacy	7	1.22%	7	15.22%
Tattoo the symbol	3	0.52%	3	6.52%
Sub total	575	100.00%		
Category Psycho-social Consequences	Citations Frequency	Percentage	Respondents Frequency	Percentage2
Emotional attachment	174	32.77%	40	86.96%
Satisfaction	164	30.89%	44	95.65%
Sadness	63	11.86%	36	78.26%
Frustration	43	8.10%	26	56.52%
Escape	34	6.40%	17	36.96%
Anguish/Jitters	23	4.33%	16	34.78%
Adrenaline	16	3.01%	6	13.04%
Trustworthy/reliable	14	2.64%	6	13.04%
Sub total	531	100.00%		
Category Instrumental Values	Citations Frequency	Percentage	Respondents Frequency	Percentage2
Pride	86	39.81%	34	73.91%
Reciprocity/Sense of duty	32	14.81%	19	41.30%
Self-direction/control	30	13.89%	15	32.61%
Belief/Faith	22	10.19%	11	23.91%
Ownership	21	9.72%	18	39.13%
Feeling unique/Different	13	6.02%	10	21.74%
Powerful	8	3.70%	5	10.87%
Shame	4	1.85%	3	6.52%
Sub total	216	100.00%		
Category Terminal Values	Citations Frequency	Percentage	Respondents Frequency	Percentage2
Self-identity/Devotion	85	21.68%	34	73.91%
Hedonism	69	17.60%	32	69.57%
Happiness	61	15.56%	34	73.91%
Belongness	60	15.31%	33	71.74%
Loyalty	58	14.80%	23	50.00%

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self-actualization	24	6.12%	11	23.91%
Self-esteem	22	5.61%	12	26.09%
Religious state/Evangelism	10	2.55%	8	17.39%
Felling balanced	3	0.77%	3	6.52%
Sub total	392	100.00%		
TOTAL	2707			

Notes

Percentage A corresponds to the percentage within the respective level (e.g. concrete attributes) and percentage B is a percentage of the total number of respondents (i.e. N = 46).

Chapter 6. Service Brand Loyalty – The Role of Emotional Attachment in Iconic Brand Building: The Case of Football Clubs

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Supervised and assisted with manuscript compilation, editing and co-author

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Editing and Co-author of Manuscript

This Chapter is an exact copy of the journal paper referred to above, with the necessary formatting adaptations for reasons of uniformity.

6.1. Abstract

Purpose – This paper aims to provide insights into brand loyalty and the impact of emotional attachment in service brands within a new context. The objectives of this research are thus twofold. Firstly, the development of this area through a theoretical model that encompasses constructs that haven't been researched in an integrated and related way. Secondly, given that the theoretical models in the field of brand loyalty with European football clubs are limited, the current study will contribute to the development of this area through the testing of a theoretical model in a geography where similar research has not yet been conducted.

Design/methodology/approach - Data was collected from 842 football club supporters from six European football leagues (i.e. Spain, England, France, Germany, Italy, Portugal) and analysed through the utilisation of Partial Least Square (PLS) statistical techniques. Respondents were asked to answer a questionnaire keeping in mind their preferred brand.

Findings - The conclusions from the research include that of brand loyalty being built from the interaction of the six constructs identified (brand image associations, involvement, satisfaction, emotional attachment, trust, and brand loyalty), with emotional attachment representing a crucial construct, revealing that brand managers need to pay special attention to this construct when developing the brand, and when wanting to improve the relationship level with its consumers.

Research limitations/implications – Due to the dynamic nature of the subject of research other constructs might become relevant on brand loyalty building, mainly if the context of the research shifts from the football club's brands. A non-probabilistic sampling was used to collect the data and experts in the field such as football club managers, marketers and other key informants were not considered.

Practical implications - This study provides greater understanding of the significance of the brand and brand loyalty building for football clubs, putting forward a model that integrates the constructs that presents a valuable support to predict consumer's attitudes

and behaviour towards such a kind of service brand allowing for the achievement of better and more tailored managerial practices and strategic approach

Originality/value - The work is unique in its attempt to combine three main bodies of literature, that on service brands, co-creation of value, and emotional impact on brand loyalty building, leading to the development of a model of service brand loyalty building based on empirical evidence to explain the relationships that exist between constructs that affect brand loyalty in a holistic approach. The unique context of sports and more specifically the focus on the football industry in Europe is another contribution for academia and practice.

Keywords: Service brands, Brand relationships, S-D logic, Emotional attachment, Brand loyalty

Paper type: Research paper

6.2. Introduction

This study focuses on service brands and the co-creation of brand value integrating the determinants and key drivers for the development of consumer's brand loyalty. Taking as the starting point the service dominant logic (S-D logic) and its propositions on value, a theory introduced by Vargo and Lusch (2004a) where service is 'dominant' in the sense that all businesses are service businesses. S-D logic perceives marketing as social and economic processes (Lusch and Vargo, 2006; Vargo and Lusch, 2016), in which the concept of interaction is central. It incorporates the principle that value creation is a process of integrating and transforming resources, which requires interaction and implies networks. In addition, it deems the central S-D logic notion of co-creation of value as an interactive concept. A football club brand is not a tangible product that can be produced in a factory, it is the cumulative impression based on how the customer experiences and interacts with the brand, ranging from how long it takes to enter the stadium, the place he sits or with whom he attends the match, the quality of the game attended, the entertainment provided at half-time, the quality of the food provided at the bar, safety

issues, all the way to how the brand relates to the consumer identity, leading to attitudes of brand evangelism and of a self-proclaimed brand ambassador.

A review of previous research shows that the existent models in the literature which attempt to deal with the issue of service brands, reveal that they lack an integrative approach, or they omit important constructs when taking into consideration a service brand. As so a deeper understanding is pursued in terms of the service brands in the context of football clubs. Highlighting the relevance of this industry, whilst consubstantiating the argument of football clubs as brands and the consequent perception of football fans as consumers, like what one finds in brands like Harley Davison, Apple, Mini, Justin cowboy boots, or even Marmite. Revealing that the difference between football clubs and the above brands is eroding in terms of how they are perceived and how they strategically deal with their consumers.

This paper is structured in accordance to the concepts and the research areas of relevance considering brand loyalty in general and contextualised in terms of sports, more specifically football clubs. Thus, by establishing a clear rationale for the relevance of these concepts and their relatedness to the subject of interest of this research (i.e. brand loyalty towards highly emotional attachment brands, such as football clubs), one considers that this will allow us to answer the research questions identified in the literature review and which led to the subsequent devise of a service brand loyalty model sustained on ten hypotheses, providing academic and managerial contributions to this area of research,:

RQ 1 – What are the determinants for developing emotional attachment with a brand?

RQ 2 - What is the role of emotional attachment in determining service brand loyalty?

RQ 3 - What are the key constructs that lead to higher levels of loyalty towards a service brand such as the case of football clubs?

6.3. Definition and domain: empirical study variables

6.3.1. Brand Loyalty

The relevance of brand loyalty is reiterated by the vast existing literature on this construct (El-Manstrly and Harrison, 2013) with several studies examining its antecedents and consequences (e.g. Doney and Cannon, 1997; Møller Jensen and Hansen, 2006; Ferreira and Coelho, 2015). A recognition that extends to the managerial realm since brand loyalty is a key element on establishing a favourable brand image (Veloutsou, 2015) and brand equity (Veloutsou et al., 2013). Furthermore, there is a consensual perception amongst researchers that brand loyalty has a multifaceted nature (Javalgi and Moberg, 1997). It is largely recognised by researchers (Jacoby and Chestnut, 1978; Mellens *et al.*, 1996; Farr and Hollis, 1997; Bandyopadhyay and Martell, 2007) that most of the measures that this construct utilize can be perceived as being either attitudinal, behavioural, or a conjunction of both, thus reiterating the assumption that the loyalty construct is multi-dimensional. This study also considers attitudinal and behavioural components to conceptualise and measure brand loyalty.

6.3.2. Brand Image Associations, Involvement and Emotional Attachment

Brand image associations have long been considered in the literature as an essential element for consumer's interaction with a service brand, being the starting point of this interaction, it represents the consumers' views and perceptions of the brand and can be interpreted as the brand DNA. The relationship between brand image associations and involvement has been previously recognized in the literature, studies in attitude-behavioural relationships (Beatty and Kahle, 1988; Cooke and Sheeran, 2004; Kokkinaki and Lunt, 1997) have proposed that involvement mediates how consumers perceive the image of a brand and the level of emotional attachment they develop with it. Brands create thoughts and can direct behaviour patterns amongst customers and consumers. Furthermore, Olins (2003) describes that branding is developed mainly around involvement and association; it is the noticeable and visible demonstration of private and personal affiliation. According to Manson (1999) the consumers of sports identify themselves so strongly with their favourite football club that they declare affiliation with

a successful club, without even having had any kind of influence in the team's success. These studies provided a starting ground for understanding consumer attendance behaviour, although lacking a theoretical framework to guide the research questions or hypotheses. Slack (1998) voiced similar concerns in relation to the sport management. As Kerlinger and Lee (2000) suggest, "The ultimately most usable and satisfying relations, are those that are the most generalised, those that are tied to other relations in a theory" (p. 13). This leads to the following hypothesis:

H1. The level of involvement with a sports service brand is positively influenced by the brand image associations consumers have with a service brand.

Furthermore, emotional attachment should be conceptually differentiated from involvement. Whilst involvement is a state of mental readiness that usually determines the allocation of cognitive resources when the consumption decision or action occurs (Park and Mittal, 1985), the concept of emotional attachment is much more than simple resource allocation, mental readiness, or even, one's volitional control. Moreover, whilst involvement tends to diverge towards the sphere of cognition, the emotional attachment is a concept that is associated with the realm of emotions (e.g. season tickets for football clubs such as Barcelona FC, Manchester United FC are sold years in advance, sometimes there are waiting lists of more than 5 years). This is the phenomenon of a brand becoming a 'religion', in which the value that the brand acquires in the mind of the consumer reaches levels so high that they will always be emotionally attached to it. This leads us to the following hypothesis:

H2. Brand image associations determine the level of emotional attachment consumers have with a service brand.

6.3.3. Involvement, Emotional Attachment and Satisfaction

Several authors demonstrated that involvement is perceived as being a critical antecedent to consumer commitment, and commitment is often recognised as being a conceptual and empirical part of loyalty (Beatty and Kale, 1988). Furthermore, this predecessor role of involvement has been identified as responsible for the shaping in developing emotional

attachment to a brand. Iwasaki and Havitz (1998) suggested that the customer level of involvement mediates the levels of psychological commitment to service alternatives, and that in turn, mediates resistance to change leading to behavioural loyalty. Moreover, examples of brands assuming almost a religious status emerges in a wide variety of situations in peoples' life when they connect themselves with objects, places, in a way that very little scope is left for rationality, but none is so clear as the connection with the football club brand. People can form an emotional attachment with a variety of objects, including places (Rubinstein and Parmelee, 1992), and celebrities (Adams-Price and Greene, 1990; Alperstein, 1991). Concurrently, research in marketing suggests that consumers can also develop the same type of relationship towards collectibles (Slater, 2000), other types of special or favourite objects (Ball and Tasaki, 1992; Kleine *et al.*, 1995; Price *et al.*, 2000), and brands (Schouten and McAlexander, 1995). The concept that such connections reflect an emotional attachment is also referred in research in consumer behaviour (Shimp and Madden, 1988). The emotional meaning of ownership is the aggregate strength of associations that a person develops with others or with significant events. In a marketing perspective with products or service brands that exist in the person's life being them perceived in either a positive or negative way. This leads to the following hypothesis:

H3. There is a direct correlation between involvement and emotional attachment. The more a customer is involved with a sports organisation and its brand the more he or she will be emotionally attached with that brand;

The concept of customer satisfaction has been subject of interest by several researchers since the early 1970s and a wide array of definitions and measurements have risen since then showing it to be a construct that is distinct from service quality, product quality or customer attitudes (Oliver, 1981, 2006; Westbrook and Oliver, 1981; Churchill and Supernant, 1982; Spreng *et al.*, 1996; Johnson *et al.*, 2001; Shukla, 2004; Olsen, 2007). Satisfaction has been characterised as “the customer's psychological response to his positive evaluation of the consumption outcome in relation to his expectation” (Oliver, 1981, Kirstensen *et al.*, 1999, in Shulka, 2004, p. 85) or in a less restrictive conceptualisation, recent studies argue for defining satisfaction as the customer's overall

experiences to date as cumulative satisfaction, like attitudes (Johnson *et al.*, 2001; Olsen, 2007). According to Ganesh *et al.* (2000) few published studies have examined the relationship between involvement and satisfaction. This leads to the following hypothesis:

H4. Involvement has a direct positive influence over how satisfied one is with a sports service brand

6.3.4. Satisfaction and Emotional Attachment

Thomson *et al.* (2005) stated that being satisfied does not indicate behavioural manifestations such as proximity maintenance and separation distress. Satisfaction tends to occur immediately after consumption and it can be a single situation, whereas emotional attachment relates more to a developing over time interaction. The core significant benefit of the cumulative satisfaction construct over a more transaction-specific perspective is that it is better able to foresee subsequent behaviours and economic performance (Johnson *et al.*, 2001). There are also several aspects about which a consumer may carry out his/her satisfaction assessment, e.g., brands, products, services, persons, stores or institutions (Bloemer and Kasper, 1995; Fornell, 1992; Johnson *et al.*, 2001; Oliver, 1997). Ultimately, satisfaction is an evaluative judgement making it different from the emotional attachment (Mano and Oliver, 1993). According to Mullin *et al.* (2000) the consumption of the sports product or service is experiential and often emotional; the consumption of team sports events provides much more intangible benefits than it does provide tangible benefits. Satisfaction might grant a basis for emotional attachment, a consumer who is satisfied with a brand being more likely to become emotionally attached with it than one that is not satisfied, this leads to the following research hypothesis:

H5. Satisfaction has a positive influence in the level of emotional attachment with a sports service brand;

6.3.5. Satisfaction as a Direct Determinant of Trust and brand Loyalty

Several models of brand loyalty show us that the main variables that lead to an increase in the levels of loyalty is satisfaction and the level of trust that the consumers deposit on a brand. The relationship between satisfaction and trust has been addressed in the research conducted by Delgado-Ballaster *et al.* (2003) where they developed a scale demonstrating the influence of satisfaction in creating trust in consumer's minds. In fact, numerous researchers have deemed essential the presence of moderating and mediating variables in the relationship between satisfaction and brand loyalty (Olsen, 2007).

This role of brand satisfaction as an important antecedent of brand trust has also been addressed and reiterated by other researchers (Lau and Lee, 2000; Zboja and Voorhees, 2006), this leads to the following hypothesis:

H6. Satisfaction has a positive influence in the level of Trust with a sports service brand;

Although many authors have considered satisfaction to be a major behavioural determinant in terms of how loyal a consumer is (Szymanski and Henrad, 2001; Mittal and Kamakura, 2001; Shukla, 2004; Olsen, 2007) it is interesting to find that although the correlation between these constructs has been verified it tends to be low, most of the times less than 0.30 (Johnson *et al.*, 2001), this leads to the following hypothesis:

H7. Satisfaction has a direct positive influence over how loyal one is with a sports service brand;

When consumers realize the influential role of brands in achieving their goals, they come to consider the brands as personally meaningful and significant. They become personally connected and emotionally bonded to these brands (Mikulincer and Shaver, 2005). Consumers may even continue to purchase brands that fail to strongly provide highly satisfying levels of gratification, enrichment, or enabling outcomes simply because alternatives for more satisfying relationship are limited, even when these limitations might be self-perceived, in the sense that the consumers are in a state of high brand-self connection. The fact that consumers may stay in unsatisfying relationships underlines the importance of differentiating attachment from repeat purchase.

6.3.6. Emotional Attachment as a Direct Determinant of Trust and brand Loyalty
Research in the literature has shown that organisations must focus on the development of emotional attachment and this is better achieved by building trust rather than interdependence. Furthermore, previous work has demonstrated that trust occurs after emotion, and the level of emotional attachment one acquires with a brand. Williams (2001) has stated that affective responses influence how people evaluate their level of trust, and Weber *et al.* (2005) have pointed to the fact that emotional attachment can cause a consumer to take a sudden risk not justified by the existing facts, this leads to the next research hypothesis:

H8. Emotional attachment has a positive relationship with the level of trust towards the brand. The more a consumer is emotionally attached with a sports service brand the more he will trust it;

Moreover, the emotional attachment towards a brand has been cited as a vital ingredient to maintain and develop customer loyalty (Bendapudi and Berry, 1997; Dick and Basu, 1994; Geyskens *et al.*, 1996). With the wide and continuously growing literature on issues such as fan behaviour reaffirming the importance of emotional attachment when attending sports events (Kerstetter and Kovich, 1997; Stewart and Smith, 1997). The positive relationship between commitment and behavioural outcomes of loyalty (repeat purchase, ancillary product use, word of mouth, and cooperation) has also been strongly supported in the literature (Bowen and Shoemaker, 1998; Dick and Basu, 1994; Kim *et al.*, 2001; Morgan and Hunt, 1994), this leads to the following research hypothesis:

H9. Emotional attachment has a direct impact on consumers' level of loyalty towards sports service brands;

The prospect that consumers can develop strong emotional attachment with brands is interesting since it suggests that the degree of emotional connection to an object predicts the nature of an individual's interaction with it. So, consumer's emotional attachment to a brand might determine their commitment to the brand (e.g. loyalty) and, although it seems logical that those highly emotionally attached with any type of service brand would tend to be more prone to loyalty, there seems to be no understanding of what are the

dimensions of a specific service brand with which these consumers associate with, and that leads to an increase or decrease of their level of emotional attachment.

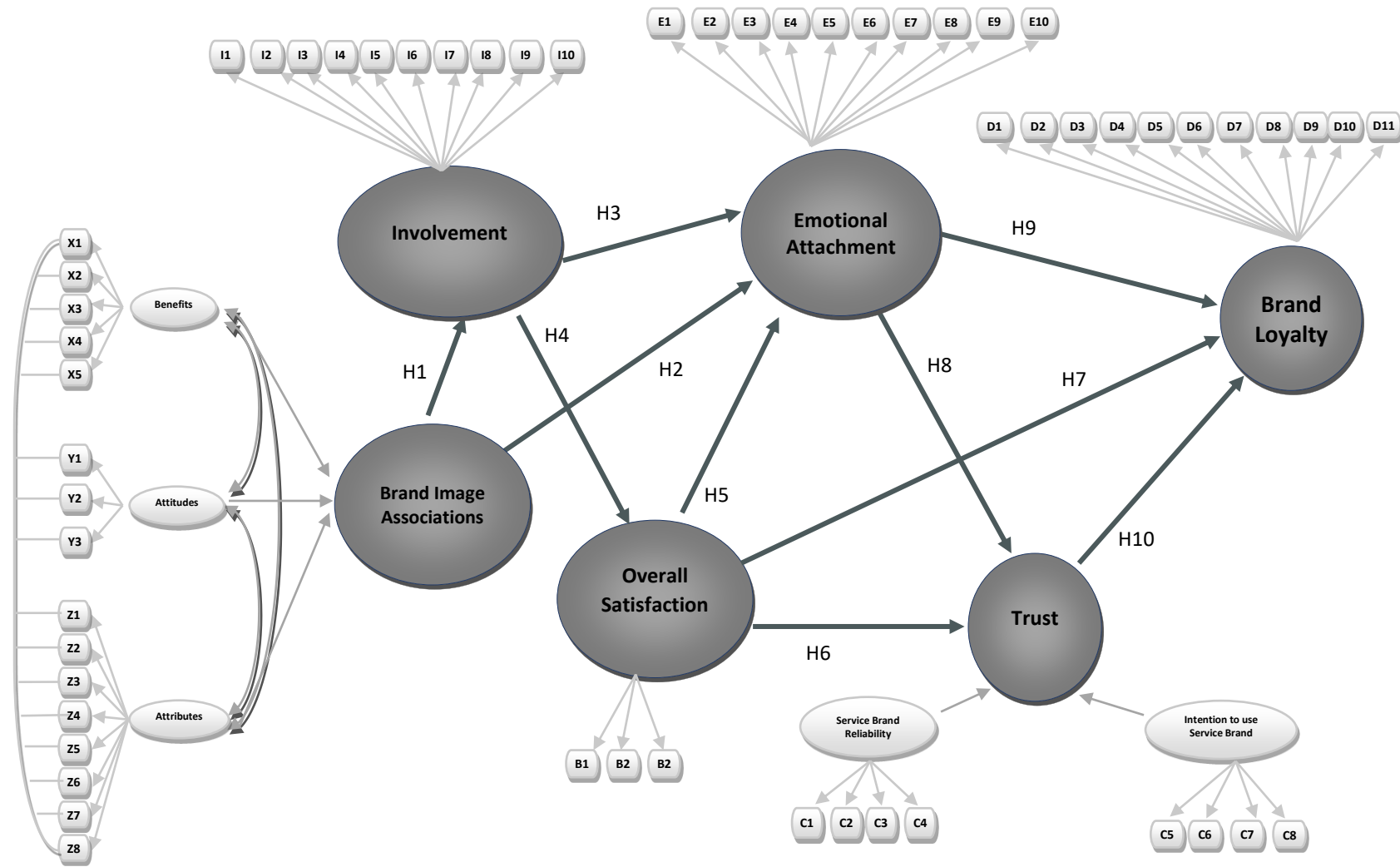
6.3.7. Trust and brand loyalty

The effect of trust on brand loyalty building has received a great deal of attention in the literature, Morgan and Hunt (1994) established that trust is a major determinant of loyalty, in line with Bowen and Shoemaker (1998) research in which they demonstrated that trust positively influences the commitment to luxury hotels. Furthermore, Cunningham (1956) states that there is a direct linear correlation between how consumers perceive the risk and the probability of being loyal (Bauer, 1960). The more this perceived risk is present in the consumers' mind, the more likely one will be loyal to a brand (Javalgi and Moberg, 1997). This direct linear correlation has also been corroborated by research on the concept of risk (Cunningham, 1956; Sheth and Venkatesan, 1968; Roselius, 1971) demonstrating that consumers of services are less predisposed to brand switching with the purpose of diminishing the perceived risk, this leads to the following research hypothesis:

H10. Trust has a direct positive influence on the loyalty created with sports service brands;

In conclusion, the confirmation of the constructs' positive, linear relationships with brand loyalty based on the literature allows a better comprehension of these relational elements and their importance, legitimating the rationale behind the proposed conceptual model and the consequent hypotheses (see figure 6.1).

Figure 6.1 – Conceptual Proposed Model



6.4. Methodology

The rationale for applying a quantitative research method approach is its appropriateness when connections between different constructs need to be made to establish causality (Strauss and Corbin, 1990) and to confirm theory (Gratton and Jones, 2004). Furthermore, since the choice of strategies for the research must be compatible with the nature as well as the purpose of the study (Sayer, 1992), a non-experimental design was adopted as it was found to be most adequate in achieving the research objectives. Since the main objective of this study is to develop a model based on the existent theory illustrating the causal sequence of the relevant variables in influencing the level of brand loyalty. According to Ghauri and GrØnhaug (2002), the main objective of causal research is to identify one or more variables that cause an effect, for example, if a decrease in trust decreases loyalty. Correlation between these variables is employed as empirical evidence of the proposed connections. In this study, the dependent variable is not manipulated, but examined in relation to other variables to better describe or predict its nature. For this purpose, the data was obtained using an online questionnaire to a representative sample, the most appropriate method according to Aaker *et al.* (2001), and the data later analysed using Partial least square statistical method, using the SmartPLS software.

6.4.1. Questionnaire Design

Since there is an absence of a suitable instrument capable of capturing the objectives of this study, the questionnaire was designed based on a conjunction of various validated scales, and one adapted by the researcher accommodating the variety of effectiveness assessment criteria identified within the literature, and satisfying issues of validity, reliability and sensitivity (Churchill, 1979) (see table 6.7 in appendix). The questionnaire had a total of 89 questions that covered the topics in the model purposed in this study (Brand Associations, Emotional attachment, Satisfaction, Trust, Loyalty, and Involvement). The response formats used were a 7-point Likert scale as well as 7-point pair wise semantic differential scale (Olivier, 2004). In its initial section respondents were first asked to “State the name of your favourite football club (even if you have very little

connection with it)". The subsequent questions were all based on the choice of preference of football club the respondent gave in this initial question, so the questions appear with the name of the football club previously chosen. The questionnaire was implemented in six languages (English, French, Spanish, Italian, Portuguese, and German) (see appendices D to I), since administering the questionnaire only in its original English version would seriously restrict the sample population, as it would ignore a potential population that is not fluent in English (Drenth *et al.*, 1998). Therefore, avoiding this type of sampling error by having a sample population representative of the whole population. The questionnaire translation followed a four-stage approach, in line with Brislin (1976, 1986) "decentring" method for questionnaire translation, whereby professional translators in each language, independently translated the questionnaire into the respective languages followed by an assessment of the translations. The translated versions were then translated back by another set of professional translators into English to check for any discrepancies and to ensure that these versions were conveying the same information as the original. Finally, all the versions were piloted, and adjustments were made accordingly. After being made sure that the translated versions presented a comprehensive idea of the original work composed in English, either that it had the style and the manner of writing of the original, and it had the ease of the original composition (Bassenett, 1991).





Before reaching the final version of the questionnaire, two pre-test phases were carried out to ensure content validity. The first pre-test stage helped identifying potential structural problems with the questionnaire and was done in the presence of the researcher with a sample of 15 participants from three universities, two from England and one from Portugal, in accordance to Reynolds and Diamantopoulos (1998) recommendation for an accepted range of 5 to 50 responses for this purpose. The second stage of the pre-test was conducted electronically, with six participants, in line with Ghauri and Grønhaug (2002) pre-testing rule of thumb of three to five respondents. One from each language version considered in the research, with the intent of realising how the survey would work on different browsers, and how long on average it would take to complete it. The pre-test revealed that the respondents were reasonably comfortable with the questions wording, flow and the instructions were clear and helpful on completing the questionnaire and on

understanding the rationale of the scales. Furthermore, to confirm the applicability of the scales to the specific subject of research in question, the Cronbach Alpha when item deleted reliability test was conducted after the second pre-test phase, with the pilot study carried out with a sample size of (N=103) supporters of Aol FC a Cypriot team. This presented the researcher with the need to review the initial Loyalty construct scale. The observed Cronbach Alpha was 66.2 percent thus not technically satisfying the benchmark of 70 per cent normally associated with this type of reliability test (Nunnally, 1978). For this reason, different scenarios were tried to increase Alpha and finally a reliable score of 75.5 percent was reached by removing the loyalty item D4 – “If the [services/products] with the brand of football club ‘x’ are not available at the store, I will go to another store”. Therefore, eleven items were left for the loyalty scale eligible for the partial least square (PLS) optimisation procedure. All the remaining constructs scales presented observed Cronbach Alpha values that complied technically with the rules of thumb. For this reason, no changes were made in respect to those scales and all the initial items were maintained. (see appendix C)

6.4.2. Population and Sampling

Since there isn't any reliable database available regarding the population of Western European football club supporters, this study uses a judgment sampling technique obtained from several universities' networks (present students and alumni) in the six countries studied, online discussion forums, networks that had an interest in the subject of football, and social networks in general. The rationale for choosing the countries was to select those that were the strongest national football leagues in Europe. According to the annual research conducted by the Union of European Football Associations (UEFA), the countries chosen were continuously the top six countries from the season of 2010/11 until the season of 2015/2016 (see table 6.1).

