



## **The relationship between a CEO and sport team brand**

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## **Abstract**

The sports industry is one of the fastest growing industries in the world. Most international sports teams have developed a brand representing the message that their team wishes to communicate to its stakeholders. Frequently, a team's brand is managed and driven by the leaders, owners and chief executive officers (CEOs) of the sport teams. Similarly, these leaders, owners or CEOs possess their own personal brand, which can be driven by the team. To date, literature has focused on the brands of teams and players, and little focus has been given to the leaders, owners or CEOs driving the brand, specifically in a South African context.

This research investigates the link or relationship between the CEO and sport team brand. Qualitative interviews were conducted with CEOs of three Super Rugby franchises, and the relationship between the brand of the CEOs and the franchise was identified. Nine additional interviews were conducted with marketers, coaches and players of the franchises, and assisted in triangulating the data. The interviews provided the depth and insight to explore the participants' understandings of the relationship between the CEO's brand and the sport team brand.

The research confirmed that there is a link or relationship between a CEO and sport team brand. The research suggests that the relationship is established over time and is influenced by the CEO's involvement and engagement with his/her prospective teams. A dual brand transfer was identified between a CEO and a sport team brand.

## **Keywords**

Brand, brand personality, Super Rugby franchises, CEOs

## Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Student name: P. F. Burger

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Date: 9 November 2015

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# Chapter 1: Introduction to the research problem

## 1.1 The research problem

This study focuses on the relationship between a chief executive officer (CEO) and sport team brand. Research suggested that organisations can benefit from developing and managing the CEO's brand while managing the brand of their service or product (Bendisich, Larsen, & Trueman, 2013). It has also been suggested that senior management or the CEO is critical to the success of the brand (De Chernatony & Cottam, 2009). While the importance and value of CEOs as brands can be recognized, there seems to be little understanding of a CEO brand and what the relationship between these two brands are (Bendisich et al., 2013).

It also appears that there is little research on the relationship between South African sport team brands and the CEOs of these sports teams. A noteworthy study by Bendisich et al. (2013) suggested that if the assumption is that CEO brands do add value to organisations, there is an urgent need to study this phenomenon. Carlson and Donovan (2013) used the brand personality scale developed by J.L. Aaker (1997) to assess how perceptions of human brands affect consumers' level of identification. They also advocated for further research to understand how their study can be of value to organisations involved with celebrity athletes. Similarly, research has investigated the relationships between sport team brands and athlete endorsements or sport team brands and consumers, but not the relationship between sport team brand and the CEO (Braunstein & Ross, 2010).

Therefore, the title of the study is **“The relationship between a CEO brand and sport team brand”**.

## 1.2 Motivation for the research

### 1.2.1 The changing environment of marketing and the importance of brands

Traditional approaches to marketing in a technology and internet-driven environment are not sufficient (Keller, 2009). In the past, television, radio, newspapers and magazines have been the key components of marketing communication activities. The internet, technology and social media have dramatically changed these communication channels (Gensler,



Völckner, Liu-Thompkins, & Wiertz, 2013). Within this new environment, branding has become increasingly important to organisations (Keller, 2009).

Academics and practitioners agree that strong brands are essential for long-term survival and competitive advantage (Santos-Vijande, del Río-Lanza, Suárez-Álvarez, & Díaz-Martín, 2013). Keller and Lehmann (2009) suggested that brands are one of organisations' most valuable assets. D. Aaker (2014) agreed; the author suggested that brands should be considered assets for organisations. Hankinson (2012) argued that a strong brand creates a competitive advantage. Organisations should, therefore, aim to understand the value and potential of their brand. From this point of reference, their brand can be a growth engine+ (Keller & Lehmann, 2009, p. 6). The Nike brand is a good example of the potential of a brand. The brand (which sells running and basketball shoes), increased its revenue of US \$693 million in 1982 to US \$18 billion 25 years later. The strength of the brand gave Nike the advantage to diversify into different products, segments and customers (Keller & Lehmann, 2009).

The branding environment is under enormous pressure due to lack of quality management and leadership (Schultz, 2009). Managers and brand practitioners should take cognisance of the changing environment and manage their brands accordingly if they want their brands to have a competitive advantage (Schultz, 2009). Literature has suggested the importance of top management and leadership, such as the CEO taking responsibility for the brand (Gromark & Melin, 2011). This implies that the role of managers should change from a tactical and reactive one to visionary and strategic one (D. Aaker., 2014). If brands are considered assets, managers should treat them similarly and consider the current as well as future implications for the brand. This way, organisations recognise the importance and potential value of branding employees and managers (CEOs) (Gromark & Melin, 2011).

### **1.2.2 The importance of leadership and managers in branding**

According to Hankinson (2012), the last two decades have seen growing literature on the role of management in the branding of organisations. Brands are an inseparable part of an organisation's value proposition (Hankinson, 2012). Employees as part of this value proposition contribute to the success of an organisation. They have the ability to influence the association made by customers with the brand, not only by behaving in relation to the brand but also by influencing how it appears to customers (Davies & Chun, 2012). They

form the front line of the brand with which the customers or consumers interact (Sirianni, Bitner, Brown, & Mandel, 2013). Employees are, therefore, important drivers of consumers' brand impressions (Wentzel, 2009).

Employees experience improved commitment when their leadership supports and guides them to understand the value of their organisation's brand (Wallace, de Chernatony, & Buil, 2013). Leaders such as the CEO are often recognised as high-profile individuals who can determine the direction of an organisation (Bendisch et al., 2013). Literature has suggested that brand strategy starts with the corporate vision that is set by senior management (Hankinson, 2012). The CEO and senior management determine the direction of the brand and act as custodians of the brand (Hankinson, 2012). They are often in the public domain, and their personal brand and that of the organisation seem to influence each other (Bendisch et al., 2013).

### **1.2.3 Sport and brands**

It is no secret that sport plays an integral part in the shaping of societies and culture (Potter & Lightbody, 2012). Sport is something that ignites change and can unite people; it is not only a social event. In fact, research has suggested that there is not much difference between sports organisations and international companies, because "their financial, tangible, and intangible assets" are managed and marketed (Ratten, 2011, p. 680). Sport team brands attract customers or fans, and these are marketable through effective branding (Levet, 2012). As an example in South Africa (SA), Daniel Kutelski, managing director of Voltbet, said that the Bulls brand is a trusted and referred brand, and this is the reason why they decided to be associated with the Bulls. Sponsorships of sport team brands give non-sports organisations the opportunity to associate their brands with winning teams and the brands of celebrity sports stars (Ratten, 2011). Strong and successful brands attract fans, and this leads to more, and better, sponsorships. In 2011, the amount spent on direct sponsorships across sports in SA was established to be in the region of R4.3 billion. Rugby accounted for 13 per cent of that expenditure (Levet, 2012).

For sports organisations, the branding of a club or franchise has become increasingly important (Ross, James, & Vargas, 2006). This is evident as sports organisations can raise revenue far beyond their logistical border through brand marketing.

Examples include: Manchester United selling apparel in Asia; NASCAR live-streaming their races so that customers and fans can follow in real time; the NBA having 12 different languages on their website, inviting global fans and the New York Yankees signing international deals with Japanese Komatsu and Yomiuri Shimbun and the Chinese-based Yili Group (Gladden & Funk, 2002; Ratten, 2011).

It is evident that sport has been affected by globalisation. This has allowed the sports industry to become one of the fastest growing industries in the world (Ratten, 2011; Swanson & Kent, 2014). Professional sports organisations need to focus on branding and brand development to benefit from the globalisation of sport (Ratten, 2011). If organisations understand the images and perceptions held by consumers or fans concerning their brand, they can market new trends or enforce already established perceptions (Ross et al., 2006).

## **1.3 Business rationale**

### **1.3.1 CEOs and brands**

The BP oil spill in the Gulf of Mexico was the largest offshore oil spill in United States (US) history, and the response from the CEO at the time, Tony Haywood, is an example of how leaders contribute to the branding of organisations (Fowler, 2013). The oil spill led to the demise of BP's corporate brand promise of *'beyond petroleum'*. The first reaction from Haywood was that the impact was *'very, very modest'* and that he *'would like his life back'* in the midst of the crisis (Joyce Stuart, 2013).

Joyce Stuart (2013) asserted that the reaction of Tony Haywood is an example of a leader *'who did not fully understand the implications of corporate brand custodianship as it resides in his role'* (p. 798). His comments did not make a positive contribution to the brand of BP.

Evidence in the South African media suggested that CEOs play a vital role in their organisations, implying a strong link or relationship between the CEO and the organisation (Mantell, 2014). South African Airways (SAA) serves as an effective example of the fact that a CEO is crucial to the success of a company. The media suggested that SAA had a leadership problem when their CEO, Vuyisile Kona, was suspended in 2013. In an article

by Writer (2013), the R5 billion guarantee from the Treasury was also mentioned, stating that the national carrier is in deep financial trouble.

This suggested that the leadership problem in SAA is linked to its financial problems (Writer, 2013). It is evident that the board hold the CEO accountable for the performance and brand of SAA, but to suggest that the CEO is the biggest problem within the organisation is too simplistic (Mulholland, 2013). Media suggested that the airline needed a new strategy, as it has constantly struggled with financial problems but these problems have been passed from one CEO to another (Du Plessis, 2013). Unfortunately, the problems plaguing SAA were not successfully addressed by successive CEOs, thus damaging the brand even further (Ensor, 2014). Given this, it is difficult for the CEO of SAA to run the organisation, especially with so much interference from government, and to build the company (brand) if the CEO is not ultimately in charge of the day-to-day decisions (Mulholland, 2013). Evidently, the situation at SAA has not allowed a CEO to develop and guide his personal brand with that of the organisation.

The fact that the CEO has not been able to take charge and influence the brand of the organisation might be the reason why the press has suggested that the brand of SAA is diminishing (*A failing airline*, 2012). In every crisis which SAA has experienced, the CEO was either fired or suspended. For example, in November 2014 the board appointed Nico Bezuidenhout, CEO of Mango, as acting CEO of SAA, and it was obvious that the board held the CEOs accountable for the diminishment of the brand (Masote, 2014). This raised the question of the association between SAA and its CEO. Is the brand of the organisation influencing the brand of the CEO, or is the CEO's brand influencing the brand of SAA? Are the board correct in blaming the CEOs for the failures, or is the organisation driving the CEOs to failure? The CEO needs to be competent and understand the brand if SAA wants to move forward (Moodley, 2012).

A positive example of alignment between a CEO brand and an organisation's brand is Richard Branson. His personal style is strongly aligned with that of the organisation that he presents in the Virgin brand (Bendisch et al., 2013).

### 1.3.2 Sports teams and brands

Sports brands are some of the strongest brands in the world and prove to be highly resilient in global financial downturns (Motloug, 2012). These brands are often managed by owners or CEOs, who significantly influence the brand (Levet, 2012).

After the South African cricket team exit from the Cricket World Cup, a storm erupted because of evidence that Cricket South Africa (CSA) CEO Haroon Lorgat interfered with team selection ahead of the team's Cricket World Cup semi-final loss to New Zealand in Auckland (*CSA denies political interference*, 2015). According to rumour, a late-night SMS from Lorgat ordered team management to select Vernon Philander ahead of Kyle Abbott. This was apparently to have additional players of colour in the team (*Our sports experts weigh in on Philander 'sour grapes'*, 2015). The CEO was at the centre of the storm and had to answer difficult questions. Whether or not the speculations were true, the situation influenced the brand of CSA. Headlines in the media also placed the blame on the CEO. Examples of headlines damaging the brand included: *Bacher: Lorgat Must Explain* (2015); *AfriForum Demands Lorgat Undergo Lie Detector Test (AfriForum: Lorgat owes SA answers*, 2015); *Lorgat Should Have Defied Orders* (2015); *First the "D'Oliveira affair" and now the "Haroon Lorgat" affair* (2015); and *Lorgat Rubbishes SMS Reports* (2015).

It is not the first time that an executive of CSA has been under media scrutiny. The former CEO, Gerald Majola, was suspended and eventually dismissed in 2010, as he and other staff members allegedly received R4.7 million in bonuses for hosting the 2009 Indian Premier League (IPL) in SA (*Majola suspended in bonus scandal*, 2012). Following the scandal, the CSA took some time to appoint a new CEO to manage damage done to the brand. There is no doubt that the actions of Majola and other staff members impacted the brand of CSA (*Lorgat named new CSA CEO*, 2013). The approach used by Lorgat and Majola to handle the issues mentioned above, and their presentation in the media, reveals that there is a relationship between the CEO and the brand of CSA. However, it is not clear whether the brand of Lorgat and Majola influenced CSA or the brand of CSA influenced the two CEOs. What is clear is that not all sport managers understand the role of the team brand and the perceptions held by fans and customers; neither do they understand that they present a personal brand in their capacity as manager, leader or CEO of a sports team brand (Gladden & Funk, 2002).

The outspoken Mark Cuban, the owner of the Dallas Mavericks, illustrates the relationship between the brand and owner or CEO. He acknowledged that owners and CEOs of public organisations are divided between public and private life, considering the fast growth of social media, where every quote or remark of a CEO is immediately visible. (Rhoden, 2014). Mark Cuban is a charismatic figure who is constantly followed by the media. He does not back away from a challenge and is an active blogger; spinning ideas and selling himself, he has become a reality television star (Araton, 2014). Apart from being the owner of the Dallas Mavericks, Cuban is a wealthy businessman who has been in and out of court facing charges such as insider trading (Henning, 2015). He is also fighting the former co-owner of the Dallas Mavericks, Henry Ross Perot, Jr. in court. The latter accused Cuban of wrongfully diverting millions of dollars in profit and mismanaging the team (Case & Jacobson, 2010). Cuban claimed that the performance of the team showed a different picture. He also claimed that the business metrics and match attendance improved by more than 800,000 in home attendance nine years in a row, up from about 666,000 in 1999-2000 (Case & Jacobson, 2010, p. 2).

The Cuban case raised the question as to whether he deserved all the credit for the turnaround or failure of the team. The link or relationship between the Dallas Mavericks and Mark Cuban is evident. What the relationship or link is, and what standards qualify one to be in such a position, is another question (Rhoden, 2014).

In 2013, the former Springbok hooker, John Allen (2013), wrote in his SA Rugbymag.co.za column that the appointment of former Springbok rugby captain John Smit as the CEO of The Sharks would revitalise the brand. He was appointed as CEO of The Sharks, replacing Brian van Zyl who had been in charge for 20 years, becoming the youngest-ever rugby chief executive (Greenaway, 2013). The Sharks chairman, Stephen Saad, was quoted as saying: We look forward to welcoming the favourite son of South African rugby to his new role as CEO (Greenaway, 2013, p. 3). In the same article, Greenaway (2013) claimed that it was under van Zyl's leadership that the Sharks brand became a recognised international brand, suggesting that van Zyl, as leader and CEO, was partly responsible for this. At the time, the *Daily News* agreed, claiming that van Zyl transformed the amateur Natal team into a brand that was recognised worldwide (*Smit is a good fit for Sharks*, 2013).

Allen (2013) believed that John Smit was the correct person for the job, quoting his personal characteristics as vital attributes for driving the Sharks brand:

When Smit walks into a boardroom to sell the Sharks brand, he will do so with confidence and will make such a powerful argument that the corporates will want to tie their brand in with the Sharks and will know that they are in good hands. The supporters, who are the rock on which the Sharks brand is built, will know they have a person who is not only a great leader but who will listen to their concerns and wishes. I foresee a marked increase in season ticket and private suite holders.

Smit made his presence felt in his first press conference, before he took office, when he announced that the head coach at that time, John Blumtree, would not have his contract renewed. A storm erupted when the former CEO, Brian van Zyl, was quoted as saying that he had nothing to do with the decision and felt that Blumtree's contract should have been renewed. From the outset, it was clear that John Smit was going to bring about changes for The Sharks. The *Independent on Saturday* led with a headline: 'Smit's brute force in the boardroom' (Guy & Lewis, 2013). The Sharks currently have their second coach since the departure of Blumtree, and ended the season in 11<sup>th</sup> place out of the 15 teams on the Super Rugby log. This is below par considering their previous performances. The Sharks Board has, however, praised Smit for the improvement in the union's finances and driving sponsorship revenue (*Sharks board hail Smit's impact*, 2015).

It is apparent that John Smit is in the public eye. The CEOs of the two other biggest Super Rugby franchises prefer to stay out of the media and public spotlight, with limited and mostly official press releases (*WP CEO Wagner hits back*, 2012).

The business outcomes of sports organisations seem to be equally as important as results. When the Australian Rugby Union appointed Bill Pulver, a multi-millionaire businessman, as its CEO, their reasoning included the fact that they wanted someone with proven commercial success at CEO level, with international business experience and a love of rugby; (*ARU appoints Pulver CEO luckiest man alive who loves the game*, 2013, p. 44.). When the Lions lost their place in the 2013 Super Rugby competition, it was the then-acting CEO, Ruben Mogjee, who felt the pressure from the media, refusing to comment on the road ahead (Levet, 2012).



As mentioned previously, research and popular press have suggested that brand and branding is becoming increasingly important to organisations. In fact, strong brands are essential in an ever-changing marketing environment. This is particularly true for sport team brands, considering globalisation and the dynamic nature of sports. Research and press have also suggested that managers, leaders and CEOs are responsible for these brands. Furthermore, it is evident that these managers are not always competent or even aware of the relationship between their brand and that of the organisation. This research aims to contribute to this literature and business by examining the relationship between the increasing importance of brands of organisations and the brand of the CEOs.

#### **1.4 Research scope**

Sport and sporting events have a massive economic impact internationally as well as locally (Ratten, 2011). The three leading sports in South Africa are rugby, cricket and soccer (Morgan, 2015). The scope of this research is limited to one of the sports mentioned above, namely rugby. As mentioned previously, rugby accounted for 13 per cent of direct sponsorships spent across sports in SA in 2011 (Levet, 2012).

Sport can also act as an emotional agent in creating an atmosphere of excitement+ (Ratten, 2011, p. 684). In 1995, when the Rugby World Cup was hosted by SA, the Springbok victory over the All Blacks from New Zealand united the country when the newly elected first democratic president, Nelson Mandela, wore a Springbok jersey (*The Citizen comment: marvellous*, 1995). Sport, (rugby, in this case) has managed to change the country.

The three biggest South African Super Rugby franchises in terms of revenue and fan numbers are the Vodacom Blue Bulls, the Cell C Sharks and the DHL Stormers (Levet, 2012). All three of these franchises have a CEO and a business framework. Therefore, the scope of this study is limited to these three CEOs and rugby teams.



## 1.5 Research purpose

The purpose of this research is to understand the relationship between the sport team brand and CEO brand. A qualitative approach was used to explore the nature of this relationship. This research endeavoured to:

- gain a better understanding of how sport team brands define and understand their brands;
- establish what the brand/brand personalities of the team/franchise are perceived to be by the CEOs, coaches, marketing managers and players;
- establish how the brand/brand personalities of the CEOs are perceived by the CEOs, the coaches, marketing managers, and players;
- ascertain whether there is a link between these two brands; and
- ascertain which one of these brands influences the other.

## Chapter 2: Literature review

### 2.1 Introduction

Swanson and Kent (2014) have agreed with Ratten (2011) that management of sport is similar to managing companies. This chapter, therefore, starts with a general overview of brands. The aim is to understand the development of branding and gain a deeper understanding of the implications of brands to organisations.

Swanson and Kent (2014) suggested that the difference between sports organisations and companies relates to the area of consumer behaviour. The question from the consumer's point of view arises regarding the influence of employees and managers as the front line of interaction between the consumer and the sports organisation. Academics and practitioners have not comprehensively grasped the significant roles of managers and leaders in sports (Shilbury, Ferkins, & Smythe, 2013). The aim of this chapter is also to gain a deeper understanding of the branding of people. In particular, the research has aimed to understand the branding of leaders in an organisational context.

### 2.2 Brand

In an ever-changing environment, experiences that deliver entertainment and educational benefits have the highest economic value. Research suggested that brands can be the provider of this experience (Schmitt, Brakus, & Zarantonello, 2015). In fact, it was found that entertainment experiences, like sports events, inspire consumers to contribute significantly to the brands of organisations (Gensler et al., 2013). Studies even suggested that brands have the ability to improve people's happiness and well-being (Schmitt et al., 2015).

Schmitt et al. (2015) agreed with Keller (2009, p. 142), who considered that advertising might not be the most important communication medium in this new marketing environment (Kapferer, 2008). Keller (2013) advocated brand marketing. This occurs when the development and maintenance of the brand are at the centre of the marketing activities and the marketing driven by the brand (Hankinson, 2012). Keller (2009) suggested a more comprehensive and cohesive model of brand equity and brand building for organisations to leverage off their brand strength and communicate core values and beliefs.

The term **brand** refers to a name, term, sign, symbol or design or combination of these, intended to identify the offering of one seller or seller group and differentiate it from competing offers (Kotler & Keller, 2012, p. 140). Keller (2013) believed that brand marketing is essentially the same as marketing. It aims to satisfy the needs and wants of customers by using the brand, term, sign, symbol or design of the organisation. By building a brand, organisations can satisfy their customers' needs better than those in the competition who do not leverage their brand. The brand identifies the source of the product or service, which allows customers to compare it to competitors' brands. The implication is that customers might evaluate two identical products or services differently, based on the branding of the product or service (Kotler & Keller, 2012).

### 2.2.1 Co-construction of brands

Recent research has suggested that brand meaning is co-constructed by numerous stakeholders in an on-going dynamic process (Santos-Vijande et al., 2013). The changing environment and emergence of social media have made consumers and customers part of the branding process (Gensler et al., 2013). Branding is changing away from an organization-centric approach to one that is highly participative (Ind, 2014, p. 734). Schultz (2009) suggested that managers should search for the shared values between the brand and its consumers, rather than focusing on individualistic or separate values of the brand. He called it the **co-created or shared values** (Schultz, 2009, p. 7). This allows an organisation not only to differentiate itself from its competitors but also to use its brand as a strategic tool to develop social relationships. In fact, brands are sometimes seen as a core strategic resource and play a central role in organisations' business models (Santos-Vijande et al., 2013).

Ind (2014) stated that brands are often defined from an organisational perspective. The organisation makes a promise and is obligated to deliver on that promise. He advocated for a different definition – one in which the branding process sits at the intersection of the stakeholder and the organization (Ind, 2014, p. 736). He agreed with Gensler et al. (2013), who suggested that with the development of social media, managers have lost their central role as authors of their brands' stories (p. 243). The result is that managers lose some control of the brand from one perspective (the organisational perspective) but can build the brand from another perspective, by connecting stakeholders with employees. Ind (2014) and Gensler et al. (2013) suggested that this reality does not indicate the end of

brand managers. The implication is that managers should incorporate consumers and stakeholders in branding.

It is no secret that sports have a significant public domain, considering that fans and general members have free access to information about these organisations (Swanson & Kent, 2014). A brand that is consumed in public is more susceptible to influences from outside the brand's organisation. Therefore, it is suggested that a public brand, like a sports team where the consumption or interaction with the brand happens publicly, is more influenced by social media (Gensler et al., 2013).

### **2.2.2 Brand identity**

The co-construction of the brand calls for a thorough understanding of brands and, more specifically, of concepts like brand equity and brand identity (Da Silveira, Lages, & Simões, 2013). Before one can define brand equity, it is important to distinguish between brand identity and brand image. Brand identity is what the company offers to the market (Visentin, Colucci, & Luca Marzocchi, 2013). It is the uniqueness and essential idea of the brand (Da Silveira et al., 2013, p. 29). Brand image is, traditionally, both enduring and aspirational, suggesting that the enduring nature of brands has dynamic meaning. Also, it is proposed that it is not only the internal environment, the employees and managers, but also the external environment, such as consumers, which contributes to the brand identity (Da Silveira et al., 2013). In fact, it is presumed that managers contribute to the aspirational dimension of brand identity; this refers to how the managers and organisation want the brand identity to be perceived.

This implies that the brand's identity is formed by managers and employees, but the dynamic nature of changing consumers makes it imperative for organisations to understand how these customers perceive the brand (Da Silveira et al., 2013). Brand identity is, therefore, a combination of how the organisation wants the brand to be perceived and how the brand is seen by customers and consumers.

Although the distinction between brand identity and brand image is not very clear, it is suggested by Kapferer (2008) that brand image is formed by understanding the brand identity. The perception that the brand identity is the result of what the organisation chooses as the characteristics of the brand and the consumers' perceptions of the brand results in the brand image.

### 2.2.3 Brand equity

Defining brand equity is not a simple task. More than two decades ago, Winters (1991) expressed this complexity when he said: "If you ask 10 people to define brand equity, you are likely to get 10 (maybe 11) different answers as to what it means" (p. 70). D. Aaker (1996) was one of the first to conceptualise the notion of brand equity, building on Keller's (1993) model. Through the branding process, organisations build brand equity. For D. Aaker (1996), it consisted of four dimensions: brand awareness, brand loyalty, perceived quality and brand association.