Table 6.1 – UEFA rankings for club competitions

Rank		Countries	2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	Pts	Clubs
1		Spain	20.857	17.714	23.000	20.214	23.928	105.713	7
2		Germany	15.250	17.928	14.714	15.857	16.428	80.177	7
3		England	15.250	16.428	16.785	13.571	14.250	76.284	8
4		Italy	11.357	14.416	14.166	19.000	11.500	70.439	6
5		Portugal	11.833	11.750	9.916	9.083	10.500	53.082	6
6		France	10.500	11.750	8.500	10.916	11.083	52.749	6

Source: UEFA.com

Furthermore, it is important to know the recommended sample size for a study such as this. An adequate rule of thumb proposed by some authors (i.e. Bentler and Chou, 1987; Stevens, 1996) demands a minimum ratio of fifteen respondents per parameter, as the model in this study has six constructs, thus a minimum of ninety responses would be needed. Furthermore, the use of PLS as an estimation technique is in line with using smaller samples since it employs a component-based approach. Contrary to the covariance-based alternative, where significance levels are connected to each measured statistic, such as path weights, which depend directly on the robustness of the sample sizes drawn. Component based analysis works in the opposite direction, meaning that smaller sample sizes are accepted without being attested by significance levels, with a standard rule of thumb implying that it should be equivalent to the larger of the following constrains: (1) ten times the scale with the largest number of formative (i.e., causal) indicators (the scales for constructs selected with reflective indicators can be ignored), or (2) ten times the largest amount of structural paths engaged with a particular construct in the structural path model. Showing that the sample size considered in this study fits all the above-mentioned rules of thumb.

Since the purpose of this stage of the research was to allow the generalisation of the path model and findings, a cautionary procedure was chosen and a figure of slightly less than 4,000 (3,926) was considered as the adequate number of questionnaires to be sent through email. From these, 1.137 responses were attempted, out of which 856 responses

passed the first section of the questionnaire but 14 of them were deemed not fit for analysis as the respondents failed to complete all the required sections. Therefore, leaving a total of 842 questionnaires to be used for statistical analysis, this corresponds to a 22.8 percent response rate (see table 6.2 for sample description) and appendix K for the frequency distribution of football clubs chosen.

Table 6.2 - Overall Distribution of Total Sample by European Football Leagues

Leagues		English	Spanish	Portuguese	Italian	German	French	Total	%
Items	Value								
Gender	Male	142	127	104	131	106	93	703	83.5
	Female	51	20	25	9	20	14	139	16.5
Age group	16-24	9	54	23	50	32	53	221	26.2
	25-34	52	53	60	59	48	32	304	36.1
	35-44	61	33	33	28	37	14	206	24.5
	45-54	44	5	9	3	7	8	76	9.0
	55-64	23	2	4	0	2	0	31	3.7
	65 and above	4	0	0	0	0	0	4	0.5
Nationality	English	140	0	0	0	2	0	142	16.9
	German	0	1	0	0	114	0	115	13.7
	French	1	1	0	0	0	106	108	12.8
	Portuguese	0	0	123	0	0	0	123	14.6
	Spanish	0	130	0	0	0	0	130	15.4
	Italian	0	0	0	131	0	0	131	15.6
	Other	52	15	6	9	10	1	93	11.0
Level of education	Professional or Higher degree – Postgrad (MA, PhD)	164	42	38	37	55	23	359	42.6
	First degree - Undergraduate	28	41	63	36	27	33	228	27.1
	Diploma, Certificates	0	28	13	31	10	23	105	12.5
	High school - Secondary school	1	32	13	31	31	23	131	15.6
	No formal education	0	4	2	5	3	5	19	2.3

Consumer brand relationships – The determinants of brand loyalty in the context of football clubs

Annual income	< £ 10,000	15	56	42	67	42	56	278	33.0
	£10,000 - £20,000	20	41	44	39	31	28	203	24.1
	£20,001 - £30,000	18	21	23	23	15	17	117	13.9
	£30,001 - £40,000	25	13	13	8	13	2	74	8.8
	£40,001 - £50,000	20	6	5	1	7	1	40	4.8
	> £ 50,000	95	10	2	2	18	3	130	15.4
Occupation	Student	27	42	32	47	25	45	208	24.7
	Professional (doctors, engineers)	72	26	31	18	15	10	172	20.4
	Managerial (managers level)	72	31	30	26	53	23	235	27.9
	Skilled non manual (clerical, secretarial)	7	24	19	24	15	11	100	11.9
	Skilled manual (electrical, plumber)	1	9	8	8	2	3	31	3.7
	Semi/Partly skilled (drivers, security)	2	3	3	6	11	7	32	3.8
	Unskilled (cleaner)	0	10	2	10	4	8	34	4.0
	Other	12	2	14	1	1	0	30	3.6

6.5. Empirical results

The conceptual model of service brand loyalty was analysed through the utilisation of the SmartPLS software. The PLS algorithm generates through reiteration the estimates of latent variables (LV) scores based on inner and outer relations, therefore determining the overall result amongst all the variables in the model. PLS is perceived as being the most adequate approach for clarifying complex models with several relationships (Fornell and

Bookstein, 1982; Fornell *et al.*, 1990). In addition, this method offers an accurate description of component scores by circumventing the indeterminacy issue, since it appraises the LVs as precise linear combinations of the measures determined (Chin *et al.*, 2003). The PLS approach, by employing an estimation technique based on recurrence (Wold, 1982), generates a model that incorporates, several other techniques (i.e. redundancy analysis, canonical correlation, multiple regression, principle components, and multivariate analysis of variance). Since PLS utilizes an iterative algorithm composed of a sequence of common least squares analysis, it does not presuppose any distributional structure for the variables considered and the classification issue disappears in the case of one-way path models.

Before evaluating how the constructs in the model interact and impact in leading to higher levels of brand loyalty. It is, important to identify some of the differences encountered across the respondents of the six European football leagues in relation to the constructs considered in the proposed model (see table 6.3). When conducting a comparison of the response means the more positive tendency of responses from the French sample is evident regarding their views on brand image associations, consumer involvement, satisfaction and brand loyalty constructs, closely followed by the Italian respondents with respect to consumer involvement, satisfaction and brand loyalty, and the Spanish when considering trust. On the opposite extreme, the English sub-sample appears as the one with the less positive response in terms of brand image associations, consumer involvement, satisfaction, emotional attachment and brand loyalty, closely followed by the Portuguese when considering their level of satisfaction and in the case of their level of trust. These less favourable levels on the constructs of satisfaction and trust might reflect the wide spread rumours of corruption that have negatively impacted the Portuguese football league in the last years might have had an impact in this fact. Furthermore, the construct of involvement presented the highest mean values across all the sub samples when compared with other constructs.

Table 6.3 - Perceptions of the Model Constructs

Constructs	Country of the club					
	English Mean	German Mean	French Mean	Portuguese Mean	Spanish Mean	Italian Mean
Brand Image Associations	4,42	4,66	4,85	4,61	4,78	4,69
Overall Satisfaction	3,91	4,25	4,53	4,08	4,34	4,46
Trust	4,20	4,22	4,48	4,15	4,40	4,27
Brand Loyalty	3,82	4,98	5,50	4,62	4,96	5,23
Emotional Attachment	3,85	3,79	3,72	3,78	3,76	3,80
Involvement	4,92	5,98	6,35	5,71	5,99	6,14

6.5.1. Statistical Analysis of Model Quality

Various indexes or coefficients to model fit, such as Cronbach’s alpha, composite reliability value, AVE (average variance extracted), communality, R-square (R^2), and redundancy can be considered for assessing the model quality and fall inside the conventional cut-off values recommended, for this study the later three indexes were used for assessing the model fit.

Taking into consideration Chin (1998) recommendations the following steps of model assessment were used:

1. Lower number of iterations needed to converge to the optimum set of weights
2. High factor loadings and low redundancy rate in the outer model
3. High communality account to latent variables which measures the degree of fit, each outer model represented with its respective latent variable.

Regarding the communalities in this study, these were all high indicating that the extracted components represent the variables well. Furthermore, when considering the *R square* (R^2) indicates that 56.31 percent of the involvement, 69.86 percent of the emotional attachment, 38.60 percent of the overall satisfaction, 32.83 percent of the trust, and 71.76 percent of the brand loyalty variable, respectively, is explained by the final

model. No R-square is shown for brand image associations as it is an exogenous latent factor, since it is the first factor of the model none of the other factors impact on brand image associations. The R-square in the conceptual model, for most of its constructs is of substantial strength or effect, in line with Chin (1998) recommendations. For example, the emotional attachment construct was explained by brand image association, involvement and overall satisfaction by 69.9 percent, whereas the case of brand loyalty was observed to be explained by 71.8 percent when regressed against the constructs of emotional attachment, involvement, overall satisfaction, and trust (see table 6.4).

Table 6.4 – Communalities and R² for the Model

	R²	Communality
Brand Image Associations	*	0,6849
Involvement	0,5631	0,6560
Emotional Attachment	0,6986	0,6307
Overall Satisfaction	0,386	0,6434
Trust	0,3283	0,5703
Brand Loyalty	0,7176	0,5074

* Brand image association has never been an endogenous variable in the inner model

Source: SmartPLS software data file

While other relationships or constructs could have been considered, the overall purpose was to assess the basic adequacy of a model that accounted for the multiple dependent relationships that theoretically made sense, as well as reaching an optimum yet acceptable degree of fit for the brand loyalty model, in other words the aim is to optimise the brand loyalty equation fit through several iterations. The following table represents the correlations amongst the latent constructs (see table 6.5). The second phase of PLS (inner relations) works solely on this matrix. In other words, PLS opt to optimize the relationships using general linear models.

Table 6.5 – Model Correlations

	Brand Image Associations	Emotional Attachment	Involvement	Brand Loyalty	Overall Satisfaction	Trust
Brand Image Associations	1					
Emotional Attachment	0,6966	1				
Involvement	0,7504	0,814	1			
Brand Loyalty	0,8019	0,8101	0,8117	1		
Overall Satisfaction	0,6606	0,6443	0,6213	0,6953	1	
Trust	0,5228	0,511	0,514	0,5544	0,5275	1

Source: SmartPLS software data file

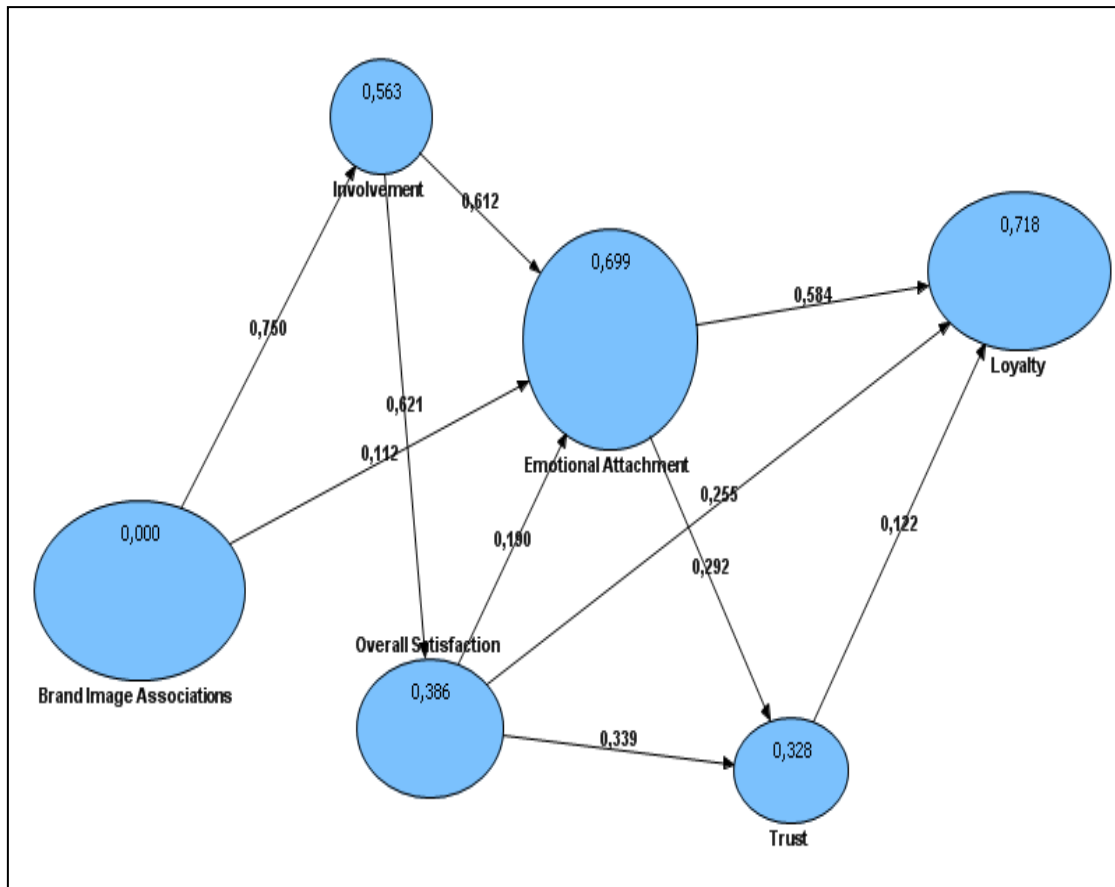
Even if all fit indexes point to an acceptable model, the claim of having achieved the right model that has generated the analysed data can never be made (Raykov and Marcoulides, 2000), however a judgement of this model can be done in terms of its reasonability for inference. Therefore, based on the goodness-of-fit analysis as well as the validity and reliability test it can be concluded that the conceptual model produces a good fit to the data (see table 6.6 and figure 6.2).

Table 6.6 – Total Effects between Latent Constructs in Conceptual Model

	Brand Image Associations	Involvement	Overall Satisfaction	Emotional Attachment	Trust	Brand Loyalty
Brand Image Associations	*	0,7504	0,4662	0,6596	0,351	0,5466
Emotional Attachment	*	*	*	*	0,2925	0,6192
Involvement	*	*	0,6213	0,7303	0,4243	0,6363
Brand Loyalty	*	*	*	*	*	*
Overall Satisfaction	*	*	*	0,1904	0,3948	0,4143
Trust	*	*	*	*	*	0,1216

Source: SmartPLS software data file

Figure 6.2 – Conceptual Model of Service Brand Loyalty



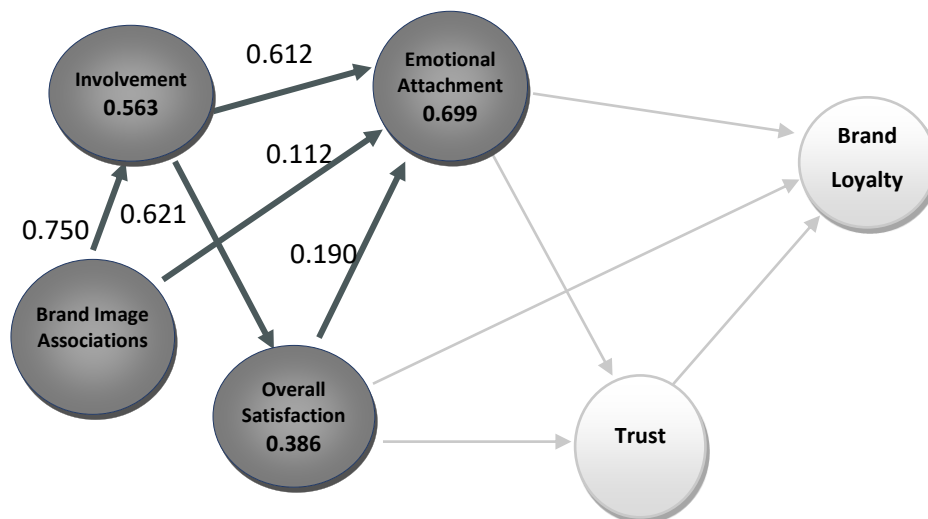
Source: SmartPLS software data file

Following the results obtained in the model the data analysis has revealed that from the ten relationships hypothesised (see table 5.8 in appendix), six hypotheses were highly corroborated (i.e. H1, H3, H4, H6, H8, and H9), presenting parameters estimates statistically significant at $p < 0.01$. Two hypotheses were statistically supported at a $p < 0.05$ (i.e. H5 and H7), and only two hypotheses were partially supported, since these relationships can only be statistically considered to be relevant at a $p < 0.1$ (i.e. H2 and H10) thus requiring a careful interpretation, only to be surpassed by the indicators of the overall fitness of the model, leading to the conclusion that these relationships should be taken into consideration in the theoretical reasoning of the model.

6.6. Discussion

Several theoretical evidences supporting the role of the emotional bonds or emotional connections in service industries appear in the literature. However, according to Maheswari and Jawahar (2008), there is no empirical research that establishes the degree to which emotional attachment impacts and determines brand loyalty. This study contributes to the existent literature by presenting a multi-construct approach to service brand loyalty building, revealing the importance of the constructs that constitute the model and their integrated adequacy. For sake of clarity the theoretical findings are discussed in a two-fold approach, first considering the antecedents of emotional attachment and then the constructs that directly influence brand loyalty. Figure 6.3 focuses on the part of the model where the antecedents of emotional attachment can be observed: brand image associations, involvement, and satisfaction, showing that involvement has the strongest effect, followed by satisfaction and brand image associations, all the constructs presenting the expected positive relationships.

Figure 6.3 – Emotional Attachment Antecedents



6.6.1. Brand Image Associations

The brand image associations a consumer creates with a brand, has shown to have a positive influence on emotional attachment, reiterating the fact that a potential consumer starts to create an emotional link with a service brand even prior to him engaging on the actual experiencing and interaction with the brand. However, in the context of sports brands, the same rational does not apply with the relationship between brand image associations and overall satisfaction, being obvious that a consumer cannot state his sense of satisfaction without the mediating effect of involvement. Furthermore, it was also shown that the impact of brand image associations on emotional attachment is much less evident and tenuous than the one that occurs between brand image associations and involvement, portraying the image that the consumers associations with a brand and its image is a condition ‘sine qua non’ for them to get involved with a brand. According to Aaker (1991), brand image associations are anything in a consumer’s memory linked to a specific brand. Brand image associations capture experiential and emotional benefits that consumers receive in this context, through the consumption and experiencing of any of those service elements associated to a specific service brand of sports (see appendix J). The consumer involvement with a brand is highly driven by how he perceives the attributes, attitudes and benefits that constitute the brand in consumers’ mind.

6.6.2. Involvement

It was possible to confirm that the actual physical involvement a consumer has with a brand, either by going to the stadium and attending the matches, buying any of the merchandise, or by experiencing any of the services associated with the football club brand, is a key element to determine both, satisfaction and emotional attachment a consumer will get with a service brand. Both hypotheses were highly supported with high degree of confidence, reflecting that without the consumer interacting with the service brand it is unreal to expect a judgement by him. The level of satisfaction is determined by involvement and its mediating effect originated in brand image associations, one can only really state his level of satisfaction or dissatisfaction with a service brand after having the chance of experience it, thus allowing him to assess his satisfaction in comparison to the expectations previously created. The other important finding is that

involvement is also a fundamental determinant for a consumer to develop his emotional attachment towards a service brand. The impact of involvement in the creation of emotional attachment towards a service brand is of key relevance for the consumer, surpassing the impact of satisfaction, demonstrating that although one might not feel completely satisfied but still be emotionally attached with the service brand. In the context of this research one can easily identify this situation with supporters of certain football clubs attending the matches and buying all sort of merchandising even when the experience is not totally satisfactory, by saying this it does not mean that satisfaction is not also a relevant aspect in consumers mind and that the success in the pitch does not matter. Those that develop a high level of emotional attachment tend to be in a duality that reflects in them being much more demanding with a service brand and much more difficult to satisfy but at the same time much more forgiving and understanding when things don't work out as expected.

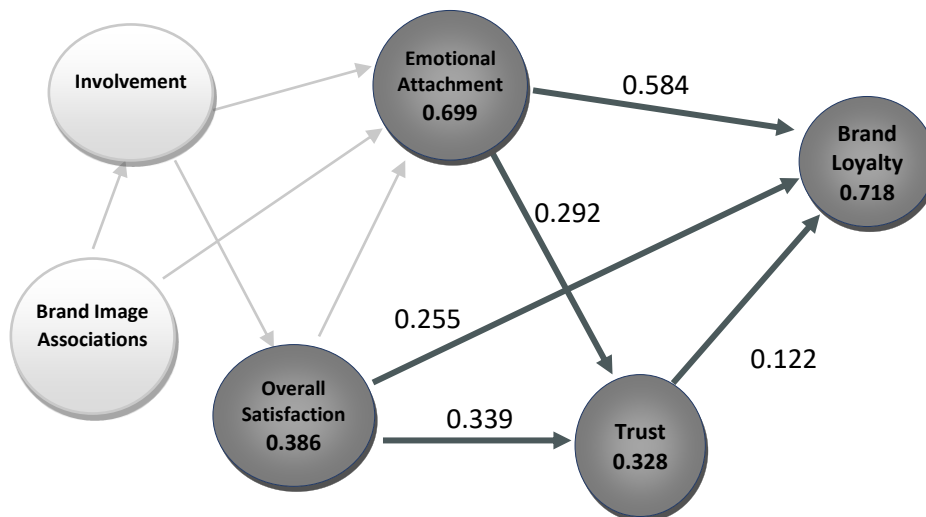
6.6.3. Satisfaction as an Antecedent

Satisfaction has shown to have a direct impact on emotional attachment, demonstrating that there is a correlation between satisfaction and emotional attachment. However, this impact is overshadowed by the impact of involvement on emotional attachment. This is in line with Garbarino and Johnson (1999), who point out that evaluations of consumption experience are an antecedent of commitment in a marketing relationship, more specifically Garbarino and Johnson used expressly the term “affective commitment”. Fournier (1998) found that consumers' positive emotional connections with the brands they consume were driven by a systematic and continuous series of satisfactory experiences. Since that service brands, such as football clubs' brands, are increasingly built on the opportunity for identification and attachment (Berry, 2000; Kozinets *et al.*, 2002), it is only expected that customers will become affectively committed to the brand when they are satisfied with it. Football clubs' brands present the right opportunity for the creation of continuance commitment because the personality of this type of service brand will eventually become tangled with the personality of the consumer (Fournier, 1998). Thus, consumers may become dependent on the brand because it becomes so

important for them, mostly if the consumer feels that the benefits received from the brand are not easily satisfied with their current brand (Wallendorf and Arnould, 1991). When this is the case, then brand satisfaction and involvement are fundamental constructs for the creation of emotional attachment.

The other part of the conceptual model that is next addressed is the one concerning the constructs that impact brand loyalty in a direct way (figure 6.4). It is of relevance in this part of the conceptual model to highlight the high results occurred in the relationships between emotional attachment, trust and brand loyalty, but also between satisfaction, trust and loyalty, demonstrating that brand loyalty is enhanced directly by emotional attachment, satisfaction and through trust. Furthermore, from all the relationships considered in this part of the conceptual model the one that stand out more is the one between emotional attachment and brand loyalty, clearly showing that although brand loyalty is not enhanced by a single construct it is on emotional attachment that it harvests the most, followed by satisfaction and trust.

Figure 6.4 – The Determining Blocks of Brand Loyalty



6.6.4. Emotional Attachment and Trust

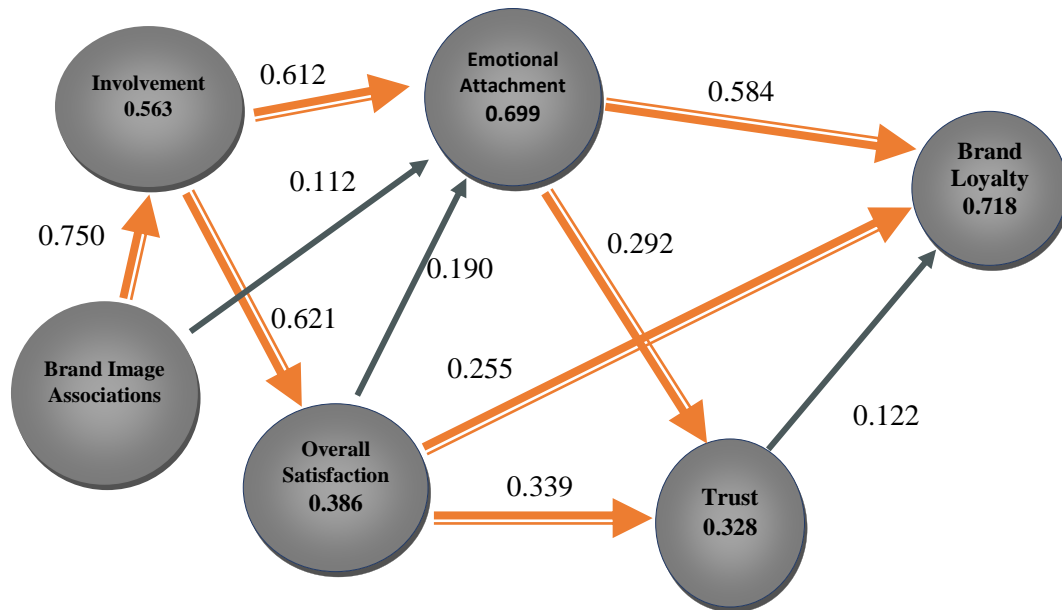
Both hypotheses related to the impact of emotional attachment on the other constructs of the conceptual model were highly supported. Showing that emotional attachment is a key determinant for consumers to develop a sense of trust towards a service brand, and furthermore it demonstrates that it is also fundamental on enhancing loyalty either directly or through the degree of trust that consumers acquire by the level of emotional attachment they build up with a service brand. According to Kurlantzick (1983) the committed fan is somehow different from other sports consumers and consumers in general in that the loyalty that devoted followers have for professional sports means that in those peoples' minds few substitutes become available when deciding on which sport or team to choose from. This becomes more obvious when consumers of sports brand such as football club brands are continuously willing to pay a higher price for the services and products associated with the football club brand mainly since this type of brand provides a sense of vicarious feeling of achievement, building trust and confidence on people's minds.

6.7. Managerial Implications

The football industry is a complex and diverse industry, with high levels of competition. In this competitive environment, research that clarifies, and provides empirical evidence to explain the relationships that exist between constructs that affect brand loyalty is highly valuable to football brand managers. Although some previous research already exists related to some of the relationships among the constructs considered in the service brand loyalty model there has been limited empirical research that has investigated this in an integrated multi-dimensional approach taking into consideration all the constructs and the relationships amongst them and much less within the football industry. This study provides greater understanding of the significance of the brand and brand loyalty building for football clubs, putting forward a model that integrates the constructs that presents a valuable support to predict consumer's attitudes and behaviour towards such a kind of service brand allowing for the achievement of better and more tailored managerial practices and strategic approach. Furthermore, it is only through systematic thought about the factors that lead to higher levels of service brand loyalty that those practices can be

derived. A very common mistake often occurs of football clubs trying to copy and replicate other strategies not taking into consideration several facts such as the specific uniqueness of each football club brand characteristics and how consumers perceive and identify the football club brand. The best way to tackle this mistake is by recognising the need for academics to develop thoughts and models about what is occurring in this industry and with its key players, mainly because they are in a better position to acquire the necessary knowledge about the reality since academics can have a more detached, overall and independent approach but also due to their accrued experience and knowledge on conducting research. By identifying the fundamental dimensions that lead to service brand loyalty building as well as the determinant relationships amongst these dimensions, football club organisations and their brand managers are better equipped and more capable of understanding the pitfalls of their brand. In this study, it becomes clear that one must first clearly understand the brand characteristics from which consumers build their perceptions, what is called brand image associations. Allowing brand managers to understand which brand-self associations should be developed and strengthen. Increasing the number and strength of these associations, will strengthen the brand emotional attachment (Carlston, 1992). Furthermore, the research as shown that consumer's brand image associations precedes and impacts on the level of involvement and emotional attachment consumers have with a service brand. Demonstrating that there is a higher relationship between brand image associations and involvement than there is between brand image associations and emotional attachment (see figure 6.5).