Keller (1993) developed a comprehensive model whereby brand knowledge consisted of brand awareness and brand image. Brand image encompassed associations made by the customers in remembering the brand; the term refers to the consumers' perceptions of a brand and can be measured by the brand associations that are held in the consumer's mind (Chandon, 2004). The brand image refers to how the market perceives the brand (Visentin et al., 2013). Keller's (1993) construction of brand image correlates with the brand identity mentioned earlier.

In essence, D. Aaker (1996) agreed with Keller (1993) on two of the four dimensions: brand awareness and brand association. and defined brand equity as all the effects uniquely attributed to the brand by the marketing activities (Keller, 1993). This is the value that the brand adds to the organisation's product or service (Kotler & Keller, 2012). Brand equity can be defined as the differential effect of the brand awareness and brand association in the consumer's mind (Chandon, 2004).

These associations might relate to the brand attributes: the specific features that are an inherent part of the product or service; the brand benefits: the specific value consumers think the brand will add; and the brand attitudes: the overall evaluation of the brand, which forms the basis for consumer behaviour (Keller, 1993).

For Keller (1993), brand awareness referred to consumers' ability to recall the product or service, as well as consumers' ability to recognise the brand from previous experience. Brand equity can, therefore, be defined as the asset or value gained from the brand through the associations made by consumers and customers, as well as the awareness of, and about, the service or product.

## 2.2.4 Customer-based brand equity

Later, Keller (2009) suggested the customer-based brand equity model to understand the perceptions about the brand created by the different types of marketing activities and programmes. According to this model, brand knowledge is not factual; it is merely the thoughts, feelings, perceptions, images and experiences that customers form in their memory when they come into contact with the brand. It is the differential effect brand knowledge has on the consumer response to that brand's marketing+ (Kotler & Keller, 2012, p. 141). The customer-based brand-equity model defined brand equity from the customer's perspective.

Christodoulides and de Chernatony (2010) defined the consumer's perceptions, attitudes, knowledge and behaviour which contribute to the brand as consumer-based brand equity. Both these models look at brand equity from the customer or consumer's perspective.

## 2.2.5 Customers' contribution to brand equity

Some research suggested that awareness, alone, is not enough to understand the depth of brand equity (Das, Stenger, & Ellis, 2009). Das et al. (2009) suggested that a level of familiarity is required to build brand equity. The more consumers interact with the brand, the greater their familiarity and the higher the probability of using the service or product repeatedly. Das et al. (2009) found that too much differentiation creates a marginal decline in brand equity. This suggested that differentiation, as beneficial as it might be, has its limits.

Das et al. (2009) further opined that brand relevance, or the connection that customers make with the brand, also contributes to brand equity. They suggested that value for money, the popularity of brands and the performance of the product or service increased brand equity.

From all the definitions mentioned above, and different understandings of brand equity, it is clear that consumers contribute significantly to brand equity. Moreover, research suggested that brand knowledge is not enough to define a strong brand (Veloutsou, Christodoulides, & de Chernatony, 2013). Consumers should evaluate the brand positively and be emotionally attached to it for organisations to develop brand equity. It is clear that defining brand equity is not a simplistic task. Christodoulides and de Chernatony (2010) warned that brand equity is a complex and multi-faceted concept+(p. 61).

## 2.2.6 Brand vision

Brand equity is an inherent part of the brand of the product or service. For many organisations, growing brand equity is a key objective (Christodoulides & de Chernatony, 2010). Organisations that understand that the real value of a brand lies in the customer's perception of a specific brand can achieve this objective.

To achieve this objective, organisations need to understand the current value of their brand but, at the same time, recognise the potential value of the brand (Keller & Lehmann, 2009). In other words, the potential future value of the brand can assist organisations to build brand equity. These two elements, combined, are referred to as the brand vision (Keller, 2015).

## 2.2.7 Brand loyalty

Research suggested that organisations looking to build strong brands should aim for brand resonance and ensure that consumers have an in-depth psychological bond with the brand (Keller, 2009). In a sports context, the implication of a psychological bond or attachment is that customers will use the product or service repeatedly, even if the sports team is not performing well (Ching-Yi, ChungChieh, & ShihHao, 2012).

Brand resonance leads to high levels of loyalty (Keller, 2009). Ching-Yi et al. (2012) agreed, suggesting that brand loyalty refers to both an attitudinal component . such as attachment, mentioned above . and to behavioural components. The research built on the work carried out by Keller (2008), who suggested that brand loyalty could lead to repeated purchases of the service or product and an attitudinal attachment where consumers love+ (p. 145) the brand; the products become part of their favourite possessions. In the sports industry, loyal customers are a crucial part of a successful organisation and are considered one of a sports team's biggest advantages (Ching-Yi et al., 2012).

Brand loyalty might also lead to a sense of community in that consumers feel a kinship with fellow brand users. Research suggests that these brand communities create more loyalty, lead to more purchases or consumption of the brand and reduce marketing costs, since the brand community members advocate for the brand (Fournier & Lee, 2010). These brand communities can be valuable for sports organisations and managers, since the fan base is not only dependent on the performance of the team but also creates the opportunity for brand extensions. Brand loyalty can be created through different attributes

of the brand, opening multiple opportunities for organisations (Bauer, Stokburger-Sauer, & Exler, 2008).

Although research suggests that brand communities generate the most value when they are organised by themselves, managers and brand practitioners should take cognisance of these communities (Fournier & Lee, 2010). Creating a space for brand communities (where consumers can interact with employees or representatives of the organisation or brand) can increase loyalty, increasing the brand equity. Loyalty also leads to active engagement, where consumers invest personal resources of time and money in the brand. For sport team brands, it might, for example, lead to higher match attendance, as people make the effort to attend matches (Keller, 2009).

### **2.2.8 Measuring brand equity**

Brand equity, as defined above, is measured in numerous ways (Davies & Chun, 2012; Chandon, 2004). It has been suggested above that the power of the brand lies in the mind of the consumers. However, marketers, leaders and managers can influence the brand knowledge by positioning the brand with specific brand characteristics in mind (Sirianni et al., 2013). Measuring these characteristics is not a simple task. Ross et al. (2006) built on the ideas of Gladden and Funk (2002), who built on the ideas of Keller (1993), and identified elements or factors contributing to brand equity.

The study by Ross et al. (2006) improved on the research by Gladden and Funk (2002) in that it focused on the views of consumers. Both of these approaches specifically examined the brand associations in professional sports.

The model suggested by Ross et al. (2006) aimed to measure the professional sport team brand association. They identified 11 dimensions underpinning the association fans or consumers make of the brand. These 11 dimensions include: %non-player personnel, team success, team history, stadium community, team play characteristics, brand mark, commitment, organizational attributes, concessions, social interaction, and rivalry+ (Ross et al., 2006, pp. 272. 273). This valuable model can assist managers or leaders of sports teams to manage their brands to create favourable associations to attract or retain consumers or customers.

Another approach in measuring brand equity is to use brand personality (Davies & Chun, 2012; Chandon, 2004). When studying the link or relationship between the brand of the



CEO and the brand of the organisation, one possibility is to consider the brand personalities associated with these two different brands (Sirianni et al., 2013). Malär, Nyffenegger, Krohmer and Hoyer (2012) claimed that brand personality has emerged as a key brand characteristic (p. 728) in marketing. They made this assumption based on the ability of a brand personality to understand both the effects and performance of a brand. This research measured brand equity through the brand personality scale.

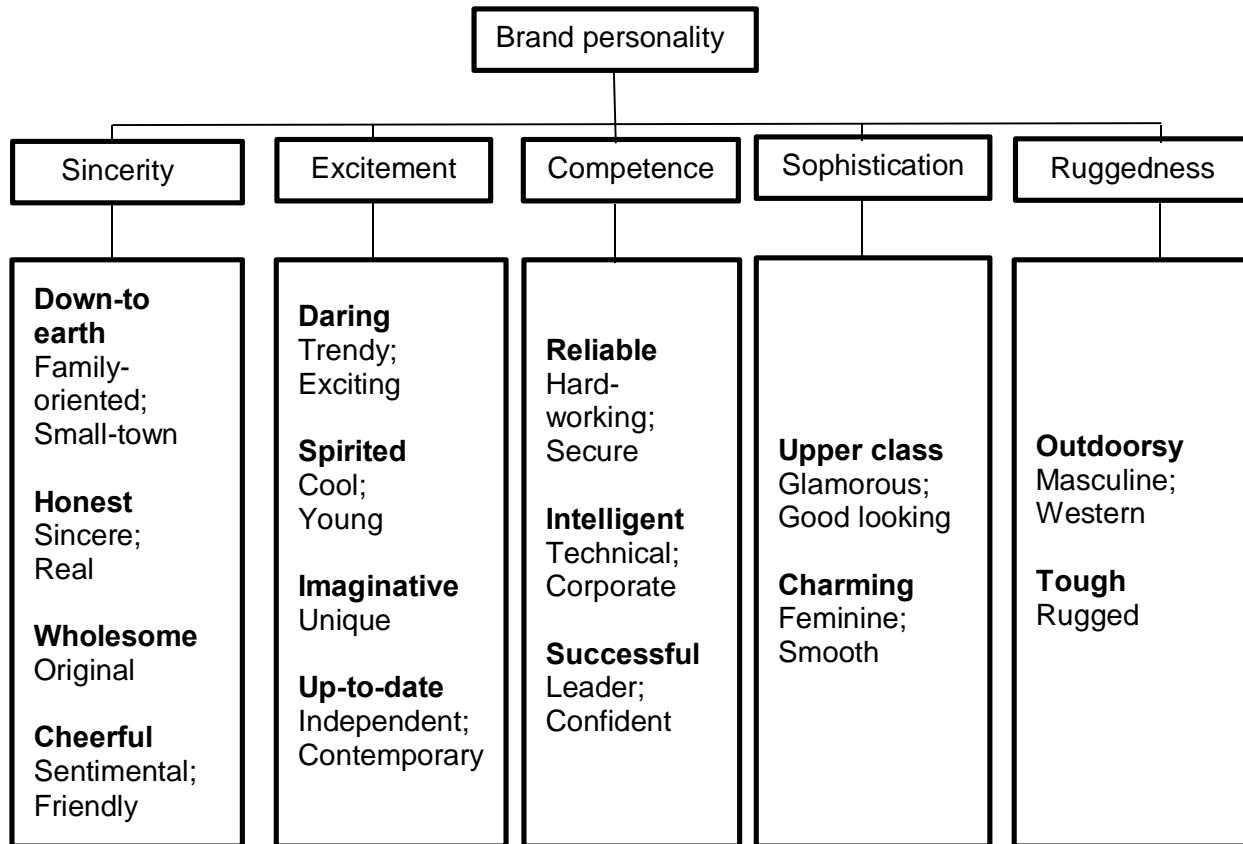
## **2.3 Brand personality**

### **2.3.1 Brand personality**

The brand personality scale was developed by J.L. Aaker (1997). The model or scale has been challenged by recent research but is still used by researchers attempting to measure the brand personality of brands (Visentin et al., 2013; Braunstein & Ross, 2010). The basic concept is that personalities or personality characteristics are allocated to a brand. In this model, personality traits are allocated to a brand or associated by using a metaphor of a brand as a person (Davies & Chun, 2012). These associations have the ability to increase the customers' or consumers' connection with the brand, making the connection more personal (Carlson & Donovan, 2013). Brand personalities can also be used to assist marketers in positioning and effectively marketing their brand, creating a point of differentiation in the sporting industry (Braunstein & Ross, 2010).

The personality scale consists of 5 dimensions, 15 facets and 42 personality traits adapted from the Five-Factor Model of personality, as can be seen below, in Figure 1. The five dimensions are: sincerity, excitement, competence, sophistication and ruggedness (J. L. Aaker, 1997). The 15 facets (in bold) and 42 (15 + 27) traits can also be seen in Figure 1.

**Figure 1: Brand personality framework**



(J. L. Aaker, 1997, p. 352)

As mentioned, the personality scale is built on the Five-Factor Model of personality, which refers to five dimensions: neuroticism/emotional stability, extraversion, conscientiousness, agreeableness and openness. This model is widely recognised in the field of organisational behaviour and the five traits have proven relevant and have been used in relation to job attitudes, job performance and work motivation. It is also relevant for people in leadership positions to understand the changes related to work attitudes (Wille, Hofmans, Feys, & De Fruyt, 2014).

Brand personality can, therefore, be described as traits that become associated with the brand through the people that represent the brand (J.L. Aaker., 1997). These might be the users of the brand, but might also be the employees or the CEO. For example, in some cases, personal human characteristics of the CEO will be transferred directly to the brand, or the personal characteristics of the organisation will be transferred to the CEO (Maehle

& Supphellen, 2011). However, this is a simplistic view of brand personality. Most researchers will accept that CEOs and other users of the brand influence the brand personality, but it is also the whole marketing mix and the indirect sources that assist in creating the brand personality over time (Maehle & Supphellen, 2011).

Maehle and Supphellen (2011) suggested that there should be a match between the source of the brand personality and the desired message about the brand communicated by the organisation. Given the changes in communication channels, personal encounters, such as those between customers and employees, might be vital in communicating the brand (Sirianni et al., 2013). For example, an organisation that wants to communicate brand personality dimensions like %sincerity+ or %competence+ should take advantage of sources on the organisational level, like the CEO or other employees. %excitement+ can be communicated through a combination of behaviour on the part of employees and symbolic sources, like the logo, advertising and sponsorships. It can be inferred how the five dimensions can be incorporated in the branding of people and organisations. %competence+ can easily be associated with the personality traits of %conscientiousness+; %extraversion+ with %excitement+; and %sincerity+ with %agreeableness+ (Maehle & Supphellen, 2011).

To measure the personal brands of CEOs, the brand personality scale can be very useful. Past studies have used it to assess how brand personality can be linked to the Five-Factor Model of personality (Maehle & Supphellen, 2011). Marketers have also used the model to find matching characteristics of a brand to those the brand endorse or consumers (Braunstein & Ross, 2010).

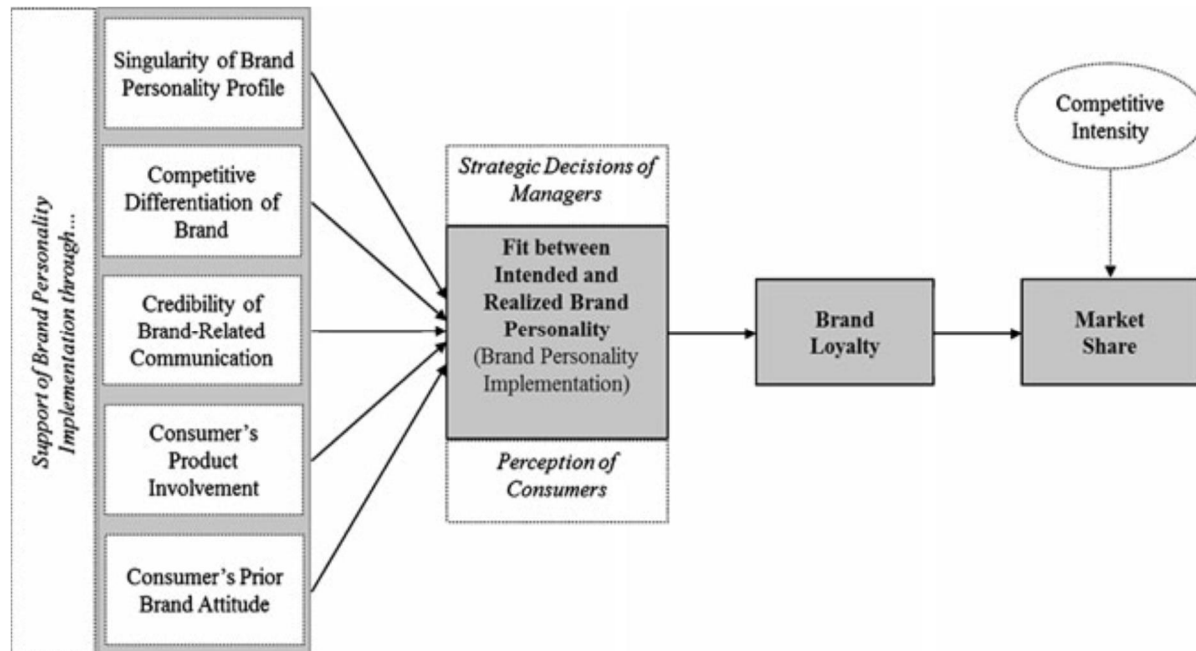
The brand personality scale has also been used in the sports industry, suggesting that it is an important construct for managers to understand %in order to effectively market and position a brand+ (Braunstein & Ross, 2010, p. 13). Carlson and Donovan (2013) suggested that the association between an organisation's brand and a personal brand representing the organisation can be linked to the improved attendance of matches in a sporting environment. The brand personality scale can also be used by managers to utilise sponsorships and attract additional revenue (Braunstein & Ross, 2010).

### 2.3.2 Intended and perceived brand personalities

Strong brands take time and effort to build, and most research focused on the importance of consumers' understanding of brand personality (Davies & Chun, 2012). However, recent research has suggested that there is a difference between the intended brand personality and the perceived brand personality (Malär et al., 2012). The intended brand personality refers to what consumers should think and feel about the brand, while perceived brand personality refers to what consumers actually think, feel or understand about the brand (Malär et al., 2012). Ideally, managers want an alignment between the intended and perceived brand personalities.

Malär et al. (2012) contributed significantly to the field of brand personality. They suggested that managers and leaders in organisations could bridge the gap between the intended and perceived brand personalities. They proved that leaders could successfully implement brand personalities. Furthermore, they developed five antecedents of successful brand personality implementation: singularity of the brand's personality profile, perceived competitive differentiation, credibility of brand-related communication activities, consumers' product involvement, and consumers' brand attitude. These five antecedents, as can be seen in Figure 2, contributed to 68 per cent of the match between intended and realised brand personality. They found that the higher the degree of the antecedents, the better the fit between intended and perceived brand personalities. This suggested that if managers can control the antecedents, they can increase the brand loyalty, leading to increased market share of the brand. Organisations should, therefore, invest heavily in management to implement and guide the brand personality within organisations (Malär et al., 2012).

**Figure 2: Conceptual framework of brand personality implementation**



(Malär et al., 2012, p. 730)

### 2.3.3 Brand personality's performance and relevance

Brand personality is important for organisations, since there is a positive relationship between brand personality and brand performance. Brand performance is driven by two components: brand persistence and brand growth (Keller & Lehmann, 2009). Successful brands outperform the competition consistently and will be chosen based on the inherent value of the associations perceived by customers. Recent research has suggested that socially desirable traits improve performance of the brand across contexts (Eisend & Stokburger-Sauer, 2013). This research suggested that organisations can benefit from brand personality in the same way that organisations can benefit from personal traits of CEOs.

D. Aaker (2012) suggested that organisations should rather compete on brand relevance than brand preference. In brand preference, the category or subcategory where brands compete is a given. If organisations want to be ahead of their competitors, they need incremental innovations that encourage customers to favour their brand above those of the competition.

Examples are more effective advertising or promotion. If you compete based on brand preference, positioning within that category is a given. D. Aaker (2012) proposed that competing on this basis in today's marketplace is becoming increasingly difficult, especially in established markets. Customers are not necessarily willing to change their brand loyalties, and the stability of brand positioning in most markets is very strong.

Competing on brand relevance, on the other hand, involves organisations making their competitors irrelevant by developing their brand in such a way that they contain "must haves" and thereby creating a new category or subcategory (D. Aaker., 2012, p. 48). In a sense, organisations are creating a new arena where competitors have no knowledge or skills, which makes them irrelevant (D. Aaker., 2012). These "must haves" can include different characteristics. A possible distinguishing characteristic is brand personality. So that these personality characteristics are so unique that customers will not even consider the competitors. These "must have" characteristics should address the unmet needs of customers. For example, if the unmet needs of Blue Bulls rugby supporters are acceptance in a community, the management might consider that they should "support, nurture, partner, and enable the community rather than "market the brand" (D. Aaker D., 2012, p. 52). In this instance, the organisation can take advantage of a brand personality like the sincerity of the CEO. If the CEO as personification of the brand creates these communities, he/she needs to be authentic and nurture the passion and the shared interest of the supporters. The ultimate goal might be to create an environment of sincerity and agreeableness.

Managers and leaders who choose to use brand personalities as a tool to measure or access brand equity should take responsibility for these personalities; otherwise, "it will assume a life of its own" and might harm the intended brand personality (Malär et al., 2012, p. 729). Brand personality as a tool to measure brand equity can be very effective, but when the customers or consumers do not associate the brand with these intended characteristics, it can lead to the detriment of the brand (Braunstein & Ross, 2010).

## 2.4 Branding employees

### 2.4.1 Employees

Research suggested that employees are vital to brand management and are the key element to building an organisation's brand. Their values and behaviour can have a major influence on how customers and stakeholders perceive the brand of organisations (Foster, Punjaisri, & Cheng, 2010).

Managers, marketers and leaders of organisations can influence the brand association and brand awareness in various ways (Sirianni et al., 2013). Managers should, therefore, be aware of the possible benefits held by employees, who understand the brand of their organisation and engage employees in brand-building activities. As an example, the Human Resources (HR) department can engage employees regarding suitable brand values rather than holding meetings about the organisation's values (De Chernatony & Cottam, 2009). Organisations need to understand their brand and brand equity . the associations and images that customers and consumers have in their minds about the added benefits of the organisation.

Employees contribute significantly to the brand of organisations (Davies & Chun, 2012). In service organisations, employees embody the brand to the consumers and customers and are vital in communicating the brand (De Chernatony & Cottam, 2009). The value formed by customers of the brands is derived from their experience with the employees of the organisation (Santos-Vijande et al., 2013). With product brands, the value for customers might be derived from tangible features, but in service organisations the brand depends largely on the employees (Morhart, Herzog, & Tomczak, 2009). Employees have the ability to bridge the gap between the intended brand values and the perceived values of customers (Hankinson, 2012).

When The Park Hotels revitalised their brand, most of the seven steps they used in the revitalising process involved their employees and, specifically, top management. Part of the process was to encourage employees to "live the brand" (Dev & Keller, 2014, 340). They even developed a voice guideline for whenever the employees interacted with the customers so that the language the employees spoke was congruent with the revitalised brand.

One of the big lessons from The Park Hotel brand revitalisation was the importance of guiding employees and staff to make better decisions and promote the brand of the organisation (Dev & Keller, 2014).

## **2.4.2 Employees and brand equity**

There seems to be a universal link between brand equity and the role that employees play in organisations (Hankinson, 2012). This is especially true in the service environment. As an example, if an employee leaves an organisation, customers lose half of their connection with that specific organisation, resulting in a significant decrease in the organisation's brand equity (Gelb & Rangarajan, 2014). Gelb and Rangarajan (2014) suggested that employees contribute to the brand of organisations in two ways: they can be elements of the brand or brand ambassadors. The implication is that employees will internalise the brand in their daily job and will be expected to behave according to the brand. In their qualitative interviews, some of the interviewees suggested that employees drive as much as 25 per cent of the value of the brand (Gelb & Rangarajan, 2014). Therefore, it is imperative that managers recognise the importance of employees in driving the brand.

Committed employees are more likely to contribute to brand equity, because they are emotionally involved with the brand (Wallace et al., 2013). Not only do they communicate the brand to the customers, but they also build the brand in their interaction with their colleagues (Wallace et al., 2013).

Employees who go beyond their job descriptions become brand ambassadors when they promote the brand in public (Gelb & Rangarajan, 2014). Therefore, it is important for managers to motivate their employees to be an extension of the brand. If they speak and behave positively in relation to the brand, it correlates positively to brand equity. In other words, organisations that invest heavily in their employees to gain brand commitment are implicitly investing in brand equity. If employees manage to treat each other, especially subordinates, well, they are investing in the brand of their organisations (Gelb & Rangarajan, 2014).



Brand equity is not only built on the way in which employees communicate with each other and with customers. In their study, Davies and Chun (2012) found that how employees appear to the customer is equally important. Consequently, it is imperative that employees understand and believe in the brand in order for them to be living exemplars of the brand (De Chernatony & Cottam, 2009, p. 302).

Branded service encounters refer to customer-employee interactions where these interactions are aligned or congruent with the branding and brand position of an organisation. This can increase the brand-related congruency and facilitate brand equity. When customers see the same characteristics in employees or management as those that they perceive in the brand, brand equity is increased. Employees or managers who sincerely align their behaviour with the characteristics of the brand or the personality of the brand are increasing brand familiarity and brand value (Sirianni et al., 2013).

These branded service encounters explain the reality of employee-customer interaction and the benefits that organisations can gain from understanding the relationship. The encounters are embedded in the organisation culture in which brands grow (Morhart et al., 2009). The BP failure, as mentioned above, is another example of misalignment between an organisation's brand promise and positioning (Joyce Stuart, 2013).