Figure 6.5 – Highest Impacts amongst the constructs of the Conceptual Model



Another important managerial implication is that physical interaction (involvement) with a service brand highly impacts on emotional attachment and satisfaction consumers develop with the football club brand, revealing the fact that brand managers need to play a close attention to this part of the brand building process. Interesting enough, although involvement highly impacts on satisfaction, the relationship of satisfaction with emotional attachment is of much lower degree, revealing that the direct relationship between involvement and emotional attachment can overshadow the element of satisfaction, or situations when consumers might not feel totally satisfied with the service brand per se. Obviously this does not mean that brand managers should neglect the importance of satisfaction, in reality it is an important and determinant construct since it directly impacts on trust and loyalty consumers develop with the brand. It just means that emotional attachment is a higher order construct. In fact, emotional attachment revealed to be the construct that more impacted on the level of service brand loyalty while it shows a clear relevant impact on trust, demonstrating its crucial and fundamental importance on building higher levels of service brand loyalty. This is in tune with Mckenna (2005) argument: “You can’t buy a person’s loyalty. True loyalty is created through an emotional bond and through the heart, not the wallet. Emotional bonds can only be established

through people not products.” (p. 15). Furthermore, amongst all the constructs considered in the conceptual model of service brand loyalty building, emotional attachment was the one that produced the highest yield apart from the final construct of the model, brand loyalty, thus, showing that brand managers must clearly focus on emotional attachment when considering service brand building. This can be achieved by consistently creating elements associated with the service experience that enhances the emotional attachment with the brand, before, during and after the match but also every time the consumer is in contact with the brand, i.e. in the football club official store, website, media, etc. As well as creating a cognitive positive association of the football club brand in people’s minds by providing offers of goods and services that bring the supporter to interact as close as possible with the culture and reality of the football club enhancing the positive feelings and associations towards the club and its brand but also by going beyond the realm of football or even sports. A good example of this could be providing offerings to supporters that would bring a sense of happiness, fulfilment and uniqueness (i.e. a holiday weekend for the family, or the team official kit sign by the players as a birthday present, etc.). Moreover, a statistical significance was demonstrated in terms of the relationship between trust and loyalty showing its contribution towards brand loyalty building. However, lower when compared with the impact from satisfaction and emotional attachment. Demonstrating that when consumers develop a strong bonding, creating high levels of emotional attachment with a service brand this prevails over any sense of lack of trust that might emerge from a service experience in consumers’ mind. Finally, it is crucial that football club’s directors realise that although football is a huge industry, with a wide array of financial opportunities, mostly when considering the major players in the market, that it possess unique characteristics only like religion that cannot be diluted or put aside for financial purposes. On the contrary, these unique characteristics, intrinsic in football club brands, must be enhanced and sustainably transmitted to consumers in so to potentiate the emotional attachment aspect. In doing so, and as shown in this study, the levels of loyalty towards the brand will increase leading to unavoidable better financial performances. As Karl Marx stated in his *Criticism of Hegel’s Law* “Religion is the people’s opium” (1844) several authors have observed that in the modern society we are presently living in (i.e. Hollanda, 2009; Shikida and Shikida, 2004), the same can be said and adapted to football

and the modern supporter. Where it becomes a substitute and a way of people to relate to and express their feelings and values. As several scholars (Hoffman, 1992; Prebish, 1993; McGuire, 2002) have noted, there are many similarities, particularly regarding function between religion and sports.

6.8. Limitations and Further Research

Identifying the limitations is important for caution to be exercised in the interpretation and generalisation of the results. In this study, the first limitation refers to the aspect that the data collection did not consider experts in the field such as football clubs managers, marketers and other key informants, so it can be viewed as one sided. A practice that congregates different opinions amongst academics, although “using key informants to gather subjective information on organisational issues has become an accepted practice in management research and consensus seems to have been established with respect to the fact that subjective information correlates highly with objective information” (Heimeriks, 2004, p. 74). It is the researchers’ view that this could be tackled in future studies mainly using a qualitative approach. The second limitation is as to do with the dynamic nature of the subject of research and the constructs considered in the service brand loyalty model. In fact, the full richness of concepts that are dynamic by nature suffers due to the use of cross-sectional data and would be, probably, better captured by using longitudinal studies. However, longitudinal studies are very difficult to conduct in this type of setting, given that the monitoring of relevant parameters would have to be conducted during a given period, which is never easy to achieve in a study with these characteristics. The final limitation concerns the method of data collection and the potential mismatch between the target population and the frame population. This issue of coverage error was circumvented by the fact that the response rate achieved was coherent with other studies that used a similar approach and data collection method, and since there were very few ways of evaluating non-response bias, because no prior information about the respondents was known. To overcome the main problems related with carrying out a web-based survey and try to achieve a higher response rate, it is quite important to pay special attention to the design of the survey to make it as user friendly and pleasant as

possible, but also to take into consideration the characteristics of the target population, the sample, and the object of study. In relation to the constructs considered in the model, the rationale followed for its selection was in accordance to the theory and their validity and reliability was statistically proven. However, one should accept the possibility that other constructs might be relevant on brand loyalty building, mainly if the context of the research shifts from the football club's brands. Nevertheless, some caution is advised as the simultaneous inclusion of other constructs may harm possible findings and conclusions, since existent causal links may turn difficult to prove and the isolation of effects may become tricky to obtain.

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Appendix

Table 6.7 – Research Model Constructs Used Scales

Constructs	Original Reference	Scales	Anchors
Brand Associations	Gladden and Funk (2002)	<i>Team Association</i> (Likert seven point)	Strongly disagree/Strongly agree
		(Pair wise semantic differential seven point)	Foolish/Wise Bad/Good Worthless /Beneficial Weak/Strong
Satisfaction	Oliver (1997); Spreng <i>et al.</i> , (1996)	<i>Overall Satisfaction</i> (Likert seven point)	Strongly disagree/Strongly agree
Trust	Delgado-Ballester (2004); Delgado-Ballester <i>et al.</i> , (2003)	<i>Brand Trust</i> (Likert five point)	Strongly disagree/Strongly agree
Loyalty	Delgado-Ballester <i>et al.</i> , (2003)	<i>Brand Loyalty</i> (Likert five point)	Strongly disagree/Strongly agree
	Gladden and Funk (2002)	Likert seven point)	
	Bloemer and Kasper (1995)	Likert five point	
Emotional Attachment	Thomson, MacInnis, and Whan Park (2005)	<i>Emotional Attachment scale</i> (Likert seven point)	Describes poorly/Describes very well
Involvement	Zaichkowsky's (1994)	<i>Personal Involvement Inventory</i> (Pair wise semantic differential seven point)	Low involvement/High involvement

Table 6.8 – Assessment of Research Hypotheses

Hypotheses		Estimated parameter	Assessment	
H1	The level of involvement with a sports service brand is positively influenced by the brand image associations consumers have with a service brand	0.750	99%	Supported
H2	Brand image associations determine the level of emotional attachment consumers have with a service brand;	0.112	90%	Partially supported
H3	There is a direct correlation between involvement and emotional attachment. The more a customer is involved with a sports organisation and its brand the more he or she will be emotionally attached with that brand;	0.612	99%	Supported
H4	Involvement has a direct positive influence over how satisfied one is with a sports service brand;	0.621	99%	Supported
H5	Satisfaction has a positive influence in the level of emotional attachment with a sports service brand;	0.180	95%	Supported
H6	Satisfaction has a positive influence in the level of Trust with a sports service brand;	0.339	99%	Supported
H7	Satisfaction has a direct positive influence over how loyal one is with a sports service brand;	0.255	95%	Supported
H8	Emotional attachment has a positive relationship with the level of trust towards the brand. The more a consumer is emotionally attached with a sports service brand the more he will trust it;	0.292	99%	Supported
H9	Emotional attachment has a direct impact on consumers' level of loyalty towards sports service brands;	0.584	99%	Supported
H10	Trust has a direct positive influence on the loyalty created with sports service brands;	0.112	90%	Partially Supported

Chapter 7. Conclusions and Recommendations

7.1. Introduction

The main objective of this chapter is to depict the conclusions and report the recommendations based on an outline of the findings presented previously in this thesis. The first points addressed are the aims of the research and its findings, in which a summary is presented, followed by an outline of both the theoretical and practical contributions, and the implications that this study carries in terms of research and practice. Finally, the limitations of the study are addressed, data and constructs related, followed by the potentials for future research.

7.2. Findings

In the first chapter of this thesis, five objectives were established for this research and consequently eight main research questions arise with nine sub-questions and ten research hypotheses. For the sake of clarity, we focus here on the eight main research questions:

RQ I - What are the foundations of service dominant logic research?

RQ II - What are the salient factors in service dominant logic research evolution?

RQ III - What are the key attributes, consequences, and values in the consumer brand relationship with a football club brand?

RQ IV – What are the core linkages consumers value in a brand relationship network system regarding football clubs?

RQ V – What are the determinants for developing emotional attachment with a brand?

RQ VI - What is the role of emotional attachment in determining service brand loyalty?

RQ VII - What are the key constructs that lead to higher levels of loyalty towards a service brand such as the case of football clubs?

RQ VIII – What is the causal relationship between devotion and loyalty in the context of football club brands?

After conducting several studies pursuing a mix methods approach (i.e. bibliometric, a thorough review of the literature, semi-structured interviews, and a quantitative survey) the answers to these questions became evident:

RA I – Two main authors were identified as the main facilitators of this field of research, where Anglo-saxon research vastly from the business economics area predominates. Furthermore, four clusters of journals emerge regarding their output versus citation impact, with six journals divided in two groups being the leading journals in the field of S-D logic.

RA II – S-D logic as a research realm denotes an increasingly diversity in terms of the authors that have embraced this marketing stance, a trend also evident in terms of their research effort. Where the focus is no longer constrained to the three initial mainstreams of research (i.e. systems, co-creation, and S-D logic in generic terms) and where other research paths have gained relevance (i.e. customer satisfaction, innovation, quality, networks, and experiences), whilst others are just starting to unfold (i.e. value in context, consumer behaviour, customer loyalty, and emotions).

RA III – Twelve attributes, seven consequences, and ten values were identified as the main contributors that influence consumer brand relationships with football club brands. Where level of involvement, satisfaction, and emotional attachment emerged as those most widely mentioned.

RA IV – Ten core linkages emerged as those that plays a key role within the network system of consumer brand relationships with football club brands. Reiterating the relevance of constructs such as: level of involvement and emotional attachment.

RA V - Three components of the emotional attachment concept were identified: brand image associations, satisfaction, and involvement. Where, the later has shown to substantially influence the emotional attachment consumers develop with the brand.

RA VI - Emotional attachment has a key determining role, both directly or indirectly through trust, on achieving higher levels of loyalty towards a service brand in the context of football clubs.

RA VII – Five constructs were identified as constituents of a multi-dimensional process of service brand loyalty building. These being, brand associations, involvement, satisfaction, emotional attachment, and trust. Where the constructs of involvement and emotional attachment stand out from the rest. This conclusion is consistent in the two carried out studies (i.e. Qualitative and quantitative).

RAVIII – The findings from our exploratory study reveals that brand devotion is a predictor of brand loyalty. In fact, this construct emerges as the main influencer for brand loyalty to occur.

Whilst pursuing the objective of presenting the answers to the research questions, a more in-depth understanding of the realms of S-D logic, consumer brand relationships, and how brand loyalty is achieved, in the context of service brands, was reached. This is depicted in the following sections presenting a summary of this understanding.

7.2.1. Theoretical Findings

In this section, the most relevant results are presented in terms of contributions to the existent literature on the framework that underpinnes this research (i.e. S-D logic), the consumer brand relationships literature, in particularly the process of service brand loyalty building, the role of emotions and emotional attachment. It is now possible to state

that S-D logic research is characterised by having had three historical marks (i.e. 2004, 2008, and 2011) when considering the number of highly cited articles, with a cluster of highly significant articles published between the years 2006 and 2008. Where the foundational authors played a crucial role during its first decade of existence, being responsible for propelling this field of marketing research, and where four main groups of journals can be identified (i.e. the rising achievers, the silent workers, early days, and path makers journals) of which the later have been key drivers and most influential on the implementation of this field of marketing research. Furthermore, one main cluster arises from analysis regarding the main pathway of this field of research, composed mostly by the foundational and key articles that focused on the topics of ‘systems’, ‘co-creation’, and on S-D logic in general. With regards to the research trends, several avenues have been identified through the analysis carried out providing valuable knowledge on the existing focus of the research being carried out but also valuable hints regarding existing trends in the research or areas that require further exploration from interested researchers in this field of research. Such is the case of: ‘institutions’, ‘research and development’, ‘organizational innovation’ and ‘open innovation’; ‘conceptualisation’, ‘presumption’ and ‘self-service’; ‘value in context’ and ‘social exchange’; ‘knowledge management’ and ‘knowledge transfer’; ‘service system’, ‘service ecosystems’ and ‘information systems’; ‘consumer behaviour’, ‘customer loyalty’ and ‘emotions’. Moreover, in terms of methodological approaches, ‘qualitative research’ and ‘casestudies’ appear as potential avenues, whereas, concerning its managerial application, ‘tourism’ and ‘financial services’ appear as two relevant sectors.

The two studies that were conducted on brand relationships with football clubs shows that this is a complex and intertwined process. Where, several constructs and connections play a relevant role to the development of brand loyalty, and through a more careful analysis several main factors were identified as being responsible for the development of brand loyalty. Moreover, this service brand loyalty building process, is achieved through a multi-construct approach, where emotional attachment is a key determinant on achieving higher levels of loyalty in brands such as the football club brands. Where the role of emotional attachment on this process works in a direct way but also indirectly through the construct of trust, revealing the fact that emotional attachment is able to circumvent

the fact that sometimes people might not fully trust a brand but still be loyal towards it, a good example of this is when football teams are performing badly during a season but still we will find people supporting and attending the football grounds to watch the matches, still buying the club merchandising, or even still defending the team since it is linked with the person identity revealing that the club and the brand holds a deep meaning in its life. This demonstrates that emotional attachment presents itself, by its own right, as an influential contributor towards higher levels of service brand loyalty.

Although the importance of emotional attachment has been mentioned previously in the literature as an important sponsor of brand loyalty building, its utilisation in empirical studies has been very scarce, much less on the case of football club brands. But other constructs were of importance as well, those being the antecedents of emotional attachment.

7.2.1.1. Antecedents of Emotional Attachment

After carrying out this research and in line with a thorough review of the literature, emotional attachment apart from being an essential construct for brand loyalty building is also influenced, directly and indirectly, by three other elements of the model (brand image associations, involvement, and satisfaction), being these the foundations for the creation of higher levels of emotional attachment with service brands. Furthermore, in the context researched in this study both hypotheses relating to the impact of brand associations on involvement and the impact of involvement on satisfaction were confirmed with a good degree of confidence, however it is important to reiterate that the correlation between brand image associations and involvement is a much more fundamental determinant of emotional attachment.

Through the analysis of the data it was possible to establish that higher levels of service brand loyalty are achieved when satisfaction is an antecedent of emotional attachment and not the other way around. Showing that, although a consumer develops a sense of satisfaction or dissatisfaction by experiencing the service brand physically, this feeling is

somehow diluted when high levels of emotional attachment are developed towards a service brand. In other words, when an almost ‘religious’ bonding with the service brand is achieved in consumers’ mind the mere fact that a particular service experience was not totally satisfactory it is not reflected in a decrease of the levels of service brand loyalty.

In addition, and regarding the profile of respondents in both studies, the majority were males between the ages of 16 to 44 years old, either being students, clericals, professionals or in a managerial position. With regards to the web-based survey, when considering the differences in the responses and perceptions of the six sub samples considered in this study (English, French, Spanish, Portuguese, Italian, German) most respondents answered the survey regarding football clubs from their own country, a small exception occurred in the French sub sample where some of them selected German clubs. With regards to the perceptions of respondents about the constructs considered in the service brand loyalty model, several differences were identified. French tend to value more highly the different constructs than the other sub samples whilst the English respondents tend to present lower values, the exception being on the construct of emotional attachment, which presented more homogeneous values across all sub samples.

In relation to the other sub samples, other relevant findings were identified. The Italians highly valued the involvement with a football club brand and were more generally satisfied with it, showing higher levels of loyalty towards their football club brand. Whilst the Portuguese tend to value lower the satisfaction and trust constructs regarding their football clubs brand, the same occurred with the English sub sample regarding satisfaction and involvement. The Spanish tend to present very high levels of trust towards their football clubs brand whilst the Germans seem to be more balanced in their perceptions of their football clubs brand, not revealing higher or lower values than the other sub samples with regards to the different constructs considered in the service brand loyalty model.

7.2.2. Managerial Findings

As previously discussed, the football industry is complex and diverse, with high levels of competition. In this competitive environment, research that clarifies, and provides empirical evidence to explain the relationships that exist between constructs that affect brand loyalty is highly valuable to football brand managers. Although some previous research already exists related to some of the relationships among the constructs considered in the service brand loyalty model there has been limited empirical research that has investigated this in an integrated multi-dimensional approach taking into consideration all the constructs and the relationships amongst them and much less within the football industry.

The studies that were carried out provided greater understanding of the significance of the brand and brand loyalty building for football clubs, putting forward a model that integrates the constructs that presents a valuable support to predict consumer's attitudes and behaviour towards such a kind of service brand allowing for the achievement of better and more tailored managerial practices and strategic approach. Furthermore, it is only through the implementation of a systematic thought about the factors that lead to higher levels of service brand loyalty that those practices can be derived.

A very common mistake often occurs when football clubs try to copy and replicate strategies of others, not taking into consideration several relevant facts. Such as the specific uniqueness of each football club brand characteristics and how consumers perceive and identify the football club brand. The best way to tackle this mistake is by recognising the need for academics to develop thoughts and models about what is occurring in this industry and with its key players, mainly because they are in a better position to acquire the necessary knowledge about the reality since academics can have a more detached, overall and independent approach but also due to their accrued experience and knowledge on conducting research.

By identifying the fundamental dimensions that lead to service brand loyalty building as well as the determinant relationships amongst these dimensions, football club organisations and their brand managers are better equipped and more capable of understanding the pitfalls of their brand. In this study it becomes clear that one must first

clearly understand the brand characteristics, both tangible (Attributes) and intangible (Benefits and Attitudes), from which consumers build their perceptions, what is called brand image associations. Allowing brand managers to understand which brand-self associations should be developed and strengthen. Increasing the number and strength of these associations, will strengthen the brand emotional attachment (Carlston, 1992).

In fact, it is crucial for brand managers to understand that, even though brand emotional attachment may be attained through the implementation of strategies that take into consideration the functional, hedonic, and symbolic assets incorporated in the brand, it is how the process of emotional attachment has originally developed that will determine its sustainability (Park *et al.*, 2006). It is relevant to highlight the fact that although this development of emotional attachment with a brand is influenced by the tactical execution decisions. When this process is accomplished by creating strong, high arousal emotions such as passion, emotional attachment tends to be difficult to uphold in the long term. Bearing this in mind it is more sensible for brand managers to focus more on strategies that increase consumers' emotional attachment through moderate arousal emotions (e.g. feelings of belongingness or nostalgia, of inspiration, pleasant feelings, feelings of competence and hopefulness) achieved through a consistent and reliable performance-based trust. Even though this strategic approach of developing emotional attachment might take longer to produce results than the employment of attention grabbing strategies, which generate strong and highly arousing emotions, they will be more sustainable in the long term (Park *et al.*, 2006). It is important to state that in so to sustain emotional attachment it is also required that the brand continuously improve its tangible benefits. As Crosby and Johnson (2005) stated “strong emotions towards a product or service can build a high barrier for competitors to surmount. While rational benefits are vulnerable to being copied by competition, emotional bonds are much more difficult to break.” (p. 11)

Furthermore, the research has shown that consumer's brand image associations precedes and impacts on the level of involvement and emotional attachment consumers have with a service brand. Demonstrating that there is a higher relationship between brand image associations and involvement than there is between brand image associations and emotional attachment.

Another finding is the empirical corroboration that the interaction (involvement) with a service brand highly impacts on emotional attachment and satisfaction consumers develop with the football club brand, revealing the fact that brand managers need to play a close attention to this part of the brand building process. Interesting enough, although involvement highly impacts on satisfaction, the relationship of satisfaction with emotional attachment is of much lower relevance, revealing that the direct relationship between involvement and emotional attachment can overshadow the element of satisfaction, or situations when consumers might not feel totally satisfied with the service brand per se. Obviously this does not mean that brand managers should neglect the importance of satisfaction, in reality it is an important construct since it directly impacts on trust and loyalty consumers develop with the brand. It just means that emotional attachment is a higher order construct. In fact, emotional attachment revealed to be the construct that more impacted on the level of service brand loyalty while showing a clear relevant impact on trust, demonstrating its crucial and fundamental importance on building higher levels of service brand loyalty. This is in tune with Mckenna (2005) argument: “You can’t buy a person’s loyalty. True loyalty is created through an emotional bond and through the heart, not the wallet. Emotional bonds can only be established through people not products.” (p. 15)

Furthermore, amongst all the constructs considered in the conceptual model of service brand loyalty building, emotional attachment was the one that produced the highest yield apart from the final construct of the model, brand loyalty, thus, showing that brand managers must clearly focus on emotional attachment when considering service brand building. This can be achieved by consistently creating elements associated with the service experience that enhances the emotional attachment with the brand, before, during and after the match but also every time the consumer is in contact with the brand, i.e. in the football club official store, website, media, etc. As well as creating a cognitive positive association of the football club brand in people’s minds by providing offers of goods and services that bring the supporter to interact as close as possible with the culture and reality of the football club enhancing the positive feelings and associations towards the club and its brand but also by going beyond the realm of football or even sports. A good example of this could be providing offerings to supporters that would bring a sense of happiness,

fulfilment and uniqueness (i.e. a holiday weekend for the family, or the team official kit sign by the players as a birthday present, etc.)

In addition, a statistical significance was demonstrated in terms of the relationship between trust and loyalty showing its contribution towards brand loyalty building. However, lower when compared with the impact from satisfaction and emotional attachment. Demonstrating that when consumers develop a strong bonding, creating high levels of emotional attachment with a service brand this prevails over any sense of lack of trust that might emerge from a service experience in consumers' mind.

Finally, it is crucial that football club's directors realise that although football is a huge industry, with a wide array of financial opportunities, mostly when considering the major players in the market, that it possesses unique characteristics only similar to religion that cannot be diluted or put aside for financial purposes. On the contrary, these unique characteristics, intrinsic in football club brands, must be enhanced and sustainably transmitted to consumers in so to potentiate the emotional attachment aspect. In doing so, and as shown in this study, the levels of loyalty towards the brand will increase leading to unavoidable better financial performances. As Karl Marx once stated in his *Criticism of Hegel's Law* "Religion is the people's opium" (1894) several authors have observed that, in the modern society we are now living, the same can be said and adapted to football and the modern supporter (Hollanda, 2009; Shikida and Shikida, 2004). Where football becomes a substitute and a way of people to relate to, and to express their feelings and values. Several examples of this emerge throughout football history, the Maradona hand of God incident in the 1986 world cup match between Argentina and England is a clear one. Where Argentineans felt like they "revenged" themselves from the Maldives conflict even leading to the creation of the Maradonian Church with a chapel in the Buenos Aires area of Rosario called the "Hand of God chapel". The seriousness of this example might be questioned, but more important is the fact that several scholars (Hoffman, 1992; Prebish, 1993; McGuire, 2002) have noted that there are many similarities, particularly regarding function between religion and sports.

7.3. Contributions to Knowledge

Several theoretical evidences supporting the role of the emotional bonds or emotional connections in service industries appear in the literature. However, according to Maheswari and Jawahar (2008), there is no empirical research that establishes the degree to which emotional attachment impacts and determines brand loyalty. They go further to state that “Emotional attachment has not been measured using any scale in service industries” (p. 84). Bearing this in mind, it becomes even so more important the fact that this study offers some important methodological contributions, by implementing a web-based survey that incorporates several previously developed scales that measures the constructs considered in the service brand loyalty model. This tool, comprising 89 items compressed in 6 dimensions, allows sports organisations, such as football clubs, to better understand how their brand is perceived in an efficient and practical way.

This research addresses and evaluates the different factors that lead to service brand loyalty building towards a football club, first by looking at the antecedents of emotional attachment (brand image associations, involvement, and satisfaction), secondly by looking at the emotional attachment and trust construct, and finally presenting how all these factors impact on the level of brand loyalty. The other important contribution on utilising this tool is that it allows for a better profiling of their potential consumers.

Another valuable contribution gained from the research conducted was the creation of a multi-dimensional model identifying the fundamental variables behind brand loyalty building, in an integrated process, facilitating the measurement of each of these variables, thus reflecting the hierarchical importance of these variables in building brand loyalty. This will lead to a better understanding on how consumers perceive and interact with a service brand, in the case of this research a sports brand. However, this can be applied in other contexts with other types of service brands. According to the Gallup (2001) research conducted with more than 3,600 customers in six industries (mass retailing, consumer banking, consumer electronics, automobile and online retailing, and airline companies), customers develop emotional attachments with an enormously wide range of the services and products they utilise. The study presented consistent levels of emotional attachment amongst five of the six industries considered in the study where only the airline industry

fell outside the range. With the concept of emotional branding gaining an increasing place in marketing, the need for a model that can be applicable in a wide variety of service contexts that allows for a better understanding on how service brands function is fundamental for today's success in the service industry.

This research also demonstrated that the tangible (attributes) and intangible (benefits and attitudes) characteristics determines the brand DNA, and how these impacts towards the creation on peoples' minds perceptions of the brand image dimensions, and subsequently on the level of emotional attachment a potential consumer might develop with a service brand.

Furthermore, this research revealed the fundamental relevance of emotional attachment on loyalty building on iconic brands, such as football clubs. Emotional attachment leads to loyalty, not the reverse. Leading to the conclusion that emotional attachment should be the main aspect that marketers should focus, even more than loyalty, since it has shown to be the key determinant on building brand loyalty. Consumers that have a strong emotional attachment with a brand are loyal even throughout times of marketplace failures, such as negative information about the company or the people who work for it, evidence of product harm crisis, and product recalls (Ahluwalia *et al.*, 2000). When the emotional attachment towards a brand reaches such level in terms of its nature and intensity, consumers tend to consider it as being an extension of them. They tend to be overprotective and defensive of any disapproval against their brand and interpret the criticisms against the brand as a menace. Therefore, they are more eager to be involved in behaviours that will stand for the brand, regardless of the potential impact and risks such behaviours may hold. In fact, when this level of emotional attachment with a brand is achieved, consumers are more willing to make personal sacrifices such as - money, time, and energy in so far to maintain their association with the brand. Going as far as to delay a purchase when the brand is not available, the engagement in extended search for the brand, involvement in brand communities, fan clubs, writing letters and participating in blogs related to the brand, and in addition, these consumers are also less cost-benefit oriented in their reactions to their brands. Hence, personal sacrifices of energy, time, and money are more automatic. In fact, strong emotional attachments should therefore be

characterised by resistance to the appeal of new product offerings and their professed benefit superiority. Brand loyalty, regardless of potentially better alternatives, should succeed.

Finally, this research furthered theoretical knowledge regarding industry of football, and highlighted its relevance and growing importance, mainly in terms of the European context, the potential behind it and their football clubs brand building. Showing that professional football as an industry has long passed the perspective of a mere successful sporting competition to become a global industry with a great economic and social impact revealing high growth rates. With football clubs like Real Madrid, Barcelona, Manchester United, amongst others, involved and responsible for huge financial transactions. The increasing complexity and competitive environment that football clubs face in the present days reveals the determinant need for them to adopt a pro-active attitude towards their competitors, and to focus on developing long last relationships with their consumers revealing the growing strategically importance on how football clubs manage their brand, both the famous, well know football clubs but also the less prominent ones.