### **2.4.3 Recruitment and training**

The existing employees within organisations are, therefore, important, but so are the potential employees. Organisations that are serious about branding will ensure that they attract the best employees . people who are closely aligned with the brand of the organisation (Foster et al., 2010). Research suggested that organisations should invest in recruiting and training new employees about the brand (Gelb & Rangarajan, 2014). The result is that the best brands attract the best employees. This is especially true for organisations that rely heavily on employees to deliver the brand promise and brand values (Foster et al., 2010). It may sound simple, but the reality is that it is far more complicated to recruit specific employees whose values align with that of the organisation than employees with specific skills set.

## 2.5 Branding leaders and managers (CEOs)

It is imperative in the sports industry to define the word *leader*. The leader might refer to the manager of the team, the owner, the chairman of the board or even the captain of the team (Flint, Plumley, & Wilson, 2014). In this research, the focus is on the CEO as the leader, and the focus is on literature that refers to people in similar leadership positions.

Swanson and Kent (2014) opined that leadership in a sports context could be seen as a perceptual phenomenon. Accordingly, what matters most is not whether the person is a leader or not but whether people see him/her as a leader. The more people, like other employees and fans, perceive the leader to have the necessary skill and knowledge, the more his power and influence will increase. The skills and knowledge are usually directly related to sport-specific factors. Due to the public nature of the sports industry, where sports leaders' every move and action is visible, this understanding of leadership is specifically important. From this perspective, Swanson and Kent (2014) asserted that the most important quality that a leader can possess is to be acknowledged as a leader.

Senior management and the CEO are critical to the success of the brand. They are responsible for translating the brand to the organisation, leading employees and engaging them with the values of the brand (De Chernatony & Cottam, 2009). Senior management should act as *custodians* (p. 976), ensuring that the entire organisation commits to the brand values (Hankinson, 2012). Santos Vijande et al. (2013) have agreed on this and suggested that management is responsible for ensuring that the marketing strategy is coherent with the brand image. They also suggested that management is responsible for the evolution of the brand image and value in the market. Successful branding is no longer just about smart and creative brands, but *is* also about well planned and executed brand management (Santos Vijande et al., 2013, p. 154).

Organisations can, therefore, benefit from developing and investing in their leaders, considering that the leaders (like the CEO) have a certain personal brand that is either contradicted or supported by the organisation's brand. If there is misalignment between these brands, it can undervalue the brand of both parties (Bendisch et al., 2013).

### **2.5.1 Organisational culture**

Top management that recognises the importance of brands will build a type of organisational culture that ensures that the brand will have a dominant role in the firm's strategy (Santos-Vijande et al., 2013, p. 150). If this culture is enforced, employees and all other stakeholders will help build and develop the brand as a strategic goal. Since 1980, a vast number of articles (over 4 600 at the time of publication) have been published on organisational culture. The drive behind this body of research is the belief that organisational culture remains an important social characteristic, influencing organisational, group and individual behaviour (Hartnell, Ou, & Kinicki, 2011). Sackmann (2011) stated that organisational culture could be used as an instrument to better manage organisations and gain better performance. Organisational culture is, therefore, a key ingredient in organisational effectiveness and can even be a source of sustainable competitive advantage (Hartnell et al., 2011).

Leaders are important in creating and building the branding culture. It has been suggested that brands are co-constructed, which suggests that leaders should build a culture that embrace outsiders (Ind, 2014, p. 737). The implication is that managers must become effective listeners and have good social skills to interact with different stakeholders. Managers should humanise the brand and create experience for customers to interact and understand the values of the brand (Gelb & Rangarajan, 2014).

In a changing environment where experiences and participation are important to customers and stakeholders, managers and leaders are responsible for building networks between the employees and stakeholders, embracing a culture of acceptance (Ind, 2014). Leaders are responsible for creating a culture that facilitates experiences and participation between the organisation and its customers.

### **2.5.2 Internal branding**

Leaders are also responsible for internal branding. Internal branding refers to branding within the organisation with activities and processes that help and inform employees about the basic notions of branding (Kotler & Keller, 2012). This is when all the employees, customer-facing employees as well as back-office employees, understand the brand's values (Foster et al., 2010). Internal branding informs employees on how they can build and support brand equity.

The idea is that employees understand the strategic objectives of the brand and become brand ambassadors (Santos-Vijande et al., 2013, p. 150). Research suggested that internal branding enhances employees' engagement with the brand and assists organisations to deliver on the promises of the brand (Foster et al., 2010). This also helps with internal communications about the brand and assists employees in operationalising the brand. Leaders are imperative in communicating the culture to employees and ensuring that the service or product is aligned with the brand they represent (Santos-Vijande et al., 2013).

Other research suggested that the effectiveness of internal branding is determined by work environment factors such as reward systems and remuneration schemes (Foster et al., 2010, p. 404). The role of the leader in internal branding goes beyond just communicating the brand values, as it also has an impact on recruiting, orientation of new employees, rewards and remuneration.

Wallace et al. (2013) suggested that leaders are indispensable in instilling a company's values and vision to front line employees (p. 165). In their study, Gromark and Melin (2011) found that top management is a key driver in the brand-building process. They are responsible for implementing the brand and ensuring that every employee in the organisation prioritises the brand. It is clear that leaders influence the way that employees feel about the organisation and, more specifically, about the brand (Wallace et al., 2013). Committed employees contribute significantly to the brand of organisations, and leaders are responsible for developing this commitment. It is suggested that appropriate leadership styles are necessary to instil this commitment (Wallace et al., 2013).

### **2.5.3 Leadership style**

Wallace et al. (2013) found that transformational leaders succeeded better than transactional leaders in creating brand-building behaviour among followers (employees). A transformational leader can be described as a leader who seeks to change the status quo by communicating the problem in the current system and, at the same time, demonstrating the future possibilities of the organisation (Achua & Lussier, 2013). He/she leads organisations from self-focus to a focus on the collective interest of the organisation by going beyond the day-to-day operations of the organisation and aiming to take the organisation to the next level of performance and success by team-building, motivation and collaboration (Achua & Lussier, 2013).

Transactional leaders, however, aim to keep stability in an organisation and, in most cases, are transactional in the sense that when the transaction is completed the relationship between the leaders and the organisation ends. Transactional leaders are more concerned with maintaining the normality in the organisation (Achua & Lussier, 2013). Therefore, transactional leaders are not always strategic in guiding an organisation toward the future. Both leadership styles are perceived positively but, as Wallace et al. (2013) suggested, transformational leaders succeed better than transactional leaders in creating brand-building behaviour.

Joyce Stuart (2013) agreed and suggested that brand-specific transformational leadership is required for implementing a sustainable brand. She also suggested that the leaders' personal values need to be aligned with that of the organisation. Research suggested that employees engaging in brand-building activities increase an organisation's brand equity, resulting in stronger brands (Gromark & Melin, 2011).

Wallace et al. (2013) found that employees perceiving a considerate leadership style are more likely to commit to the organisation and relate to the brand of the organisation. The considerate leader will look out for the well-being of the employees and shows concern and respect for followers (Wallace et al., 2013, p. 166). This leadership style aims to create a social bond with employees, which has the ability to motivate employees to adopt the brand. Wallace et al. (2013) also found that directive leadership and hierarchical communication could be perceived negatively by junior employees.

#### **2.5.4 Embodiment of the brand**

It is clear that leaders and managers (the CEO) are responsible for communicating the brand to the organisation and its stakeholders (Hankinson, 2012). CEOs representing corporate brands must be willing to maintain a public profile and communicate this brand through the news and information, but also be the visible embodiment of the brand (Shaari, Areni, Grant, & Miller, 2014). Mohart et al. (2009) found that leaders who managed to influence followers to internalise the brand of the organisation, succeeded better in creating brand-building employees and brand-building behaviour. This internalisation is mediated through followers' satisfaction of their needs, autonomy, competence and appreciation for the connectedness with the organisation's brand. They also proved that these leadership skills could either be trained or developed. This study

suggested that a CEO has the ability, or can be trained, to engage with his/her followers or employees in such a manner that the brand of the organisation is developed.

Joyce Stuart (2013) agreed and quoted three brand management imperatives for corporate branding: custodianship, credibility and calibration. She agreed that in some brands, for example, the Virgin brand with Richard Branson, CEOs are seen as the embodiment of the brand. This embodiment includes the CEO's personal values, perceptions, cognitions and personalities (Shaari et al., 2014). Bendisch et al. (2013) suggested that brand identity of CEOs is strongest when it is based on the inherent values of the CEO. They also use the example of Richard Branson, who is perceived as authentic, because he can relate stories about his life that correlate with the brand he represents. Therefore, the CEO's identity as a person is as important as their role as managers+(Bendisch et al., 2013, p. 604).

CEO's words not only influence stakeholders, but also sometimes shape society. These words create ideology, thus impacting on the way the world is run+(Beelitz & Merkl-Davies, 2012, p. 102). Senior management and the CEO are responsible for the foundation of brand identity (Hankinson, 2012). CEOs should engage in articulating the brand vision, acting as an appropriate role model by living the brand values, giving followers freedom to individually interpret their roles as brand representatives, and providing individualized support by acting as a coach and mentor+(Morhart et al., 2009, 138).

### **2.5.5 Managing more than employees**

Morhart et al. (2009) studied how leaders can influence employees' brand-building behaviour and defined brand-building behaviour as the employees' contribution to the organisation brand. This is not only related to their job position, but it also refers to the roles of employees outside of their daily job.

Gromark and Melin (2011) defined brand orientation as brand building, where brand equity is created through interaction between internal and external stakeholders+(p. 395). They elaborated on the work of Morhart et al. (2009) by including external stakeholders in the brand-building process. They also suggested that an organisation with brand orientation will use its brands as the centre around which the organisation revolves (Gromark & Melin, 2011). Leaders should, therefore, take responsibility in managing more

than just employees, as their interaction with stakeholders outside of their daily job is vital to building the brand.

### **2.5.6 Leaders, managers (CEOs) and brand personality**

Managers cannot control consumers or control how consumers perceive the brand. They can, however, control the brand personality that they want to communicate to the consumers . the intended brand personality. It is suggested that managers should focus on the highly involved consumers who understand the brand of the organisation and should develop a specific brand personality for these consumers (Malär et al., 2012).

People as brands+is an area in the academia that has been underdeveloped. Bendisch et al. (2013) suggested that the brand of the CEO is formed by the organisation that he/she presents, as well as the different stakeholders with whom he/she interacts. They suggested that further research is necessary to understand the value of the CEO brand to an organisation.

## **2.6 Integration**

Employees and CEOs are surely not the sole contributors to the brand equity of organisations. De Chernatony and Cottam (2009) asserted that integration behind the brand creates a synergy that contributes to the success of the brand. This is when different departments and everyone inside the organisation contributes the success of the brand. They also suggested that the integration of all the different units contributes more to the brand than what one part or one department, for instance . marketing, can achieve on its own.

All managers and departments, not just the marketing department, should be aware of the activities related to the brand. The implication is that organisations should rethink their brand strategy if they do not include all the different business units (Hankinson, 2012). Joyce Stuart (2013) advocated for an integrated, systematic approach where leaders, corporate brand and organisation culture are aligned.

The success of this integration is the responsibility of the CEO. CEOs are the only individuals who can align organisationsqculture with the values of the brand and should actively engage in brand and brand-building activities (Hankinson, 2012). The suggestion

is that the CEO should understand and be aware of the brand of the organisation, as branding should be led by top management, from the CEO (Hankinson, 2012).

Managers and leaders who want to implement brand personalities should take the idea of co-creation and integration seriously. Research suggested that managers who empower their consumers are more successful in implementing brand personalities than those who do not (Malär et al., 2012).

The relationship between the CEO and the brand of organisations has been proven. In the sports environment, especially in rugby, little research has been done in this regard. The literature and business environment proved that a study on the relationship between a CEO brand and sport team brand is warranted and might add value to both the CEOs and the environment.



## Chapter 3: Research propositions

The literature review in Chapter 2 identified information concerning brands, brand personality, branding of employees and branding of leaders. The relationship between these concepts has been discussed and explored. The brand personality scale has been used to understand the relationship between the leader (CEO) and the sport team brand.

The literature review in Chapter 2 identified some concepts and questions, which have been discussed and critically analysed. The main objectives of this research were:

### 3.1 Research Proposition 1

- There is a dual brand transfer between a CEO and a sport team brand.

In line with Bendisch et al. (2013) and Hankinson (2012), who suggested that the characteristics of the brand of the organisation are transferred to the personal brand of the leader/CEO, this study aimed to examine this relationship in sport team brands. This research also investigated the fact that the relationship is not only valid from the perspective of the organisation . the CEO's brand sometimes influences the brand of the organisation.

Research also showed that certain personality traits of leaders/CEOs are more socially desirable than others (Eisend et al., 2013). This study reveals how personality traits of CEOs align/misalign with the sport team brand.

### 3.2 Research Proposition 2

- CEOs are responsible for building the brand of the sports team.

In line with Ind (2014) who suggests that leaders need to embrace outside stakeholders, and with many other researchers like Wallace et al. (2013) who have proved that CEOs need to engage employees' contribution to building strong brands, this study shows that CEOs build strong sport team brands. They are responsible for translating the brand to the organisation, leading employees and engaging them with the values of the brand (de Chernatony & Cottam, 2009).

### 3.3 Research Proposition 3

- CEOs with transformational leadership style succeed better in creating strong sport team brands.

Swanson and Kent (2014) opined that the most important quality that a leader can possess is being acknowledged as a leader. This study aims to understand whether the CEOs of Super Rugby franchises are acknowledged as leaders by their franchises. Joyce Stuart (2013) and Wallace et al. (2013) suggested that transformational leadership is necessary for sustainable brands. This study proves that CEOs or leaders with transformational leadership qualities succeeded better in creating strong sport team brands.

## Chapter 4: Research methodology and design

### 4.1 Research approach

The research design was a multiple-case, study-type research design. The research questions dictated the research methodology. The case-study research is an effective means of addressing %how+and %why+questions, like those posed by the researcher (Yin, 2009). Questions include: %How does the brand of the CEOs relate to the sport team brand?+, %How do external stakeholders influence the brand of the organisation?+, %How do the CEOs influence employees to build the brand of the sports team?+, %Why does a relationship exist between the CEO and the sport team brand?+ and %Why do transformational leaders manage brand building better?+ These and other questions suit the case-study-type research design.

For case study research, in general, five components of the research design are important: the study question, its propositions, its unit of analysis, the logic linking the data to the propositions and the criteria for interpreting the findings (analysis). Theory development is also significant prior to collection of data. In fact, theory assisted the researcher in the collection of data (Yin, 2009). The case-study method is an alternative method of testing theories suggested in the literature review. The research proposed that case studies have the potential to produce the best theory (Flyvberg, 2006).

The context for case-study research is crucial (Yin, 2009). One of the biggest advantages of the case-study method is that it can %close in on real life situations and test views directly in relation to the phenomena as they unfold in practice+(Flyvberg, 2006, p. 235).

### 4.2 Sampling

According to Yin (2009), the replication logic of the case-study method differs from the sampling logic method commonly used in research, suggesting that sampling logic is not appropriate when analysing multiple case studies. Multiple case studies investigate a contemporary phenomenon within the real-life context of that phenomenon, where the boundaries between the phenomenon and the context are not clear. The case-study method does not assess whether the phenomenon exists, and since the method covers both the context and the phenomenon, the sampling logic method is not applicable (Yin, 2009). The population must, therefore, be viewed from a representational point of view.

The cases studied were the South African Super Rugby franchises. The three biggest South African Super Rugby franchises in revenue and fans are the Vodacom Blue Bulls, the Cell C Sharks and the DHL Stormers (Levet, 2012). The rationale for selecting these, apart from being the biggest three franchises, was that all three of these franchises have a CEO and a business framework. The other reason for selecting these three cases was the accessibility of the franchises.

Access to the three franchises was gained through an existing contact with one of the CEOs. He, in turn, contacted the other two CEOs and arranged the interviews. He made a phone call in the presence of the researcher and followed up with the other two CEOs with an email. The researcher also sent an official email requesting permission to conduct qualitative interviews with the franchises. Similar emails were sent to all three franchises, with just the date changing on the email. See Appendix 1 for the email request sent to Franchise 1.

As proven in Chapter 1 and 2, sports organisations contribute significantly to the business environment, and rugby is a significant contributor to the sporting and business environment. There is some evidence in popular press suggesting that CEOs are important for sports franchises and important contributors to the brands of these organisations. The case study approach allowed the researcher to explore the brand of the franchise as well as the personal brand of the CEO in its natural organisational environment and context (Yin, 2009). This allowed the researcher to understand the brands in relation to each other and how they contribute to each other. The case-study method also assisted in understanding the reasons for the research design.

After the data from the three different case studies was gathered, captured and documented, the theory was developed. The first part of the analysis was descriptive and the latter part, more exploratory.

### 4.2.1 Descriptive

In the descriptive part of the research, an accurate representation of the persons, events and situations was described (Saunders & Lewis, 2012). The descriptive research aims to understand the situation and describe it and the respondents questioned regarding their involvement with the franchise, as well as their background and personal history. These questions set the tone for the exploration that followed.

### 4.2.2 Exploratory

The second part of the research was exploratory and aimed to discover information that was new to the researcher. In this phase, exploratory research referred to research that aim[ed] to seek new insights, ask new questions and to assess topics in a new light+ (Saunders & Lewis, 2012).

Saunders and Lewis (2012) suggested that the usual process for conducting exploratory research is:

- searching academic literature;
- interviewing %experts+on the subject; and
- conducting the interviews.

After the search for the academic literature, as described in Chapter 2, the propositions were developed. The researcher tested these by interviewing experts on the subject who were the CEOs of the Super Rugby franchises. After these interviews, other members of the organisation were interviewed.

The exploratory part of the research was carried out through semi-structured interviews. The interview schedule is listed in Appendix 2; it was designed by reviewing the literature in Chapter 1 and 2, and founded on the research propositions. The first part of the schedule provided the details of the participants. The researcher had looked up information on the participants; however, the first part of the interview was used to increase his understanding of the participants and their relationship with the franchise. In some cases, more time was spent on the first section, especially as some participants have only been employed by their current franchise.

The second part of the interview schedule was designed to gain a deeper understanding of the participants' perceptions of the franchise's brand. This was developed using the literature in Chapter 2, related to the brands of organisations. The brand personality scale (J.L. Aaker., 1997), discussed in Chapter 2, assisted in exploring the participants' understanding of the franchise's brand equity. The second part of the interview schedule was designed to include questions referring to the building of the brand and intended to allow the participants to refer to the contributors of the brand building before starting the questions about the CEOs. In this way, the participants were not influenced by the flow of the interview.

The last part of the interview schedule was designed to acquire an understanding of the CEOs and was related to the CEO's personal brand, the relationship between the personal brand and the franchise brand, their responsibility in the branding of the franchise and their leadership style. The brand personality scale was also used to assist in exploring participants' understanding of the CEO brand. The questions presented to the CEOs were different to those of the other participants but referred to the same concepts. The last part of the interview schedule was also used to refer to the contributors of brand building and leadership of the CEOs.

### **4.3 Unit of analysis**

In considering the research questions and propositions, the unit of analysis was the link or relationship between the brand of the CEO and the brand of the sports team. By defining the relationship as the unit of analysis, this can be related to the initial research question. The unit of analysis assisted in the creation of the interview schedule and guided the case-study questions (Yin, 2009).

### **4.4 Data collection**

#### **4.4.1 Qualitative methods**

Qualitative methods that incorporated different sources of evidence were used for data collection. When looking at CEOs of South African Super Rugby franchises, the researcher was looking for depth and insight (Chipp, 2014). Qualitative research techniques provided the best method of meeting these objectives, as it is more interested in an authentic process of research as discovery.

There is also increased emphasis on research as engagement rather than intervention (Müller & Schoeman, 2004). The Appreciative Inquiry and Public Dialogue model provided the starting point for the researcher concerning the data-collection and interview process (Finegold, Holland, & Lingham, 2002), especially the constructionist principle, which suggests that human knowledge and organisational destiny are interwoven, in other words co-constructed. The researcher has endeavoured throughout the data-collection process to co-construct knowledge by allowing the contribution of the participants. The researcher followed Yin's (2009) suggested guidelines or required skills for conducting interviews:

- Be able to ask good questions.
- Be a good listener.
- Be adaptive and flexible.
- Have a firm grasp of the issues being studied.
- Be unbiased by preconceived notions, including those derived from theory.

#### **4.4.2 Semi-structured interviews**

Data was collected using semi-structured interviews. Saunders and Lewis (2012) suggested that semi-structured interviews are useful where:

- the researcher is unsure of the answers respondents will give;
- the researcher's questions are complicated; and
- the researcher needs to vary the order of the questions or the actual questions.

In semi-structured interviews, the researcher asks the participants about a set of themes using some predetermined questions, but varies the order in which the themes are covered and questions asked (Saunders & Lewis, 2012, p. 151). In the interviews, all of the above issues were encountered. The researcher omitted some questions in various interviews, while additional questions were asked in others.

As suggested by Saunders and Lewis (2012), the researcher prepared carefully for the interviews by:

- finding out as much as possible about the interviewees and the organisation;
- developing an interview guide with the relevant topics and questions;
- choosing a location that was convenient for the participants . one where they felt comfortable and were not disturbed;

- making sure that his clothing and appearance were appropriate for the interviews;
- developing a consent form; and
- making sure that the recording device was fully charged and in a working state.

All the interviews were conducted face to face, and the process suggested by Saunders and Lewis (2012) was followed:

1. The researcher sent the interview schedule via email and also printed the schedule and interview guide. The consent form was also printed and taken to the interview.
2. The researcher contacted the participants, explained the purpose of the research and invited them to take part therein. He also assured the participants that the interview would take no longer than one hour.
3. All the participants agreed to take part, and a convenient time and place were determined for the interview.
4. The researcher arrived early on the day to ensure that the room was quiet and set up correctly.
5. He conducted the interview by following the guide in Appendix 3.
6. He made notes and recorded the interviews using an iPhone. After each interview, the interviews were uploaded and shared with a professional transcriber.

The length of the interviews varied. The interviews with the experts, the three CEOs, ran for approximately one hour. The other interviews varied in length . they ran for 17 minutes to an hour. The shortest interview was due to a time constraint for one of the participants.

#### **4.4.3 Sources of evidence**

In this case study, different sources of evidence were gathered. The first source of evidence used in the research was documentation such as news articles and social media feeds, as noted in Chapter 1.

The second source of evidence was interviews targeted specifically to the unit of analysis . the relationship between the brand of the CEO and the organisation (Yin, 2009). As mentioned above, there were in-depth semi-structured interviews with the CEOs of the three franchises, including the key franchise officials who are in charge of marketing, as well as the coaches and players . in order to obtain a general and reliable view of the relationship between the CEO and the franchise brand.



The second source made the CEOs, and other related interviewees, participants of the research rather than objects of the research (Saunders & Lewis, 2012). Interviews were conducted with the Vodacom Blue Bulls, Cell C Sharks and the DHL Stormers, and the three franchises' names and the names of the participants were disguised for confidentiality reasons.

Semi-structured interviews were conducted with Franchise 1. After initial contact with the CEO and his personal assistant, the researcher received feedback via email from the public relations manager, who offered to set up four interviews on the same day. The researcher met with the CEO, the director of rugby, the public relations manager and a Super Rugby player. The public relations manager is referred to as the 'marketer' in this research, since the franchise recommended the public relations manager as the marketing expert. The interviews were set up professionally and effectively at the interviewees' office. Unfortunately, the interview with the player was short due to a change in the team's training schedule.

Semi-structured interviews were also conducted with Franchise 2. After initial contact with the CEO, the CEO offered to set up interviews with the other parties within the organisation. The researcher conducted three interviews with the CEO on the first day, as well as with two people who the CEO suggested as marketing experts; the latter are referred to as 'Marketer 1' and 'Marketer 2'. The next morning, the researcher interviewed the coach from Franchise 2 and a week later, the Super Rugby player. Franchise 2 participants were helpful and assisted the researcher in every possible way; all interviews were held at their offices.

Semi-structured interviews were also conducted with Franchise 3. After the initial contact that confirmed that Franchise 3 would be willing to assist with the interviews, the researcher emailed their CEO. After a week, the researcher followed up with a telephone call to the CEO who confirmed that Franchise 3 would be willing to participate in the research. A week later, interviews with the CEO and general manager of marketing were confirmed, and the researcher conducted the interviews at the offices of Franchise 3. The participants were helpful and assisted the researcher, but the other two requested interviews could not be done at the same time. Four days later, the director of rugby were interviewed. It was a particularly busy time, and setting up the interviews was complicated.

The interview with the director of rugby took place at the office of Franchise 3. The strategic communications manager tried to set up an interview with a Super Rugby player but, unfortunately, this was unsuccessful, and although the researcher followed up via emails to request another interview, there was no reply from Franchise 3. All 12 participants signed the consent form and were briefed about the research. They were also informed that they could withdraw at any stage. Table 1, below, is a summary of all the participants involved in the research:

**Table 1: Participants in the multiple-case-study research**

<b>Franchise name</b>	<b>Position</b>
Franchise 1	CEO
Franchise 1	Marketer
Franchise 1	Player
Franchise 1	Coach
Franchise 2	CEO
Franchise 2	Marketer 1
Franchise 2	Marketer 2
Franchise 2	Player
Franchise 2	Coach
Franchise 3	CEO
Franchise 3	Marketer
Franchise 3	Coach

The last source of evidence was direct observation, as the interviews took place in their offices. These observations were less formal, for example . noting the office, arrangement of the furniture and general attitude of the interviewees and the organisation (Yin, 2009).

#### **4.5 Data validity and reliability**

Yin (2009) suggested four tests to establish the quality of any empirical social research: construct validity, internal validity, external validity and reliability. Validity refers to the extent to which data-collection methods accurately measure what they were intended to measure (Saunders & Lewis, 2012, p. 127). Validity also refers to the alignment between the intended research propositions and the research findings.

Saunders and Lewis suggested that five principles can threaten the validity (2012, p. 127) of the research:

**Table 2: Principal factors that threaten the validity of research findings and conclusions**

<b>Factor</b>	<b>Refers to:</b>	<b>Factor addressed</b>
Subject selection	The biases which that may result in the selection of particular research subjects which that may not be unrepresentative of the research population	The selection of the franchises were based on the size and business influence of the franchises. The subjects of each case were requested by the researcher and provided by the franchises.
History	Specific events which that occurred in the history of the project which have an important effect on the findings	The interviews took place in the domestic rugby season where all three franchises participated. The form and results of the franchises might have influenced the participants. However, there were no specific events related to the CEOs in the history of the research.
Testing	Any effect that the data-collection process itself may have on the subjects	Apart from one participant, there was no prior relationship with any of the participants.
Mortality	The loss of subjects during the research	No effect. Only one interview per participant.
Ambiguity about causal direction	Confusion over the direction in which the flow of cause and effect runs	No effect in this particular research

(Saunders & Lewis, 2012, p. 127)

#### **4.5.1 Construct validity**

Construct validity ensures that a researcher identified the correct operational measures for the concepts being studied (Yin, 2009, p. 40). Construct validity was achieved in the data-collection phase of the research. Yin (2009) suggested that construct validity can be achieved in the case-study design by using multiple sources of evidence converging on the same facts or findings. The documentation, CEO interviews and observations were used as multiple sources within each case study and franchise. The additional interviews with the coach, the marketing manager and one key player of the three franchises or three cases helped to triangulate and support or contradict the findings from the different participants.

With the different sources and different participants converging on the same facts or findings, the researcher created a case-study database for analysis. The use of multiple sources created a chain of evidence, ensuring that the associations between the three case studies can be studied (Yin, 2009).

#### **4.5.2 Internal validity**

Internal validity is most often used in explanatory or causal studies where a researcher seeks to establish a causal relationship. Internal validity is a concern for a researcher seeking to explain why and how one event led to another (Yin, 2009). Although this study is descriptive and exploratory, internal validity needed to be addressed in the analysis phase of the research. Internal validity was addressed by ensuring that the inferences drawn from the data were correct . by listening to all the interviews after recording, as well as reading the transcriptions of the interviews.

Furthermore, the analytic tactic of pattern matching to analyse data assisted the researcher in achieving internal validity (Yin, 2009). Pattern matching will be described later in this chapter.

#### **4.5.3 External validity**

External validity was addressed in the research design phase. External validity is concerned with defining the domain where the findings of the study can be generalised to (Yin, 2009). In a case-study design, the researcher relies on analytical generalisations. This implies that a researcher aims to generalise a particular set of results to a broader theory (Yin, 2009).

The generalisation is not automatic. Theory should test the generalisations in a second or even a third case, as a multiple-case-study design implies replication. This replication ensured external validity (Yin, 2009). Similar to experiments, multiple-case-study design will replicate experiments or case studies while looking for similarities or contrasts. Some case studies will contradict the initial proposition, while others might build on the proposition. The proposition is built on a theoretical framework that is found in the literature, and the different case studies will build on this framework (Yin, 2009).

In this research, literature proved that there is a relationship between the CEOs and the organisationsqbrand. The literature review also suggested that CEOs build strong brands,

and those CEOs with transformational leadership skills succeed better in creating strong, sustainable brands. Building on the literature, multiple case studies investigated whether the relationship exists in one or all of the cases+proposed.

From these multiple cases, generalisations can be made and tested. These generalisations can be applied to a broader theory and context.

#### 4.5.4 Reliability

Reliability refers to the extent to which the process and methods of the research can be repeated, leading to the same findings and results (Saunders & Lewis, 2012). In a case-study design it is, therefore, imperative to document the procedures involved (Yin, 2009). This helps ensure the reliability of the case studies. Saunders and Lewis (2012) identified the various factors that can threaten reliability. Table 3, below, shows how the issues were addressed:

**Table 3: Principal factors which threaten the reliability of research findings and conclusions**

Factor	Refers to	Factor addressed
Subject error	Measurement, which may take place at different times	All the interviews were scheduled in office hours between 9:00 and 13:00.
Subject bias	Research subjects providing unreliable information because they think telling the truth may, for example, show them in a bad light	The researcher met all the participants face to face and built rapport with the participants. The researcher explained, in detail, the importance of truthful answers and guaranteed confidentiality. Subject bias might have been an issue in the research, since all the additional participants were arranged by the CEOs.
Observer error	How different researchers may, for example, ask the same questions in different ways, thus biasing the results	The semi-structured interview schedule guided the interviews. Given that different questions could be asked at different times, the interview schedule assisted in reliability.
Observer bias	How different researchers may interpret the same data in different ways, thus biasing the findings and conclusions	The data analysis provided clear guidelines about the data analysis.

(Saunders & Lewis, 2012, p. 128)

### **4.5.5 Pilot testing**

Saunders and Lewis (2012) suggested pilot testing an interview schedule before conducting the interviews. This means trying the questions on respondents who are similar to those who will be used in the actual research to see if it works+ (Saunders & Lewis, 2012, p. 149). The researcher tested the interview schedule with an existing contact employed by a Super Rugby franchise and with a fellow MBA student who is an avid rugby supporter.

The pilot test helped ensure that the participants could understand and answer all the questions (Saunders & Lewis, 2012). After the trial, some questions were amended slightly, and the order of some questions was rearranged.

## **4.6 Data analysis**

### **4.6.1 Overview of the process**

All the interviews were recorded with the permission of the participants, and after each interview the recording was sent to a professional transcribing service to be transcribed verbatim. Field notes were typed and added to the case file. This allowed the researcher to follow up the initial insights suggested by earlier interviews (Saunders & Lewis, 2012). For example, when the first two interviews with Franchise 3 were completed, notes made from these assisted the researcher with the last interview. This was the same with Franchise 2, as the first interviews assisted in following up on insights from the previous interviews. This also assisted the researcher in recognising when data saturation was reached (Saunders & Lewis, 2012). The data analysis was undertaken in two stages: first the cases were analysed separately, as discussed in Chapter 5; second, the cases were compared, as described in Chapter 6.

### **4.6.2 Deductive approach**

Saunders and Lewis (2012) suggested that researchers using interviews and qualitative data usually start to think about the outcomes of the interviews before they analyse them. This suggests that the analysis of qualitative data starts with the design and collection process. The authors compared analysing qualitative data to a jigsaw puzzle where all the information and parts of the puzzle must fit together before the whole puzzle can be built (Saunders & Lewis, 2012). When a person starts a puzzle, he/she looks for pieces that fit

together and relate to each other, as well as those that relate to the picture on the box. The picture on the box is similar to the point of departure. The researcher would also start with propositions developed from the literature reviewed. The data gathered will then be analysed using the research propositions as the picture on the box. The data analysis will be designed to test the propositions. This is known as a deductive approach (Saunders & Lewis, 2012).

For an inductive approach, it is as if there is no picture on the box, and the researcher would have to categorise the pieces of the puzzle together to start building the puzzle. The researcher will decide on the different categories by looking at the pieces of the puzzle. This suggests that a theory is built from analysing the data correctly (Saunders & Lewis, 2012).

In this study, the researcher used the literature review to develop research propositions (Saunders & Lewis, 2012). From these propositions, an interview schedule was developed and data was collected. The researcher collected the data with the propositions in mind; therefore, this is a deductive approach.

Miles and Huberman (1994) also preferred a deductive approach. This is when the codes have been pre-defined before the start of the analysis. These codes are based on the literature review, the research propositions and interview schedule. Given the importance of the pre-defined codes, it is equally important to be flexible and to change the codes as necessary during the analysis (Saunders & Lewis, 2012; Miles & Huberman, 1994). For the pre-defined start list of codes, see Appendix 4.

### **4.6.3 Data-coding process**

Analysis of the data was done by hand. Assigned codes and/or categories were further developed from the interviews, and these helped to identify the common themes that can be reviewed with the literature collected (Saunders & Lewis, 2012).

The researcher decided not to analyse the data using computer-aided qualitative data analysis software (CAQDAS) such as Atlas.ti 7. Although Yin (2009) suggested that CAQDAS could be helpful when verbatim records are central to the case study and when there is a large collection of data, he also proposed that the complexity of a case study makes it very difficult to use CAQDAS. Therefore, it was important for the researcher to develop his analytical strategy.

Miles and Huberman (1994) suggested a set of analytic manipulations to assist researchers in analysing data:

- Putting the information into different arrays;
- Making a matrix of categories and placing the evidence within such categories;
- Creating data displays;
- Tabulating the frequency of different events;
- Examining the complexity of such tabulations and their relationship by calculating second-order numbers such as means and variances; and
- Putting information in chronological order or using some other temporal scheme.

The recorded interviews and data have a story to tell (Yin, 2009), which incorporates the data gathered. The danger in analysing these stories is that too much time is spent on constructing the stories in a readable narrative (Yin, 1981). The analytic strategy is the guide to crafting this story+ (p. 130); therefore, the narrative or story should be organised around substantive themes of the case study that relate back to the propositions (Yin, 2009).

Yin (2009) proposed four possible strategies: relying on theoretical propositions, developing a case description, using both quantitative and qualitative data and examining rival explanations. The chosen strategy was that the proposed theoretical propositions would guide the study and, therefore, the analysis. This is in alignment with the deductive approach. In the analysis, the researcher relied on theoretical propositions that focused his attention on certain data and made it possible for him to ignore other data. This strategy assisted in making effective manipulations and using the analysis efficiently. Yin (2009) proposed that theoretical propositions stemming from *how*+ and *why*+ questions can be particularly useful in guiding a case study. This strategy worked with the propositions of this research.

The analytic technique was cross-case analysis and pattern matching. Cross-case analysis is useful, specifically when a researcher uses multiple cases (Yin, 2009). In the cross-case analysis, the researcher aimed to aggregate findings across individual studies or cases as in this research. A possibility in this strategy is to create *word*+ tables that display the data from the individual cases according to some uniform framework+ (Yin, 2009, p. 156). The analysis of these tables can demonstrate if there is some similarity



between the different cases or if an individual case stands out, and why this is found to be true.

Pattern matching within each case was built on the propositions proposed. These propositions implied certain patterns . like a link or relationship between CEO and sport team brand. The results of the interviews were used to build a case for the proposed propositions, and where the interviews failed to reflect the predicted results, the initial proposition was augmented to build the following cases. Theoretically, this created replications across cases (Yin, 2009). The codes were amended and changed as the process progressed, as seen in Appendix 4 (Miles & Huberman, 1994).

The process proposed (Yin, 2009):

- starting with the research propositions;
- comparing the interviews of the initial case against the research proposition;
- revising or augmenting the research propositions;
- comparing other information and details of the case with the revised research propositions; and
- comparing the revised research propositions with the interviews of the second and third cases.

Yin (2009) advocated that at least four principles underlie effective research. First, the analysis should include all the evidence. Second, if possible, all major rival interpretations should be addressed. Third, the analysis should focus on the most important aspect of the cases. Fourth, Yin (2009) advocated that researchers should use their prior knowledge in a case-study type of research. The researcher, therefore, ensured that he knew the subject and subject matter before he started to analyse the collected data.

## **4.7 Limitations**

The research is limited in scope, since it only examines one industry and is limited further in that it only studied three of the five South African Super Rugby franchises were investigated. The limitation also relates to an additional ten Super Rugby franchises in Australasia that were not accessed.

The researcher only studied the relationship between the CEO brand and the sport team brand. A host of other relationships is possible, such as the relationships between sport team brand and fans, employees or place of origin.

The absence of quantitative research is a limitation. The case-study design allows for different data-collection techniques, but the researcher preferred a qualitative design for its depth and insight (Chipp, 2014). Quantitative data would have allowed the researcher to describe, explore and explain events at a higher level (Yin, 2009).

The brand personality scale was proposed as a measurement for brand equity. Literature suggests that the scale is valuable but that additional measures could have been used (Raml & Kenning, 2014). Some research suggests that the brand personality scale has many limitations, especially in the sports industry (Braunstein & Ross, 2010).

Multiple factors contribute to the brand of organisations and personal brands of CEOs. This study is limited in that it only considered the link and relationship between the sport team brand and the CEO's personal brand.

The researcher had limited access to the different franchises. Interviews were conducted with the CEOs, but for the additional interviews the researcher was at the mercy of the CEO, who arranged the interviews. The researcher could only conduct interviews with the pre-arranged participants. This allowed for the possibility of biased interviews, as the CEO could have arranged interviews only with those inside the organisation who favour him and those who he, himself, favours.

At one franchise, there was a time constraint. The researcher arranged for adequate time with each participant, and each was in agreement with this. On his arrival, however, the schedule changed. This meant that there was not ample time to interview one of the participants.

At another franchise, the interview with the player was not conducted. It was unfortunate and compromised the triangulation of the data from this particular franchise.

Participants might have only shared their positive experiences about the franchise and the CEO. This might result in skewed answers, which could affect the validity of the research.

Some of the information shared during the interviews by the participants could not be documented due to the anonymity of the participants and franchises. Since all three

franchises are known, and the information is readily available, it was a challenge for the researcher to protect the identity of the franchises and participants.

The researcher knows the CEO of one of the franchises and could have been biased toward this franchise. However, being aware of this possibility, the researcher attempted to conduct the interviews and the research in a highly professional manner.

A limitation that was not identified in the pilot testing was an issue related to the last research proposition where the researcher tried to link the CEOs with a leadership style. Unfortunately, the concept of transformational and transactional leadership was not described, in detail, and might have caused some confusion, so it was not clear whether the participants understood the concept enough to comment on it.

## Chapter 5: Research results

### 5.1 Overview of cases

For this research, three cases were selected, based on the rationale provided in Chapter 4. Interviews were conducted with people in similar positions within each of the three franchises, as the aim was to replicate the cases. In (only) one instance, it was not possible to conduct an interview with the Super Rugby player. Twelve interviews were conducted, in total, over a two-week period; each lasted between 17 and 61 minutes. The 17-minute interview was due to a time constraint on the part of the participant. There was only one case where it was difficult to set up a date for an interview. For a list of participants, see Table 1 in Chapter 4.

In all three instances, interviews were conducted with the CEOs; marketing manager or someone responsible for marketing, who was referred by the CEO of the franchise; a director of rugby or coach of the current team and a Super Rugby player. In every instance, the Super Rugby player was the last person interviewed. Similar questions were posed to each of the participants, apart from the CEOs whose questions about their brand were more detailed. For the interview schedule, see Appendix 2. For a summary of the interview statistics, see Table 4, below:

**Table 4: Summary of interview statistics**

Description	Quantity
Total number of interviews	12
CEOs	3
Total length of all interviews	497 minutes
Average length of interviews	41.42 minutes
Longest interview	61.43 minutes
Shortest interview	17.46 minutes
Longest transcript	17
Shortest transcript	5

The researcher assured all the participants of their anonymity and confirmed that the franchises would not be recognised in the interviews, and all participants accepted this. Some of the participants asked for a copy of the research paper on completion of the work. The researcher documented their request and offered to send it once the research is completed.

The researcher will refer to %Franchise 1+, %Franchise 2+ and %Franchise 3+ in order to protect the identity of the franchises. He will also refer only to the %CEO+, the %marketer+(1 and 2 at Franchise 2), the %coach+ or the %player+ of these three franchises to protect the identity of the participants.

### **5.1.1 Data-analysis approach**

Participants' words were taken at face value. As explained in Chapter 4, a deductive approach was used. With semi-structured interviews, the designed questions guided the conversation. Therefore, questions were not always asked in the same order, and not all the questions were asked, since some of the participants already referred to some of the questions in their answers. The first language of some of the participants is Afrikaans, and they sometimes struggled to express themselves in English. Their comments in Afrikaans were part of the transcriptions and were translated into English.

A systematic content analysis approach was used to analyse the responses to the interviews. Following the research proposition, a list of codes that comprehensively covered the responses of the participants was assigned. For the pre-defined start list of codes, see Appendix 4. Each participant's responses were subsequently re-examined to ensure that all of their responses could be placed into at least one code.

The next step in the analysis was to create supplementary codes for responses that, when re-examined, did not appear to coincide with previously generated codes. Each participant's responses were re-examined relative to the previously identified codes. Following the complete generation of relevant codes, the coded responses were then checked to ensure that the previously coded responses were conceptually relevant. Upon examination, any responses that were not conceptually relevant to the code/s were recoded or removed from the analysis.

To determine the frequency of responses, the number of references to each code was reported, with each participant's responses coded more than once into the same code, provided that the response formed part of a new or separate discussion point if the response was not a continuation of a preceding response or discussion.

## 5.2 Case analysis

### 5.2.1 Research results for Franchise 1

Franchise 1 has a strong track record and has participated in a number of Super Rugby play-off games. The brand of this franchise has been carefully created over the past decade and promotes a lifestyle value as well as fashion, entertainment and sporting environment. The brand is widely recognised and well supported, not only in its home-based stadium but also across South Africa. In fact, Franchise 1 has fan clubs around the world. Franchise 1 focuses on a holistic entertainment experience for the whole family, appealing to a broad spectrum of fans . of different ages, income groups and genders.

The players and management of the franchise are encouraged to interact with the fans before and after the games. They openly promote a family environment that fans and employees can enjoy. The climate of the area where this franchise is based is one of the franchise's biggest advantages.

Franchise 1 actively engages stakeholders, like employees, fans and sponsors, in driving the brand. It runs campaigns throughout the year, raising funds for charities and empowering the community.

The members of Franchise 1 are particularly outspoken about their leadership, citing the quality leaders they have developed on and off the field. These leaders are seen as instrumental in driving the brand locally and internationally. Some of them feature prominently in international media, promoting the franchise's brand.

The members of Franchise 1 believe they possess one of the most famous rugby brands in the world. They have a successful merchandise range, which raises revenue across their logistical borders. In addition, they have an effective marketing campaign that consists of local press and radio, social media, match-day media, as well as mass communication through the popular press.

#### 5.2.1.1 Research Proposition 1 – There is a dual brand transfer between a CEO and a sports team brand

Franchise 1 associated a strong brand with a variety of codes, but those that were mentioned the most were: loyalty/support, brand association and history. The player and the coach referred to support and the fans as important elements of a strong brand.

Mainly for me would be support and the way people see you not just as an individual but wearing the [Franchise 1] kit or the [Franchise 1] brand. I don't know of any other team in South Africa that got supporters' function when we go to [other cities] after the game we get together there are maybe 400 people waiting for you they made a braai for you and they have a question and answers session and signatures+ (Franchise 1, player, p.1);

What constitutes a powerful brand is in the behaviour of the supporter base or in the [case of a] lack of behaviour, lack of supporter base I know I keep using this word but there has to be an authenticity about a brand . it has to be somewhere or exist, and for that to happen you then get a fanatical supporter base, fans as you know, and when you start getting that fanatical supporting brand, in my opinion, that's when it starts to give you the measure of the brand (Franchise 1, coach, p.4).

The coach and the marketer from Franchise 1 referred to a fan club in another city where fans host the players and management, as an example of the loyalty of the supporters.

I don't know what else they use it for but when we go down, there are 3, 4, 5 thousand people that come there that night and you just see that's the power of the brand+ (Franchise 1, coach, p. 4).

You know we are a very family-orientated brand and there is many words that you link to a family, you know . loyalty and all of those aspects+(Franchise 1, marketer, p. 2).

The CEO and marketer agreed that the brand associations of a strong brand are linked to the positive association people make with that brand. They both agreed that a strong brand is a brand that delivers on the brand promise.

A brand of significance would be a brand that adds value to his life, makes him think that he or she is better with it in their lives and gives them pleasure+(Franchise 1, CEO, p. 1).

A strong brand is a brand that lives up to its reputation, and it's a brand that stands for the correct things and push out correct messaging that influence a community we serve+ (Franchise 1, marketer, p. 2).

An important comment from the coach of Franchise 1 was that he has seen other sports teams trying to create a brand, and how difficult it was. He felt that Franchise 1 did a good job of creating a brand.

%have seen organisations try and create a brand, and it's very difficult unless there is an identity+(Franchise 1, coach, p. 4).

When asked about the brand personalities that they would associate with the brand of the franchise, the responses from Franchise 1 varied, as can be seen in Table 5, below. The %References+ column indicates the number of participants associating the brand with the different codes (brand personalities).

**Table 5: Brand personality – Franchise 1**

Rank	Code	References
1	Excitement	2
1	Sincerity	2
3	Competence	1
3	Combination	1
5	Sophisticated	
5	Ruggedness	

The marketer and coach felt that they would associate their franchise's brand with **excitement**. Understandably, for the coach, excitement was related to the style of rugby, they wanted to play. For the marketer it was about being daring and pushing the limits

%A lot of what people like is the tradition that surrounds a brand; I would probably say excitement, maybe not right now, not winning trophies but by and large, I would say there is an excitement about [Franchise 1]+(Franchise 1, coach, p. 5).

%I would go with sincerity and excitement [we are a daring brand; we push the limits]+(Franchise 1, marketer, p. 3).

The coach from Franchise 1 also felt that their environment and weather assisted in making the brand exciting.

%There's generally, because of the weather I think [because of the location, there is always generally a party feel[ing] about coming to the [stadium], and I think that excites people+(Franchise 1, coach, p. 5).

The marketer also associated the brand with **sincerity**. The CEO felt specifically strong about their brand being sincere.



So sincerity obviously, I think, is one of the most important because of the contact that we have allowed with our players and their alignment amongst the locals and the players. They have always found our players down to earth so the thinking behind it, and it's certainly our thinking now and as we continue, our guys who don't play on the weekend . they move from box to box and they sit and have a drink with people in the suites that have paid for suites (Franchise 1, CEO, p. 3).

It's this sort of connectedness, so within that we would like to contract good people so they are down to earth, because people have a connection to be down to earth+(Franchise 1, CEO, p. 3).

We say we want to be a brand that is for the people and amongst the people. We try to spread that with our players as well making them very accessible to the public+(Franchise 1, marketer, p. 3).

The CEO also associated the brand with “**competence**”. He was the only member of the franchise, who was interviewed, who felt that competence is important. This was, however, more aspirational and linked to success of the team on the field

The competence one is difficult, because in sport it ebbs and flows, because there are not many franchises that are successful all the time, except for maybe the All Blacks, and then one would argue that they are that successful because they should always win the world cup but they don't. So it's very difficult to argue that competence is one of them, although we strive for it (Franchise 1, CEO, p. 3).

The rugby player from Franchise 1 associates their brand with all of the personalities. The researcher tried to ask which one he most associated the brand with, but the player insisted on all of them. The researcher did, however, assume that the player felt that **sincerity**, **excitement** and **competence** are more relevant than **ruggedness** and **sophistication**, therefore . a **combination** of the three mentioned personalities.

Definitely, I think sincerity; excitement . definitely; competence . definitely, sophisticated . sometimes it can be; and ruggedness . because its rugby. Like for me, that would maybe make it such a unique brand because it's got out of your thing here, has a bit of everything. It doesn't focus on one specific thing (Franchise 1, player, p. 1).

Franchise 1 participants all agreed that their CEO has a personal brand. The coach and player insisted that he has a strong personal brand.

“The CEO] is a brand in himself” (Franchise 1, marketer, p. 3).

I think he has a strong brand . a very strong brand in the guy that he is and the person he is and the way he goes about his work, his family and his friends and all that, so I definitely think he has a massive, massive brand, and I only think it will get stronger as time goes on. Like, it’s what he has done, not just for this union but for the country . it’s phenomenal (Franchise 1, player, p. 1).

“He has got a very powerful, personal brand. I would describe it as aspirational in many ways, what he has done” is magnificent” (Franchise 1, coach, p.11).

The CEO, himself, admitted to having a personal brand. He attributed it to his career development and the previous roles that he played in Franchise 1.

*Ja*, I would be naïve to say that I don’t have a personal brand; it’s something that has been a part of my life for a long time, whether you like it or not, if you orchestrate it or not” all these things influence your brand along the way as a human being (Franchise 1, CEO, p. 6).