7.4. Limitations and Further Research

Identifying the limitations is important for caution to be exercised in the interpretation and generalisation of the results, even though this research has explored the process of consumer brand relationships and service brand loyalty building in the context of European football club brands and had determined the impact that the emotional attachment construct has in this process. Basically, limitations are twofold, and they relate to data and the constructs selection. Therefore, the achieved findings should be approached in the light of the following limitations.

7.4.1. Limitations and Further Research Related to Data

The first limitation has to do with the fact that no organised database on the issue of football club brands exist. One might find databases of football clubs supporters but apart

from the fact that its access is not that easy to get, the purpose of this study was to get the views and opinions not only from those that were highly related with the phenomena of football but also of others that could present a more detached approach thus attempting to avoid any possible ‘skewness’ of the results. However, the approach used is in line with previous research of similar nature.

The second limitation refers to the aspect that the data collection was carried on with potential and existent costumers, not considering experts in the field such as football clubs managers, marketers and other key informants, so it can be viewed as one sided. A practice that congregates different opinions amongst academics, although “using key informants to gather subjective information on organisational issues has become an accepted practice in management research and consensus seems to have been established with respect to the fact that subjective information correlates highly with objective information” (Heimeriks, 2004, p. 74). It is the researcher’s view that this should be tackle in future research mainly using a qualitative approach.

The third limitation as to do with the dynamic nature of the subject of research and the constructs considered in the service brand loyalty model. In fact, the full richness of concepts that are dynamic by nature suffers due to the use of cross-sectional data and would be, probably, better captured be using longitudinal studies. However, as it has been widely recognized, longitudinal studies are very difficult to conduct in this type of setting, given that the monitoring of relevant parameters would have to be conducted during a given period, which is never easy to achieve in a study with these characteristics.

The final limitation concerns the method of data collection. The utilisation of a web-based survey provides both, advantages and disadvantages, previously mentioned in chapter 6, nonetheless it is important to reiterate here. The major concern when utilising this method relates to coverage error, in other words, the mismatch between the target population and the frame population, according to Couper (2000) the biggest threat for inference.

In the case of a web-based survey, this problem might be relevant depending on the level of internet access of the general population. However, since the geographical context of this study focused on Europe, this problem was less acute since the rate of internet

penetration is very high across the six European countries considered in this study. Furthermore, this issue of coverage error was circumvented by the fact that the response rate achieved was coherent with other studies that used a similar approach and data collection method, and since there were very few ways of evaluating non-response bias, due to the fact that no prior information about the respondents was known before the return of the surveys apart from their email addresses and geographical location based on their IP addresses, a required aspect as means of avoiding getting multiple responses coming from the same respondent.

To overcome the main problems related with carrying out a web-based survey, some procedures were implemented. It is quite important, in so to try and achieve a higher response rate, to pay special attention to the design of the survey in so to make it as user friendly and pleasant as possible, but also to take into consideration the characteristics of the target population, the sample, and the object of study. Probably the best way of achieving this is by utilising teams based in the countries from where the data will be collected in so to better tackle any potential cultural aspect.

7.4.2. Limitations and Further Research Related to Constructs

In relation to the limitations considering the constructs utilised in service brand loyalty model, some drawbacks can be identified. The first one is the fact that the measures used were perceptual measures relied upon to make statistical inference. According to Kate *et al.* (2000) it is advisable the development of alternative measures for variables using objective data whenever possible. In the case of this study, alternative measures were of limited application mainly because it relied as much as possible on relationship attributes, mostly behavioural factors, which are not directly computed through the utilisation of this type of measures. Combined with the fact that already existent scales in the literature were used to ensure a confident degree of generalisation.

The second drawback identified in this study is the focus on the constructs considered in the service brand loyalty model. One must accept the possibility that others might emerge as relevant, mainly if the context of the research shifts its context away from the football

clubs' brands. However, the simultaneous inclusion of other constructs may harm possible findings and conclusions, because existent causal links may turn difficult to prove and the isolation of effects may become tricky to obtain. Nevertheless, in the case of this research the rationale followed for the selection of the constructs was in accordance to the theory and their validity and reliability was statistically proven, even though the constructs utilised were already made operational by means of previously defined constructs, and previously calibrated measures, in accordance with Seppanen *et al.* (2007) advise.

7.5. Conclusion

Independently of the service brand that is offered, it is obvious that customer emotions have a crucial impact in the consumption, selection, and sustained loyalty toward that service brand. It is the service brands managers' responsibility to meet the challenge of generating and managing a positive emotional brand experience during all stages of the service brand acquisition. One can go even further to state that, they are obligated to provide a unique emotional brand experience for customers that go beyond the mere provision of services.

As it has been shown, brand value is also indirectly co-created with customers that do not become brand buyers. A good example of this is that of those sports supporters that although never spending any money with their favourite team (i.e. purchasing team related merchandise or even spending money on other things such as buying a match ticket) are still highly emotionally attached customers, by indirectly following their team and participating in the co-creation of the football club brand value in other ways and forms. This realisation is a clear indicator for managers, in the sense that they should consider expanding their approach of brand managing beyond their actual customer base and thus developing and maintaining strong connections with their organisation's extended customer base. This suggests that branding cannot be perceived as just mere dyadic relationships between customers and organisations or managerial efforts. Instead, a more adequate perception of branding might be to look at it as a cultural phenomenon

that is determined by the incongruities and synergies among the constituting stakeholders (i.e. managers, employees, customers).

The initial and easiest stage of emotional brand creation can be achieved, for instance, by creating a well-designed and attractive atmosphere. Subsequently, true customer enthusiasm and loyalty will arise from the devising and management of the relational characteristics of the emotional brand experience during the service consumption process. In the final stage, marketers need to make the most of the opportunities for continued interpersonal connections, establishment of trust and remaining emotional brand experiences with the service brand even after service consumption.

The utmost goal for the services brand managers, when dealing with emotional brand occurrences, is to generate a passionate, active loyalty relationship between customers and the service brand. Customers are eager for finding a service brand with which they feel really connected with and from which they can get a fulfilling emotional effect during all stages of the decision-making process, leading to an overall positive feeling about the service brand. In other words, if service brand managers can present and promote the characteristics (brand associations) of the service brand to their customers, in such a way that it generates a profound emotional attachment between the customer and the service brand, then the trust levels towards the service brand will increase and consequently service brand loyalty will occur. Because of this, these brand loyal consumers will support and actively promote the service brand all around whenever they have the chance to. The achieving of this level of loyalty will in due course represent a considerable reduction of marketing costs and higher customer retention rates, resulting in an increase of profits.

As Morrison and Crane (2007) state, most services organisations follow the common erroneous belief that, when implementing branding strategies, the focus is all about market share when it should be about 'emotion share'. This creates an excellent chance for those service brand managers willing to make a difference in the market. Those that focus their efforts on brand-building strategy around the design and implementation of enduring emotional attachments with the service brand are the ones in the right path and will certainly receive the dividends from their progressive way of thinking. Bottom line,

for the customer, it is not just the service itself that really matters, it is what the experience entails that counts (Morrison and Crane, 2007).

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APPENDICES

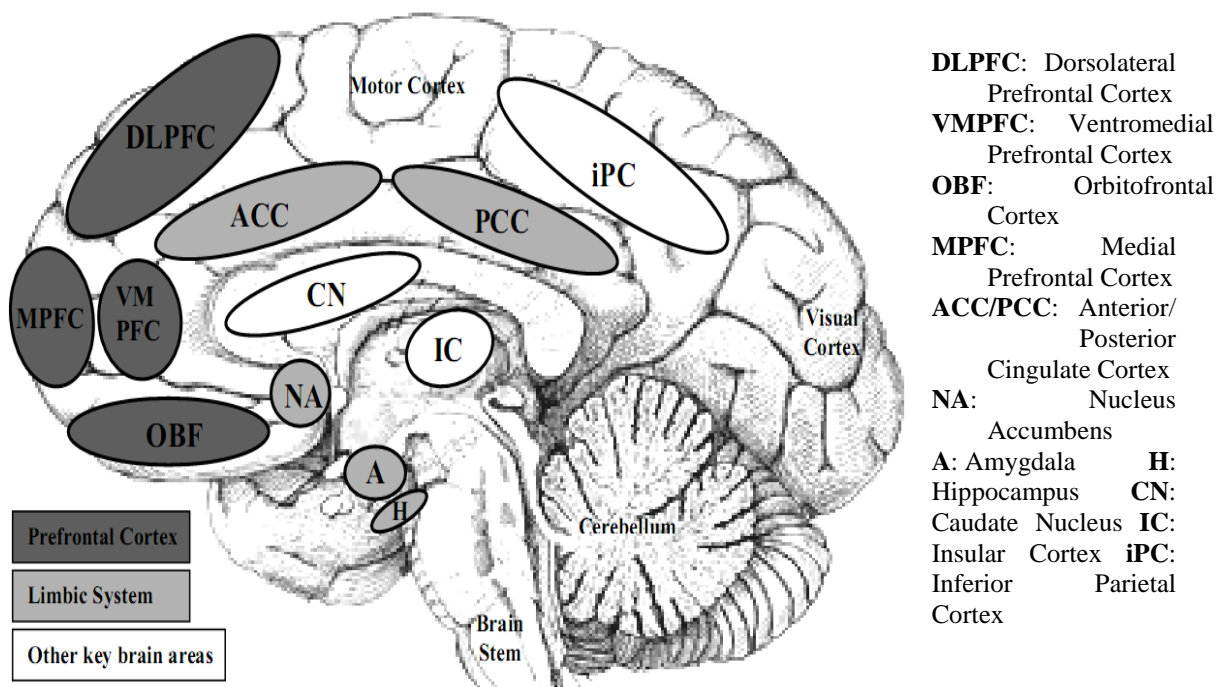
Appendix A - Anatomy and Functionality of the Major Brain Systems and Areas

The human brain can be divided in two major brain systems - the *prefrontal cortex* (higher cognitive processing), and the *limbic system*.

In relation to the prefrontal cortex the major key areas are the dorsolateral (upper outer), ventromedial (lower middle), medial (middle), and orbitofrontal (located above the eyes) cortices, a clearer image of this can be seen in the figure bellow. This area of the brain is responsible for the planning of complex cognitive behaviours, such as short-term memory, problem solving, moderating acceptable behaviour, deciding between right and wrong, and coordinating both thoughts and actions in accordance with one's goals.

The other brain system, the limbic system, is located mostly in the interior margins of the brain, and as can be seen in the figure bellow, consists of the following major regions (amygdala, cingulate cortex, nucleus accumbens, and the hippocampus). The limbic system deals mainly with behaviours regarding emotional responses (Lautin, 2001), and it is also influential in the development of memory by considering emotional states with stored memories of physical feelings.

Figure A - The Major Areas of the Brain



Source: Dimoka e tal.(2007, p. 4)

Higher Cognitive Processing (Prefrontal Cortex)

When one is faced with situations such as problem solving, short-term memory, moderating acceptable behaviour, deciding between right and wrong, the part of the brain involved with these issues is the prefrontal cortex, this brain system activates when the planning of complex cognitive behaviours occurs, and it consists mainly of the following areas:

The *dorsolateral prefrontal cortex* is a very distinct part of the frontal cortex specific to humans, since it is involved in higher functions, such as conscious behavioural control, executive functioning, cognitive performance, intelligence levels, memory retrieval, and problem-solving skills, being one of the more highly evolved areas of the human brain.

The *ventromedial prefrontal cortex* plays a role in anxiety disorder and depression and is activated in response to emotional states that influence decision-making and preference

judgments. People that get injured in the ventromedial prefrontal cortex are unable to properly respond to social cues and obey conventional social rules (Damasio, 1996).

The *orbitofrontal cortex* is related with decision making, regulating the planning and behaviour associated with uncertainty, rewards and punishments, changing reinforcements, and social behaviour (Kringelbach and Rolls, 2004).

The *medial prefrontal cortex* is concerned with executive control and understanding the intentions of others.

The Limbic System

As mentioned previously, the limbic system concerns with the emotional responses and it impacts on the creation of memory by incorporating emotional states with stored memories of physical sensations. It consists primarily of the following areas:

The *amygdala* is a relatively small area located in the medial temporal lobe in both hemispheres. It plays a key role in emotional information processing and is responsible for several negative emotions, such as rage, envy, resentment, and panic (LeDoux, 2003). In addition, it is implicated in regulating both positive and also negative emotions (Hamann and Mao, 2002).

The anterior *cingulate cortex* is placed approximately in the middle of the cortex, and is crucial in cognitive functions, such as reward expectancy and decision-making (Mayberg *et al.*, 1999). This part of the brain can be divided into the cognitive (dorsal), emotional (ventral), executive (anterior), and evaluative (posterior) constituents (Bush *et al.*, 2000).

The *nucleus accumbens* is responsible for allowing the interaction between the limbic system and the central gray nuclei. The former is responsible for regulating emotions whilst the later helps in reasoning and planning. This part of the brain is the vital connection of the reward circuit, being involved in motivation. It is either activated in the presence of stimuli associated with satisfaction, compensation, and dependence, or by the occurrence of unpredicted, original, or strong stimuli.

The *hippocampus* is responsible for processing the information that will be accumulated in long-term memory and is situated under the temporal lobe (Dimoka et al., 2007).

Some of the other relevant brain areas for human emotions are the insular cortex and the caudate nucleus. The literature usually distinguishes these two components of the brain from the limbic system because they are perceived as being of a more primal nature.

The *caudate nucleus* can be found in the centre of the brain on both hemispheres and is greatly stimulated by dopamine neurons, which are activated when one receives an unforeseen compensation. The caudate nucleus is also responsible for the motivational level a person's has, and it is activated with trust-building tasks, social cooperation, and trusting intentions.

Finally, the *insular cortex* is a component of the human brain that is situated within the cerebral cortex, under the frontal, parietal and temporal lobes. It is responsible for the processing information that will generate an emotional sensory experience, such as unfairness, repugnance, and discomfort, being also responsible for the assimilation of information about reactive and emotion.

Appendix B – Football Industry Financial Figures

Football Clubs Brand Power and Value (2016/17)

The 10 Most Powerful Brands			The 10 Most Valuable Brands		
These are the most powerful Football brands, whose rating is based on Brand Finance's Brand Strength Index (BSI).			These are the most valuable Football brands.		
↑ Rank 2017: 1 Rank 2016: 2 Brand Strength Rating: AAA+		BSI Score 96.1		1 Rank 2017: 1 2016: 1 EV 2017: USD 1733m EV 2016: USD 1170m	↓ +48%
↓ Rank 2017: 2 Rank 2016: 1 Brand Strength Rating: AAA+		BSI Score 95.4		2 Rank 2017: 2 2016: 2 EV 2017: USD 1419m EV 2016: USD 1148m	↓ +24%
← Rank 2017: 3 Rank 2016: 3 Brand Strength Rating: AAA+		BSI Score 92.1		3 Rank 2017: 3 2016: 3 EV 2017: USD 1418m EV 2016: USD 993m	↓ +43%
← Rank 2017: 4 Rank 2016: 4 Brand Strength Rating: AAA+		BSI Score 91.4		4 Rank 2017: 4 2016: 8 EV 2017: USD 1248m EV 2016: USD 776m	↑ +61%
↑ Rank 2017: 5 Rank 2016: 6 Brand Strength Rating: AAA+		BSI Score 90.5		5 Rank 2017: 5 2016: 5 EV 2017: USD 1222m EV 2016: USD 867m	↓ +41%
↑ Rank 2017: 6 Rank 2016: 7 Brand Strength Rating: AAA		BSI Score 88.4		6 Rank 2017: 6 2016: 4 EV 2017: USD 1021m EV 2016: USD 905m	↓ +13%
↓ Rank 2017: 7 Rank 2016: 5 Brand Strength Rating: AAA		BSI Score 88.3		7 Rank 2017: 7 2016: 7 EV 2017: USD 1011m EV 2016: USD 792m Brand Rating: AAA-	↓ +28%
↑ Rank 2017: 8 Rank 2016: 9 Brand Strength Rating: AAA		BSI Score 87.9		8 Rank 2017: 8 2016: 6 EV 2017: USD 941m EV 2016: CHF 858m	↓ +10%
↓ Rank 2017: 9 Rank 2016: 8 Brand Strength Rating: AAA		BSI Score 84.8		9 Rank 2017: 9 2016: 9 EV 2017: USD 908m EV 2016: USD 748m	↓ +21%
↑ Rank 2017: 10 Rank 2016: 11 Brand Strength Rating: AAA-		BSI Score 82.7		10 Rank 2017: 10 2016: 10 EV 2017: USD 696m EV 2016: USD 441m	↓ +58%

(All figures are in USDmillions)

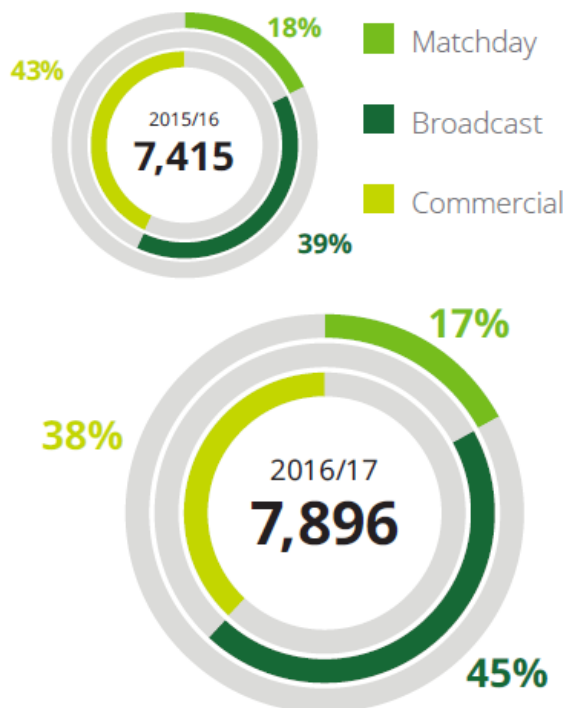
Source: Brand Finance Index (2017) in www.brandfinance.com

Total Brand Value by Country 2017

League	Country	Brand Value (USD billion)	Proportion
	England & Wales	9.3	45.7%
	Germany	4.1	20.3%
	Spain	3.8	18.3%
	France	1.6	7.6%
	Italy	1.4	6.6%
	Others	0.3	1.5%
	Total	20.4	100%

Source: Brand Finance Index (2017) in www.brandfinance.com

Composition of Total Revenue Splits 2015/16 and 2016/17 (€m)



Source: Deloitte Analysis (2017)

Revenues of the Top Twenty Football Clubs

2016/17 Revenue (€m)

1	↔	0	Manchester United	676.3
2	↑	1	Real Madrid	674.6
3	↓	(1)	FC Barcelona	648.3
4	↔	0	Bayern Munich	587.8
5	↔	0	Manchester City	527.7
6	↑	1	Arsenal	487.6
7	↓	(1)	Paris Saint-Germain	486.2
8	↔	0	Chelsea	428
9	↔	0	Liverpool	424.2
10	↔	0	Juventus	405.7
11	↑	1	Tottenham Hotspur	355.6
12	↓	(1)	Borussia Dortmund	332.6
13	↔	0	Atlético de Madrid	272.5
14	↑	6	Leicester City	271.1
15	↑	4	Internazionale	262.1
16	↓	(2)	Schalke 04	230.2
17	↑	1	West Ham United	213.3
18	n/a	new	Southampton	212.1
19	n/a	new	Napoli	200.7
20	n/a	new	Everton	199.2

2015/16 Revenue (€m)

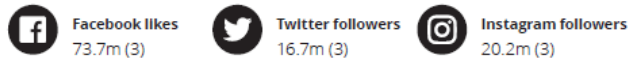
1	↑	2	Manchester United	689
2	↔	0	FC Barcelona	620.2
3	↓	(2)	Real Madrid	620.1
4	↑	1	Bayern Munich	592
5	↑	1	Manchester City	524.9
6	↓	(2)	Paris Saint-Germain	520.9
7	↔	0	Arsenal	468.5
8	↔	0	Chelsea	447.4
9	↔	0	Liverpool	403.8
10	↔	0	Juventus	338.9
11	↔	0	Borussia Dortmund	283.9
12	↔	0	Tottenham Hotspur	279.7
13	↑	3	Atlético de Madrid	228.6
14	↓	(1)	Schalke 04	224.5
15	↔	0	AS Roma	218.2
16	↓	(2)	AC Milan	214.6
17	↑	1	FC Zenit Saint Petersburg	196.5
18	n/a	new	West Ham United	192.3
19	↑	1	Internazionale	179.2
20	n/a	new	Leicester City	172.1

■ DFML position
 ■ Change on previous year
 ■ Number of positions changed

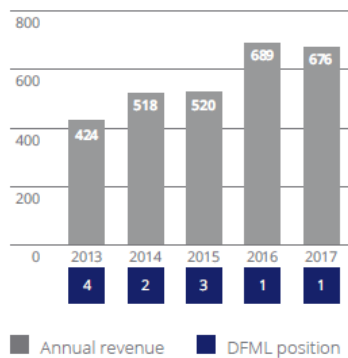
Source: Deloitte Analysis (2017)

Revenue Sources and Percentages by Football Club (Top Ten)

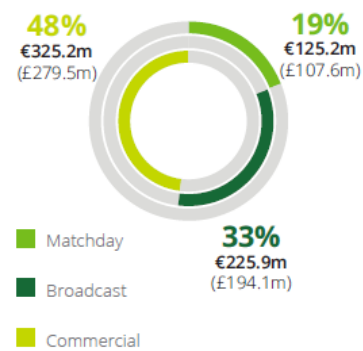
1. Manchester United



Revenue 2013-2017 (€m)

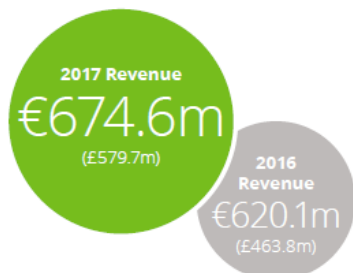
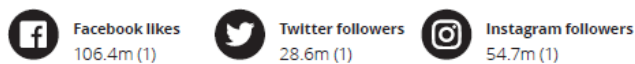


Revenue profile 2017 (€m)

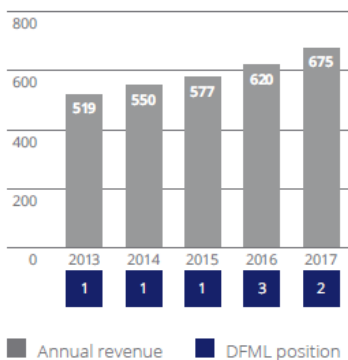


Whilst the Europa League has historically been viewed as the financial minnow compared with the Champions League, United's €44.5m UEFA distribution after winning the competition is the critical factor in keeping them ahead of Real Madrid and Barcelona.

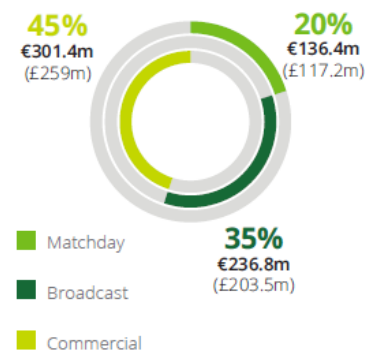
2. Real Madrid



Revenue 2013-2017 (€m)






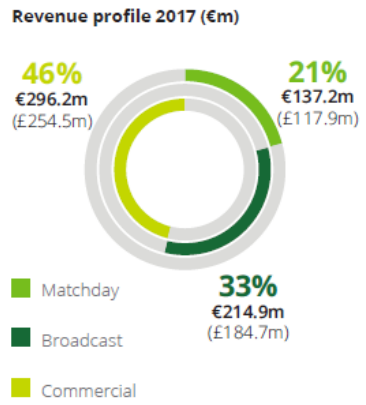
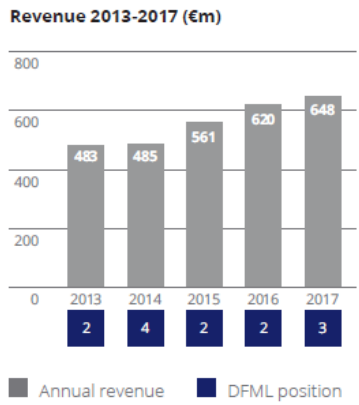
Revenue profile 2017 (€m)



After dropping out of the top two Money League clubs last year for the first time since 2002/03, Real Madrid jump above their arch rivals, FC Barcelona, back into second place. Revenue grew by over €50m, with a €38m uplift in commercial revenue driving this.

3. FC Barcelona

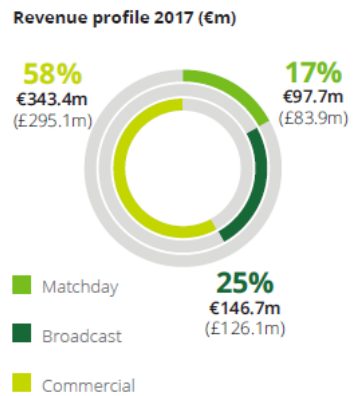
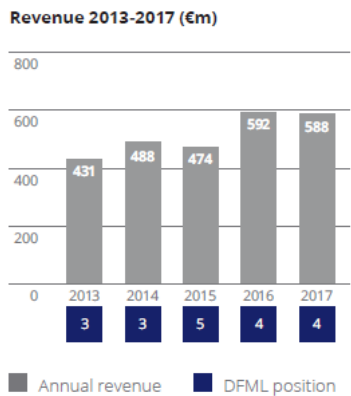
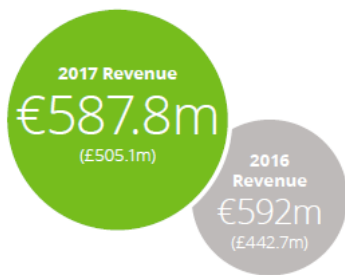
 Facebook likes 103.4m (2)
  Twitter followers 26.9m (2)
  Instagram followers 54m (2)



FC Barcelona fall to third place in the Money League despite healthy revenue growth of €28.1m (5%). As forecast last year, the strong performance of Real Madrid and Manchester United prevents Barça from becoming only the third club to top the Money League.

4. Bayern Munich

 Facebook likes 43.7m (5)
  Twitter followers 4.3m (10)
  Instagram followers 11.5m (4)



Despite a revenue decrease of just over €4m (1%), Bayern Munich hold on to fourth place in this year's Money League, making this their tenth consecutive year in the top five. Bayern have the highest commercial revenue of any football club globally,

5. Manchester City



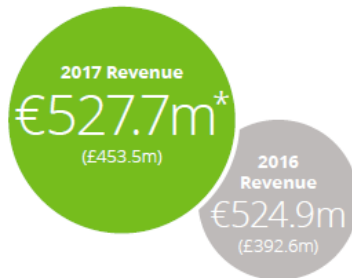
Facebook likes
29.4m (10)



Twitter followers
5.6m (9)

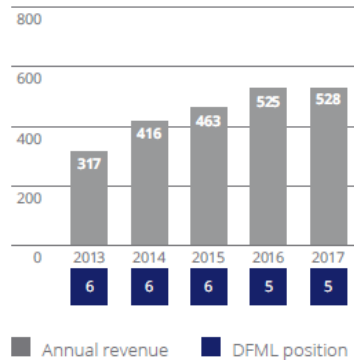


Instagram followers
6m (9)

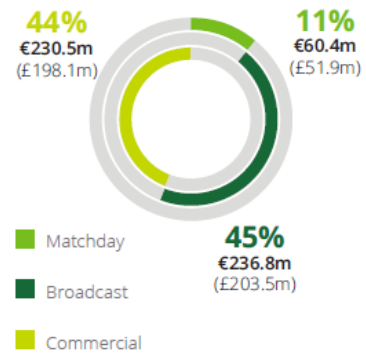


Manchester City are in the Money League top five for the second consecutive year, after growth in both broadcast and commercial revenue. The impact of the Premier League broadcasting deals saw broadcast revenue increase by over £40m

Revenue 2013-2017 (€m)



Revenue profile 2017 (€m)



6. Arsenal



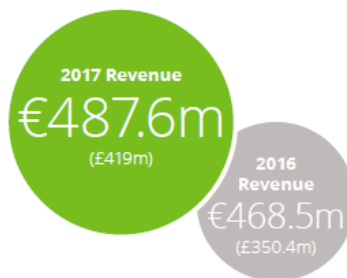
Facebook likes
37.9m (6)



Twitter followers
12.8m (4)

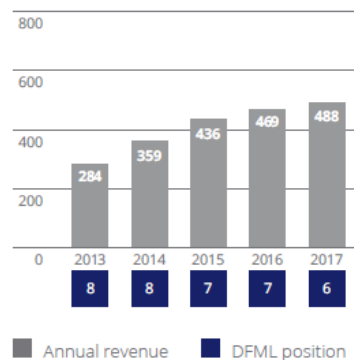


Instagram followers
10.5m (7)

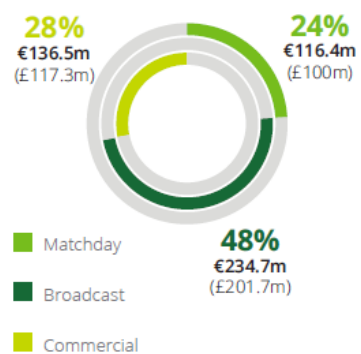


Arsenal climb to sixth, for the first time since 2011/12, jumping ahead of Paris Saint-Germain. This is due almost entirely to the new Premier League broadcast arrangements which saw Arsenal receive close to £140m in central revenue,

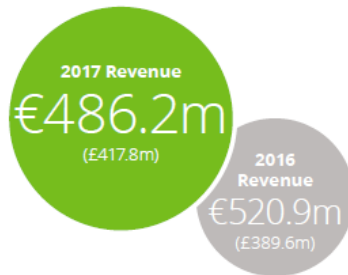
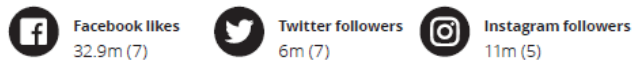
Revenue 2013-2017 (€m)



Revenue profile 2017 (€m)

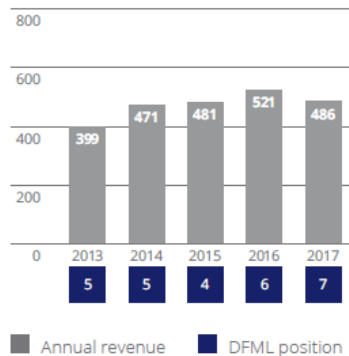


7. Paris Saint-Germain

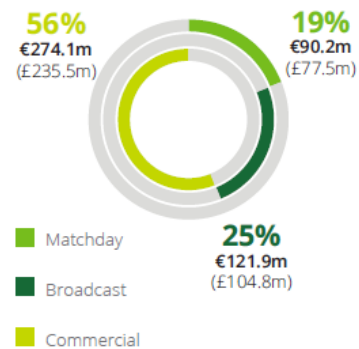


PSG slip to seventh in the Money League as revenue fell by €34.7m (7%) to €486.2m. A worsening of on-pitch performance in 2016/17, as PSG finished second in Ligue 1 and only reached the Round of 16 in the Champions League, was reflected in a decrease in commercial bonuses received

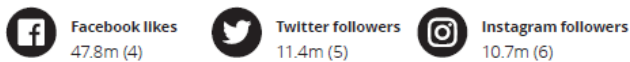
Revenue 2013-2017 (€m)



Revenue profile 2017 (€m)

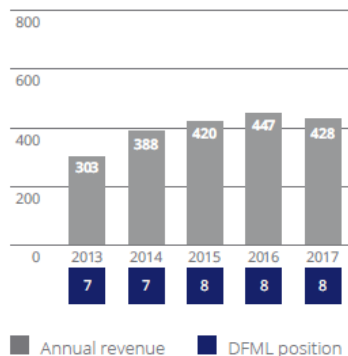


8. Chelsea

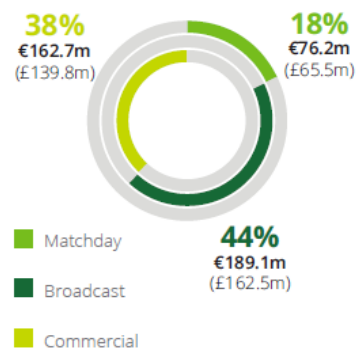


Chelsea remain in eighth position in the Money League during a season which saw them win the Premier League title, but not compete in UEFA competitions. The impact on revenue from not participating in the Champions League,

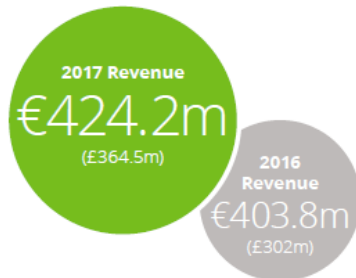
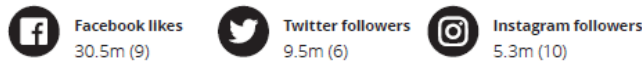
Revenue 2013-2017 (€m)



Revenue profile 2017 (€m)

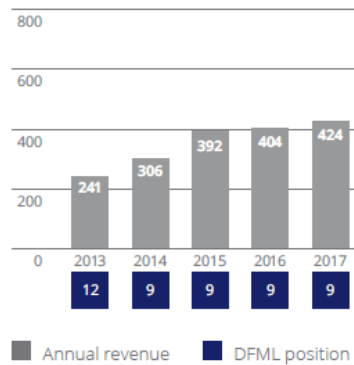


9. Liverpool

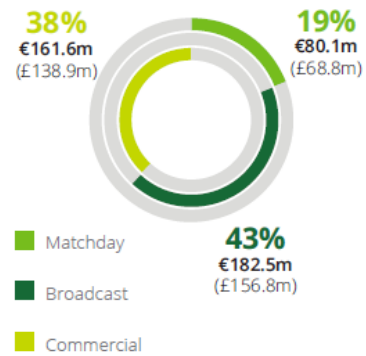


Liverpool remain in ninth place for the fourth consecutive year, as the composition of the top ten has remained unchanged over the same period. 2016/17 saw the opening of the newly developed Main Stand at Anfield and, despite not being in a European competition, matchday revenue increased by £12m (21%) to £68.8m as

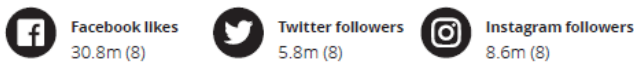
Revenue 2013-2017 (€m)



Revenue profile 2017 (€m)

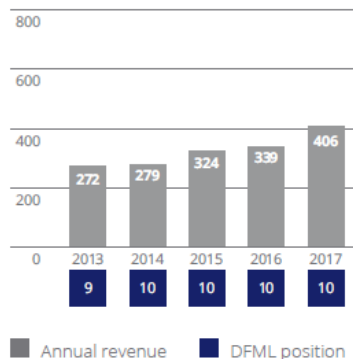


10. Juventus

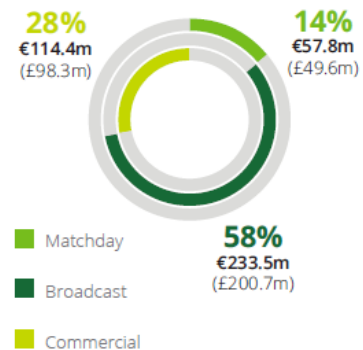


Juventus are tenth in the Money League for the fourth year running following a season which saw them become the first team to win six consecutive Serie A titles, as well as another Coppa Italia.

Revenue 2013-2017 (€m)



Revenue profile 2017 (€m)



Source: Deloitte Analysis (2017)

Appendix C - Scales Reliability

Although the scales used were from previous researches a Alfa Cronbach reliability test was done in so to confirm their reliability. A pilot test was conducted with a sample size (N=103) of supporters of Aol FC a Cypriot team, in so to evaluate the reliability of the different scales used in this study. All the scales presented reliable scores apart from the scale of loyalty. As shown below are the results induced from Alfa Cronbach reliability test for each of the scales.

Case Processing Summary

		N	%
Cases	Valid	103	100,0
	Excluded(a)	0	,0
	Total	103	100,0

a Listwise deletion based on all variables in the procedure.

Brand Associations

The observed Cronbach Alpha was 90.6% complying technically with the rules of a thumb. For this reason, no changes were done in respect to this scale.

Reliability Statistics

Cronbach's Alpha	N of Items
,906	50

Alpha if Item-Total is deleted Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
A1 - care if club wins or not	230,09	1456,964	-,251	,911
A2 - no star players to watch	228,24	1457,609	-,228	,911
A3 - like the manager	227,87	1384,040	,318	,905
A4 - front office creates a good team	227,36	1377,716	,417	,904
A5 - colours of the club	226,04	1376,094	,535	,903
A6 - stadium architecture	229,12	1421,420	,011	,909
A7 - games exciting	228,19	1383,123	,332	,905
A8 -history of winning	227,87	1390,570	,270	,906
A9 - escape from lifes problems	227,84	1337,731	,552	,902
A10 - pairs seing me as a fan	228,05	1336,781	,544	,902
A11 - supporting club influenced by pairs	227,56	1378,815	,262	,906
A12 - good memories	227,54	1348,520	,601	,902
A13 - club makes proud the locals	227,39	1366,917	,465	,904
A14 - club personally important	226,93	1338,626	,629	,902
A15 - knowledge about the club	227,04	1342,258	,589	,902
A16 - club competes to win league/cup	226,55	1362,048	,537	,903
A17 - like watch star players	227,00	1354,460	,607	,902
A18 - manager known in world of sports	227,34	1377,290	,382	,904
A19 - front office run well the club	227,54	1371,995	,473	,904
A20 - like the logo	226,35	1368,056	,540	,903

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A21 - stadium as character	228,74	1409,914	,080	,909
A22 - club games are entertaining	227,60	1362,397	,521	,903
A23 - club has rich history	225,94	1380,440	,539	,904
A24 - forget day-to-day problems	227,73	1333,365	,588	,902
A25 - pairs recognize me as a fan	226,97	1335,924	,597	,902
A26 - support the same club as pairs	229,47	1393,129	,223	,906
A27 - fond memories of the club	227,41	1346,625	,633	,902
A28 - brings prestige to community/country	227,03	1363,846	,546	,903
A29 - being a fan is important	226,92	1334,238	,664	,901
A30 - knowledge list about the club	227,12	1337,098	,607	,902
A31 - club competes in uefa/champions league	226,67	1366,180	,441	,904
A32 - start players that i like to watch	227,94	1358,655	,533	,903
A33 - manager does a good job	227,72	1372,710	,433	,904
A34 - front office makes wise decisions	227,81	1369,524	,492	,903
A35 - uniforms are attractive	226,48	1365,436	,564	,903
A36 - stadium enhances enjoyment of games	229,01	1405,641	,113	,908
A37 - games are enjoyable	227,91	1368,218	,493	,903
A38 - club has no history	230,88	1456,044	-,314	,910
A39 - takes me away from lifes hassles	227,97	1338,137	,563	,902

A40 - praise the club feels like a compliment	227,23	1349,815	,572	,902
A41 - follow club due to pairs liking same club	229,25	1392,663	,219	,906
A42 - fond memories of supporting club with pairs	227,58	1344,622	,617	,902
A43 - club elevates image of country/community	227,12	1361,798	,553	,903
A44 - i feel my club is important to me vs other clubs	226,65	1342,055	,685	,901
A45 - i consider being expert of my club vs other clubs	227,27	1345,064	,586	,902
A46 - i say we rather than they talking about club	226,86	1336,934	,586	,902
A47 - thoughts about club-foolish/wise	227,33	1400,959	,178	,907
A48 - thoughts about club-bad/good	229,15	1456,127	-,201	,912
A48 - thoughts about club-worthless/beneficial	226,83	1385,481	,435	,904
A50 - thoughts about club-week/strong	229,13	1457,512	-,204	,912

Satisfaction

The observed Cronbach Alpha was 73.9% complying technically with the rules of a thumb. For this reason, no changes were done in respect to this scale.

Reliability Statistics

Cronbach's Alpha	N of Items
,739	3

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
B1 - I feel generally satisfied with my decision of using any of the [services/products] of my favourite football club	10,58	7,462	,661	,540
B2 - I think that I am doing the right thing by using any of the [services/products] of my favourite football club	10,99	7,428	,528	,706
B3 - I don't feel happy when I use any of the [services/products] of my favourite football club	9,98	8,732	,517	,707

Brand Trust

The observed Cronbach Alpha was 85.4% complying technically with the rules of a thumb. For this reason, no changes were done in respect to this scale.

Reliability Statistics

Cronbach's Alpha	N of Items
,854	8

Alpha if Item-Total is deleted Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
C1 - With 'x club' I obtain what I look for in a brand	30,18	65,856	,605	,836
C2 - 'x' club brand meets my expectations	29,40	65,700	,646	,830
C3 - I feel confidence in 'x club' brand	29,03	66,167	,713	,823
C4 - 'x club' brand never disappoints me	30,34	67,244	,583	,838
C5 - 'x club' brand would be honest and sincere in addressing my concerns	29,67	77,721	,255	,872
C6 – I could rely on 'x club' brand to solve any problem caused by its brand [services/products]	30,30	65,695	,671	,827
C7 - 'x club' brand would make any effort to satisfy me	30,23	66,426	,667	,828
C8 - 'x club' brand would compensate me in some way for any problem with any of the [services/products]	30,38	67,103	,630	,833

Brand Loyalty

The observed Cronbach Alpha was 66.2% but it was not technically satisfying the rules of a thumb. For this reason, different scenarios were tried to boost up alfa and finally a reliable score of 75.5% was reached by removing the loyalty item D4 - If the [services/products] with the brand of football club "... " were not available at the store, I will go to another store”, as shown in the (alpha if item deleted table)

Reliability Statistics

Cronbach's Alpha	N of Items
.662	12

Alpha if Item-Total is deleted Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
D1- I consider myself to be Strongly loyal to "... " and its brand	55.6829	87.551	.652	.588
D2- When [services/products] with the brand of another football club are on sale, I will generally prefer them, rather than the [services/products] from the brand of my usual football club "... "	56.6437	108.175	-.062	.718
D3- If the [services/products] with the brand of football club "... " are not available in the store, it would make little difference to me if I had to choose the [services/products] of another football club	57.3278	110.715	-.114	.729
D4- If the [services/products] with the brand of football club "... " were not available at the store, I will go to another store	58.5439	126.826	-.445	.755
D5- If I decided to purchase certain [services/products] with the brand of football club "... ", I might easily change my decision upon receiving discrepant	56.8349	99.282	.251	.650

information about these [services/products]				
D6 - I am willing to pay more for [services/products] with the brand of football club "... " than for other [services/products] with the brand of other football club brands on the market	56.1485	89.042	.519	.605
D7- I recommend buying [services/products] with the brand of football club "... "	55.9608	87.503	.603	.592
D8- I would be willing to defend my favourite football club publicly, even if it caused controversy	55.8314	86.804	.651	.586
D9 - I could never change my affiliation from my favourite football club to another professional football club	55.2672	88.750	.634	.593
D10 - If the [services/products] with the brand of football club "... " are not available in the store, I will buy the [services/products] with the brand of another football club that I enjoy	55.7197	95.931	.363	.634
D11- I consider myself a committed fan of my favourite football club	55.7648	85.131	.701	.577
D12- I would watch my favourite football club regardless of which football club they were playing against at the time	55.6900	87.884	.611	.593

Post removal of item “D4 - If the [services/products] with the brand of football club "... " were not available at the store, I will go to another store” showed a significant increase in Cronbach alpha as mentioned before, this increases the reliability of the loyalty scale.

Reliability Statistics

Cronbach's Alpha	N of Items
.755	11

75.5% was the empirical value of alfa cronbach post removal of the loyalty item “D4 - If the [services/products] with the brand of football club "...” were not available at the store, I will go to another store”. Therefore, eleven items where left for the loyalty scale eligible for the PLS optimisation procedure.

Emotional brand attachment

The observed Cronbach Alpha was 73.1% complying technically with the rules of a thumb. For this reason, no changes were done in respect to this scale and the 10 items were maintained.

Reliability Statistics

Cronbach's Alpha	N of Items
,731	10

Alpha if Item-Total is deleted Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
E1 - I don't perceive brand of club “...” as being a friendly brand	,00	23,028	,544	,685
E2 - I do not feel attached when choosing any of the	,00	34,850	-,559	,834

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[services/products] branded from “...” football club				
E3 - I feel delighted with any of the [services/products] branded by “...” football club	,00	22,290	,631	,671
E4 - I have the feeling of peacefulness about the brand of “...” football club brand	,00	22,677	,585	,679
E5 - I do not feel affectionate towards the [services/products] branded by “...” football club	,00	22,497	,606	,675
E6 - It was important to my choice of [services/products] branded by “...” football club that it 'felt' right	,00	22,725	,579	,679
E7 - All football clubs brands are equally captivating for me	,00	22,991	,548	,685
E8 - I feel bonded with a specific football club brand	,00	23,429	,498	,693
E9 - A bad purchase of any [services/products] with the brand of a specific football club could bring you grief	,00	26,847	,135	,748
E10 - I do not feel at all connected to a specific football club brand	,00	22,660	,587	,678

Brand Involvement

The observed Cronbach Alpha was 95.1% complying technically with the rules of a thumb. For this reason, no changes were done in respect to this scale.

Reliability Statistics






Cronbach's Alpha	N of Items
,951	10

Alpha if Item-Total is deleted Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I 1 -	51,58	113,246	,817	,944
I 2 -	51,88	113,495	,811	,945
I 3 -	51,97	111,043	,832	,944
I 4 -	52,07	113,531	,743	,948
I 5 -	51,71	111,586	,831	,944
I 6 -	51,95	113,363	,793	,945
I 7 -	52,16	111,306	,800	,945
I 8 -	51,81	113,069	,831	,944
I 9 -	52,26	116,275	,674	,950
I 10 -	52,04	110,456	,775	,946

Appendix D – Questionnaire (English Version)

Select your language, please:

Thank you very much for taking part in our research. You have been selected to participate in a doctoral study to assess the emotional attachment and involvement with football clubs as a brand.

This will aid organisations in getting a better understanding of people's perceptions, expectations, and involvement with this type of service brand. Providing a better strategic fit between the brand and its consumer.

The data collected from you participation in this survey will be held totally anonymous. In no way will it be used for any other reasons apart from the specific purpose of this research.

Your help in answering the questionnaire will be greatly appreciated and aid in the progress of academic theory.

Part A: General Information

1. State the name of your favourite football club	2. Gender				
	<input type="radio"/> Male <input type="radio"/> Female				
3. Age Group					
16 – 24	25 – 34	35 – 44	45 – 54	55 – 64	65 and above
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Nationality			5. Education		
<input type="radio"/> English	<input type="radio"/> German	<input type="radio"/> Professional or Higher degree/Postgraduates (e.g. MA, PhD)			
<input type="radio"/> Spanish	<input type="radio"/> French	<input type="radio"/> First degree/Undergraduate			
<input type="radio"/> Italian	<input type="radio"/> Portuguese	<input type="radio"/> Diploma, Certificates			
<input type="radio"/> Other	Please specify	<input type="radio"/> High school/Secondary school			
		<input type="radio"/> No formal education			
6. Annual personal income before tax (per annum)					
Below £ 10,000	£10,000 - £ 20,000	£20,001 - £30,000	£30,001 - £ 40,000	£40,001 - £ 50,000	Above £ 50,000
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Current occupation					
<input type="radio"/> Student	<input type="radio"/> Skilled manual (e.g. electrical, plumber)				
<input type="radio"/> Professional (e.g. doctors, engineers)	<input type="radio"/> Semi/Party skilled (e.g. drivers, security)				
<input type="radio"/> Managerial (e.g. managers level)	<input type="radio"/> Unskilled (e.g. cleaner)				
<input type="radio"/> Skilled non manual (e.g. clerical, secretarial)	<input type="radio"/> Other, Please specify				

Instructions

Make each item a separate and independent judgement. Work at fairly high speed through the five parts of the questionnaire. Do not worry or puzzle over individual items. It is your first impressions, the immediate feelings about the statements that we want. On the other hand, please do not be careless, because we want your true impressions. Here is how you are to use the scales:

Standard Scale:

Strongly Disagree	Disagree	Slightly Disagree	Neither Agree or Disagree	Slightly Agree	Agree	Strongly Agree
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7

• **Example 1** - If you feel that you disagree (but not strongly), you should place your check mark as follows:

1 2 3 4 5 6 7

• **Example 2** - If you feel that you agree (but only slightly), you should place your check mark as follows:

1 2 3 4 5 6 7

Descriptive Scale:

• **Example 3** - If you feel that the brand of the football club "... " is quite closely related to one or the other end of the scale (but not extremely), you should place your check mark as follows:

Appealing Unappealing
or
Appealing Unappealing

• **Example 4** - If you feel that the brand of the football club "... " seems only slightly related (but not really neutral) to one end of the scale, you should place your check mark as follows:

Uninterested Interested
or
Uninterested Interested

- A19. My favourite football club front office does a good job of running the football club
- A20. I like the logo of my favourite football club
- A21. My favourite football club stadium has "character"
- A22. My favourite football club games are entertaining
- A23. My favourite football club has a rich history
- A24. Watching, reading, and talking about my favourite football club helps me forget my day-to-day problems
- A25. My friends and/or family members recognize me as a fan of my favourite football club
- A26. It is important to support the same football club as my friends and/or family members
- A27. I have fond memories of supporting my favourite football club
- A28. My favourite football club brings prestige to the community and/or country
- A29. Being a fan of my favourite football club is important to me
- A30. If I were to list everything I knew about my favourite football club the list would be quite long
- A31. It is important that my favourite football club competes in the UEFA/Champions league championships
- A32. My favourite football club has star players that I like to watch
- A33. The manager/head coach of my favourite football club does a good job

A34. The front office of my favourite football club makes wise player personnel decisions

A35. My favourite football club uniforms are attractive

A36. My favourite football club stadium enhances the enjoyment of attending games

A37. My favourite football club games are enjoyable

A38. My favourite football club has no history

A39. Watching, reading, and talking about my favourite football club takes me away from life's hassles

A40. When someone praises my favourite football club, it feels like a compliment

A41. I follow my favourite football club because my friends and/or family members like the same football club

A42. I have fond memories of following and supporting my favourite football club with friends and/or family members

A43. My favourite football club helps elevate the image of its community and/or of the country

A44. Compared to how I feel about other professional football clubs, my favourite football club is very important to me

A45. Compared to other sport football clubs, I consider myself an expert about my favourite football club

A46. When I talk about the football club, I usually say "We" rather than "They"

When I think about my football club and its brand I see it in following way: (the closer you choose to one side or the other reflects your opinion)

A47.	Foolish	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Wise
A48.	Bad	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Good
A49.	Worthless	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Beneficial
A50.	Weak	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Strong

the variety of offers related to the football club you have chosen previously (e.g. sportswear, match attendance, services offered inside the stadium, the club, tv channel, stadium facilities, financial services offered by the club).

Part C: Brand Satisfaction Items

Items on the left are scored (1) Strongly Disagree to (7) Strongly Agree on the right.

Strongly Disagree				Strongly Agree									
<input type="radio"/>	1	<input type="radio"/>	2	<input type="radio"/>	3	<input type="radio"/>	4	<input type="radio"/>	5	<input type="radio"/>	6	<input type="radio"/>	7

- B1. I feel generally satisfied with my decision of using any of the [services/products] of my favourite football club
- B2. I think that I am doing the right thing by using any of the [services/products] of my favourite football club
- B3. I don't feel happy when I use any of the [services/products] of my favourite football club

Part D: Brand Trust Items

Items on the left are scored (1) Strongly Disagree to (7) Strongly Agree on the right.

Strongly Disagree				Strongly Agree									
<input type="radio"/>	1	<input type="radio"/>	2	<input type="radio"/>	3	<input type="radio"/>	4	<input type="radio"/>	5	<input type="radio"/>	6	<input type="radio"/>	7

- C1. With "...", and its brand name I obtain what I look for in a [services/products]
- C2. "...", and its brand name meets my expectations
- C3. I feel confidence in "...", and its brand name
- C4. "...", and its a brand name that never disappoints me
- C6. "...", and its brand name would be honest and sincere in addressing my concerns
- C8. I could rely on "...", and its brand name to solve any problem caused by its [services/products]
- C7. "...", and its brand name would make any effort to satisfy me
- C8. "...", and its brand name would compensate me in some way for any problem with any of the [services/products]

Part F: Emotional Attachment and Involvement Items

The purpose of this part of the questionnaire is to measure a person's emotional attachment and involvement with a football club and its brand and the products or services you regularly purchase or have purchase in the past. To take this measure, we need you to judge the football club and its brand against a series of descriptive scales according to how YOU perceive the club and its brand.

Items on the left are scored (1) Strongly Disagree to (7) Strongly Agree on the right.

Strongly Disagree
Strongly Agree

1 2 3 4 5 6 7

- E1. I don't perceive the brand of club "..." as being a friendly brand
- E2. I do not feel attached when choosing any of the [services/products] branded from "..." football club
- E3. I feel delighted with any of the [services/products] branded by "..." football club
- E4. I have the feeling of peacefulness about the brand of "..." football club
- E5. I do not feel affectionate towards the [services/products] branded by "..." football club
- E6. It was important to my choice of [services/products] branded by "..." football club that it 'felt' right
- E7. All football clubs brands are equally captivating for me
- E8. I feel bonded with a specific football club brand
- E9. A bad purchase of any [services/products] with the brand of a specific football club could bring you grief
- E10. I do not feel at all connected to a specific football club brand

I. To me the Football club brand "..." is:

- | | | | |
|------|---------------|---|-------------------|
| 11. | Unimportant | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | Important |
| 12. | Boring | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | Interesting |
| 13. | Irrelevant | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | Relevant |
| 14. | Unexciting | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | Exciting |
| 15. | Means nothing | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | Means a lot to me |
| 16. | Unappealing | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | Appealing |
| 17. | Mundane | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | Fascinating |
| 18. | Worthless | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | Valuable |
| 19. | Uninvolving | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | Involving |
| 110. | Not needed | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | Needed |

Appendix E – Questionnaire (Spanish Version)

Seleccione el idioma en que desea realizar este cuestionario



Muchas gracias por participar en esta encuesta. Usted ha sido seleccionado para formar parte de un estudio exhaustivo sobre la implicación emocional de los hinchas con sus respectivos clubes de fútbol.

Este cuestionario servirá para comprender las percepciones, expectativas y el grado de implicación de la gente con dichas organizaciones, así como a mejorar la relación entre estas y sus consumidores.

Los datos recogidos en esta encuesta serán anónimos e intransferibles y su uso será exclusivo para esta investigación.

Le agradecemos su participación y esperamos que estos datos sirvan para avanzar en el campo de las teorías académicas.