The participants from Franchise 1 associated the brand of the CEO with a variety of personalities. The player, marketer and coach said that their CEO is a combination of all the brand personalities. When asked to name just one or two, the marketer chose “sincerity”. Table 6 is a summary of the brand personalities associated with the CEO of Franchise 1. The “References” column indicates the number of participants associating the brand with the different codes (brand personalities):

**Table 6: CEO brand personalities – Franchise 1**

Rank	Code	References
1	Combination	3
2	Sincerity	2
3	Excitement	1
4	Competence	
4	Sophisticated	
4	Ruggedness	

I think he also has a little bit of all your categories you want to put out there; like some categories I do think he has more than others, but he definitely has something out of every category that is on here (Franchise 1, player, p. 2).

%Sincerity, ruggedness and an element of sophistication; maybe more charming than upper class+(Franchise 1, coach, p. 11).

%So I think there is every single one of these; you can touch on every single one of these personalities and it would be relevant to [the CEO]+(Franchise 1, marketer, p. 10).

The CEO, himself, referred to %sincerity+as his chosen association. As mentioned above, the marketer agreed that the CEO's personal brand can be associated with %sincerity+.

Firstly sincerity, because if people ask me for advice on players, it's nice to be important, but it's far more important to be nice. Rugby is a very small part of our lives; when you are famous everyone thinks it is the most amazing thing and it is, and the amazing thing it has given me a hell of a lot, but there's always what happens after. If you are sincere and honest and you don't lie and treat people bad on the way up, and when you have to come down at some stage . because that's life it has ups and downs, you have got remember how you treated them on the way up (Franchise 1, CEO, p. 6).

%think this: sincerity, down to earth, honesty, cheerful. I think those facets in the dimension help to explain it a bit I think sincerity+(Franchise 1, marketer, p. 10).

The coach mentioned the CEO's passion for Franchise 1's brand. Spirited, one of the facets of the brand personality %excitement+was part of the discussion.

He is so passionate about the [Franchise 1] brand and because he has shown such an amazing intent to want to give back to it+(Franchise 1, coach, p. 13).

Overall, the participants from Franchise 1 opined that the CEO's brand has been relatively **stable**. The CEO was adamant that part of his personal brand has been stable, but the biggest part of his personal brand has been developed by Franchise 1. The impression that the researcher got from the participants is that there has been a dual brand transfer, but Franchise 1 has been instrumental in forming the CEO's personal brand.

If I look back, I was always a down-the-line kid. I captained every team I played for; prefect, head boy in high school. And it wasn't like at any stage I wanted to chase these leaderships, but I like doing the right thing, and I was taught at a young age and I took a lot of hidings when I did the wrong things. So I was fortunate that my folks gave me a very, very detailed moral compass (Franchise 1, CEO, p. 7).

I knew him and I know him now and he hasn't changed much in terms of still having the same approach. He could have come in here and said I am the CEO, you know, but he hasn't+(Franchise 1, marketer, p. 10).

The coach and marketer agreed that the personal brand of the CEO influenced, and still **influences, the brand of Franchise 1**. The coach mentioned that he does not believe that it is always a positive thing, considering that the brand should be able to stand on its own+.

As I said to you, I just think that his personality, his brand, has influenced our brand in a much more positive way than anything else. He brings a level of openness and he brings a degree of humanness to the brand; he humanises the brand, which is fantastic (Franchise 1, marketer, p. 4).

Ironically enough, I think his brand is so powerful and probably it drives the [Franchise 1 brand], but I am not always sure that it's a good thing+(Franchise 1, coach, p. 13).

The player from Franchise 1 suggested that the CEO's previous experience and involvement with the franchise at a different level shaped his understanding of the organisation. The coach from Franchise 1 felt that the **franchise brand influenced the CEO's brand**. He said that it is a negative influence.

He knows the union – he knows the players and he knows what makes us tick+(Franchise 1, player, p. 3).

I think there is a connection, by default, because I aligned and branded myself with how the [Franchise 1] were branding themselves, and I still do. I suppose I try and fit into this machine, to a degree+(Franchise 1, CEO, p. 4).

I think, if anything, [Franchise 1] have hurt his brand, in being at the [franchise], and unfairly so+(Franchise 1, coach, p. 12).

I think he has been hit hard with a bad brush, and I think it has hurt his personal brand+(Franchise 1, coach, p. 12).

I think, if anything, the media scrutiny has affected his personal brand+(Franchise 1, marketer, p. 3).

#### **5.2.1.2 Research Proposition 2 – CEOs are responsible for building the brand of the sports team**

When asked about what contributes to a brand of the franchise, Franchise 1 participants made many remarks about a team that was successful in a previous era. All the participants referred to that team or era, at some stage in the interview, as crucial contributors to the brand. Most of the participants mentioned culture and environment, as well as sponsorships, as important contributors to the brand.

The CEO and coach referred to the culture and environment of the city where Franchise 1 is located. They said that people are more relaxed and that the franchise is not under the same pressure as Franchise 2 and 3 to perform.

I think there is a culture in [the province and city of Franchise 1] – it makes us and our supporter a more patient lot+(Franchise 1, CEO, p. 5).

I have already spoken about the party atmosphere [in the stadium]; they targeted that, I think. They targeted an audience of [Franchise 1's city] people who are, by nature, pretty mellow – so they used the weather to their advantage+(Franchise 1, coach, p. 6).

I think it's a family [environment at Franchise 1]+(Franchise 1, marketer, p. 5).

The CEO referred to the link or relationship between the brand and the sponsors as a crucial contributor to the brand. From a business point of view, he mentioned the importance of the sponsors.

~~The~~ sponsors are crucial. I think the only area where your sponsors influence your brand is who or what types of brands you approach to sponsor you+ (Franchise 1, CEO, p. 5).

~~You~~ need your stakeholders being your sponsors; you need them investing in your brand. It's the only way you are going to keep your brand afloat+ (Franchise 1, marketer, p. 6).

The player and coach referred to the employees as a crucial contributor to the brand. They mentioned the ~~basic~~ things that the employees do well, as well as the employees' passion for the brand.

~~Everybody~~ is passionate about what they do; they are passionate about the [Franchise 1]. It's not just a job. They know the greater calls and the brand in itself taking it outside+ (Franchise 1, player, p. 2).

~~One~~ of the fundamental things is that there is a sincere, authentic buy-in of the staff who work there, and I think that's important+ (Franchise 1, coach, p. 8).

~~I~~ think, unquestionably, you know they do and they have to+ (Franchise 1, coach, p. 8).

The player and the marketer mentioned the fans as an important contributor to the brand. Interestingly, the CEO and coach did not refer to the fans as a contributor to the brand.

Definitely, I do think they are the people that are buying the clothes or is convincing his uncle or mom or dad or whoever it is. So I do think the fans and the people outside have a massive influence (Franchise 1, player, p. 1).

~~Without~~ your fans, without your stakeholders, you can't run a successful sport organisation. You need those people coming. You need the bums on the seats. You need the people purchasing new merchandise+ (Franchise 1, marketer, p. 6).

Franchise 1 was the only franchise indicating the media as an important contributor. The marketer cited the power of the media as a crucial ~~make or break~~ contributor.

%ou've got your media who is a very important stakeholder because they either make you or break you. They build you up and at the same time they bring you down+(Franchise 1, marketer, p. 7).

When asked about building the brand, the CEO immediately answered that it is his responsibility to build the brand of the franchise. He agreed that other people in the franchise are part of the brand-building process, but that it is under his influence and leadership. The marketer from Franchise 1 agreed that building the brand is the CEO's responsibility. When asked to provide more detail as to what this entails, they all agreed that it is not only his responsibility but also that of the whole franchise. They all felt that the CEO is the driver of the brand.

%es, as CEO he is the head of our brand; yes he plays a role in it . a very important role in it+(Franchise 1, marketer, p. 15).

It's my responsibility but it's also, in a sense, the people I employ and the people I have influence over . my staff. I need to know that they have an understanding of where the brand is and where it's got to go and the direction it's going (Franchise 1, CEO, p. 13).

The CEO shared two stories highlighting how he was responsible for building the brand. One story was about a player's behaviour on television while he was representing the franchise. After the incident, different stakeholders phoned the CEO, and not the public relations officer, for a comment relating to the player's behaviour on television. The second story was about an employee who used the CEO's name on a letterhead, to get a sponsorship, without the CEO's knowledge. The businessman, who is a regular sponsor of the franchise, was upset and immediately phoned the CEO. To the CEO, these stories confirmed that although everyone takes responsibility for building the brand, ultimately he is responsible.

He acknowledged that this responsibility is not only applicable to him; it has always been part of the CEO's responsibility. Referring to his predecessor, the CEO said:

%so you have got to say that he had a massive, significant part in the direction of where this team went and where they have ended up and also going through that transition+(Franchise 1, CEO, p. 5).

The player was adamant that it is not just the CEO's responsibility. He said that everyone is important and shared a valuable example of why he believes this to be true.

No, I don't think building a brand is merely the CEO's responsibility; everybody . if you cleaning the change room or if you are washing the guys' jerseys after a game or if you are a player under 19 or 21 . everybody has a responsibility to build this . I can sit at home watching the rugby and one of the guys I played with can be outside having a beer, falling over, bumping his car and it will be the [Franchise 1] players, and I was at home I had nothing to do with that. So I do think that everybody has a responsibility towards the greater cause (Franchise 1, player, p. 4).

I think it's the brand's responsibility not [CEO's] responsibility at all. It's his team's responsibility. And the team I am referring to . everyone who works within this organisation, from the players to the coaching staff to all the managers and to all the administrators here, it's ensuring that we all, during this time, pull together to get over this phase as quickly as possible (Franchise 1, marketer, p. 15).

The marketer did, however, agree with the CEO that it is the CEO who is ultimately accountable for the brand. The marketer referred to the media scrutiny as a contributor to the brand.

He will always take the knocks; he will always be at the forefront but he understands that he has a team behind him. He can't do it solely; he needs a team behind him, and I think nobody else understands the importance of the team better than he does (Franchise 1, marketer, p. 16).

### **5.2.1.3 Research Proposition 3 – CEOs with transformational leadership succeed better in creating strong sport team brands**

Participants from Franchise 1 were all in agreement that the CEO is a transformational leader. They mostly attributed this to his ability to take the whole franchise with him on his leadership path, so to speak.

The CEO referred to himself as a transformational leader. He opined that the franchise was looking for someone who can transform the franchise.

So as wonderfully successful as the team and the brand looks from the outside, there was a reason why I was brought in . I was brought here without any baggage I



guess, commercial baggage, so *ja*, there is a lot of transformation . transforming this business into being more efficient and better understood by its stakeholders, the staff. That's really what I have spent the last (few) years on (Franchise 1, CEO, p. 15).

The coach referred to the CEO's ability to change the status quo as an important attribute of a transformational leader. The marketer felt that the CEO of Franchise 1 is a transformational leader, because he takes the franchise and the people of the franchise with him on his leadership path. The marketer referred to the CEO's ability to focus on the team or employees within the organisation.

Transformation 100 per cent. I mean the problem with [CEO 1 is that] we all know he is a transformational leader. But also not only transformational in terms of the way we understand it, but transformation[al] in terms of: I believe [he] doesn't want to continue on the same path. I think he wants to innovate with the [Franchise 1] brand and take them to a different level (Franchise 1, coach, p. 14).

I think he is a transformational leader (Franchise 1, marketer, p. 16).

He includes people in decision making; he understands the importance of people around him rather than having an idea and making people change towards his idea; he is open to criticism and ideas and opinions of employees of fans of just all our stakeholders, so definitely a transformational [leader]. And you have to be a transformational leader, I believe, in sport, and I don't know which one is the correct answer in terms of research, but I just think when you are a transformational leader you are open to change and there is so much of change that happens on a daily basis (Franchise 1, marketer, p. 16).

The player also felt that the CEO is a transformational leader. He linked it to the changing environment of the sport. Unfortunately, the player referred to the industry and not to the CEO's specific leadership attributes.

What can we do better to let the people come? What can we add on the game-experience for the people to come in? So I do think that you need to think like that [referring to transformation] all the time (Franchise 1, player, p. 4).

## 5.2.2 Research results for Franchise 2

Franchise 2 has participated in a number of Super Rugby play-off games. They have a history of being a very successful South African rugby team. Success has always been an important building block for the franchise.

It is clear that the members of Franchise 2 pride themselves on the players they have delivered in the past, citing the number of international players that have played for the franchise. Participants stated that the players are an especially important aspect of the success of the franchise.

Management at Franchise 2 has been relatively stable. Although a few junior staff members have joined the franchise, the top leadership has been with the franchise for more than 20 years and have been part of the transformation of the franchise from the amateur era to the professional era.

The current brand of the franchise has developed organically over time. As is the case with Franchise 1, Franchise 2 has formally created a new logo and brand, building on the previous brand in the 1990s. Franchise 2 claims that they have the most supporters of all the South African Super Rugby franchises. They also claim to have the most demographically diverse base of supporters in terms of gender and race, amongst other things. Franchise 2 has successfully attracted well known sponsors and maintained a great relationship with the sponsors, citing a 60 per cent awareness link between the sponsor and the brand. This refers to the way in which the public associates the sponsor's brand with the franchise's brand.

Franchise 2 has very extensive merchandise range that is part of their marketing campaign. The marketing is directed at the fans and their fan clubs. On a formal level, player interaction is limited to the fan clubs and official franchise events.

### 5.2.2.1 Research Proposition 1 – There is a dual brand transfer between a CEO and a sport team brand

Franchise 2 has identified a strong brand with a variety of associations, with most of the participants referring to the loyalty and support of the team; the fact that the team is widely known or recognised; the success of the team and the brand association and awareness. The CEO opined that loyalty (and support) is the most important aspect of a strong brand.

Both the marketers agreed with the CEO and feel that loyalty defines a strong brand. They agreed that if consumers, supporters and fans are loyal, the franchise has the capability of attracting revenue and growing the brand.

%A strong brand is a successful brand. It's well recognised; it's supported+ (Franchise 2, Marketer 1, p. 2).

We are currently on 58 per cent (awareness of the link between the franchise and sponsorship brand); we are number one in the black, white and coloured market. We are the only brand in South Africa that last year, for two months . if I can recall correctly, hit the 60 per cent mark (Franchise 2, CEO, p. 4).

%In my environment and I think if you think commercially [in addition] to that, it's the ability to draw people to the stadium to open up opportunities to the people to spend money and invest in the brand+ (Franchise 2, CEO, p. 3).

Within Franchise 2, success also played a particularly important role as a determinant of a strong brand. The coach, player and marketers, especially, felt that successful performance of the team constitutes a strong brand.

%The success of the brand over the last couple of years [is what has created a successful brand]+ (Franchise 2, Marketer 2, p. 2).

%Winning makes a brand better and better+ (Franchise 2, coach, p. 1).

%Winning improves the brand, and people are more positive; everyone loves success+ (Franchise 2, coach, p. 1).

%I think the most important thing is to be a successful brand; you need to have success+ (Franchise 2, Marketer 1, p. 2).

The marketers, coach and player from Franchise 2 all agreed that a recognised or widely known brand is a strong brand. The CEO related this recognition to brand association and brand awareness.

%I think a strong brand is the difference in awareness . if people know your brand+ (Franchise 2, Marketer 2, p. 2).

A successful brand . a strong brand is a successful brand. It's well recognised+ (Franchise 2, Marketer 1, p. 2).

A strong brand is a well-known brand and a well-recognised brand+(Franchise 2, player, p. 1).

The main reason why we have had nearly an 11-year partnership with (our sponsor) is in the awareness where they compare brands all over South Africa all over the sports codes+ (Franchise 2, CEO, p. 4).

Table 7, below, summarises Franchise 2's response to the brand personality type associated with the Franchise 2 brand. The references refer to the number of participants associating the brand with the different codes (brand personalities):

**Table 7: Brand personality – Franchise 2**

Rank	Code	References
1	Excitement	3
2	Ruggedness	2
2	Competence	2
4	Sincerity	1
4	Combination	1
6	Sophisticated	

The marketers, coach and player associated the brand with “**excitement**”. The excitement was linked to a style of rugby, success or to the environment of change.

Well I just think that since history we have been operating; people come here for that feeling of excitement, to be part of something, to win a competition, the emotion . all of that. So I mean the spirit, the daring . that for me is rugby . that moment of tries, that great sporting legendary moments . that's how we generate our spend; it's excitement (Franchise 2, Marketer 2, p. 4).

I would say excitement, because imagine it if we are trying to play a different kind of rugby and a different brand, where [Franchise 2] have used for their brand, you know kick and chase, and we are trying now a new thing and trying to develop that brand in showing that we can play a different type of rugby. So for me, it's a bit of excitement (Franchise 2, coach, p. 2).

The nature of sport . it either excites you and gives you everything you want or it disappoints you. I mean, if you don't get the result it's a failure. So, I think the rush of being tested week in and week out in a competition . that's what makes it exciting, and you compete against the best (Franchise 2, Marketer 1, p. 3).

%o will definitely say, especially within the nature of the sport, rugby is an exciting sport. You can never predict what's going to happen so that's why I would say excitement+ (Franchise 2, player, p. 2).

Marketer 2 and the player felt that they would associate their brand with “**ruggedness**”. This association relates to the nature of the sport.

%o honestly think that, again, there is the perception which comes through that will tell you it's ruggedness, because it's [Franchise 2], it's the big forwards, it's the bulky men with the beards + (Franchise 2, Marketer 2, p. 4).

%o would say ruggedness; because of the nature of rugby, it's a contact sport and there is no hiding on the field+ (Franchise 2, player, p. 2).

Marketer 1 and the CEO associated the brand with “**competence**”, which is linked to their understanding of a strong brand as being a successful brand.

Competence, if you look at this I mean we are successful; you need to be intelligent to stay ahead, otherwise you're just going to stagnate, which was the case with us over the last year or two. It's been a reliable brand; it's been a brand that's been successful over many decades (Franchise 2, Marketer 1, p. 4).

%o think if you look at our supporters and you look at our history, I believe that competence over the period of time is one of our strongest points within the organisation (Franchise 2, CEO, p. 5).

Apart from associating the brand with %o competence+, the CEO associated the brand with “**sincerity**”. He was the only participant from Franchise 2 who felt that sincerity is important.

%o the other one is sincerity. We have got passionate supporters; we have got a lot of people that are criticising us, but we still got a core of strong supporters+ (Franchise 2, CEO, p. 5).

On an aspirational level, the coach felt that the brand should be associated with a **combination** of the five brand personalities. He stated that all five personalities would attract fans and build the franchise.

%If you have to look at the total, it should be competence, reliable, intelligence, successful side+(Franchise 2, coach, p. 2).

All the participants agreed that the CEO of Franchise 2 has a personal brand. However, they said that it is not a very strong brand, because the CEO does not intend to develop his own brand above that of the franchise.

%La, he's got a personal brand that obviously he has been building from businessman and obviously moving up to CEO with [Franchise 2] but it's also linked to the [Franchise 2] brand as well+(Franchise 2, player, p. 4).

%He's definitely got a personal brand. I think if you ask every one of us about (the CEO) I think 90% of the answer will be the same+(Franchise 2, Marketer 1, p. 6).

%So does he have a brand? Yes. Do I think it's a very strong brand? No, not necessarily because I don't think he actively markets or grows it he puts the company above his own brand+(Franchise 2, Marketer 2, p. 6).

The coach from Franchise 2 linked the CEO's brand to the franchise's brand. When asked if the CEO has a personal brand, the coach answered with an explanation of the CEO's contribution to the success of the organisation.

The thing about him [is that] he is always willing to talk to all the people even if its hate mail; he is always willing to talk to them and explain to them, so he is a hell of an ambassador for the brandõ but he is like one of the best brands you can have for the [Franchise 2] (Franchise 2, coach, pp. 5. 6).

The CEO was reluctant to refer to a personal brand. He did acknowledge that his personal brand has developed over the years, but insisted that he has not developed the brand purposively.

You know, if you ask me if I have got a personal brand, I don't have a personal brand due to the environment wherein I am working. There is a brand that developed over the years due to the stakeholders (Franchise 2, CEO, p. 8).

I think the important thing is I don't think there is a brand. I've never tried to develop a brand, whereas I think some of my peers have got more emphasis on that. I try to stay out of the media, and if you stay out of the media you stay out of [trouble] (Franchise 2, CEO, p. 10).

The participants from Franchise 2 overwhelmingly associated the CEO brand with “**sincerity**”, as can be seen in Table 8, below. The %References+ column indicates the number of participants associating the CEO's personal brand with the different codes (brand personalities).

**Table 8: CEO brand personalities – Franchise 2**

Rank	Code	References
1	Sincerity	5
2	Combination	2
2	Competence	2
4	Excitement	1
5	Sophisticated	
5	Ruggedness	

The word that pops out the most is honesty . honesty and down to earth. I mean, he is a straight shooter, what-you-see-is-what-you-get type of [person]õ sometimes to his detriment, but I mean that's who he is+(Franchise 2, Marketer 2, p. 7).

For me, sincere is the number oneõ he'd never change. Even if he meets the president of the US or the housekeeper, he's the same, so that's what makes him unique+(Franchise 2, Marketer 1, p. 6).

I think, just from getting to know him, he is always an approachable person . always willing to help if there are some areas, even if it's in your personal life, he is always willing to help+(Franchise 2, player, p. 4).

It's sincerity, [CEO 2] is [CEO 2]õ +(Franchise 2, player, p. 6).

The CEO associated his personal brand with a **combination** of %sincerity+, %competence+, %excitement+ and a small element of %ruggedness+. He, specifically, mentioned that he does not associate his personal brand with %sophistication+. The coach did not exclude %sincerity+but preferred a combination of the five brand personalities.

*Ja*, it's sincerity [and competence], [CEO 2] is [CEO 2], ruggedness, tough, and he is most of these+ (Franchise 2, coach, p. 6).

I would say competence and sincerity. You know, there's elements of my personality of ruggedness. I am not sophisticated; it's not important for me to be upper class and charming; excitement. I personally believe I have got strong elements of being daring and up to date (Franchise 2, CEO, p. 10).

The coach and the player indicated that there is a dual brand transfer between the CEO brand and the franchise brand. The player also said that the franchise's brand influenced the CEO's brand, but stated that the reverse is also true. He suggested that the CEO's brand might be stronger than the franchise's brand, but also emphasised the interaction between the two brands.

Marketer 2 opined that the CEO's brand has been stable. He referred to the CEO's passion and those strengths that have always been a part of who he is as evidence that his brand has been relatively **stable**.

I think he has always been who he is; he is a people's person. A CEO must be filled up by other people, and I think he now has a very strong commercial team. a very strong brand team. but people is his passion and his strength, and that's what he does best. So I think he has always had it; it just adds to his advantage (Franchise 2, Marketer 2, p. 8).

Marketer 1 and the coach opined that the personal brand of the CEO has influenced the brand of Franchise 2. Both the marketer and coach referred to the CEO's personal attributes that rubbed off on Franchise 2.

I think it's rather a case of [the CEO] rubbed that off on [Franchise 2], rather than.. [Franchise 2] rubbed that off on [the CEO]+ (Franchise 2, Marketer 1, p. 7).

I think [the CEO] brand is stronger than the [Franchise 2] brand. *Ja*, if you look at it that way you need his brand to be stronger to improve. You can't have one without the other. You have got to have this first in yourself to be successful and driven and with all the intelligence before you can build the [Franchise 2] brand (Franchise 2, coach, p. 7).



The coach did, however, agree that the CEO's personal brand has been influenced by the franchise brand and said that there is a satisfactory fit between the franchise brand and the CEO's personal brand.

I think it [the CEO's personal brand] grew him within the [Franchise 2] side, but you have to have certain trademarks or characteristics to get to that, and I just think that at the [Franchise 2] it just brought it out better (Franchise 2, coach, p. 6).

The CEO said that his brand has developed from the franchise he represents and this is part of his relationship with the franchise. The player also opined that the franchise brand has influenced the CEO's personal brand.

Perhaps that's the result of my relationship, but I feel I've never tried to build [my] brand+ (Franchise 2, CEO, p. 9).

I don't think you just wake up and you are a top CEO straight out of school. I think you go through a learning curve so I think he probably learnt quite a lot before being CEO+ (Franchise 2, player, pp. 4. 5).

But if the CEO doesn't manage the brand well then they are going to say that he's not a good CEO, and if the brand is doing well but the CEO is making bad decisions they are going to say yes, it's a good brand and a good company but just managed by a bad CEO. So I think the two of them need to complement each other and to do well together (Franchise 2, player, p. 5).

#### **5.2.2.2 Research Proposition 2 – CEOs are responsible for building the brand of the sports team**

Participants from Franchise 2 opined that fans, success and product type/delivery contributed to this brand. Success was, again, a common theme for Franchise 2. The CEO suggested that the brand followed an organic, natural development with all the different stakeholders contributing to the brand.

The coach felt particularly strong about the **fans'** contribution. He believed that the players and employees are responsible for attracting fans and referred to both the fans and employees as important contributors to the brand.