Parte A: Información General

1. Escriba el nombre de su club de fútbol favorito 	2. Género				
	<input type="radio"/> Masculino				
	<input type="radio"/> Femenino				
3. Edad					
16 – 24	25 – 34	35 – 44	45 – 54	55 – 64	Más de 65
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Nacionalidad			5. Educación		
<input type="radio"/> Inglés	<input type="radio"/> Alemán	<input type="radio"/> Ingeniero, postgraduado, licenciado etc			
<input type="radio"/> Español	<input type="radio"/> Francés	<input type="radio"/> Diplomado			
<input type="radio"/> Italiano	<input type="radio"/> Portugués	<input type="radio"/> Formación profesional			
<input type="radio"/> Otros	Por favor especifique	<input type="radio"/> Secundaria			
		<input type="radio"/> Sin la educación formal			
6. Salario bruto anual					
Menos de € 15,000	€ 15000 - € 30000	€ 31000 - € 45000	€ 46.000 - € 60.000	€ 61.000 - € 75.000	Más de € 75.000
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Ocupación					
<input type="radio"/> Estudiante	<input type="radio"/> Trabajo manual				
<input type="radio"/> Profesional, funcionario	<input type="radio"/> Sector servicios				
<input type="radio"/> Empresario	<input type="radio"/> Trabajo no cualificado				
<input type="radio"/> Trabajo no manual (clero, secretariado)	<input type="radio"/> Otros, indique cual				

Instrucciones

Realice un juicio independiente para cada una de las preguntas. Intente contestar de manera espontánea en las cinco partes de las que consta esta encuesta. No se preocupe en exceso por las preguntas de manera individual, lo que buscamos es que sus apreciaciones sean honestas y que usted plasme sus impresiones inmediatas sobre aquello que se le pregunta.

Por otro lado, lea con detenimiento los detalles del texto, consiguiendo así una mayor veracidad en sus respuestas. A continuación le indicamos la escala de valores sobre los que usted puntuará cada pregunta:

Escala:

Nada de acuerdo	En desacuerdo	Un poco en desacuerdo	Indiferente	Un poco de acuerdo	De acuerdo	Muy de acuerdo
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7

• **Ejemplo 1** - Si siente que no está de acuerdo (pero no en completo desacuerdo), debe marcar tal y como le indicamos a continuación:

1 2 3 4 5 6 7

• **Ejemplo 2** - Si usted siente que está de acuerdo, pero solo un poco, debe marcar:

1 2 3 4 5 6 7

Escala Descriptiva:

• **Ejemplo 3** - Si siente que la marca relacionada con su club se acerca a uno u otro punto (pero no de manera extrema) marque como le indicamos:

Atractivo No es atractivo
0

Atractivo No es atractivo

• **Ejemplo 4** - Si siente que la marca relacionada con su club se acerca a uno u otro punto (pero sólo ligeramente) marque como le indicamos:

Aburrido Interesante
0

Aburrido Interesante

Parte B: Grado de Identificación con su equipo de futbol y su marca

"Cada vez más los clubes de fútbol se consideran una marca con características similares al resto de las empresas. Lo que nos gustaría que hiciera es que pensara en su propio club (x) como una marca y la percibiera de la misma manera que percibe cualquier otra empresa de servicios."

En esta parte del cuestionario le rogamos conteste en relación con el club de fútbol que usted eligió al principio:

Los parámetros de la izquierda van desde Nada de acuerdo (1) hasta Muy de acuerdo (7)

Nada de Acuerdo				Muy de Acuerdo		
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1	2	3	4	5	6	7

- A1. No me preocupa que mi equipo de fútbol gane o pierda
- A2. En mi equipo de fútbol favorito no hay ninguna estrella a la que me guste ver jugar
- A3. Me gusta el entrenador de mi equipo de fútbol
- A4. El presidente de dicho club realiza una buena gestión de sus jugadores
- A5. Me gustan los colores que representan a mi equipo
- A6. El estadio de mi equipo de fútbol tiene una arquitectura espléndida
- A7. Los partidos de mi equipo son intensos/emocionantes
- A8. Mi equipo de fútbol tiene un historial de victorias
- A9. Ver, leer o hablar de mi equipo de fútbol favorito me proporciona una vía de escape frente al día a día
- A10. Para mí es importante que tanto amigos como familiares sean seguidores de mi mismo equipo
- A11. Comencé a ser seguidor de mi equipo influenciado por amigos o familiares
- A12. Pensar en mi equipo me trae buenos recuerdos
- A13. Mi equipo de fútbol favorito ayuda a la comunidad a que nos sintamos orgullosos de pertenecer a él
- A14. Considero que apoyar a mi equipo es algo importante
- A15. Poseo un gran conocimiento sobre todo lo relacionado con mi club de fútbol
- A16. Es muy importante que mi equipo compita por ganar la Liga o la Copa

- A17. Me gusta observar a las estrellas de mi equipo
- A18. El entrenador/ seleccionador es conocido en el mundo del deporte
- A19. El equipo directivo de mi club realiza una buena gestión en general
- A20. Me gusta el Logotipo que identifica a mi equipo
- A21. El estadio de mi club de fútbol tiene 'carácter'
- A22. Los partidos de mi equipo son entretenidos
- A23. Mi equipo tiene una larga tradición futbolística
- A24. Ver, leer o hablar de mi equipo de fútbol favorito me ayuda a olvidarme de mis problemas cotidianos
- A25. Mis amigos y familiares me consideran un forofo de mi club
- A26. Es importante ser del mismo equipo que mis familiares y amigos
- A27. Tengo grandes recuerdos de las ocasiones en las que apoyé a mi equipo
- A28. Mi equipo le da prestigio a la comunidad y/o el país
- A29. Ser un forofo de mi equipo es importante para mí
- A30. Si tuviera que escribir una lista con los datos que poseo de mi equipo, sería una lista muy larga de datos
- A31. Es importante que mi equipo juegue la Liga de campeones o la UEFA
- A32. Mi equipo favorito cuenta con estrellas a las que aprecio ver jugar

- A33. El entrenador-seleccionador realiza un buen trabajo
- A34. El equipo directivo toma sabias decisiones respecto a sus jugadores
- A35. Los uniformes de mi equipo tienen colores que me gustan
- A36. El estadio de mi club de fútbol favorito realiza el disfrute de atender a partidos
- A37. Los partidos que juega mi equipo favorito son entretenidos
- A38. Mi equipo no tiene un historial memorable
- A39. Ver, leer o hablar de mi equipo de fútbol favorito me toma lejos de las 'molestias' de la vida
- A40. Me siento alagado cuando alguien habla bien de mi equipo de fútbol
- A41. Soy seguidor de este equipo influenciado por mis amigos y/o familiares
- A42. Tengo buenos recuerdos compartidos con mis amigos o familiares en torno a mi equipo
- A43. Mi club sirve para mejorar la imagen de mi comunidad y/o país
- A44. Comparando con otros clubes profesionales encuentro que el mío significa mucho más para mí
- A45. Comparando con otros clubes de fútbol me siento un experto respecto al mío
- A46. Cuando hablo de mi equipo empleo el término 'Nosotros' más veces que el término 'Ellos'

Quando pienso en mi club y su marca mis sentimientos son: (cuánto más cerca se elija a un lado o el otro refleja su opinión)

A47.	Ignorancia	Sabiduría
	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
A48.	Malo	Bueno
	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
A49.	Inútil	Beneficioso
	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
A50.	Débil	Fuerte
	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	

Importante: En las siguientes secciones con la palabra servicio o producto nos referimos a todas las ofertas relacionadas con el club de fútbol que usted ha seleccionado con anterioridad (ropa de vestir, ropa de deporte, asistencia a los partidos, los servicios dentro del estadio, el canal de TV, las facilidades económicas relacionadas con el club etc.)

Parte B: Grado de satisfacción con los productos ofrecidos por su club

Los parámetros de la izquierda van desde Nada de acuerdo (1) hasta Muy de acuerdo (7)

Nada de Acuerdo Muy de Acuerdo

1 2 3 4 5 6 7

- B1. Generalmente estoy satisfecho con los productos relacionados con mi club de fútbol
- B2. Creo que hago lo correcto al usar los productos o servicios que éste me ofrece
- B3. No estoy contento con los productos o servicios que me ofrece mi club

Parte C: Confianza en los servicios de su club

Los parámetros de la izquierda van desde Nada de acuerdo (1) hasta Muy de acuerdo (7)

Nada de Acuerdo Muy de Acuerdo

1 2 3 4 5 6 7

- C1. Con "...", y su marca siempre obtengo lo que busco en servicios o productos
- C2. "...", y su marca cumplen mis expectativas
- C3. Confío en "...", y en su marca
- C4. "...", y su marca nunca me decepcionan
- C5. "...", y su marca representan de forma sincera y honesta aquello que me concierne
- C6. Puedo confiar en que "...", y su marca me resolverán los desperfectos causados en sus servicios o productos
- C7. "...", y su marca se preocupan para que yo esté satisfecho
- C8. "...", y su marca me compensarán los desperfectos encontrados en alguno de sus productos o servicios

Parte D: Lealtad a los productos de su marca

Los parámetros de la izquierda van desde Nada de acuerdo (1) hasta Muy de acuerdo (7)



- D1. Me considero leal a mi club "..." y a su marca
- D2. Si los servicios o productos de otro equipo están de oferta, generalmente, prefiero comprar éstos en vez de los de mi equipo "..."
- D3. Si en una tienda no hay los servicios o productos de mi equipo "..." me da igual comprar otros
- D4. Si aún no he llegado a pagar un servicio/producto de mi marca favorita "..." y alguien discrepa sobre dicho servicio o producto, no lo compro
- D5. No me importa pagar algo más por los servicios o productos relacionados con mi club de fútbol "...", aunque pudieran ser más baratos los de otras marcas
- D6. Yo mismo recomiendo comprar servicios o productos relacionados con mi club "..."
- D7. Defiendo los servicios o productos de mi club, aún a riesgo de causar controversia
- D8. No podría afiliarme a otro club de fútbol profesional
- D8. Si en una tienda no hay los servicios o productos de mi equipo me da igual comprar otros de otro club famoso
- D10. Me considero un forofo total de mi club
- D11. Veo cada partido de mi equipo sea quien sea el equipo contrario

Parte E: Grado de compromiso

El propósito de esta encuesta es averiguar el interés de cada persona en relación con su club de fútbol y con los productos que haya consumido o consuma derivados del mismo. Para medir dicho interés necesitamos que juzgue a su equipo o club dentro de una escala descriptiva de valores acorde con SU propia opinión.

Los parámetros de la izquierda van desde Nada de acuerdo (1) hasta Muy de acuerdo (7)



- E1. No me parece que la marca del club "... " sea amigable
- E2. No siento ningún vínculo al elegir cualquiera de los (servicios/productos) de la marca del club de fútbol "... "
- E3. Estoy encantado con cualquiera de los (servicios/productos) de la marca del club de fútbol "... "
- E4. La marca del club de fútbol "... " me transmite una sensación de paz
- E5. No siento ningún afecto por los (servicios/productos) de la marca del club de fútbol "... "
- E6. Para mí, era importante sentirme de acuerdo con la elección de (servicios/productos) de la marca del club de fútbol "... "
- E7. Para mí, todas las marcas de los clubes de fútbol son igualmente cautivadoras
- E8. Me siento conectado con una marca específica de un club de fútbol
- E9. Una mala compra de cualquiera de los (servicios/productos) de la marca de un club de fútbol puede traermé dolor
- E10. No siento ningún vínculo con la marca de un club de fútbol específica

L. Para mí, mi club de fútbol "... " es:


- | | | |
|-----|---|------------|
| 11. | Poco importante | Importante |
| | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | |
- | | | |
|-----|---|-------------|
| 12. | Aburrido | Interesante |
| | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | |
- | | | |
|-----|---|-----------|
| 13. | Irrelevante | Relevante |
| | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | |
- | | | |
|-----|---|-------------|
| 14. | No es apasionante | Apasionante |
| | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | |

Consumer brand relationships – The determinants of brand loyalty in the context of football clubs

15.	No significa nada para mi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Significa mucho
16.	Poco atractivo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Atractivo
17.	Trivial	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Fascinante
18.	Sin mucho valor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Valioso
19.	No me implica mucho	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Implicante
110.	No es necesario	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Necesario

Appendix F – Questionnaire (French Version)

Selecione o idioma em que deseja realizar este questionário

Nous voudrions, avant tout, vous remercier pour votre participation à notre enquête. Vous avez été sélectionné pour participer à un travail qui est parti intégrante d'une thèse de doctorat qui a pour but d'évaluer le degré d'intensité émotionnelle que les consommateurs peuvent développer en ce qui concerne la marque d'un club de football de leur choix.

Cette enquête a pour objectif de pouvoir donner à ces organisations un meilleur aperçu en ce qui concerne les perceptions et attentes des consommateurs, ainsi que le degré de leur relationnement avec ce genre de marque de services, de manière à rapprocher la marque de son consommateur.

Toutes les informations consignées dans cette brève enquête seront maintenues anonymes et complètement confidentielles, et ne pourront être utilisées à d'autres fins que celles ici même énoncées dans le cadre de cette enquête.

Votre participation est extrêmement importante et sera immensément appréciée dans le domaine du progrès de la recherche scientifique, ainsi que dans celui des propres clubs.

Section A: Informations Générales

1. Quel est le nom de votre club de football favori

2. Genre

<input type="radio"/>	Masculin
<input type="radio"/>	Féminin

3. Votre Âge

16 – 24	25 – 34	35 – 44	45 – 54	55 – 64	65 et plus
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Nationalité

<input type="radio"/>	Anglais	<input type="radio"/>	Aleman
<input type="radio"/>	Espagnol	<input type="radio"/>	Français
<input type="radio"/>	Italienne	<input type="radio"/>	Portugais
<input type="radio"/>	Autre	Spécifiez S. V. P.	

5. Education

<input type="radio"/>	Post maîtrise (ex. DESS, Doctorat)
<input type="radio"/>	Maitrise
<input type="radio"/>	Certificats professionnels
<input type="radio"/>	Enseignement secondaire
<input type="radio"/>	Sans éducation formel

6. Revenu Annuel Brute avant impôts

Moins de € 15,000	€ 15000 - € 30000	€ 31000 - € 45000	€ 46.000 - € 60.000	€ 61.000 - € 75.000	Supérieur à € 75.000
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Activité Actuelle

<input type="radio"/>	Étudiant	<input type="radio"/>	Espécialisé manuel (ex. Électricien, plombier)
<input type="radio"/>	Professionnel libéral (ex. médecin, ingénieur)	<input type="radio"/>	Semi-espécialisé (ex. Conducteur, surveillance)
<input type="radio"/>	Gestionnaire (ex. Marketing, Produit, Ressources Humaines)	<input type="radio"/>	Non spécialisé (ex. nettoyage)
<input type="radio"/>	Espécialisé non manuel (ex. secrétariat)	<input type="radio"/>	Autre, Spécifiez S.V.P.

Instructions de remplissage du questionnaire

Veuillez lire chaque affirmation individuellement et émettre une opinion indépendante. Remplissez les cinq chapitres de l'enquête d'une façon rapide. Ne vous préoccupez pas ou ne tardez pas longtemps à répondre à une information particulière. Ce que nous recherchons ce sont vos opinions immédiates, vos sentiments spontanés en ce qui concerne les affirmations contenus dans ce questionnaire. Nous vous demandons fortement de ne pas le remplir de forme aléatoire ni "à la légère", parce que ce que nous recherchons ce sont vos opinions sincères. Voici comment utiliser l'échelle pour vos réponses:

Échelle:

Em total désaccord	Em désaccord	Em léger désaccord	Sans opinion	Em léger accord	Accord	Em total accord
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7

• Exemple 1 - Si vous sentez que vous êtes en désaccord (mais pas pleinement), dans ce cas vous devrez choisir l'option suivante:

1 2 3 4 5 6 7

• Exemple 2 - Si vous êtes en accord (mais seulement légèrement), alors vous devrez choisir l'option suivante:

1 2 3 4 5 6 7

Échelle Descriptive:

• Exemple 3 -

Si vous sentez que la marque du club de football « ... » est liée à un extrême de l'échelle (mais pas complètement), dans ce cas vous devrez cocher votre réponse de la façon suivante:

Appellatif Non appellatif
ou
Appellatif Non appellatif

• Exemple 4 - Si vous sentez que la marque du club de football « ... » est seulement légèrement liée à un extrême de l'échelle (mais n'est pas pour vous neutre), alors vous devrez cocher votre réponse de la façon suivante:

Désintéressant Intéressant
Ou
Désintéressant Intéressant

Section B – Association des marques

De plus en plus les clubs de football s'assument comme une marque de services avec des caractéristiques semblables à une autre marque quelconque. Ce que nous vous demandons c'est de penser à votre club de football préféré (X) comme s'il s'agissait d'une marque, de la même forme comme vous appréciez une quelconque autre marque de services?

Dans cette partie du questionnaire nous aimerions que vous répondiez aux affirmations suivantes en ce qui concerne le club de football que vous avez choisi antérieurement

Les affirmations à gauche sont pondérées de (1) En total désaccord à (7) En total accord à droite

Em total désaccord				Em total accord									
<input type="radio"/>	1	<input type="radio"/>	2	<input type="radio"/>	3	<input type="radio"/>	4	<input type="radio"/>	5	<input type="radio"/>	6	<input type="radio"/>	7

- A1. Cela m'est indifférent que mon club de football préféré gagne ou perde
- A2. Mon club de football préféré ne possède aucune "star du football" que j'aime voir jouer
- A3. J'apprécie l'entraîneur de mon club de football favori
- A4. La Direction de mon club de football favori fait de son mieux pour construire une bonne équipe de football
- A5. J'aime les couleurs qui représentent mon club de football préféré
- A6. L'architecture du stade de mon club de football préféré est attrayante
- A7. Les matchs de mon club de football préféré sont excitants
- A8. Mon club de football favori a un historique victorieux
- A9. Voir, lire et parler au sujet de mon club de football préféré me permet d'oublier mes problèmes quotidiens
- A10. Il est pour moi important que mes amis/famille me considèrent comme un "fan" de mon club de football favori
- A11. J'ai commencé à être adepte de mon club favori à cause de mes amis et de ma famille
- A12. Le fait de penser à mon club de football préféré me rappelle de bons souvenirs
- A13. Mon club de football favori permet à la population local de se sentir orgueilleuse du lieux où ils habitent
- A14. Mon club de football préféré est personnellement important pour moi
- A15. Je possède de bonnes connaissances au sujet de mon club de football favori favorita

A16. Il est très important que mon club de football favori lute pour gagner le championnat et/ou la coupe national

A17. J'aime voir jouer les "stars de football" de mon club de football favori

A18. L'entraîneur de mon club de football favori est très connu dans le monde du sport

A19. La Direction de mon club de football favori pratique une bonne gestion du club

A20. J'aime l'emblème de mon club de football favori

A21. Le stade de mon club de football favori a du "caractère"

A22. Les matchs de mon club de football favori sont un loisir pour moi

A23. Mon club de football préféré possède une riche histoire

A24. Voir, lire et parler au sujet de mon club de football favori me permet d'oublier mes problèmes quotidiens

A25. Mes amis et ma famille me voient comme un "fan" de mon club de football favori

A26. Il est important pour moi de soutenir le même club de football que mes amis et/ou ma famille

A27. Je garde de bons souvenirs des moments où j'ai soutenu mon club de football favori

A28. Mon club de football favori apporte du prestige à la communauté et/ou au pays

A29. Être "fan" de mon club de football favori est important pour moi

A30. Si je devais élaborer une liste de mes connaissances au sujet de mon club de football favori, celle-ci serait longue

A31. Il est important pour moi que mon club de football favori soit présent à l'UEFA ou à la Ligue des Champions

A32. Mon club de football favori possède des joueurs "stars du football" que j'aime voir jouer

A33. L'entraîneur de mon club de football favori fait un bon travail

A34. La Direction de mon club de football favori prends de justes décisions face aux intérêts des joueurs

A35. Les équipements de mon club de football favori son attrayants

A36. Le stade de mon club de football favori aide à augmenter le plaisir d'assister aux matchs

A37. Les matchs de mon club de football favori sont agréables

A38. Mon club de football favori n'a pas d'historique

A39. Voir, lire et parler de mon club de football favori me "déconnecte" des problèmes quotidiens de la vie

A40. Quand quelqu'un fait l'éloge de mon club de football favori, je le ressens comme s'il se félicitait d'un compliment

A41. Je suis mon club de football favori parce que mes amis et ma famille aiment le même club que moi

A42. Supporter et suivre mon club de football favori avec mes amis e ma famille me rappelle de bons souvenirs

A43. Mon club de football favori exalte l'image de la communauté et/ou du Pays

A44. Si l'on compare ce que je ressens pour les autres clubs, mon club de football favori est très important pour moi

A45. Je me considère un connaisseur de mon club de football favori, si l'on compare avec d'autres clubs de football

A46. Quand je parle au sujet de mon club de football favori, normalement j'utilise le mot "Nous" au lieu de "ils"

Quand je pense à mon club de football et à sa marque, mes sentiments à ce sujet sont:(plus vous vous rapprochez des extrêmes, plus vous marquez votre opinion)

A47. Ignore Connaisseur

A48. Mauvais Bon

A49. Maléfique Bénéfique

A50. Faible Fort

Important: Dans les sections suivantes, chaque fois qu'est mentionné le vocable [services/produits], cela inclut tout type d'offertes relationnées avec le club de football que vos avez choisi antérieurement (par exemple, articles sportifs, allés aux matchs, services disponibles dans le stade, canal de télévision du club, installations disponibles au stade, services financiers disponibles par le club)

Section C – Satisfaction avec la Marque

Les affirmations à gauche sont notuées de (1) En total désaccord à (7) En total accord à droite

Em total désaccord								Em total accord					
<input type="radio"/>	1	<input type="radio"/>	2	<input type="radio"/>	3	<input type="radio"/>	4	<input type="radio"/>	5	<input type="radio"/>	6	<input type="radio"/>	7

- B1. Je me sens en général satisfait en ce qui concerne ma décision d'utiliser un quelconque des [services/produits] de mon club de football favori
- B2. Je pense que je ferais le bon choix si j'utilise un quelconque des [services/produits] de mon club de football favori
- B3. Je ne me sens pas heureux quand j'utilise un quelconque des [services/produits] de mon club de football favori

Section D – Confiance en la Marque

Les affirmations à gauche sont notuées de (1) En total désaccord à (7) En total accord à droite

Em total désaccord								Em total accord					
<input type="radio"/>	1	<input type="radio"/>	2	<input type="radio"/>	3	<input type="radio"/>	4	<input type="radio"/>	5	<input type="radio"/>	6	<input type="radio"/>	7

- C1. Avec le "... " et son nom de marque j'obtiens ce que je recherche dans un [service/produit]
- C2. "... " et son nom de marque parviennent à correspondre à mes attentes
- C3. J'ai confiance en "... " et en son nom de marque
- C4. "... " et son nom de marque ne m'ont jamais déçu
- C6. "... " et son nom de marque sera toujours honnête et sincère dans l'abordage de mes préoccupations
- C8. Je sens que j'ai confiance en « ... » et en son nom de marque pour résoudre un problème quelconque cause par ses [services/produits]
- C7. Je sens que "... " et son nom de marque sont intéressés à satisfaire mes nécessités
- C8. "... " et son nom de marque trouvera une forme de me compenser pour un problème quelconque advenu à la suite d'un de ses [services/produits]

Section E – Loyauté Envers la Marque

Les affirmations à gauche sont notées de (1) En total désaccord à (7) En total accord à droite



- D1. Je me considère fortement loyal envers « ... » et sa marque
- D2. Quand les (services/produits) de la marque d'un autre club de football sont en soldes, généralement je les préfère, en dépit des (services/produits) de la marque de mon club favori "..."
- D3. Pour moi, il me serait indifférent si je devais choisir les (services/produits) d'un autre club de football dans le cas où les (services/produits) de la marque du club de football « ... » n'étaient pas disponibles en magasin
- D4. Si, avant d'effectuer l'achat, je devais choisir les (services/produits) de la marque du club de football « ... », ce choix pourrait facilement changer en recevant une information dépréciative
- D5. Je suis prêt à payer plus cher les (services/produits) de la marque du club de football "... " en comparaison avec les (services/produits) d'autres marques de clubs de football disponibles sur le marché
- D6. Je recommande l'achat des (services/produits) de la marque du club de football "..."
- D7. Je serais prêt à défendre publiquement mon club de football favori, même si cela pourrait être controversé
- D8. Je ne pourrais jamais échanger ma filiation à mon club de football préféré en faveur d'un autre club
- D9. Si les (services/produits) de la marque du club de football "... " ne sont pas disponibles en magasin, j'obtiens les (services/produits) de la marque d'un autre club de football que j'apprécie aussi
- D10. Je me considère un "vrai" supporter de mon club de football favori
- D11. J'assiste à n'importe quel match de mon club de football favori indépendamment de l'adversaire qui les affrontent

Section F – Attachment Émotionnel et Engagement

L'objectif de cette section du questionnaire est de mesurer le degré d'intégration ou intérêt personnel avec le club de football et sa marque, ainsi que de ses produits ou services que vous achetez régulièrement ou avez achetés dans le passé. Pour effectuer cette évaluation, nous avons besoin que vous jugiez votre club de football et la marque sur une série d'échelles descriptives, en accord avec la forme comme VOUS percepez le club et sa marque. Voici comment utiliser l'échelle pour vos réponses:

Les affirmations à gauche son ponctées de (1) Em total désaccord à (7) Em total accord à droite

Em total				Em total			
désaccord				accord			
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1	2	3	4	5	6	7	

- E1. Je n'entends pas la marque de club "... " comme étant une marque amicale
- E2. Je ne me sens pas compromis par le fait d'acquérir un service/produit de la marque du club de football "... "
- E3. Je suis ravi des (services / produits) de la marque du club de football "... "
- E4. La marque du club de football "... " me transmet une sensation de paix
- E5. Je ne sens aucune affection en ce qui concerne les services/produits de la marque du club de football "... "
- E6. En ce qui concerne le fait de choisir les services/produits du club de football "... " il était important de sentir ce choix comme correcte
- E7. Pour moi, toutes les marques des clubs de football sont également captivantes
- E8. Je sens un attachement particulier à une marque spécifique de club de football
- E9. Un mauvais achat de (services/produits) de la marque d'un club de football peut être douloureux
- E10. Je ne sens aucun sentiment envers la marque spécifique d'un club de football

I. Pour moi la marque du club de football "... " est:

- | | | |
|-----|---|------------------|
| 11. | Sans importance | Importante |
| | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | |
| 12. | Ennuyeuse | Intéressante |
| | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | |
| 13. | Sans intérêt | Digne de intérêt |

	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
14.	Monotone							Excitante
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
15.	Insignifiante pour moi							Très significative pour moi
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
18.	Non apelative							Apelative
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
17.	Mondaine							Fascinante
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
18.	Sans valeur							Précieux
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
18.	Non émotive							Émotive
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
110.	Futile							Nécessaire
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Appendix G – Questionnaire (German Version)

Bitte wählen Sie in welcher Sprache Sie den Fragebogen beantworten möchten



Vielen Dank, dass Sie an unserer Untersuchung teilnehmen. Sie sind ausgewählt worden um im Rahmen einer Dissertation die emotionale Teilnahme an Fußball als Marke zu bewerten.

Dies wird den entsprechenden Organisationen helfen die Eindrücke, Erwartungen und Teilnahme von Leuten gegenüber Dienstleistungsmarken zu verstehen. Dadurch soll ein höherer strategischer Fit zwischen Marke und Konsumenten erzielt werden. Die im Rahmen dieser Untersuchung erhobenen Daten werden komplett anonym erhoben und werden ausschließlich für den spezifischen Zweck dieser Forschungsarbeit genutzt.

Wir bedanken uns recht herzlich für das Ausfüllen dieses Fragebogens und die Unterstützung der Untersuchung.

Teil A: Allgemeine Informationen

1. Bitte nennen Sie Ihren Lieblingsfußballverein	2. Geschlecht				
	<input type="radio"/> Männlich <input type="radio"/> Weiblich				
3. Altersgruppe					
16 – 24	25 – 34	35 – 44	45 – 54	55 – 64	Über 65
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Nationalität		5. Schulabschluß			
<input type="radio"/> Englisch	<input type="radio"/> Deutsch	<input type="radio"/> Höherer Grad/ Graduierte (Doktorat)			
<input type="radio"/> Spanisch	<input type="radio"/> Französisch	<input type="radio"/> Hochschulabschluß (Uni/FH)			
<input type="radio"/> Italienisch	<input type="radio"/> Portugiesisch	<input type="radio"/> Lehre/Berufsabschluß/ Meister			
<input type="radio"/> Andere	Nämlich:	<input type="radio"/> Sekundärschule (Hauptschul-, Realschul- oder Gymnasialabschluß)			
		<input type="radio"/> Kein Abschluß			
6. Brutto Jahreseinkommen					
Unter € 15.000	€ 15000 - € 30000	€ 31000 - € 45000	€ 46.000 - € 60.000	€ 61.000 - € 75.000	Mais de € 75.000
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Augenblicklicher Beruf					
<input type="radio"/> Student	<input type="radio"/> Arbeiter				
<input type="radio"/> Freie Berufe	<input type="radio"/> Halb/Partei erfahren				
<input type="radio"/> Management	<input type="radio"/> Ungelernt				
<input type="radio"/> Angestellte	<input type="radio"/> Andere, nämlich				

Anleitung

Beantworten Sie bitte jede Frage unabhängig. Beantworten Sie jeden der fünf Teile des Fragebogens relative zügig, ohne zu sehr über einzelne Fragestellungen nachzudenken. Es ist Ihr erster Eindruck, Ihre spontanen Gefühle, an denen wir interessiert sind. Seien Sie bitte aber auch nicht nachlässig, da wir an Ihren wahren Eindrücken interessiert sind.

Skala:

Stimme überhaupt nicht zu	Stimme nicht zu	Stimme eher nicht zu	Weder noch	Stimme eher zu	Stimme zu	Stimme voll zu
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7

• **Beispiel 1** - Wenn Sie nicht zustimmen (**aber nicht sehr stark**), sollten Sie dies wie folgt markieren:

1 2 3 4 5 6 7

• **Beispiel 2** - Wenn Sie zustimmen (**aber nur gerade**), sollten Sie dies wie folgt markieren:

1 2 3 4 5 6 7

Beschreibende Ebene:

• **Beispiel 3** - Wenn Sie der Meinung sind, dass die Marke des Fußballvereins relativ weit auf der einen oder anderen Seite der Skala anzusiedeln ist (**aber nicht extrem**), dann sollten Sie ein Kreuz wie folgt setzen:

Ansprechend Nicht ansprechend
or

Ansprechend Nicht ansprechend

• **Beispiel 4** - Wenn Sie der Meinung sind, dass die Marke des Fußballvereins nur leicht zu einer Seite der Skala tendiert (**aber nicht wirklich neutral ist**), dann sollten Sie ein Kreuz wie folgt setzen:

Uninteressant Interessant
Or

Uninteressant Interessant

Teil B: Markenassoziation

„Mehr und mehr Fußballvereine verstehen sich als eine Dienstleistungsmarke mit ähnlichen Merkmalen wie andere Marken auch. Worum wir Sie bitten möchten, ist über Ihren Lieblingsfußballverein (X) wie über eine Marke zu denken, über sie so zu denken, wie sie auch andere Dienstleistungsmarken empfinden würden.“

In diesem Teil des Fragebogens möchten wir Sie darum bitten, Fragen in Bezug auf den oben gewählten Lieblingsverein zu beantworten:

Antworten sind von links (1) „Stimme überhaupt nicht zu“ bis (7) „Stimme voll zu“ bewertet.

Stimme überhaupt nicht zu						Stimme voll zu							
<input type="radio"/>	1	<input type="radio"/>	2	<input type="radio"/>	3	<input type="radio"/>	4	<input type="radio"/>	5	<input type="radio"/>	6	<input type="radio"/>	7

- A1. Mir ist es egal ob mein Fußballverein gewinnt oder verliert
- A2. Mein Fußballverein hat keine Star-Spieler, die ich mir gerne ansehe
- A3. Ich mag den Trainer des Fußballvereins
- A4. Das Management meines Fußballvereins tut das beste ein gutes Team zusammen zu stellen
- A5. Ich mag die Vereinsfarben
- A6. Die Architektur des Vereinstadiums ist attraktiv
- A7. Die Spiele meines Lieblingsvereins sind spannend
- A8. Mein Lieblingsvereins hat eine Tradition zu gewinnen
- A9. Meinen Verein anzuschauen, über ihn zu lesen und zu sprechen, gibt mir Gelegenheit meine Probleme zu vergessen
- A10. Mir ist es wichtig, dass mich meine Freunden und/ oder Familienmitglieder als Fan meines Lieblingsvereins sehen
- A11. Ich habe wegen Freunden und/ oder Familienmitgliedern angefangen meinen Verein zu unterstützen
- A12. Ich habe gute Erinnerungen, wenn ich über meinen Verein zurückdenke
- A13. Mein Verein hilft lokalen Bürgern dabei, stolz auf den Ort zu sein in dem sie leben
- A14. Ich sehe meinen Verein als persönlich wichtig an
- A15. Ich habe umfangreiches Wissen über meinen Fußballverein
- A16. Es ist sehr wichtig, dass mein Verein um die Meisterschaft und/ oder den Pokal kämpft
- A17. Ich mag es den Star-Spielern meines Vereins zu zuschauen
- A18. Der Trainer meines Vereins ist bekannt in seinem Sport

A18. Das Management meines Lieblingsvereins macht einen guten Job beim managen des Vereins

A20. Ich mag das Logo meines Vereins

A21. Das Stadion meines Vereins hat "Charakter"

A22. Die Spiele meines Vereins sind unterhaltsam

A23. Mein Lieblingsverein hat eine reiche Vergangenheit

A24. Meinen Verein anzuschauen, über ihn zu lesen und zu sprechen, hilft mir meine Alltagsprobleme zu vergessen

A26. Meine Freunde und/ oder Familienmitglieder nehmen mich als Fan meines Lieblingsvereines wahr

A28. Es ist wichtig, den selben Verein, wie meine Freunde und/ oder Familienmitglieder zu unterstützen

A27. Ich habe gute Erinnerungen an die Unterstützung meines Fußballvereins

A28. Mein Lieblingsverein gibt der lokalen Gemeinde Prestige

A28. Es ist mir wichtig ein Fan meines Lieblingsverein zu sein

A30. Wenn ich gefragt werden würde alles über meinen Fußballverein aufzuschreiben, würde eine lange Liste heraus kommen

A31. Es ist mir wichtig, dass mein Verein im UEFA-Cup/ in der Champions League mitspielt

A32. Mein Lieblingsverein hat Star-Spieler, die Ich mir gerne anschau

A33. Der Trainer meines Vereins macht einen guten Job

- A34.** Das Management meines Lieblingsvereins macht weise Personalentscheidungen bezüglich der Spieler
- A35.** Die Trikots meines Lieblingsvereins sind attraktiv
- A36.** Das Stadium meines Vereins erhöht die Freude sich Spiele anzuschauen
- A37.** Man kann die Spiele meines Vereins genießen
- A38.** Mein Lieblingsfußballverein hat keine Geschichte
- A39.** Meinen Verein anzuschauen, über ihn zu lesen und zu sprechen, hilft mir die Unannehmlichkeiten des Lebens zu vergessen
- A40.** Wenn jemand meinen Lieblingsverein lobt, fühlt es sich wie ein Kompliment an
- A41.** Ich unterstütze mein Team, da meine Freunde und/ oder Familienmitglieder den selben Verein unterstützen
- A42.** Ich habe gute Erinnerungen daran meinen Verein mit Freunden und/ oder Familienmitgliedern zu unterstützen
- A43.** Mein Verein hilft dabei das Image der lokalen Gemeinde/Land zu erhöhen
- A44.** Im Vergleich dazu wie ich über andere professionelle Fußballclubs fühle, ist mir mein Lieblingsverein sehr wichtig
- A45.** Im Vergleich zu anderen Fußballclubs, sehe ich mich als Experten über meinen eigenen Club an
- A46.** Wenn ich über meine Fußballverein rede, benutze ich eher "wir" als "sie"

Wenn ich über meinen Fußballclub und seine Marke nachdenke, sehe ich sie wie folgt: **(Je näher Sie nach links oder rechts tendieren reflektiert die Stärke Ihrer Gefühle)**

A47.	Dumm		Weise
		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
A48.	Schlecht		Gut
		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
A49.	Nutzlos		Nutzbringend
		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
A50.	Schwach		Stark
		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	

Wichtig: Wenn im nächsten Abschnitt [Dienstleistungen/ Produkte] genannt wird, dann beinhaltet dies alle Angebote im Bezug auf Ihren oben benannten Fußballverein (z.B. Sportbekleidung, Eintrittskarten, Dienstleistungen die im Stadion angeboten werden, der TV-Kanal des Vereins, Stadioneinrichtungen, Finanzdienstleistungen des Vereins)

Teil C – Fragen zur Markenzufriedenheit

Antworten sind von links (1) „Stimme überhaupt nicht zu“ bis (7) „Stimme voll zu“ bewertet.

Stimme überhaupt nicht zu Stimme voll zu

1 2 3 4 5 6 7

- B1. Im Allgemeinen bin ich zufrieden mit meiner Entscheidung [Dienstleistungen/ Produkte] meines Vereines zu nutzen
- B2. Ich denke, dass ich das richtige mache, wenn ich [Dienstleistungen/ Produkte] meines Lieblingsvereines nutze
- B3. Ich bin nicht glücklich, wenn ich [Dienstleistungen/ Produkte] meines Lieblingsvereines nutze

Teil D – Fragen zum Markenvertrauen

Antworten sind von links (1) „Stimme überhaupt nicht zu“ bis (7) „Stimme voll zu“ bewertet.

Stimme überhaupt nicht zu Stimme voll zu

1 2 3 4 5 6 7

- C1. Mit „...“ und seinem Markennamen bekomme ich das, wonach ich bei [Dienstleistungen/ Produkten] schaue
- C2. „...“ und sein Markenname erfüllen meine Erwartungen
- C3. Ich habe Vertrauen in „...“ und seinen Markennamen
- C4. „...“ und sein Markenname enttäuschen mich nie
- C6. „...“ und sein Markenname wären ehrlich und offen im Behandeln meiner Bedenken
- C8. Ich kann „...“ und seinem Markennamen vertrauen, dass sie alle Problemen mit ihren [Dienstleistungen/ Produkten] beheben würden
- C7. „...“ und sein Markenname wären an meiner Zufriedenheit interessiert
- C8. „...“ und sein Markenname würde mich in bestimmter Form für Probleme mit den [Dienstleistungen/ Produkten]

Teil E – Fragen zur Markenloyalität

Antworten sind von links (1) „stimme überhaupt nicht zu“ bis (7) „stimme voll zu“ bewertet.

Stimme überhaupt nicht zu						Stimme voll zu							
<input type="radio"/>	1	<input type="radio"/>	2	<input type="radio"/>	3	<input type="radio"/>	4	<input type="radio"/>	5	<input type="radio"/>	6	<input type="radio"/>	7

- D1. Ich sehe mich als sehr loyal zu „...“ an
- D2. Wenn [Dienstleistungen/ Produkte] mit der Marke von anderen Fußballvereinen im Angebot sind, bevorzuge ich diese im allgemeinen, anstelle von [Dienstleistungen/ Produkten] mit der Marke meines üblichen Fußballvereines „...“
- D3. Wenn die [Dienstleistungen/ Produkte] mit der Marke des Vereins „...“ im Laden nicht vorhanden sind, macht es für mich keinen großen Unterschied [Dienstleistungen/ Produkte] eines anderen Fußballvereines zu wählen
- D4. Wenn ich mich für den Kauf [einer Dienstleistung/eines Produktes] mit der Marke des Fußballclubs „...“ entschieden habe, könnte ich meine Entscheidung schnell ändern, falls ich abweichende Informationen über [die Dienstleistung/das Produkt]
- D5. Ich bin bereit mehr für [Dienstleistungen/ Produkte] mit der Marke des Vereins „...“, als für [Dienstleistungen/ Produkte] mit der Marke von anderen Fußballvereinen zu zahlen
- D6. Ich empfehle [Dienstleistungen/ Produkte] mit der Marke des Vereins „...“ zu kaufen
- D7. Ich würde meine Lieblingsverein öffentlich verteidigen, auch wenn dies zu Kontroversen führt
- D8. Ich würde niemals meine Unterstützung von meinem Fußballverein zu einem anderen professionellen Fußballverein wechseln
- D8. Wenn die [Dienstleistungen/Produkte] mit der Marke des Fußballclubs „...“ in einem Laden nicht verfügbar sind, würde ich die [Dienstleistungen/Produkte] mit der Marke eines anderen Fußballvereins den ich mag kaufen
- D10. Ich sehe mich als engagierten Fan meines Lieblingsfußballvereins
- D11. Ich würde meinem Fußballverein zu schauen egal gegen welches andere Fußballteam sie gerade spielen

Teil F: Fragen zur Persönlichen Teilnahme

Der Zweck dieses Teils des Fragebogens ist es zu messen wie starke eine Person Teilnahme oder Interesse zeigt gegenüber dem Fußballverein und seiner Marke und den Produkten oder Dienstleistungen die Sie regelmäßig kaufen oder in der Vergangenheit gekauft haben. Um dies zu messen, bewerten Sie bitte Ihren Fußballverein und seine Marke auf einer Skala auf der Basis wie SIE den Club und seine Marke empfinden. Hier zwei Beispiele wie Sie die Skala nutzen sollten.

Antworten sind von links (1) „Stimme überhaupt nicht zu“ bis (7) „Stimme voll zu“ bewertet.

Stimme überhaupt nicht zu						Stimme voll zu							
<input type="radio"/>	1	<input type="radio"/>	2	<input type="radio"/>	3	<input type="radio"/>	4	<input type="radio"/>	5	<input type="radio"/>	6	<input type="radio"/>	7

- E1. Ich empfinde die Marke von dem Fussballverein „..“ nicht ansprechend
- E2. Ich fühle mich bei der Auswahl einer Dienstleistung / eines Produktes nicht mit der Marke des Fußballvereines „..“ verbunden
- E3. Ich fühle mich sehr wohl mit den Dienstleistungen/ den Produkten der Marke des Fußballvereines „..“
- E4. Die Marke des Fußballvereines „..“ schicken Sie mir ein Gefühl von Frieden
- E5. Ich fühle mich nicht zu den Dienstleistungen / den Produkten der Marke des Fußballvereines „..“ hingezogen
- E6. Es war mir wichtig bei der Wahl meiner Dienstleistung/ des Produktes von der Marke des Fußballvereines „..“, dass es sich "richtig" anfühlt
- E7. Die Marken der verschiedenen Fußballvereine sind für mich gleichermaßen anziehend
- E8. Ich fühle mich mit der Marke eines speziellen Fußballvereines verbunden
- E9. Der Erwerb einer schlechten Dienstleistung / eines schlechten Produkts einer speziellen Marke eines Fußballvereines würde mich ärgerlich stimmen
- E10. Ich fühle mich gar nicht mit der Marke eines speziellen Fußballvereines verbunden

I. Für mich ist der Fußballverein „...“:

11.	Unwichtig	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Wichtig
12.	Langweilig	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Interessant
13.	Irrelevant	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Relevant

Consumer brand relationships – The determinants of brand loyalty in the context of football clubs

14.	Nicht aufregend	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Aufregend
15.	Bedeutet mir nichts	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Bedeutet mir sehr viel
16.	Nicht ansprechend	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Ansprechend
17.	Alltäglich	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Faszinierend
18.	Wertlos	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Wertvoll
19.	Nicht zur Teilnahme anregend	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Zur Teilnahme anregend
20.	Unnötig	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Nötig

Appendix H – Questionnaire (Portuguese Version)

Seleccione o idioma em que deseja realizar este questionário

Antes de mais gostaríamos de agradecer o facto de aceitar tomar parte desta nossa pesquisa. Você foi seleccionado para um estudo inserido numa pesquisa de doutoramento que pretende avaliar o grau de envolvimento emocional que os consumidores podem desenvolver com a marca de um determinado clube de futebol da sua preferência.

Esta pesquisa tem como objectivo poder proporcionar a estas organizações um melhor entendimento acerca das percepções e expectativas dos consumidores. Assim como, o envolvimento por parte dos mesmos com este género de marca de serviços, de forma a aproximar a marca ao seu consumidor.

Todos os dados obtidos por intermédio da sua participação neste breve questionário serão mantidos anónimos e completamente confidenciais, e de forma alguma poderão ser usados para qualquer outro propósito que não relacionado com esta pesquisa.

A sua ajuda no preenchimento deste questionário é extremamente importante e será imensamente apreciada no sentido do progresso da teoria académica, assim como dos próprios clubes.

Parte A: Dados Gerais

1. Qual o nome do seu clube de futebol favorito		2. Género	
		<input type="radio"/> Masculino	<input type="radio"/> Feminino
3. Faixa Etária			
16 – 24	25 – 34	35 – 44	45 – 54
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Nacionalidade		5. Educação	
<input type="radio"/> Inglesa	<input type="radio"/> Alemã	<input type="radio"/> Pós licenciatura (ex. Mestrado, PhD)	<input type="radio"/> Licenciatura
<input type="radio"/> Espanhola	<input type="radio"/> Francesa	<input type="radio"/> Certificados profissionais	<input type="radio"/> Ensino secundário
<input type="radio"/> Italiana	<input type="radio"/> Portuguesa	<input type="radio"/> Sem Educação formal	
<input type="radio"/> Outros	Por favor especifique		
6. Rendimento Anual Bruto antes de impostos (14 meses)			
Menos de € 15,000	€ 15000 - € 30000	€ 31000 - € 45000	€ 46.000 - € 60.000
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Presente ocupação			
<input type="radio"/> Estudante	<input type="radio"/> Especializado manual (ex. Electricista, canalizador)		
<input type="radio"/> Profissional liberal (ex. médicos, engenheiros)	<input type="radio"/> Semi-especializado (ex. Condutores, segurança)		
<input type="radio"/> Gestor (ex. Marketing, Produto, Recursos humanos)	<input type="radio"/> Não especializado (ex. Limpezas)		
<input type="radio"/> Especializado não manual (ex. secretariado)	<input type="radio"/> Outro, Especifique por favor		

Instruções de preenchimento

Leia cada afirmação isoladamente e estabeleça uma opinião independente. Preencha as cinco partes do questionário de uma forma rápida. Não se preocupe ou pondere em demasia em relação a uma particular afirmação. O que procuramos são as suas opiniões imediatas, os seus sentimentos espontâneos acerca das afirmações presentes no questionário. Por outro lado, pedimos que não o faça de uma forma aleatória e descuidada, porque aquilo que procuramos são as suas opiniões sinceras.

Eis como usar a escala nas suas respostas:

Escala:

Disordo plenamente	Disordo	Disordo ligeiramente	Indiferente	Concordo ligeiramente	Concordo	Concordo plenamente
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7

• **Exemplo 1** - Se sente que discorda (mas não de uma forma plena), então deverá escolher a seguinte opção:

1 2 3 4 5 6 7

• **Exemplo 2** - Se sente que concorda (mas apenas ligeiramente), então deverá escolher a seguinte opção:

1 2 3 4 5 6 7

Escala Descritiva:

• **Exemplo 3** - Se sente que a marca do clube de futebol está relacionada a um extremo da escala (mas não completamente), então deverá assinalar a sua resposta da seguinte forma:

Apelativo Não apelativo
ou

Apelativo Não apelativo

• **Exemplo 4** - Se você sente que a marca do clube de futebol está apenas ligeiramente relacionada a um extremo da escala (mas não é para si neutro), então deverá assinalar a sua resposta da seguinte forma:

Desinteressante Interessante
ou

Desinteressante Interessante

Parte B: Associação de marcas

"Cada vez mais os clubes de futebol se assumem como uma marca de serviços com características semelhantes a qualquer outra marca. O que lhe pedimos é que pense no seu clube de futebol favorito [x] como se fosse uma marca, da mesma forma que olha para qualquer outra marca de serviços?"

Nesta parte do questionário gostaríamos que respondesse às seguintes afirmações em relação ao clube de futebol que escolheu anteriormente

Os itens à esquerda são pontuados de (1) Discordo Plenamente até (7) Concordo Plenamente à direita.

Discordo
Plenamente

1 2 3 4 5 6 7

Concordo
Plenamente

- A1. Eu não me importo se o meu clube de futebol favorito ganhe ou perca
- A2. O meu clube de futebol favorito não tem quaisquer jogadores "estrelas de futebol" que eu goste de ver jogar
- A3. Eu gosto do treinador do meu clube de futebol favorito
- A4. A direcção do meu clube de futebol favorito faz o seu melhor para construir uma boa equipa de futebol
- A5. Eu gosto das cores que representam o meu clube futebol favorito
- A6. A arquitectura do estádio do meu clube de futebol favorito é atractiva
- A7. Os jogos do meu clube de futebol favorito são excitantes
- A8. O meu clube de futebol favorito tem um historial vitorioso
- A8. Ver, ler e falar acerca do meu clube de futebol favorito dá-me um escape temporário dos problemas diários da vida
- A10. É para mim importante que os meus amigos/família me vejam como fã do meu clube de futebol favorito
- A11. Eu comecei por apoiar o meu clube favorito por causa dos meus amigos e família
- A12. Pensar acerca do meu clube de futebol favorito traz-me boas memórias
- A13. O meu clube de futebol favorito ajuda os residentes locais a sentirem-se orgulhosos do local onde vivem
- A14. O meu clube de futebol favorito é pessoalmente importante para mim
- A15. Eu detenho um elevado grau de conhecimento acerca do meu clube futebol favorito
- A16. É muito importante que o meu clube de futebol favorito lute para ganhar o

campeonato e/ou a taça nacional

- A17. Eu gosto de ver jogar as "estrelas de futebol" do meu clube favorito
- A18. O treinador do meu clube de futebol favorito é muito conhecido no mundo do desporto
- A18. A direcção do meu clube de futebol favorito faz um bom trabalho a gerir o clube
- A20. Eu gosto do emblema do meu clube de futebol favorito
- A21. O estádio do meu clube de futebol favorito tem "carácter"
- A22. Os jogos do meu clube de futebol favorito são um entretenimento para mim
- A23. O meu clube de futebol favorito tem um historial rico
- A24. Ver, ler e falar sobre o meu clube de futebol favorito ajudam-me a esquecer os meus problemas quotidianos
- A26. Os meus amigos e familiares vêem-me como fã do meu clube futebol favorito
- A28. É para mim importante apoiar o mesmo clube de futebol que os meus amigos e/ou meus familiares
- A27. Eu tenho boas memórias de momentos em que apoiéi o meu clube de futebol favorito
- A28. O meu clube de futebol favorito prestigia a comunidade e/ou o país
- A29. Ser fã do meu clube de futebol favorito é importante para mim
- A30. Se tivesse de elaborar uma lista sobre aquilo que conheço do meu clube futebol favorito esta seria bastante longa
- A31. É importante para mim que o meu clube de futebol favorito esteja a competir na UEFA e/ou na Liga dos campeões

- A32. O meu clube de futebol favorito tem jogadores "estrelas de futebol" que eu gosto de ver jogar
- A33. O treinador do meu clube de futebol favorito faz um bom trabalho
- A34. A direcção do meu clube de futebol favorito toma decisões acertadas em relação aos assuntos dos jogadores
- A35. Os equipamentos do meu clube de futebol favorito são atraentes
- A36. O estádio do meu clube de futebol favorito ajuda a aumentar o prazer de assistir aos jogos
- A37. Os jogos do meu clube de futebol favorito são agradáveis
- A38. O meu clube de futebol favorito não tem historial
- A39. Ver, ler e falar sobre o meu clube de futebol favorito faz-me desligar das chaticeas diárias da vida
- A40. Quando alguém enaltece o meu clube de futebol favorito eu sinto isso como se fosse um elogio
- A41. Eu apoio o meu clube de futebol favorito porque os meus amigos e familiares gostam do mesmo clube que eu
- A42. Apoiar e seguir o meu clube de futebol favorito junto com amigos e familiares traz-me boas memórias
- A43. O meu clube de futebol favorito enaltece a imagem da comunidade e/ou do País
- A44. Comparado com o que sinto por outros clubes, o meu clube de futebol favorito é muito importante para mim
- A45. Eu considero-me um conhecedor do meu clube de futebol favorito, comparado com outros clubes de futebol
- A46. Quando falo acerca do meu clube de futebol favorito, normalmente uso a palavra "Nós" ao invés de "Eles"

Quando penso acerca do meu clube de futebol e a sua marca vejo-o da seguinte forma: (a proximidade a cada um dos lados reflecte a sua opinião)

A47.	Ignorante	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Sábio
A48.	Mau	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Bom
A49.	Maliéfico	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Benéfico
A50.	Fraco	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Forte

Importante: Nas opções seguintes sempre que surgir o termo [serviços/produtos], isto inclui todo tipo de ofertas relacionadas com o clube de futebol que você escolheu anteriormente (por exemplo, artigos desportivos, idas aos jogos, serviços disponibilizados dentro do estádio, canal televisivo do clube, instalações disponíveis no estádio, serviços financeiros disponibilizados pelo clube)

Parte C – Satisfação com a marca do clube

Os itens à esquerda são pontuados de (1) Discordo Plenamente até (7) Concordo Plenamente à direita.



- B1. Eu sinto-me satisfeito em geral com a minha decisão de usar quaisquer dos [serviços/produtos] do meu clube de futebol favorito
- B2. Eu acho que farei a coisa acertada se usar quaisquer dos [serviços/produtos] do meu clube de futebol favorito
- B3. Eu não me sinto feliz quando uso quaisquer dos [serviços/produtos] do meu clube de futebol favorito

Parte D – Confiança na marca do clube

Os itens à esquerda são pontuados de (1) Discordo Plenamente até (7) Concordo Plenamente à direita.



- C1. Com o "... " e a sua marca eu obtenho aquilo que procuro num [serviço/produto]
- C2. "... " e a sua marca conseguem corresponder às minhas expectativas
- C3. Eu sinto confiança no "... " e sua marca
- C4. "... " e sua marca nunca me desaponta
- C5. "... " e sua marca, será sempre honesto e sincero a lidar com as minhas preocupações
- C6. Eu sinto que posso confiar no "... " e na sua marca para resolver qualquer problema causado pelos seus [serviços/produtos]
- C7. Eu sinto que "... " e a sua marca demonstra interesse em satisfazer as minhas necessidades
- C8. "... " e a sua marca irá arranjar forma de me compensar por qualquer problema que surja devido aos seus [serviços/produtos]

Parte E – Lealdade para com a marca do clube

Os itens à esquerda são pontuados de (1) Discordo Plenamente até (7) Concordo Plenamente à direita.



- D1. Eu considero-me fortemente leal para com o "... " e a sua marca
- D2. Quando os [serviços/produtos] com a marca de outro clube de futebol estão em saldos, eu geralmente prefiro-os, em detrimento dos [serviços/produtos] com a marca do meu clube de futebol favorito "... "
- D3. Para mim seria indiferente ter de escolher os [serviços/produtos] de outro clube de futebol caso os [serviços/produtos] com a marca do clube de futebol "... " não estejam disponíveis na loja
- D4. Se decidisse adquirir alguns dos [serviços/produtos] com a marca do clube de futebol "... ", essa escolha mudaria facilmente se recebesse alguma informação discrepante acerca dos mesmos
- D5. Estou disposto a pagar mais pelos [serviços/produtos] com a marca do clube de futebol "... " do que pelos [serviços/produtos] com a marca de outros clubes de futebol existentes no mercado
- D6. Eu recomendaria a compra dos [serviços/produtos] com a marca do clube de futebol "... "
- D7. Eu estaria disposto a defender publicamente o meu clube de futebol favorito mesmo que isso cause-se controvérsia
- D8. Eu não mudaria de filiação ao meu clube de futebol favorito para me filiar noutra clube de futebol
- D9. Se os [serviços/produtos] com a marca do clube de futebol "... " não estão disponíveis numa loja, eu adquiro os [serviços/produtos] com a marca de outro clube de futebol que eu também aprecie
- D10. Eu considero-me um fã empenhado do meu clube de futebol favorito
- D11. Eu assisto a qualquer jogo do meu clube de futebol favorito independentemente do adversário que eles defrontem

Parte F: Ligação emocional e envolvimento com a marca

O propósito desta parte do questionário é medir a ligação emocional e o envolvimento com o clube de futebol e a sua marca, assim como dos seus produtos ou serviços que você adquira regularmente ou tenha adquirido no passado. Para efectuar esta avaliação, nós precisamos que julgue o seu clube de futebol e a marca contra uma série de escalas descritivas, de acordo como VOCÊ percebe o clube e a sua marca.