Without the fans, we are nowhere. That's why we have got such a big drive at the moment for our fans. If there are no fans then there is no brand. (Franchise 2, coach, p. 4).

The passion that the people felt for the [Franchise 2] sort of created the brand around it. (Franchise 2, Marketer 2, p. 5).

I think our supporters [are important contributors to the brand]. (Franchise 2, CEO, p. 6).

Fans definitely, because I mean if you don't get people to interact, that brand is not going to build or grow. (Franchise 2, player, p. 3).

The marketers and the player were the participants who referred to **success**. They also included other contributors due to success.

So . the players, meaning the way that we won, the way we dominated, the way that we (õ ) almost our heritage, our winning heritage. (Franchise 2, Marketer 2, p. 6).

So, obviously the fans contributed for sure, but they only contributed because the team was successful. (Franchise 2, Marketer 1, p. 5).

I think, especially in sport, you can build. you can advertise the team or union as much as you want to, but if that team isn't winning trophies for a couple of years or doing well, that marketing is not going to take you very far. (Franchise 2, player, p. 3).

Franchise 2 mentioned the importance of playing an **attractive style of rugby**. The marketers, CEO and coach all felt that the style of play or delivery of the product could be linked to the other stakeholders, like the fans and employees.

What mean for us . what we deliver on the field, the fact that we have always had these very strong individuals, the type of game we play. (Franchise 2, Marketer 2, p. 5).

It was obviously the players that had success on the field, and the coaches. (Franchise 2, Marketer 1, p. 5).

What mean, the basis of why fans are following a professional sport brand or a sport brand is the artist or the champions on the field. The players are making the magic. (Franchise 2, CEO, p. 6).

The coach, CEO and player agreed that the **players and employees** contribute to the building of the brand. The CEO acknowledged the employees' responsibility but mentioned that they should not be in the foreground.

Yes [but] management must not be on the foreground in our environment, that's a key for disaster+ (Franchise 2, CEO, p. 7).

The coach shared a conversation that he had had with the players regarding their responsibility in building the brand. He said that the players sometimes do not understand their part in this. Furthermore, it was interesting that the player did not mention the players as an important contributor to the brand of the franchise.

Everybody everybody that's here, from the cleaner to the top guy, must feel welcome+ (Franchise 2, coach, p. 4).

The players . I think it's their responsibility. Sometimes they think, *ja*, that they are here just to play rugby, but they are not+ (Franchise 2, coach, p. 5).

I think, definitely, your employees are definitely big on contributing their enthusiasm is going to carry through when they speak to people or do marketing or just interact with day-to-day people+ (Franchise 2, player, p. 3).

The CEO shared a story of how the brand was established (Franchise 2, CEO, p. 3). He provided superb insight into the heritage and history of the brand and used the story to explain how the logo of the brand came to be in use. He referred to this as an “**organic process**”.

A natural development from a regional brand I think it's something natural and I think by having the [Franchise 2] it actually established how we played; you know, this suited us. It's such a natural thing+ (Franchise 2, CEO, p. 6).

The CEO commented about the building of the brand. He emphasised that the contributors are not only the fans; there is a **combination** of other important contributors as well.

No I don't think fans. I think there is a balance; there is a triangle. If you put, in one corner, management and all the different stakeholders I have referred to, including the coaches, management and then in the other corner, the coaching team and the

players are the artists, creating the magic on and off the field and then the supporters (Franchise 2, CEO, p. 8).

Participants from Franchise 2 agreed that building the brand is the CEO's responsibility. The CEO from Franchise 2 indicated that he is responsible for building the brand, referring to being the leader of the organisation.

"I am the leader and I am accountable for that" (Franchise 2, CEO, p. 15).

When first confronted with the question of brand building, the coach, player and both marketers agreed that it is the CEO's responsibility to build the brand. They referred to the CEO as the leader . who sets the tone of the brand.

"Obviously, it's the CEO's responsibility" (Franchise 2, coach, p. 9).

"Definitely, he [the CEO] needs to guide people in building a brand, but it's definitely his responsibility" (Franchise 2, Marketer 1, p. 12).

"I mean, the CEO is the head of the company; he needs to set the tone and decide where we are going with the brand strategically" (Franchise 2, Marketer 2, pp. 12. 13).

When all the participants answered the question in the affirmative, the researcher asked if it is just the CEO's responsibility. The participants all agreed that it is not only his responsibility; however, they suggested that the CEO should drive the brand.

"I think it's a big responsibility of the CEO to drive the brand, but I think it comes from every employee at that brand to drive the brand as well" (Franchise 2, player, p. 5).

"I think they will drive it and we will implement it, but obviously it's everybody's responsibility" (Franchise 2, coach, p. 9).

"No, not only his responsibility. He's leading the brand but building a brand through people he empowers" (Franchise 2, Marketer 1, p. 12).

"Well, I think that all the stakeholders must work together" (Franchise 2, CEO, p. 15).

### 5.2.2.3 Research Proposition 3 – CEOs with transformational leadership succeed better in creating strong sport team brands

At Franchise 2, there was some confusion as to what the two leadership styles referred to, and the responses from the participants varied. Marketer 2 felt that the CEO is a transformational leader whose style has evolved from a transactional leadership style. He attributed this to the way the CEO used to handle changes, in the past, and how he recently embraced changes at the franchise. Marketer 1 disagreed and maintained that the CEO is a transactional leader.

The CEO referred to himself as a **transformational** leader. The main reason, he said, is that is a people person, always ready to be part of change and transformation. The findings suggest that the CEO referred to his involvement with the employees as an indicator of his transformational leadership style.

"I think I am a transformation leader . I must be involved"(Franchise 2, CEO, p. 15).

The sort of things that we have done here and the sort of things that we have rolled out . most of the time, no one else in South African rugby has done he helps us to roll it out or he buys into various changes that are happening in the market, so I think he is switched a lot more over to a transformational leader (Franchise 2, Marketer 2, p.13).

When asked if he thinks that the people in the franchise see him this way, the CEO replied that he thinks they do. He referred to some people in the franchise that might not see him in that way, but thought that the majority of the employees do. It was not clear as to how his comment related to him being a transformational leader.

"Yes, I think so. I think [as] the leadership we have got a challenge currently with some people, you know, that are working in silence against the more experienced people"(Franchise 2, CEO, p. 15).

The coach and Marketer 1 said that the CEO is a **transactional** leader. The coach associated the transactional leadership style with addressing trouble and challenges, but it was not clear how these comments related to transactional leadership, apart from maintaining the normality in the organisation.

"Transactional leader"(Franchise 2, Marketer 1, p. 12).

CEO 2] always say[s]: If there's trouble, go toward the trouble. Sort it out. That is why I would say he is a transactional leader+(Franchise 2, coach, p. 9).

Marketer 1 opined that he believes that most people in the organisation view the CEO as a transactional leader. He believed that the CEO will employ people with transformational capabilities, but maintained that the CEO is a transactional leader. He did not, however, explain why he believes the CEO to be this type of leader.

I've never spoken to them about that context, but I think they'd feel the same. I think he understands that; I think he does that well, but he employs people that are good at transformation and that's why he's been successful, I believe (Franchise 2, Marketer 1, p. 13).

The player agreed that much of what he experienced from the CEO is transactional, but felt that the CEO has many transformational qualities, stating that he believes that the CEO employs a **combination** of the two leadership styles. One of the reasons for this that he includes people/takes them with him as a leader. He did not state why he believes the CEO to be a transactional leader.

I would actually say a little bit of both he's always involved; that's why I would say he's transformational as well he's always involved. He doesn't just make decisions and then he goes I wouldn't put him in one box, either transactional or transformational (Franchise 2, player, p. 8).

### 5.2.3 Research results for Franchise 3

Franchise 3 is a successful Super Rugby franchise, which participates in Super Rugby play-off games. It is unique in that it has a dual brand. The franchise has a specific brand in the domestic competition and a different brand in the Super Rugby competition. The Super Rugby brand has been meticulously designed (as was the case with the other two franchises). The marketer referred to the Super Rugby brand as being the result of brand science (Franchise 3, marketer, p. 2).

Franchise 3 attracts a diverse supporter base . from different religious and ethnic backgrounds. It has also managed to attract many female supporters to a predominantly male-supported sport. The management attributed the diversity of support to the area in South Africa where the franchise is based.

It is a very marketing-driven franchise, which has managed to engage the supporters with a successful marketing campaign that is aimed at drawing supporters to the franchise's online presence, as well as with an active and successful social media platform. The franchise also has a diverse range of merchandise available online and across South Africa. The marketing is done in collaboration with sponsors of the franchise, and aims to give the sponsors as much exposure as the team and franchise.

The management is passionate about the brand and believes that the brand of Franchise 3 is the strongest brand in the South African rugby landscape. As with Franchise 2, Franchise 1 believe that they have the most supporters/fans in South Africa.

#### **5.2.3.1 Research Proposition 1 – There is a dual brand transfer between a CEO and a sport team brand**

Franchise 3 referred to history and heritage as signs of a strong brand. The CEO referred to history and the unity and values that constitute a strong brand.

The one is a very traditional brand [Franchise 3] rugby; it is a brand which, for some people, still carries political connotations from the past+ (Franchise 3, CEO, p. 3).

So our [franchise] brand has retained our heritage, pride, tradition+ (Franchise 3, marketer, p. 7).

I think for [Franchise 3] it developed through history, so [one] can't discount that as a lot of history; it's our heritage+ (Franchise 3, coach, p. 3).

The marketer and coach referred to the loyalty and support that constitutes a strong brand, and both referred to the supporters' loyalty.

We have also created a sense of loyalty, a sense of passion+ (Franchise 3, marketer, p. 10).

It's passionate supporters+ (Franchise 3, coach, p. 1).

Franchise 3's marketer felt that a strong brand relates to the image that the brand portrays. He showed the researcher an album of the images that the franchise portrayed in the past, and the evolution of the brand since.

So, going back to 1999 when we did that, applied straight brand signs to those teams, so it wasn't about a team anymore. It seems like such an easy thing now when people think about it an obvious thing, but at the time no one had done it before (Franchise 3, marketer, p. 3).

Nothing to do with [Franchise 1] rugby it was [franchise's colour] just because it was a cool colour. It was trendy; it was going to be fashionable and, basically, we went and did that+ (Franchise 3, marketer, p. 4).

The CEO from Franchise 3 felt that a strong brand has good values. He provided a detailed answer about why he felt that the brand that he represents is different from others . because of the warmth and family characteristics that are part of the franchise.

It goes along humanistic values. Families, harmony, trust, sharing, cross-pollination of department and ideas+ (Franchise 3, CEO, p. 2).

For me the big thing in sport is: there's a book called *Peak Performance* about top brands that consistently remained at the top in world sport, and the big thing, or one of the big things, is that you are a family and you stick together and [there is] no seeking of accolades (Franchise 3, CEO, p. 2).

Table 9, below, summarises the responses from Franchise 3's participants regarding what brand personality type they would associate their brand with. The CEO suggested that the franchise should tick all those boxes+. He did, however, refer back to some of the personalities in more detail. The References+column indicates the number of participants associating the brand with the different codes (brand personalities).

**Table 9: Brand personality – Franchise 3**

Rank	Code	References
1	Sincerity	3
2	Combination	2
3	Excitement	1
3	Competence	1
3	Ruggedness	1
6	Sophisticated	



The CEO, marketer and coach associated the brand with “**sincerity**”. The coach believes that the players representing the brand need to be sincere. He linked the players’ sincerity back to the brand.

I think sincerity – when you offer to sign a rugby jersey, you are signing as an honest, committed player and you do your best for him and her. Be honest, and it goes right from the top down. Honesty and trust, I think, is quite important (Franchise 3, coach, p. 2).

–mean, you have to be sincere to your stakeholders+ (Franchise 3, CEO, p. 3).

The marketer associated the tradition and heritage of the brand with –sincerity+. A brand that is true to its roots.

–Our brand is definitely simply about history, heritage, pride, tradition and [being] kind of true to its roots+ (Franchise 3, marketer, p. 10).

As mentioned, the CEO and coach agreed that Franchise 3’s brand could be associated with more than one of the five personalities. They associated the brand of Franchise 3 with a **combination** of the five personalities.

–think sincerity. If I choose more than one, then competence creates an exciting rugby; then sophistication and ruggedness will come+ (Franchise 3, coach, p. 2).

–look, here you have to tick all those boxes+ (Franchise 3, CEO, p. 3).

–So, I think there are aspects of all the dimensions in brand today. There is an element of truth in many of these dimensions; also, I have to appeal to all spectators from all walks of life+ (Franchise 3, CEO, p. 4).

The CEO also referred to “**excitement**” as a part of a specific brand or style of rugby. He believed that the sponsors and spectators should perceive the brand as excited.

–You have to be exciting, particularly in the modern-day world; if you’re not exciting and we have great examples . . . we played a greatly defence-orientated game, but we weren’t exciting+ (Franchise 3, CEO, p. 3).

The CEO feels that the brand should be associated with “**competence**” at all levels of the organisation. The findings suggest that Franchise 3 focuses on competent people within the organisation. The remarks from the CEO confirmed this.

%Competence . well you have to be competent in every aspect of the organisation: competent at administrative level, competent at finance level, competent at coaching level, competent at playing level+(Franchise 3, CEO, p. 4).

The CEO associated the brand with “**ruggedness**”. This association was, however, not made specifically with Franchise 3’s brand, but more with rugby, in general.

%One has to portray ruggedness in a rugby brand+(Franchise 3, CEO, p. 4).

Although the CEO included all the brand personalities in his association, he did make a comment about **sophistication**. The findings suggested that he wanted to exclude %sophistication+from the five personalities.

%Sophistication . well that’s a word that has many meanings to it. Are you sophisticated because you are trendy? Are you sophisticated because you are more wealthy? Whatever the case may be, so I am not too sure about sophistication+(Franchise 3, CEO, p. 4).

The results of participants from Franchise 3 regarding the personal brand of the CEO varied. The marketer and CEO insisted that there is no personal brand and that the absence of a personal brand is deliberate. The coach asserted that the CEO’s personal brand is linked to that of Franchise 3 and to his passion for the brand.

No, we actively, I mean both myself [and the CEO]ō it’s like our ethos here. I don’t stand in front of cameras; neither does [he]. Very, very definitely in the background, and everything that we do is about [Franchise 3] or our coach or our players. We are here to build those brands. We are not here to build our own brands, so no one knows who I am; no one has got a clue who runs [Franchise 3] (Franchise 3, marketer, p. 14).

%Not at all . not a personal brand+(Franchise 3, CEO, p. 6).

%[The CEO’s] brand is his passion for [Franchise 3]. If I think of [a CEO], there’s not a CEO which you are going to find with his passion. I can’t say it more about it+(Franchise 3, coach, pp. 5. 6).

He epitomises the [Franchise 3] brand+(Franchise 3, coach, p. 7).

All the participants associated the CEO's personal brand with excitement, sincerity and competence. The CEO associated his own personal brand with sincerity and competence. As with the other participants, they compared the CEO's passion and spirit for the brand with the brand personality of excitement. At Franchise 3, the CEO's passion for the brand was mentioned on numerous occasions. Table 10, below, is a summary of the CEO brand personality associations. The References column shows the number of participants associating the brand with the different codes (brand personalities).

**Table 10: CEO brand personalities – Franchise 3**

Rank	Code	References
1	Competence	3
1	Sincerity	3
3	Excitement	2
4	Sophisticated	
4	Combination	
4	Ruggedness	

Definitely sincerity, competence+(Franchise 3, marketer, p. 14).

Sincerity, competence I would say sophistication . not in this context+(Franchise 3, coach, p. 6).

Sincerity and competence, without a doubt, yes+(Franchise 3, CEO, p. 6).

The coach referred to his competence in more detail. He said that the CEO has the ability to work particularly hard and might find it difficult to work with other people who do not have the same work ethic. He attributed this work ethic to his passion for the franchise.

He is a 100 per cent committed, 100 per cent passion, and he understands the brand+(Franchise 3, marketer, p. 15).

[CEO 3] brand is his passion for [Franchise 3]+(Franchise 3, coach, p. 6).

He's a passionate CEO but he may struggle to get someone like that with his work ethic, and he knows exactly where everything is+(Franchise 3, coach, p. 4).

Participants from Franchise 3 all felt that the CEO's passion for the franchise influenced the brand. They were all emphatic that there is no one in their organisation who is bigger than the franchise brand. The CEO opined that his brand has been relatively **stable**.

I think it's always been there and probably a character trait . that if you ask my staff or ask sponsors that they would say that the character trait of [CEO 3 is] that he is sincere and that he portrays the sincerity of brands that he represents (Franchise 3, CEO, p. 6).

The marketer from Franchise 3 said that the CEO's passion for the franchise has **influenced the Franchise 3 brand** and that just because the CEO deliberately stays out of the media, this does not mean that he does not contribute toward the brand of the franchise. The coach acknowledged that the CEO's brand is not bigger than the franchise's brand, but he mentioned that the CEO epitomises the brand.

It's definitely there is a kind of correlation, because whether you are doing it in front of the camera or tucked away from a camera, it's how well you are doing it, how confident you are and what level of passion you have got for it (Franchise 3, marketer, p. 15).

He epitomises the [Franchise 3] brand, and there's definitely not a clash of differing brands+(Franchise 3, coach, p. 7).

The CEO opined that apart from the elements of his brand that have been stable, the **brand of the franchise has formed him as a CEO**. On an aspirational level, he hopes that there is a dual brand relationship. The marketer shared the sentiments of the CEO.

We watched great rugby and we remained sincere to the brand, and I felt that the brand was being sincere to me. I've just maintained that sincerity, and hope the sincerity goes both ways...so I've got this massive link, a deep romance; to be brutally honest with you, I am the last in a generation of CEOs (Franchise 3, CEO, p. 7).

You want to make sure that you leave a mark and that what you do is good and for the brands and for the teams and for the athletes, but it's, I mean, I think we all realise that it's not about us *ja*, I mean you contributing now but in 10 years time there might be an *oke* that's 20 times better than you (Franchise 3, marketer, p. 16).

### 5.2.3.2 Research Proposition 2 – CEOs are responsible for building the brand of the sports team

The participants from Franchise 3 opined that the combination of all the different stakeholders in contributing to the brand was very important. The participants agreed that marketing is driving the brand. Marketing tied the different contributing aspects of the brand together, and the other contributors were the product type/delivery, employees and players. The history of Franchise 3 was also a common thread throughout the conversations. The different participants did, however, highlight a few specific contributors.

Franchise 3 is a very **marketing-driven** organisation. The marketer shared a story of how they used brand science to design the brand (Franchise 3, marketer, pp. 2-3). The CEO also referred to the competence of the marketing department.

*%We are lucky, and you may have seen it we have a very good marketing department+(Franchise 3, CEO, p. 5).*

*%There is always a way of doing something or finding a different solution and just being a little innovative+(Franchise 3, marketer, p. 9).*

Franchise 3 had a different approach to brand building. The participants all agreed that building the brand is a holistic process and does not only involve managing the logo or brand elements. Participants cited the development programmes, player management and even community involvement as contributors to building the brand.

*%So you should not think of the one element+(Franchise 3, CEO, p. 5).*

So everything is integrated rather than: *ja*, we run a school programme and *ja*, we run a club programme, and *ja*, we run an institute and yes, we have got an academy. Everything is integrated with vision and strategy and structure but there also has to be an interest in rugby and there also has to be an interest in the game and that kind of goes to what we are doing (Franchise 3, marketer, p. 1).

*%At first, it was just purely to look at the senior players, but now we looking at the lower structure . if we can improve those . and there is still a lot of work to be done behind the scenes+(Franchise 3, coach, p. 3).*

All the participants agreed that the **style of play** or the performance of the team has a pivotal role in building the brand. The CEO mentioned the emotional attachment toward the brand.

%The way we play the game, as you mentioned+(Franchise 3, coach, p. 3).

%Yes, your brand is linked to how well your team is doing, because they are the flagship of it [the brand]+(Franchise 3, marketer, p. 2).

%I feel extremely guilty, not because the team lost but rather that the people have paid money and we let them down+(Franchise 3, CEO, p. 5).

The marketer and coach referred to the **players and employees'** contribution and the emotional connection with the brand. The CEO referred to the employees working with him. He spoke about their open-door policy and how all contribute to the brand of the franchise.

%From the strategy and structure viewpoint, it's certainly the face of your brand and that are your professional players and the top [management]+(Franchise 3, marketer, p. 2).

%Absolutely, the employees are passionate [about] the brand and [Franchise 3], and most people are from [the area] so there is an emotional connection to the job+(Franchise 3, coach, p. 3).

But if you have this team all cohesive and we're sharing and we trust each other we are looking after the common goal of looking after the bottom line, and there is no one who feels, %Well I can't contribute+(Franchise 3, CEO, pp. 2. 3).

The **history** of Franchise 3 was mentioned throughout the interviews. In relation to contributors for brand building, the coach and CEO asserted the importance of the heritage and history.

%I think for [Franchise 3] developed through history, so I can't discount that's a lot of history; it's our heritage and a big part+(Franchise 3, coach, p. 3).

The CEO shared a story of the brand and the logo on Franchise 3's jersey. He spoke about where it came from and how it developed, and shared a personal story about his own connection with the history of the brand. He pointed to some of the memorabilia in his office while telling the story.

So the [Franchise 3] brand . its a very old brand and the logo on the jersey+(Franchise 3, CEO, p. 4).

Although the CEO mentioned a variety of elements contributing to the building of the brand, he referred to the **supporters** (the faithful) as the most important stakeholder.

Our faithful. No doubt about thatõ Your faithful is the most important stakeholder and yes, you do have the sponsors and broadcasters that put in enormous amounts of money, but without the faithful you are nothingõ without the people through the gate, the social media platform . thats what makes your brand (Franchise 3, CEO, p. 5).

Participants from Franchise 3 did not suggest that building the brand is the CEO's responsibility and agreed that it is a collective concern. The CEO from Franchise 3 also believed that it is not only his responsibility. However, the participants did agree that the CEO should drive the brand.

Not sure but just think that its kind of your CEO who will drive the brand with the rest of the people around him...but hes not the brand+(Franchise 3, coach, p. 6).

Theres people around him that also drives the brand+(Franchise 3, coach, p. 7).

I think its all of our responsibility. I gave you everything that we do from under 9 through to the senior teams . thats not one person+(Franchise 3, marketer, p. 17).

Its a collective family duty . an obligation. Its not one person. Its a collective responsibility, no doubt in my mind...that is so important . we all have the responsibility; it can never be up to one person+(Franchise 3, CEO, p. 9).

### **5.2.3.3 Research Proposition 3 – CEOs with transformational leadership succeed better in creating strong sport team brands**

The participants all agreed that the CEO is a transformational leader. The coach felt that the CEO has a bit of both leadership styles. The CEO, himself, referred to his leadership style as transformational.

When the CEO spoke about leadership, he always linked it to the people and heritage of the brand. He spoke about the logo and how the previous leadership had carefully designed and built the brand up. He also told related stories of how he would listen to the stakeholders who make suggestions about the brand. The researcher noted that the CEO

is passionate about the brand and sees himself as the leader of the franchise. The memorabilia in his office confirmed this.

The coach from Franchise 3 also referred to the leaders in the organisation. He did have a more holistic understanding of the leadership and included the management and coaches of the franchise. For the coach, the leadership had to do with vision and future direction.

The marketer referred to the CEO as a **transformational leader**. He attributed this leadership style to the CEO due to the dynamic nature of the sport. Findings suggest that he relates the changing environment of the sport to the CEO tenure with the franchise. The fact that the sport has evolved conveys the fact that the CEO has managed to maintain his position as head of the organisation.

%~~la~~ [he is a transformational leader]. I think rugby continues to change and grow. It's such a dynamic environment+(Franchise 3, marketer, p. 17).

%~~d~~believe that I like giving [to] people. The different department heads and their staff must use their initiative, must drive and be responsible, must be accountable+(Franchise 3, CEO, p. 9).

The coach from Franchise 3 opined that the CEO has a **combination** of the two leadership styles. He felt that the CEO utilises both leadership styles. The coach did not provide more detail as to why he believes that there is a combination.

%~~s~~see that it may be a combination of both types. I see that as CEO . that you can do both and [he] is doing both+(Franchise 3, coach, p. 7).

### 5.3 Summary of case analysis

Table 11 is a summary of data collected during the interviews. The table below summarises the main findings of the three case studies or franchises, and shows the link between the brand of the CEOs and the brand of the three franchises:



**Table 11: Summary of main findings**

<b>Franchise</b>	<b>Franchise 1</b>	<b>Franchise 2</b>	<b>Franchise 3</b>
Brand	Loyalty/support; history; brand association and awareness	Loyalty/support; success; brand association and awareness	History; loyalty/support; success
Brand personality	Excitement and sincerity	Excitement, competence and ruggedness	Sincerity and competence
CEO brand	Yes	Yes, not a very strong brand	No
CEO brand personality	Combination and sincerity	Sincerity, competence and combination	Sincerity and competence
Relationship between CEO brand and franchise brand	Stable and dual brand transfer	Stable and dual brand transfer	Stable and dual brand transfer
Contributors to the brand	Culture and sponsorships	Fans and success	Marketing, employees/players, type of game and combination
Brand building	CEO and other stakeholders	CEO and employees	Not the CEO, the whole organisation
Leadership style	Transformational	Combination of transformational and transactional	Transformational

## **Chapter 6: Discussion of results**

### **6.1 Introduction**

In Chapter 5, the research findings were presented in line with the research propositions in Chapter 3. These propositions were developed after reviewing the literature in Chapter 1 and 2. The findings were derived from the use of a multiple-case-study methodology. The data for the findings was gathered using qualitative interviews with a semi-structured interview schedule and direct observations. The researcher also used the popular press, as documented in Chapter 1, as a source of documentation.

In this chapter, the researcher interprets and discusses these findings using cross-case analysis. The research findings will be discussed in relation to the literature reviewed in Chapter 2. The goal of this chapter is to explore the relationship between the CEO and sport team brand, and find insights for sports organisations and management.

The cross-case analysis was used to compare the different cases presented in Chapter 5. The researcher aimed to aggregate findings across individual studies or, in this research, across individual cases. The analysis revealed where there is a similarity between the different cases or when an individual case stands out, and why this is found to be true. As mentioned above, the findings of the cross-case analysis will be reviewed in light of the literature in Chapter 2.

### **6.2 Cross-case analysis**

The three cases are all similar Super Rugby franchises. There is not much difference in the structure of these franchises because, apart from being at different locations in South Africa, they are very similar.

Two of the franchises have established CEOs who have been involved with the franchise in a managing position for more than 20 years. The other CEO used to be a professional rugby player at the franchise and has been involved with the franchise in different capacities for the last 15 years. The researcher's observation documents confirmed that all three CEOs are passionate about their franchises.

## **6.2.1 Research Proposition 1 – There is a dual brand transfer between a CEO and a sport team brand**

In order to test Proposition 1, the researcher wanted to ensure that the participants understood the meaning of the brand and determine whether the participants believe that their franchise has a strong brand. Therefore, a deeper understanding of the participants' views of the brand and the CEO brand was required before he could comment on the link and transfer between these two brands.

### **6.2.1.1 Brand of organisation**

Overall, the participants associated a strong brand with a variety of components. Many of them focused on support and loyalty of customers as the key indicators of a strong brand. Having a long-term history (and heritage) was also a key factor; it was linked, in some instances, to the earlier success of the brand, such as past achievements.

All the franchises agreed that loyalty and support is an indicator of a strong brand. The fact that the participants did not fully agree on the definition of a brand is consistent with research suggesting that two identical products or services can be evaluated differently, based on the branding of these products or services (Kotler & Keller, 2012). The results from the three cases, all associating a strong brand with loyalty, are in line with the literature reviewed (Ching-Yi et al., 2012; Keller, 2009). The research suggested that a strong brand in the sports industry would create loyalty and thus encourage customers to attend sports events or use the product or service of the franchise, even if the franchise is not performing well (Ching-Yi et al., 2012; Braunstein & Ross, 2010).

This was the case with Franchise 1 and, to a lesser extent, Franchise 3. Participants from both franchises mentioned that their fans still attend matches and remain loyal supporters even when the franchises do not perform well. This is in line with research suggesting that strong brands attract customers even if the organisation representing the brand is not performing well (Keller, 2009).

Franchise 2 referred to the success of the franchise as being a vital indicator of a strong brand. As can be seen in Chapter 5 (Section 5.2.2.1), some participants even suggested that a strong brand equals a successful brand. The participants from the franchise stated that customers do not attend matches when the team performs poorly. As is the case with the other two franchises, Franchise 2 provides its customers/fans with an entertaining

experience, whereby opportunities are created for the customers to contribute to the organisation (Schmitt et al., 2015; Gensler et al., 2013). The franchise does not, however, capitalise on the value of the brand to raise additional revenue, even if the team is not successful and not performing well (Keller, 2013).

As mentioned by the player and coach from Franchise 1 (Chapter 5: Section 5.2.1.1), loyalty created brand communities far beyond their logistical borders. This finding corresponds with the research that advocated for brand communities that reduce marketing costs, since the brand community members are marketing on behalf of the franchise (Fournier & Lee, 2010).

Franchise 3 mentioned that history and heritage are more important than loyalty and support. The findings are in line with research suggesting that organisations should use their brand to exploit their strengths (Keller, 2013).

The findings suggest that all the participants refer to brand associations when answering questions about the attributes of a strong brand (Keller, 1993). Most of the participants related brand strength to:

- brand attributes: specific features that are an inherent part of the product or service, for example . the history of the brand (Franchise 3);
- the brand benefits: the specific value that the consumers think the brand will add, for example . loyalty and being part of a community (Franchise 1); and
- brand attitudes: the overall evaluation of the brand that forms the basis for consumer behaviour, for example . a successful brand (Franchise 2).

With particular reference to the rugby franchises, the participants overwhelmingly indicated that the franchises all have strong brands. There are some similar primary reasons for this, based on the loyalty and widespread fan base associated with the franchises. History, heritage and historical success all seemed to be pertinent factors influencing the strength of these franchises' brands and may be the reason for the high level of loyalty and support that these franchises reportedly possess.

Franchise 3 has a unique structure compared to that of the other franchises. Some of the participants indicated that their Super Rugby brand and the domestic competition brand have a positive influence on one another.

### 6.2.1.2 Relationship between CEO brand and organisation brand

Most of the participants' responses to questions about brand personalities of the franchises centred on the personalities of %excitement+, %sincerity+ and %competence+. Others noted that isolating certain personalities is not appropriate and that a combination of the brand personalities is relevant to the franchises. Some participants did acknowledge that ruggedness is inherent in rugby but did not link it to their specific brand. All three of the franchises used %excitement+ as one of the preferred brand personalities, and this relates to the style of rugby that they want to play. %sincerity+ was the other brand personality, mentioned by two of the franchises in relation to the players or employees within the organisation.

It is natural for participants to associate the brand with its employees and players. According to J.L. Aaker (1997), it is exactly what the brand personality scale wants to achieve . assigning a personality trait to a brand through the people that represent the brand. This might be the users of the brand, the player presenting the brand, the managers, employees or the CEO. The brand personalities were even used by the participants to describe their style of play, which they felt the players (employees) can portray, making the brand more personal (Carlson & Donovan, 2013).

As can be seen in Chapter 5 (Section 5.2), many of the participants' associations of the brand personality were understood as the intended brand personality. This relates to the research by Malär et al. (2012), who referred to the difference between intended brand personality and perceived brand personality. The term %intended brand personality+ refers to what consumers should think and feel about the brand, while %perceived brand personality+ refers to how consumers actually think, feel about or understand the brand. All the participants mentioned the difference between these two personalities and referred to what they would like to see. The findings suggest that the %excitement+ that was referred to in the interviews related to an intended brand personality.

A good example is Franchise 2, which refers to the associations made by customers and fans when they think of the brand (Chandon, 2004). These associations are not necessarily how the franchise wants to be seen, but the perceived brand personality is out of their control. Fans link Franchise 2 to a certain demographic with certain behaviours and values that may not be reflective of the intended brand personality. Although some of the participants mentioned that the perceived brand personality is not the same as the

intended brand personality, the findings suggest that there is a strong link between the two. Most of the participants from Franchise 2 referred to success as a key contributor to a strong brand and said that their fans will not attend games if the team does not perform well. They attributed the absence of fans when the team performs weak, to their fans' understanding of the game and following winning rugby or success. They wanted to change this, but the focus remains on success as a key contributor to the brand and effectively aligning the intended and perceived brand personalities.

Franchise 1 and Franchise 3 have managed to design a brand meticulously with an intended brand personality in mind. They managed to place this brand in the minds of the customer and control the perceived brand personality (Christodoulides & de Chernatony, 2010).

Ideally, there should be a match between the source of the brand personality and the desired message that the franchise wants to communicate (Maehle & Supphellen, 2011). The participants did not always perceive the brands as exciting. Even though the participants wanted to communicate "excitement, this was not always the case. In fact, research even suggested that if there is misalignment between these brands, it could undervalue the brand of both parties (Bendisch et al., 2013). It was not clear if the misalignment between intended and perceived personalities undervalued the franchises' brands, but this is evidently something that was not discussed with the participants previously.

Most of the participants agreed that the CEOs have a personal brand. Franchise 1 opined that the CEO has a strong brand. Franchise 2 opined that while the CEO does have a brand, it is not a particularly strong brand. Overall, the participants from Franchise 3 asserted that the CEO does not have a personal brand. When asked to associate the CEO's personal brand with a brand personality, the participants conceded that he had a brand but that it is not a strong one. Table 12, below, is a summary of all the franchises' ranked associations with brand personality of their respective franchises and brand personality of the CEOs.

**Table 12: Comparing brand personalities of CEOs and franchises**

Personality	Fran. 1	CEO 1	Fran. 2	CEO 2	Fran. 3	CEO 3	Overall I fran.	Overall CEO
Excitement	1	3	1	4	3	3	1	3
Sincerity	1	2		1	1	1	1	1
Competence	3		2	2	3	1	3	3
Combination	3	1		2	2		3	2
Ruggedness			2		3		5	
Sophisticated							6	

Overall, as reflected in Table 12, the brand of Franchise 1 is associated with %excitement+ and %sincerity+, while the brand of the CEO is associated with a combination of all the brand personalities. There seems to be alignment between the second rating of the CEO brand and franchise brand (sincerity), as well as between the brand of the CEO and the brand of the franchise. In general, the brand personalities that are evident in Franchise 1 overlap. The franchise brand is sincere, as mentioned in Chapter 5. The findings also suggest that the CEO is a sincere, down-to-earth person who stands for honesty and integrity. The %excitement+ brand personality is another link, but it should be noted that it is more of an aspirational personality for the franchise and refers to the style of rugby they want to play.

There is misalignment between the two brands personalities that are important to Franchise 2, with %excitement+ being the intended brand personality, and the CEO's brand personality being %sincerity+. There is a better alignment between the second ratings of both brands referring to %competence+. The alignment between competences of the two brand personalities refers to the participants' association with the brand's success. The findings suggest that if the CEO is doing a satisfactory job, the franchise will be successful, and if the team perform well and are successful, the implicit implication is that the CEO did a satisfactory job.

Franchise 3 is an example of two brands aligning. Both brands are associated with %sincerity+, %competence+ and %excitement+. All the participants who referred to the CEO's involvement with the brand confirmed his sincere nature. The employers and players representing the franchise's brand associated with the brand personality of %sincerity+. The %excitement+ alignment between the brands referred to the intended style of rugby for the franchise. The %excitement+ mentioned in relation to the CEO, was his passion for the brand, referred to on several occasions by the participants. All the participants opined that

the CEO is competent in his tenure as CEO of the franchise. The competence of the franchise was referred to as aspirational competence, as the franchise will not survive unless it is competent.

Participants from **Franchise 1** indicated that they want to communicate a brand of %incerity+. This was an intended brand personality (Malär et al., 2012). Maehle and Supphellen (2011) suggested that an organisation that wants to communicate a brand personality dimension like %incerity+ should take advantage of organisational level sources like the CEO or other employees. When customers see the same characteristics in the CEO as what they perceive the brand to have, brand equity is increased. CEOs who align their behaviour with the characteristics of the brand or the personality of the brand increase brand familiarity and brand value (Sirianni et al., 2013).

This is well supported in Franchise 1. They were the only franchise that suggested that their CEO has a strong personal brand. The idea is that some personal human characteristics of the CEO will transfer to the organisation (Maehle & Supphellen, 2011). The participants from Franchise 1 confirmed that this is the case, while the CEO admitted that his personal brand is influenced by the franchise brand.

The results from the interviews with Franchise 1 participants also suggested that there is a dual transfer between the franchise brand and the CEO brand. This is in line with the research by Bendisch et al. (2013) who suggest that the brand of the CEO is formed by the organisation that he presents as well as the different stakeholders with whom he interacts. Although part of his personal brand is stable . in other words, part of his personal brand has always been the same . most participants agreed that the franchise had an influence on his personal brand and that his personal brand influences the franchise brand. The findings suggest that the CEO of Franchise 1 is developing the brand by acting as a role model for the brand, leveraging his personal brand, as mentioned in Chapter 5 (Section 5.2.1.1) in line with research by Joyce Stuart (2013). This is also in line with research that suggests that managers and leaders have the ability to maintain a successful brand by acting as role models for the brand and encouraging employees (in this case, the players) to do the same (Morhart et al., 2009).

The CEO of Franchise 1 is also an example of someone who understands that the brand is in the public domain and that, as the CEO, he represents the brand. As mentioned in the literature review for this study, the CEO of Franchise 1 maintains a public profile and



communicates this brand through news and information, even writing an open letter to the newspapers (Shaari et al., 2014).

**Franchise 2** associated their brand with **excitement**. Excitement can be communicated by a combination of the employees and symbolic sources like the logo, advertising and sponsorships or, as suggested in this research, a style of play (Maehle & Supphellen, 2011). The franchise can use other sources and does not necessarily have to leverage off the CEO's brand. Franchise 2 does, indeed, take advantage of other sources as the CEO mentioned when he referred to the fact that the franchise has been rated the best in South Africa due to the franchise's awareness of the link between the franchise and sponsorship brand (Chapter 5: Section 5.2.2.1) (Braunstein & Ross, 2010). This suggests that they are leveraging off their sponsors, which is what an organisation seeking to communicate **excitement** should do (Maehle & Supphellen, 2011). The franchise did refer to the weak brand of the CEO and the participants stated that the CEO is not in the public domain and that he prefers to stay under the radar.

However, the **competence** alignment between these two brands is interesting and somewhat different to that of the other franchises. Within Franchise 2, success is really important, as it was a common theme throughout the interviews. According to the brand personality scale, success is one of the traits of **competence** (J.L. Aaker., 1997). In order for Franchise 2 to communicate **competence**, the members can leverage off the competent leaders within the organisation. They can also use the past successes or current success of the team to communicate a brand personality of **competence**. **Competence** in Franchise 2 related to the managers, employees, coaches, players and the team's overall performance. The CEO of Franchise 2 has directly transferred **competence**, as a personal characteristic trait, to the organisation (Maehle & Supphellen, 2011). As mentioned in the interviews, the CEO of Franchise 2 can empower his employees to bridge the gap between the intended brand values and the perceived values of customers (Hankinson, 2012). He is emotionally involved with the brand and inspires the employees he works with to do the same (Wallace et al., 2013).

As was the case with Franchise 1, the research confirmed what was found in the literature that was reviewed . that there is a dual transfer (Bendisch et al., 2013; Maehle & Supphellen, 2011). Part of the CEO brand has been stable, but although the CEO believed that his brand has developed during his tenure as CEO at the franchise, interestingly

enough, the participants felt that the CEO's brand has influenced the franchise brand more than the franchise brand has influenced the CEO. Clearly the participants have been influenced by the CEO to internalise the brand, which has allowed the employees to engage with the brand and assisted the franchise (and the CEO) to deliver on the brand promise (Foster et al., 2010). The perceptions of the other participants, as mentioned in Chapter 5 (Section 5.2.2.1), are that the CEO of Franchise 2 is a true brand ambassador. This is in line with research suggesting that managers who aim to build strong brands should be ambassadors of the brand (Santos-Vijande et al., 2013). The CEO has also managed to recruit and train employees to support the franchise in communicating the brand values of %competence+and %excitement+(Gelb & Rangarajan, 2014).

In **Franchise 3**, there is a satisfactory alignment with regard to the brand personality %sincerity+, between the CEO and the franchise. However, the participants from the franchise refused to accept that the CEO has a personal brand and are, therefore, not using the influence of their CEO's brand personality. The CEO does exploit other organisational sources to communicate the sincerity of the brand. The CEO is an example of someone who is controlling the brand by engaging the franchise in brand-building activities. He invested in, and empowered, employees who understand branding, and he would rather engage in brand-building activities than push personal brands (De Chernatony & Cottam, 2009). That might also be the reason why the participants associated his personal brand with %competence+. This competence was related to (as one of the participants said in Chapter 5: Section 5.2.3.1) the CEO %epitomises+ the brand because of his focus on competence. This correlates with the research by De Chernatony and Cottam (2009), who suggested that employees and managers should embody the brand to the consumers and customers. The research opined that this would lead to better communication of the brand. The CEO of Franchise 3 is an example of a leader who gives his followers freedom to interpret their roles as brand representatives (Morhart et al., 2009).

The participants are all employees of the franchise. It is clear that the employees (or in this case, the participants) are aware of the CEO and his influence on the franchise. However, this is not clear to the broader public or media. The findings suggest that the organisation can benefit more of the competence of the CEO.

As with the previous franchises, the findings correlate with the research, suggesting that there has been a dual brand transfer between the brand of the CEO and the brand of the franchise (Bendisch et al., 2013). This relationship was linked to the CEO's time with the franchise as well as his personal relationship with the employees. He understands that the brand of the franchise is linked to the customers' or consumers' perceptions of the brand (Morhart et al., 2009).

### **6.2.1.3 Conclusion**

Although some of the respondents reported the personal brand of the CEOs to be stronger than the franchise brand, most indicated that the franchise brand is stronger than the CEO brand. In general, the trend across all the franchises was that they associated the brands of the CEOs and the franchises with brand personalities that correlate with the industry. As an example, %sophistication+ was not an important personality for any of the franchises or the CEOs. Research suggests that socially desirable traits, or traits that consumers find desirable, improve the performance of the brand across contexts (Eisend & Stokburger-Sauer, 2013).

All three CEOs are passionate about the brand. They are living the brand and act as custodians thereof (Dev & Keller, 2014; Hankinson, 2012). Whether the broader public sees the CEOs as brand ambassadors or not, the reality is that the CEOs all had, or have, an influence on the brands of their franchises . especially the two franchises with longstanding CEOs.

The way in which CEOs influence the brand varies across the three franchises. Some drive the brand, which they embody through inspiring the public and media, and others do it by inspiring the employees within the organisation or engaging with sponsors (De Chernatony & Cottam, 2009). However, they all ensure that the stakeholders with whom they are involved commit to the brand (Hankinson, 2012).

The research found that CEOs of all the franchises have not deliberately aligned their personal values with that of the organisation. The alignment between the brands was more of an organic process and almost happened by accident through the involvement of the CEOs with the franchises. Research does suggest that managers should rather aim to align their behaviour and brands with the values of the franchise (Sirianni et al., 2013).

## **6.2.2 Research Proposition 2 – CEOs are responsible for building the brand of the sports team**

### **6.2.2.1 Contributors to the brand**

The participants outlined a host of integral influences and contributors to the brand of their franchises. They generally believed that a combination of different stakeholders contributes, or contributed, to the brand. Nevertheless, they outlined a few specific contributors. Most commonly cited factors included the fans and supporters. Employees and players were also cited as a major influence on the brand and how it developed.

Franchise 1 opined that the biggest contributors to the brand are the sponsors and the culture of the organisation, followed by the employees/player and fans and success. Franchise 2 thought that the fans, success in terms of on-field performance (which also seems to tie in with history and the support base of the franchises) and the style of the rugby are the biggest contributors to the brand. Franchise 3 opined that marketing contributes the most toward the brand, followed by the employees, the style of the rugby and a combination of different parts of the organisation.

The overall findings are in line with Santos-Vijande et al. (2013), who suggested that a brand is co-constructed by numerous stakeholders and that organisations are moving away from an organisation-driven brand to a customer-driven brand, where the customers or consumers are highly participative. In essence, research suggests that branding is moving away from an organisation-driven approach to a participative approach, where all the different stakeholders participate in branding an organisation (Ind, 2014). The finding of this research supports the literature, suggesting that the internal environment (the employees) and the external environment (the consumers) contribute to the brand (Da Silveira et al., 2013).

The fact that fans contribute to the brand is in line with research mentioned in Chapter 2 and correlates with research suggesting that the aim should be to create familiarity and allow consumers to interact with the brand (Das et al., 2009). The findings of the interviews correlate with findings by Veloutsou et al. (2013), who suggested that consumers should evaluate the brand positively and be emotionally attached to the brand in order for organisations to grow brand equity. Although the participants from Franchise 3 did not

mention the contribution of fans as the most important contributor (as noted in Chapter 5: Section 5.2.3.2), the CEO said that the fans are the most important stakeholder.

Employees and players are contributors mentioned by all the franchises. In line with research by Wallace et al. (2013), all the franchises referred to the passion or enthusiasm of the employees in Chapter 5 (as noted in Chapter 5: Section 5.3) as being an important contributor to the brand. Other studies confirm this, suggesting that employees are the front line of the brand with which the customers or consumers interact (Sirianni et al., 2013). Most of the franchises agreed that employees are, therefore, important drivers of consumers' brand impressions (Wentzel, 2009).

**Franchise 1** determined that in addition to the fans and players, cultures and sponsors are critical contributors to the brand. In the discussion on culture, the participants referred to the overall culture within the province as well as within the organisation. Participants agreed that the organisational culture is friendly and inviting, and that they want the employees and players to interact with customers. This correlates with research suggesting that organisational culture can be used as an instrument to better manage organisations and improve performance (Sackmann, 2011). It was not clear if Franchise 1 was aligning the organisational culture with the role of employees. Morhart et al. (2009) suggested that organisational culture could be a basis for employee-customer interactions. Considering that brands are co-constructed, research suggests that organisational culture should embrace outsiders (Ind, 2014, p. 737). The researcher noticed that Franchise 1 was indeed a friendly family environment. It should be mentioned that the researcher only spent a day with the franchise but experienced the people and the culture of the organisation as very friendly.

Apart from fans and employees/players, **Franchise 2** concluded that success is a critical contributor to the brand. The findings suggest that Franchise 2 define their branding from an organisational perspective. They mentioned fans as a contributor to the brand, but mentioned that the fans will only contribute as long as the franchise wins or performs well on the field. The researcher sometimes had the impression that Franchise 2 focuses hard on success and winning as a contributor to the brand and not searching for shared values, or a combination of values, between all the different stakeholders and the franchise as contributors to the brand (Schultz, 2009).

**Franchise 3** concluded that in addition to fans and employees/players, marketing and the type of rugby that they play are critical contributors to the brand. The findings suggest that Franchise 3 is a very organisational-driven franchise. From this perspective, Franchise 3 manages branding very holistically. The research in Chapter 2 supports this; it is clear that Franchise 3 is searching for the values that are shared between the organisation and the different stakeholders (Schultz, 2009). However, recent research has suggested that brands are often defined from an organisational perspective (Ind, 2014). This was true for Franchise 3: the marketing drove and contributed significantly to the brand. The marketing department agreed that the contributors to the branding of the franchise are a combination of all the different stakeholders but are under the leadership of the marketer. This approach to the branding of Franchise 3 supports that of Gensler et al. (2013), who suggested that managers lose some control of the brand from one perspective (the organisational perspective) but can build the brand from another perspective by connecting stakeholders with employees. Franchise 3 is a superb example of an organisation that drives the brand from these two perspectives. The marketer showed the researcher some confidential statistics on how successfully the franchise has been managing their social media platforms while including different stakeholders, for example . the sponsors.

### **6.2.2.2 Brand building**

There was a trend in the responses about the brand-building activities . most participants indicated that the CEO is responsible for building the brand and that he plays a key role in driving the brand. However, the participants also indicated that the brand-building responsibility is not only that of the CEO but also of the other stakeholders involved, including all the employees and players. It appears that building the brand is the responsibility of all individuals with a vested interest in developing the brand of the franchises.

Franchise 1 and Franchise 2 agreed that the CEO is responsible for building the brand. The participants from Franchise 3 agreed that building the brand is not one person's responsibility. Most of the participants agreed that the CEO is the driver of the brand.

This is supported by research from Gromark and Melin (2011), who suggested that top management is a key driver in the brand-building process. They are responsible for implementing brand building and ensuring that every employee in the organisation

prioritises the brand. Although Franchise 3 opined that it is the responsibility of everyone in the organisation to build the brand, they agreed with Wallace et al. (2013) that it is the leader's responsibility to drive the brand within the organisation.

Although some participants (excluding those from Franchise 3) agreed that the CEO is responsible for building or driving the brand, none of the participants were sure as to how he should do so. These questions were all asked after the participants spoke about the personal brand of the CEO and none of them referred to brand personalities. Malär et al. (2012) suggested that leaders that want to build a brand could use the brand personality scale to their advantage. As discussed in Chapter 2, managers can control the communication of their brand by controlling the five identified antecedents. This research suggested that leaders are important in building the brand, because they can control the antecedents (Malär et al., 2012). The reality is that if the leaders do not control communication of the brand, it will be detrimental to the brand (Braunstein & Ross, 2010). In the context of this research, it is difficult to make a similar conclusion.

The researcher expected the participants to refer back to the brand personalities but, unfortunately, this did not happen. In retrospect, the researcher could have challenged the participants more on this point, especially considering that so many participants referred to the intended brand personalities and what they believed to be the perceived brand personalities. The research by Malär et al. (2012) suggested that the brand personalities could assist leaders to bridge the gap between intended and perceived brand personalities. Unfortunately, this research did not cover the topic in depth.