Os itens à esquerda são pontuados de (1) Discordo Plenamente até (7) Concordo Plenamente à direita.

Discordo
 Plenamente
 1
 2
 3
 4
 5
 6
 7
 Concordo
 Plenamente

- E1. Eu não percepciono a marca do clube "... " como sendo uma marca amigável
- E2. Eu não sinto ligação ao escolher qualquer um dos [serviços/produtos] com a marca do clube de futebol "... "
- E3. Sinto-me encantado com qualquer um dos [serviços/produtos] com a marca do clube de futebol "... "
- E4. A marca do clube de futebol "... " transmite-me uma sensação de Paz
- E5. Eu não sinto qualquer afecto para com os [serviços/produtos] com a marca do clube de futebol "... "
- E6. Na minha escolha de [serviços/produtos] com a marca do clube de futebol "... " foi importante sentir que era acertado
- E7. Todas as marcas de clubes de futebol são igualmente cativantes para mim
- E8. Eu sinto uma ligação a uma marca de um clube de futebol específica
- E9. Uma má compra de qualquer um dos [serviços/produtos] com a marca de um clube de futebol poderá trazer-me sofrimento
- E10. Eu não sinto qualquer ligação com a marca de um clube de futebol específico

I. Para mim a marca do clube de futebol "... " é:

- | | | | |
|-----|-----------------|---|--------------|
| 11. | Sem importância | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | Importante |
| 12. | Aborrecido | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | Interessante |
| 13. | Irrelevante | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | Relevante |
| 14. | Monótona | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> | Excitante |

16.	Insignificante para mim	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Significa muito para mim
18.	Não apelativo	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Apelativo
17.	Mundano	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Fascinante
18.	Sem valor	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Valioso
18.	Não Envolvente	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Envolvente
110.	Desnecessário	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Necessário

Appendix I – Questionnaire (Italian Version)

Seleziona la tua lingua, per favore:

Grazie della sua partecipazione alla nostra ricerca. Lei è stato/a scelto/a per partecipare ad uno studio di dottorato volto a verificare il coinvolgimento emotivo delle persone con le squadre di calcio Intesa come marche.

Ciò aiuterà tali organizzazioni ad avere una migliore comprensione delle percezioni della gente, delle loro aspettative e coinvolgimenti con questo tipo di "marca di servizi", favorendo un migliore adeguamento strategico della marca al suo consumatore.

I dati raccolti dalla sua partecipazione saranno tenuti rigorosamente anonimi e non saranno utilizzati in alcun modo se non per gli scopi specifici di questa ricerca.

L'aiuto da Lei fornito rispondendo al questionario sarà ampiamente apprezzato e servirà al progresso della teoria accademica.

Parte A: Informazioni Generali

1. Nome della sua squadra di calcio preferita <input style="width: 95%; height: 20px;" type="text"/>	2. Sesso				
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20px; text-align: center;"><input type="radio"/></td> <td>Maschio</td> </tr> <tr> <td style="text-align: center;"><input type="radio"/></td> <td>Femmina</td> </tr> </table>	<input type="radio"/>	Maschio	<input type="radio"/>	Femmina
<input type="radio"/>	Maschio				
<input type="radio"/>	Femmina				
3. Fascia d'età					
16 – 24	25 – 34	35 – 44	45 – 54	55 – 64	65 e oltre
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Nazionalità		5. Istruzione			
<input type="radio"/> Inglese		<input type="radio"/> Tedesco	<input type="radio"/> Laurea di secondo livello/Studi Postlaurea (i.e. Master o Dottorato)		
<input type="radio"/> Spagnolo		<input type="radio"/> Francese	<input type="radio"/> Laurea di primo livello		
<input type="radio"/> Italiano		<input type="radio"/> Portoghese	<input type="radio"/> Diplomi e altre certificazioni		
<input type="radio"/> Altro	Specificare		<input type="radio"/> Diploma di scuole secondarie di primo e/o secondo grado		
			<input type="radio"/> Nessuna Istruzione		
6. Reddito annuo lordo					
Meno di 15.000 Euro	€15.000-€30.000	€30.001 - €45.000	€45.001 – € 67.500	€ 67.501 – € 75.000	Oltre €75.000
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Attuale occupazione					
<input type="radio"/> Studente		<input type="radio"/> Operai qualificati (i.e. elettricista, idraulico)			
<input type="radio"/> Libero professionista (i.e. medico, ingegnere)		<input type="radio"/> Lavoratore semi qualificato (i.e. autisti, sicurezza)			
<input type="radio"/> Manager		<input type="radio"/> Operai non specializzati (i.e. personale di servizio)			
<input type="radio"/> Lavoratore non manuale qualificato (i.e. impiegato, segreteria)		<input type="radio"/> Altro (specificare)			

Istruzioni

Per favore, dia un giudizio separato e indipendente a ciascuna domanda, cercando di rispondere rapidamente alle cinque parti del questionario. Non si preoccupi e non rifletta troppo sulle singole domande. Ciò che ci interessa è cogliere le sue prime impressioni, le sensazioni immediate circa quello che leggerà. Allo stesso tempo, però, cerchi di non dare risposte superficiali poiché ci interessa cogliere le sue reali impressioni. Ecco come utilizzare le scale:

Scala Standard:

Decisamente in disaccordo	In disaccordo	In leggero disaccordo	Indifferente	Leggermente d'accordo	D'accordo	Decisamente d'accordo
<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6	<input type="radio"/> 7

• **Esempio 1** - Se ritiene di essere in disaccordo, ma non fortemente, allora metta un segno di spunta come sotto:

1 2 3 4 5 6 7

• **Esempio 2** - Se ritiene di essere d'accordo (ma solo leggermente), allora metta un segno di spunta come segue:

1 2 3 4 5 6 7

Scala Descrittiva:

• **Esempio 3** - Se ritiene che la marca della squadra di calcio "... " sia abbastanza correlata all'uno o all'altro giudizio alle estremità della scala, ma non eccessivamente, allora metta un segno di spunta come segue:

Accattivante Non accattivante
 oppure
 Accattivante Non accattivante

• **Esempio 4** - Se ritiene che la marca della squadra di calcio "... " sia correlata solo leggermente, ma non proprio neutrale rispetto ad uno o all'altro giudizio all'estremità della scala, allora metta un segno di spunta come segue:

Disinteressato Interessato
 Oppure
 Disinteressato Interessato

Parte A: Associazione di marche

Le squadre di calcio percepiscono se stesse sempre più come "marche di servizi" con caratteristiche simili a quelle di altre marche. Ora vorremmo che Lei pensasse alla sua squadra del cuore come se fosse una marca, allo stesso modo in cui percepisce qualsiasi altra marca di servizi.

In questa parte del questionario vorremmo che Lei rispondesse alle seguenti domande relative alla squadra di calcio che ha indicato precedentemente.

Indichi il grado di accordo/disaccordo con le seguenti affermazioni:

Decisamente in disaccordo						Decisamente in accordo							
<input type="radio"/>	1	<input type="radio"/>	2	<input type="radio"/>	3	<input type="radio"/>	4	<input type="radio"/>	5	<input type="radio"/>	6	<input type="radio"/>	7

- A1. Non m'importa se la mia squadra vince o perde
- A2. La mia squadra del cuore non ha nessun campione che mi piaccia guardare
- A3. Mi piace il dirigente/allenatore della mia squadra
- A4. La dirigenza della mia squadra fa del suo meglio per creare una buona squadra
- A5. Mi piacciono i colori sociali della mia squadra del cuore
- A6. Lo stile architettonico dello stadio della mia squadra è molto bello
- A7. Le partite della mia squadra sono emozionanti
- A8. La mia squadra del cuore ha un passato vittorioso
- A8. Guardare, leggere e parlare della mia squadra del cuore mi dà modo di fuggire per un po' dai problemi della vita
- A10. E' importante che i miei amici/ componenti della mia famiglia mi vedano come un/una tifoso/a della mia squadra
- A11. Ho iniziato a tifare per la mia squadra per via dei miei amici/familiari
- A12. Pensare alla mia squadra riporta alla mente bei ricordi
- A13. La mia squadra aiuta gli abitanti della città a sentirsi orgogliosi del posto in cui vivono
- A14. Considero la mia squadra come una parte importante della mia vita personale
- A15. Ho una cultura sulla mia squadra del cuore
- A16. E' molto importante che la mia squadra sia in lizza per la vittoria del campionato/della coppa nazionale
- A17. Mi piace veder giocare i grandi campioni della mia squadra

A18. Il dirigente/allenatore della mia squadra è famoso nell'ambiente sportivo

A19. La dirigenza della mia squadra fa un buon lavoro

A20. Mi piace il logo della mia squadra del cuore

A21. Lo stadio della mia squadra di calcio ha "carattere"

A22. Le partite della mia squadra sono uno spettacolo piacevole

A23. La mia squadra del cuore ha una ricca storia

A24. Guardare, leggere e parlare della mia squadra del cuore mi aiuta a dimenticare i miei problemi quotidiani

A25. I miei amici/i componenti della mia famiglia mi riconoscono come tifoso/a della mia squadra del cuore

A26. È importante sostenere la stessa squadra dei miei amici e/o membri della famiglia

A27. Ho memorie affettuose del sostegno della mia squadra del cuore

A28. Il mio squadra del cuore porta il prestigio alla Comunità e/o al paese

A29. Essere un tifoso della mia squadra del cuore è importante per me

A30. Se dovessi elencare tutto ho saputo circa il mio squadra del cuore la lista sarebbe abbastanza lungamente

A31. È importante che il mio squadra del cuore compete nei campionati della lega di UEFA/Champions

A32. Il mio squadra del cuore ha giocatori della stella che gradisco guardare

A33. Il dirigente/allenatore della mia squadra del cuore fa un buon lavoro

A34. La dirigenza della mia squadra del cuore prende le decisioni sagge dei personali del giocatore

A35. Le mie uniformi della mia squadra del cuore sono attraenti

A36. Il mio stadio della mia squadra del cuore aumenta il godimento di assistere ai giochi

A37. I miei giochi della mia squadra del cuore sono divertenti

A38. Il mia squadra del cuore non ha storia

A39. Guardare, leggere e parlare della mia squadra del cuore lo prendono via dai hassles della vita

A40. Quando qualcuno elogia il mia squadra del cuore, ritengo come un complimento

A41. Seguo il mia squadra del cuore perché i miei amici e/o membri della famiglia gradiscono la stessa squadra

A42. Ho memorie affettuose di quanto segue e del sostegno della mia squadra del cuore con gli amici e/o i membri della famiglia

A43. I miei aiuti della mia squadra del cuore elevano l'immagine della relativa Comunità o del paese

A44. Confrontato a come ritengo circa altri squadre professionali, il mia squadra del cuore è molto importante per me

A45. Confrontato ad altri squadre, mi considero un esperto circa il mia squadra del cuore

A46. Quando parlo della mia squadra, li dico solitamente "No!" piuttosto che "Essi!"

Quando penso al mia squadra ed alla relativa marca lo vedala nel seguente senso: (più vicino scegliete ad un lato o l'altro riflettete il vostro parere)

A47.	Insensato	Saggio
	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
A48.	Difettoso	Buon
	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
A49.	Senza valore	Favorevole
	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	
A50.	Debole	Forte
	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	

Parte D: Domande sulla lealtà verso la marca

Indichi il grado di accordo/discordo con le seguenti affermazioni:

Dedicamento in discordo				Dedicamento in accordo		
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1	2	3	4	5	6	7

- D1. Ritengo di essere molto leale nei confronti di "..." e del suo marchio
- D2. Generalmente, quando i [servizi/prodotti] col marchio di un'altra squadra di calcio sono in saldo, li preferisco a quelli della squadra di calcio per cui tifo
- D3. Se i [servizi/prodotti] col marchio della squadra di calcio "..." non sono disponibili nel negozio, fa poca differenza per me scegliere i prodotti di un'altra squadra
- D4. Se decidessi di acquistare un certo [servizio/prodotto] col marchio della squadra "...", e ricevessi informazioni negative riguardo ad esso, potrei facilmente cambiare idea
- D5. Sono disposto/a a pagare di più per i [servizi/prodotti] col marchio della squadra "...", che per i prodotti/servizi col marchio di altre squadre sul mercato
- D6. Consiglio a tutti di comprare [servizi/prodotti] col marchio della squadra "..."
- D7. Sarei disposto/a a difendere pubblicamente la mia squadra, anche se ciò causasse aspre polemiche
- D8. Non cambierei la mia squadra con nessun'altra
- D9. Se i [servizi/prodotti] col marchio della squadra "..." non sono disponibili nel negozio, compro quelli di un'altra squadra che mi piace
- D10. Mi considero un/una tifoso/a molto legato/a alla sua squadra
- D11. Guarderei la partita della mia squadra, indipendentemente dalla squadra contro cui gioca

Parte E: Domande sull’attaccamento emotivo e sul coinvolgimento

Lo scopo di questa sezione del questionario è di misurare l’attaccamento emotivo e il coinvolgimento di una persona nei confronti della sua squadra e dei prodotti/servizi che questa persona acquista abitualmente o ha acquistato in passato. Per effettuare questa misura, è necessario che Lei esprima un giudizio sulla squadra di calcio “...” e il suo marchio rispetto ad una serie di scale descrittive, in base alla sua percezione della squadra e del marchio.

Indichi il grado di accordo/disaccordo con le seguenti affermazioni:



- E1. Lo non ho la percezione del simbolo della squadra di calcio "..." come un simbolo amichevole
- E2. Io non sento interesse a scegliere qualunque (servizio/prodotto) con il simbolo della squadra di calcio "..."
- E3. Lo mi sento attratto da qualunque (prodotto/ servizio)con il simbolo della squadra di calcio "..."
- E4. La vista del simbolo della squadra di calcio " " mi trasmette un senso di pace
- E5. Vedere il simbolo della squadra di calcio " " non mi da nessuna sensazione
- E6. Nello scegliere (servizio/prodotto) con il simbolo della squadra di calcio "..." sentivo che sceglievo bene
- E7. Mi piaciono tutti i simboli dei club di football
- E8. Lo ho un legame ad un unico club di football
- E9. Un cattivo acquisto di qualunque (servizio/prodotto) con il simbolo di un club di football, potrà irritarmi o farmi soffrire
- E10. Io non ho legami con nessun simbolo di football

I. Per me il marchio della squadra di calcio “...” è:

- I1. Non importante Importante
- I2. Noioso Interessante
- I3. Irrilevante Rilevante
- I4. Non emozionante Emozionante
- I5. No significa niente Significa molto per me

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I6.	Non accattivante	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Accattivante
I7.	Banale	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Affascinante
I8.	Senza valore	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Di valore
I9.	Non coinvolgente	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Coinvolgente
I10.	Non necessario	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Necessario

Appendix J – Brand Association Dimensions

Dimension definition and literature base

Benefits

Escape - The extent to which interest in the team derives from a desire to “get away” or be a part of something different from the “normal routine”. (Gladden & Funk, 2002; Wann, 1995)

Fan identification - The ability of a team to provide a vehicle (often representing success) with which consumers can affiliate. (Cialdini, et al., 1976; Mael and Ashforth, 1992; Sutton et al., 1997)

Peer group acceptance - The ability of a team to provide a vehicle which generates broad social approval when followed. (Wakefield, 1995)

Nostalgia - The ability of the sport team to conjure up feelings from the past and fond memories. (Holbrook, 1993)

Pride in place - The ability of the team to provide a rallying point for civic pride. (Trujillo and Krizek, 1994; Zhang, Pease and Hui, 1996)

Attitudes

Importance – a person’s perception of the psychological significance and value he or she attaches to a sports team. (Krosnick, 1988)

Affect – reflects an individual’s feelings about a team. (Crites, Fabrigar, & Petty, 1994; Bassili, 1996)

Knowledge – the amount of attitude-relevant knowledge that accompanied an individual's attitude related to a sports team. (Davidson, Yantis, Norwood, & Montano, 1985; Kallgren & Wood, 1986)

Attributes

Success - Winning, making playoffs and competing for championships. (Branvold, Pan and Gabert, 1997; Gladden and Milne, 1998; Porter and Scully, 1982; Schofield, 1983)

Star player - The presence of a player that is outstanding. Often defined by all-star appearances. (Fisher and Wakefield, 1998; Gotthelf, 1999; King, 1998)

Head coach - The presence of a head coach that has a track record for success and/or possesses significant charisma. (Gladden and Milne, 1998)

Management - The ability of the organization to garner trust from consumers in that consumers believe management is doing its best to satisfy consumer needs. (Fournier, 1998; Garbarino and Johnson, 1999)

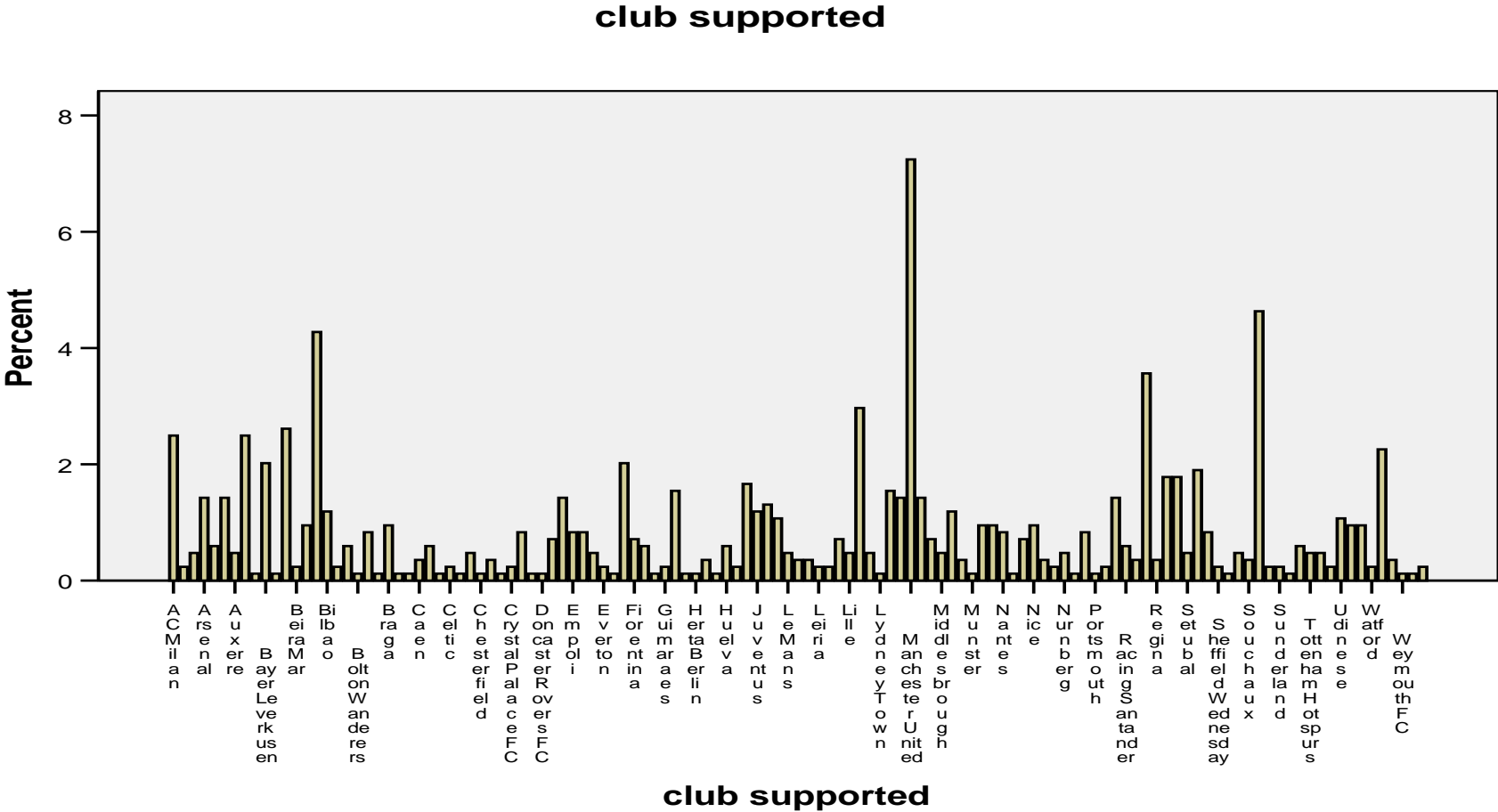
Logo design - Use of corporate logo and marks to establish and reinforce an image. (Biehal and Sheinin, 1998; Schoenfeld, 1998; Gladden and Milne, 1998)

Stadium/arena - The ability of the facility in which the team plays to enhance the consumption experience. (Trujillo and Krizek, 1994; Wakefield and Sloan, 1995; Gladden and Milne, 1998)

Service/Product delivery - The ability of the team to satisfy a consumer's need for entertainment. (Marcum and Greenstein, 1985; Wann, 1995)

Tradition - Whether or not a team possesses a history of winning or behaving in a certain manner. (Kolbe and James, 2000; Putler and Wolfe, 1999)

Appendix K – Frequency Distribution of Football Clubs



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club supported

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AC Milan	21	2,5	2,5	2,5
	Academica	2	,2	,2	2,7
	Almeria	4	,5	,5	3,2
	Arsenal	12	1,4	1,4	4,6
	Aston Villa	5	,6	,6	5,2
	Atletico Madrid	12	1,4	1,4	6,7
	Auxerre	4	,5	,5	7,1
	Barcelona	21	2,5	2,5	9,6
	Barnet	1	,1	,1	9,7
	Bayer Leverkusen	17	2,0	2,0	11,7
	Bayern Munich	23	2,7	2,7	14,5
	Beira Mar	2	,2	,2	14,7
	Belenenses	8	1,0	1,0	15,7
	Benfica	36	4,3	4,3	20,0
	Bilbao	10	1,2	1,2	21,1
	Birmingham City	2	,2	,2	21,4
	Boavista	5	,6	,6	22,0
	Bolton Wanderers	1	,1	,1	22,1
	Bordeaux	7	,8	,8	22,9
	Borussia Dortmund	1	,1	,1	23,0
	Braga	8	1,0	1,0	24,0
	Bristol City	1	,1	,1	24,1
	Burnley	1	,1	,1	24,2
	Caen	3	,4	,4	24,6
	Cagliari	5	,6	,6	25,2
	Carlisle United	1	,1	,1	25,3
	Celtic	2	,2	,2	25,5
	Charlton Athletic	1	,1	,1	25,7
	Chelsea	4	,5	,5	26,1
	Chesterfield	1	,1	,1	26,2
	Cottbus	3	,4	,4	26,6
	Coventry City	1	,1	,1	26,7
	Crystal Palace FC	2	,2	,2	27,0
	Deportivo	7	,8	,8	27,8
	Derby Country	1	,1	,1	27,9
	Doncaster Rovers FC	1	,1	,1	28,0
	Dortmund	6	,7	,7	28,7
	Eintrach Frankfurt	12	1,4	1,4	30,2
	Empoli	7	,8	,8	31,0
	Espanyol	7	,8	,8	31,8
	Estrela da Amadora	4	,5	,5	32,3
	Everton	2	,2	,2	32,5
	FC Koeln	1	,1	,1	32,7

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FC Porto	17	2,0	2,0	34,7
Fiorentina	6	,7	,7	35,4
Genoa	5	,6	,6	36,0
Glasgow Rangers	1	,1	,1	36,1
Guimaraes	2	,2	,2	36,3
Hamburg	13	1,5	1,5	37,9
Hannover	1	,1	,1	38,0
Hertha Berlin	4	,5	,5	38,6
Huddersfield Town	1	,1	,1	38,7
Huelva	5	,6	,6	39,2
Hull City	2	,2	,2	39,4
Inter	14	1,7	1,7	41,1
Juventus	10	1,2	1,2	42,3
Karlsruhe	11	1,3	1,3	43,6
Lazio	9	1,1	1,1	44,7
Le Mans	4	,5	,5	45,1
Leeds United	3	,4	,4	45,5
Leicester City	3	,4	,4	45,8
Leiria	2	,2	,2	46,1
Lens	2	,2	,2	46,3
Levante	6	,7	,7	47,0
Lille	4	,5	,5	47,5
Liverpool	25	3,0	3,0	50,5
Livorno	4	,5	,5	51,0
Lydney Town	1	,1	,1	51,1
Lyon	13	1,5	1,5	52,6
Manchester City	12	1,4	1,4	54,0
Manchester United	61	7,2	7,2	61,3
Marseille	12	1,4	1,4	62,7
Metz	6	,7	,7	63,4
Middlesbrough	4	,5	,5	63,9
Monaco	10	1,2	1,2	65,1
MSV Duisburg	3	,4	,4	65,4
Munster	1	,1	,1	65,6
Murcia	8	1,0	1,0	66,5
Nancy	8	1,0	1,0	67,5
Nantes	7	,8	,8	68,3
Napoles	1	,1	,1	68,4
Newcastle United	6	,7	,7	69,1
Nice	8	1,0	1,0	70,1
Norwich City	3	,4	,4	70,4
Nottingham Forest	2	,2	,2	70,7
Nurnberg	4	,5	,5	71,1
Oldham Athletic	1	,1	,1	71,3
Parma	7	,8	,8	72,1
Portsmouth	1	,1	,1	72,2

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	Preston North End	2	,2	,2	72,4
	PSG	12	1,4	1,4	73,9
	Racing Santander	5	,6	,6	74,5
	Reading	3	,4	,4	74,8
	Real Madrid	30	3,6	3,6	78,4
	Regina	3	,4	,4	78,7
	Roma	15	1,8	1,8	80,5
	Sampdoria	15	1,8	1,8	82,3
	Setubal	4	,5	,5	82,8
	Sevilla	16	1,9	1,9	84,7
	Shalke 04	7	,8	,8	85,5
	Sheffield Wednesday	2	,2	,2	85,7
	Shrewsbury Town FC	1	,1	,1	85,9
	Siena	4	,5	,5	86,3
	Souchaux	3	,4	,4	86,7
	Sporting	39	4,6	4,6	91,3
	Stoke City	2	,2	,2	91,6
	Sunderland	2	,2	,2	91,8
	SV Eppendorf	1	,1	,1	91,9
	Torino	5	,6	,6	92,5
	Tottenham Hotspurs	4	,5	,5	93,0
	Toulouse	4	,5	,5	93,5
	Tranmere Rovers	2	,2	,2	93,7
	Udinese	9	1,1	1,1	94,8
	Valencia	8	1,0	1,0	95,7
	Villareal	8	1,0	1,0	96,7
	Watford	2	,2	,2	96,9
	Werder Bremen	19	2,3	2,3	99,2
	West Ham	3	,4	,4	99,5
	Weymouth FC	1	,1	,1	99,6
	Wigan	1	,1	,1	99,8
	Wycombe Wanderers	2	,2	,2	100,0
	Total	121	842	100,0	100,0