An area that was mentioned was building the brand through the empowerment of employees. The participants linked the role of the CEO as the driver of the brand with guiding the employees. This aligns with research that suggests that senior management are critical to the success of the brand and claiming that they are responsible for translating the brand to the organisation, leading employees and involving them with the values of the brand (De Chernatony & Cottam, 2009).

### **6.2.2.3 Conclusion**

The participants identified various stakeholders who contribute to the brand of the franchises. Employees and fans were linked as contributors by all three franchises. The importance of these two contributors varied across all three franchises.



Participants also managed to link the employees as responsible parties for building the brand. Most of the participants agreed that the CEO is the driver of the brand and should engage employees in brand-building activities.

In conclusion, the evidence does not comprehensively support Research Proposition 2. The research does not, however, disregard Research Proposition 2. It seems that it is not the responsibility of the CEO, alone, to build the brand . it is more of a collective responsibility. From the interviews, it is clear that the participants included the employees as important contributors and builders of the brand.

### **6.2.3 Research Proposition 3 – CEOs with transformational leadership succeed better in creating strong sport team brands**

All the participants agreed that their CEOs are good leaders. Although the nature of the leadership varied, the notion that they are perceived as leaders is important. This correlates with Swanson and Kent (2014), who opined that leadership in a sports context is based on the followers' perception about the leader. They suggested that employees and fans should perceive the leader as having the necessary skills and knowledge. Whether the leader does or does not have the necessary skills is not as important as the perception of the leader. The more the employees perceive the leader as possessing the necessary skills, the more power and influence he has. Therefore, it can be concluded that the three CEOs who were interviewed are perceived as leaders which, according to Swanson and Kent (2014), might be the most important quality possessed by a leader.

Despite the confusion mentioned above, concerning the participants' understanding of the two leadership styles, most of the participants reported their CEOs to possess or use transformational leadership. Two of the CEOs have seen the franchises transform from amateur to professional. Both of these CEOs have been involved with the franchises throughout this transformation and have been part of the process. During the interviews, both these CEOs referred to the transformation of the sport through those eras. As discussed in Chapter 5 (Sections 5.2.2.3 and 5.2.3.3), these two CEOs referred to themselves as transformational leaders, citing their involvement with people inside the franchise and their involvement in, or initiation of, changes during the course of their tenures as important contributors to their leadership style.



The other CEO is part of the current transformation at the franchise. In Chapter 5 (Section 5.2.1.3), he cited this as the reason why he was brought in as the new CEO.

All the participants from **Franchise 1** indicated that their CEO is a transformational leader. They cited his people skills, innovative nature and previous achievements as reasons why they refer to him as this type of leader. Some comments from participants are in line with Achua and Lussier's (2013) definition of a transformational leader. They suggested that a this type of leader aims to lead organisations from self-focus to a focus on the collective interests of the organisation. Some evidence also supported a second description of a transformational leader as being someone seeking to change the status quo by communicating the problem in the current system and, at the same time, demonstrating future possibilities for the organisation (Achua & Lussier, 2013).

The participants from **Franchise 2** did not all agree on the CEO's leadership style, with some suggesting transformational leadership and others suggesting transactional leadership. It was not clear if the participants from Franchise 2 understood the two different leadership styles. It can be argued that the CEO from Franchise 2 is a transactional leader, considering the stability he lends to the organisation (Achua & Lussier, 2013). However, he has been transformational during a transitional period in which the franchise struggled.

Evidence also suggested that the CEO of Franchise 2 is perceived as a considerate leader, with similar characteristics to a transformational leader. The participants agreed that he shows great concern for the well-being of all employees (Wallace et al., 2013). The CEO is concerned, not only with employees but also with fans and other stakeholders, confirms that he is a considerate leader (Wallace et al., 2013). The employees who were interviewed from Franchise 2 perceived the CEO as a considerate leader, which aligns with the view of Wallace et al. (2013) who found that employees who perceive a considerate leadership style are more likely to commit and relate to the brand of the organisation.

All the participants agreed that the CEO of **Franchise 3** is a transformational leader. However, some participants linked this to the changing environment of the sport and commented that a leader needs to be transformational if he wants to survive in the industry.

As mentioned above, the brand at Franchise 3 is highly marketing driven. The CEO mentioned that he believes that the franchise has the strongest marketing department of all the South African Super Rugby franchises, and also puts a lot of faith in the marketing that empowers them to drive the brand. It has also been previously mentioned that the CEO is passionate about the brand and that he advocates for the brand beyond his job description as the CEO. This is well aligned with the research by Joyce Stuart (2013), who suggested that the leader's personal values need to be aligned with that of the organisation. The leadership style of the CEO, by which he empowers the employees to engage in brand-building activities, has resulted in establishing a strong and successful brand (Gromark & Melin, 2011).

### **6.2.3.1 Conclusion**

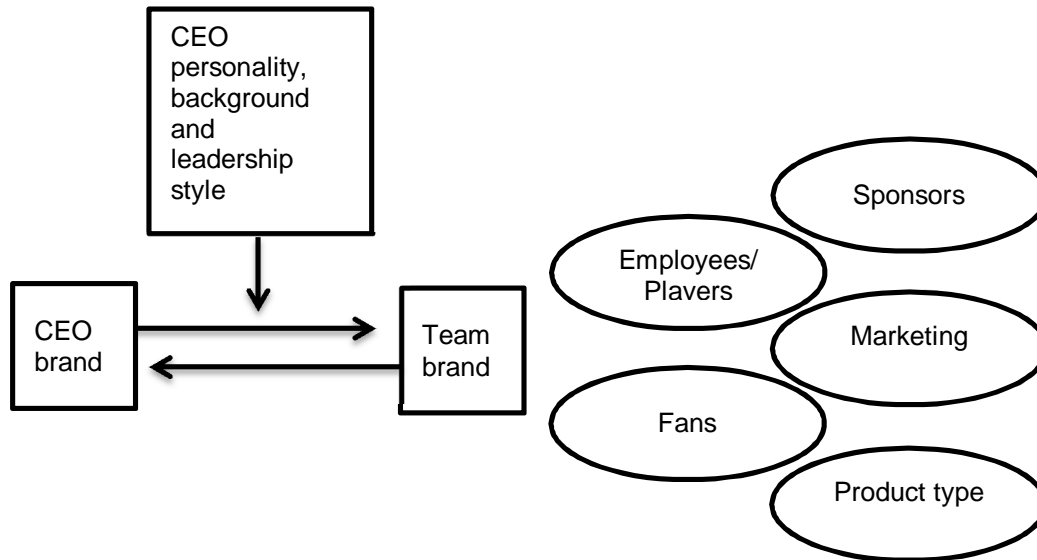
Overall, the results from the interviews proved inconclusive. All three franchises have established strong brands, but the strength of the brands could not be tested in combination with the leadership styles of the different CEOs. However, this research does not discard the studies mentioned previously, which suggested that transformational leaders succeeded better than transactional leaders in creating brand-building behaviour among followers (Wallace et al., 2013). The evidence in this research does not confirm or deny the suggestions made by previous research; however, the research confirms that the leaders of the three franchises have managed to inspire and engage the employees in building the brand. The research also confirmed that the three CEOs who were interviewed have been involved with their respective franchise for an extended period. All three have seen their franchise change and have been part of these transformations, regardless of their leadership style.

## **6.3 Model illustrating the relationship between the CEO brand and team brand**

Based on the research findings and the literature reviewed, a model has been developed to illustrate and summarise the findings of this research. The model is presented in Figure 3, below, and was created with the aim of providing sports teams/franchises, managers, marketers and CEOs with a model to identify the different aspects impacting the brand transfer or relationship between the CEO brand and the sport team brand. The model can be used to assist franchises/sports teams to take advantage of the CEO brand in establishing, building or managing their own brand. At the same time, it can assist the

CEOs in understanding how their own brand is impacted by the franchise and what they, as CEOs, can do to manage their own brand while they are involved with the sports team/franchise brand.

**Figure 3: Model illustrating the relationship between the CEO brand and team brand**



As can be seen in Figure 3, above, findings of this research suggest that fans, employees/players, product type (referring to a style of rugby), marketing and sponsors contribute the most to the different franchisesqbrands. These contributors varied across franchises, but the findings indicate that these five are well aligned between the franchises. Success, history and culture might be added to the list of contributors. In line with the research reviewed in Chapter 2, the brands are co-constructed by a host of different stakeholders. CEOs, managers, marketers and leaders of sports teams/franchises should be aware of the specific elements contributing to their own brand. These contributors might vary between different franchises, but the findings suggest that leaders should take cognisance of at least these five contributors.

As can be seen in Figure 3, there is a dual brand transfer between the CEO brand and sport team brand. The different aspects that contribute to the brand of the franchise can be transferred to the brand of the CEO. Therefore, the findings suggest that the fans and players, for example, can have an influence on the CEO brand through the brand transfer between the franchise brand and CEO brand.

The findings also suggest that the CEO brand has an influence on the franchise brand. This is well aligned with the research by Joyce Stuart (2013), who suggested that the leader's personal values must be aligned with that of the organisation.

Research Proposition 3 set out to investigate if CEOs with a transformational leadership style succeed better in creating strong sport team brands. Although there was some confusion about the different proposed leadership styles, and the evidence about this proposition was inconclusive, the participants provided some additional, broader insights into the influencers of the relationship between the two brands. All the participants agreed that their CEOs are good leaders and that their different leadership qualities influence the relationship between the two brands. Participants referred to the personality of the CEOs as influencers of the relationship between the two brands, citing, for example, their friendly nature. Furthermore, at some point in the interviews, each of the participants mentioned the CEO's background and previous role/roles in the franchise as influencers of the relationship between the two brands. These are additional findings from the interviews and go beyond the literature reviewed.

## **Chapter 7: Conclusion**

Chapter 6 discussed the results of the research findings in relation to the literature reviewed in Chapter 2. The discussion in this chapter relates to the principle findings in line with the research problem identified in Chapter 1 as well as the research propositions identified in Chapter 3. Therefore, the chapter provides a summary of the research conducted.

The results from the research provide some insight into the relationship between a CEO brand and sport team brand. This research adds to the theoretical context in so far as it builds on previous literature in proving similar relationships (between a CEO and the organisation he/she represents) in the sports environment and, more specifically, in South Africa. The research also has implications in a managerial context. This is discussed in terms of three aspects of branding: the potential brand transfer, the building of the brand and the leadership of the CEOs.

The limitations of this research will then be discussed, and suggestions for future research will be provided. Future research can be added to the body of knowledge on the relationship between a CEO brand and sport team brand.

### **7.1 Principal findings**

Three interviews were conducted with CEOs of the three largest Super Rugby franchises in terms of size and supporters, and an additional nine interviews, with the marketers, coaches and players of the three franchises. These interviews were carried out in order to test the three research propositions defined in Chapter 3. The research propositions were constructed to describe and explore the relationship between a CEO brand and sport team brand.

The findings of the research was largely consistent with the literature reviewed in Chapter 2, which suggested that organisations can benefit from developing and managing the brand of their CEOs while managing the brand of the organisation (Bendisich et al., 2013; de Chernatony & Cottam, 2009). However, this research contributed to the literature by applying the findings to a different context and environment.

The main aims of the research, as outlined in Chapter 1, were to:

- gain a better understanding of how sport team brands define and understand their brands;
- establish how the brand/brand personalities of the team/franchise is/are perceived by the CEOs, coaches, marketing managers and players;
- establish how the brand/brand personalities of the CEOs are perceived by the CEOs, themselves, as well as the coaches, marketing managers and players;
- ascertain whether there is a link between these two brands; and
- ascertain which one of these brands influences the other.

The main findings of the research in relation to the aims outlined above are discussed below:

A strong brand of the three franchises was defined in relation to the loyalty and support of the fans. The history and heritage of the franchises were all mentioned as important aspects of a strong brand, as well as the successes of the teams. Findings suggest that success as an aspect of a strong brand has limitations, due to the link between performance or success and a strong brand. Success as an indicator of a strong brand in the sports industry is dangerous, since an unsuccessful team will diminish the loyalty and support of the franchise or team (Ching-Yi et al., 2012). As the literature suggested, strong brands have the ability to attract fans and support, even if the team is not successful (Braunstein & Ross, 2010).

The participants' associations with the brand personalities varied. The brand personality %sincerity+ was mentioned by the participants. The participants said that the employees and players were sincere, down to earth and honest. %excitement+ and %competence+ were aspirational or intended brand personalities relating the brand personalities to a style of rugby and the level of success that the franchises wish to achieve (Da Silveira et al., 2013; Malär et al., 2012).

Overall, the CEOs' brands were associated with %sincerity+, which is in line with research by Maehle and Supphellen (2011). Although the participants related the CEO brand to %sincerity+, it was found that only one of the three franchises leverage off the CEO brand. Findings also suggest that this CEO has a strong personal brand in comparison to the other CEOs, who either do not have a personal brand or do not have a strong personal

brand. Findings did not suggest that the CEO with the strong personal brand outperforms the other franchises (Malär et al., 2012).

The findings suggest that there has been a dual brand transfer between all the CEOs and the franchises that they represent. Some aspects of the CEOs' brands have been stable, but the findings suggest that the biggest portion of the CEOs' brands have been influenced by the franchises that they represent. Some of the participants in all three franchises also suggested that the CEO brand influenced the franchise brand. Findings suggest that the two brands, the CEO brand and the franchise brand, influence each other. The findings cannot provide conclusive evidence on which one of the brands has the most influence on the other.

Contributors to the brand varied across franchises. In line with research discussed in Chapter 2 (Ind, 2014; Santos-Vijande et al., 2013; Schultz, 2009), all the franchises agreed, that fans and employees/players contribute significantly to the brand of the franchise (although each franchise assigned a different level of importance to this role of the employees). Findings suggest that the CEO is responsible for building the franchise brand in collaboration with the different stakeholders, like fans and employees/players. The findings also suggest that although the CEO is not solely responsible for building the brand, he should drive the brand.

The findings on the leadership of the CEOs proved to be inconclusive. The findings do, however, suggest that all the CEOs are referred to as good leaders by their different franchises, which is in line with previous research (Swanson & Kent, 2014). All three of the CEOs have managed to inspire and engage the employees to build the brand, and are referred to as brand ambassadors.

## **7.2 Implications for management**

### **7.2.1 Brand transfer**

Sport managers should realise that the brand of their teams/franchises have enormous potential. Globalisation has broadened the boundaries of sport teams and created opportunities to market the brand to global audiences. An example is the Vodacom Blue Bulls who recently played a warm-up game in Japan. Organisations can benefit from investing and developing their brands in a technology and internet-driven environment. In

fact findings suggest that the brand can be a competitive advantage for sports teams if they invest in the employees and/or leaders of the organisation. The findings suggest that a strong franchise brand cannot solely rely on the performance or success of the team. In fact, building a strong brand on success can be a limitation for the franchise brand. Organisations should, therefore, understand that the leader/CEO is critical to the development of the organisation's brand. Organisations can benefit from the transfer of the CEO's brand to the organisation's brand.

Leaders/CEOs should be aware of the possible brand transfer that can take place between the sport team and the CEO brand. Figure 3 shows the different influencers as well as the different contributors to the two brands. CEOs can, therefore, leverage off the sport team brand in creating a strong personal brand. They should, however be aware of the influence the sport team brand has on their own personal brand since they have to maintain a public profile and communicate the organisation's brand through the news and information. CEOs should be the visible embodiment of the organisation's brand.

### **7.2.2 Brand building**

Brand building is the responsibility of everyone in the organisation, but should be led by the leaders/CEOs of the organisation. Figure 3 suggests, organisations should first be aware of the contributors to their brand if they want to start building the brand. Findings suggest that brands are co-constructed and developed by numerous stakeholders, and organisations should explore these contributors in order to build the brand. Sport teams can, therefore, benefit by investing in employees (or players) to be brand ambassadors and part of the value proposition.

CEOs are often the driver of the consumer's brand impression and should engage with employees to build the brand. Findings suggest that the CEO determine the direction of the brand and need to have clarity on the brand he/she wishes to communicate. CEOs should focus their attention on the intended brand personalities. They should aim to align their intended brand personalities with the perceived brand personalities. If there is misalignment, the perceived brand personality will be the dominant brand for the CEO as well as the organisation.

The findings agreed with popular press, that CEOs have the ability to increase the revenue of organisations. The brand of the CEO is related to his/her personality, background and



leadership style; therefore CEOs are responsible to manage their personal brand, as well as the organisation's brand if they want to contribute to the success of the organisation.

### **7.2.3 Leadership of the CEOs**

The findings suggest that leadership of the CEO is an important influencer of the relationship between the two brands. Although the findings do not support or deny previous research, they suggest that transformational leaders succeed better in creating strong brands. The main reason is their ability to focus on the stakeholders of the organisation, motivating them by collaborating on building strong brands.

The findings from the interviews also suggested that the CEO's personality and background are important influencers of the relationship between the two brands. Organisations should consider these elements when appointing a CEO and understand that these elements are possibly transferred to the brand of the franchise.

## **7.3 Limitations of the research**

The research is limited in scope, since it only examines one industry and is limited further in that it only studied three of the five South African Super Rugby franchises were investigated. The limitation also relates to an additional ten Super Rugby franchises in Australasia that were not accessed.

The researcher only studied the relationship between the CEO brand and the sport team brand. A host of other relationships is possible, such as the relationships between sport team brand and fans, employees or place of origin.

The absence of quantitative research is a limitation. The case-study design allows for different data-collection techniques, but the researcher preferred a qualitative design for its depth and insight (Chipp, 2014). Quantitative data would have allowed the researcher to describe, explore and explain events at a higher level (Yin, 2009).

The brand personality scale was proposed as a measurement for brand equity. Literature suggests that the scale is valuable but that additional measures could have been used (Rampf & Kenning, 2014). Some research suggests that the brand personality scale has many limitations, especially in the sports industry (Braunstein & Ross, 2010).

Multiple factors contribute to the brand of organisations and personal brands of CEOs. This study is limited in that it only considered the link and relationship between the sport team brand and the CEO's personal brand.

The researcher had limited access to the different franchises. Interviews were conducted with the CEOs, but for the additional interviews the researcher was at the mercy of the CEO, who arranged the interviews. The researcher could only conduct interviews with the pre-arranged participants. This allowed for the possibility of biased interviews, as the CEO could have arranged interviews only with those inside the organisation who favour him and those who he, himself, favours.

At one franchise, there was a time constraint. The researcher arranged for adequate time with each participant, and each was in agreement with this. On his arrival, however, the schedule changed. This meant that there was not ample time to interview one of the participants.

At another franchise, the interview with the player was not conducted. It was unfortunate and compromised the triangulation of the data from this particular franchise.

Participants might have only shared their positive experiences about the franchise and the CEO. This might result in skewed answers, which could affect the validity of the research.

Some of the information shared during the interviews by the participants could not be documented due to the anonymity of the participants and franchises. Since all three franchises are known, and the information is readily available, it was a challenge for the researcher to protect the identity of the franchises and participants.

The researcher knows the CEO of one of the franchises and could have been biased toward this franchise. However, being aware of this possibility, the researcher attempted to conduct the interviews and the research in a highly professional manner.

A limitation that was not identified in the pilot testing was an issue related to the last research proposition where the researcher tried to link the CEOs with a leadership style. Unfortunately, the concept of transformational and transactional leadership was not described, in detail, and might have caused some confusion, so it was not clear whether the participants understood the concept enough to comment on it.

## 7.4 Suggestions for future research

Future research could expand on the body of existing literature by providing and understanding of how the personal brand of a CEO relates to the sport team brand. It could examine, in more detail, which of the brands have the most influence on each other. It might focus specifically on the elements that have been transferred.

Considering the limitations of the brand personality scale, future research can expand on the scale by developing a comprehensive model, aimed specifically at the relationship between a personal brand and sport team brand. This model could be built on the personality scale, but must be contextualised to relate specifically to the sports industry and to relate the scale back to people as brands.

Future research can build on this research by developing the influencers as suggested by the model in Figure 3. Research can be conducted on the CEO's personality, background and leadership style in relation to the brand transfer between the CEO brand and the franchise brand.

Further research can be conducted on brand building of sport team brands/franchises, as suggested by Research Proposition 2. Although the findings of this research suggest that CEOs are responsible for building the brand, the research did not go into much detail about how exactly they are responsible for this. Future research can address this issue.

Further research can also be conducted on Research Proposition 3, regarding the transformational leadership style. Unfortunately, this research did not examine participants' understandings of the different leadership styles in detail. Future research can build on the body of existing literature and apply the findings to a sport team brand. It can also build on this research and study different relationships between brands. For example, one might study the relationship between a sports team personality brand and a consumer personality brand.

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## APPENDIX 1 – E-mail request

Good day (CEO)

Re: Request for access to company for a research paper

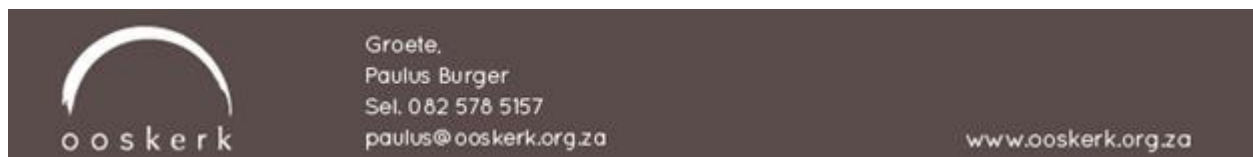
As per conversation with (contact person) earlier today I am hoping that you could accommodate me somewhere in your schedule. I am a student at the Gordon Institute of Business School where I am doing my MBA. As part of the program students are required to do a research paper on a topic that interest them but also make an academic contribution to the field of business. This e-mail serves to request your permission to conduct qualitative interviews with members of your organisation. The topic that I am currently working on for my research paper is: %The relationship between a CEO brand and sport team brand.+specifically South African Super Rugby franchises.

My request is to have four interviews:

1. One with you, the CEO,
2. one with the coach of the Super Rugby franchise or the director of rugby,
3. one with the marketing manager (or similar position) and
4. a senior Super Rugby player.

The interviews are expected to last no more than an hour, and will help us understand the relationship between South African Super Rugby franchises CEOs and the organisations brand. Your participation is voluntary and you can withdraw at any time without penalty. Of course, all data will be kept confidential. Please find attached a draft of typical questions that will be discussed in the interviews. If you have any concerns, please contact my supervisor or myself. I am conducting the study under the supervision of Dr. Michael Goldman ([mmgoldman@usfca.edu](mailto:mmgoldman@usfca.edu)).

I am hoping that you could accommodate me in the week of 17 August 2015. I have an appointment to see (the other CEO) Wednesday 19 August 2015, and can fly through on any of the other days in that week. The next week is also a possibility. I trust that you will consider my request favourably.



## APPENDIX 2 – Interview schedule, request for permission and letter of consent

Mr CEO

Chief Executive Officer  
Email:

4 August 2015

Re: Request for access to company for a research paper

I am a student at the Gordon Institute of Business School where I am doing my MBA. As part of the program students are required to do a research paper on a topic that interest them but also make an academic contribution to the field of business.

This letter serves to request your permission to conduct qualitative interviews with members of your organisation. The topic that I am currently working on for my research paper is: %The relationship between a CEO brand and sport team brand.+

The aim of the paper is to get a better understanding of the relationship between a CEO brand and sport team brand, specifically South African Super Rugby franchises. Research suggested that organisations can benefit from developing and managing the CEO's brand while managing the brand of their organisation. It has also been suggested that senior management or the CEOs are critical to the success of the brand. While the importance and value of CEOs as brands can be recognized there seems to be little understanding as to what a CEO brand is and what the relationship between these two brands are.

My request is to have four interviews: one with you the CEO, one with the coach of the Super Rugby franchise (if there is no current coach the interim coach will be sufficient), the marketing manager (or similar position) and a Super Rugby player. Our interview is expected to last about an hour, and will help us understand the relationship between South African Super Rugby franchises CEOs and the organisation's brand. Your participation is voluntary and you can withdraw at any time without penalty. Of course, all data will be kept confidential. If you have any concerns, please contact my supervisor or me. Our details are provided below.

I am conducting the study under the supervision of Dr Michael Goldman. I trust that you will consider my request favourably.

Regards

Paulus Burger

Supervisor name: Dr Michael Goldman

Cell: 0825785157

Email: mmgoldman@usfca.edu

Email: [paulus@ooskerk.org.za](mailto:paulus@ooskerk.org.za)

Signature of Participant: \_\_\_\_\_ Date: \_\_\_\_\_

Signature of Researcher: \_\_\_\_\_ Date: \_\_\_\_\_



## Proposed interview questions for the CEO of Super Rugby franchises

The relationship between a CEO brand and sport team brand				
Background				
1	How long have you been working for the franchise?			
	6 . 12 months	1 . 2 years	3 . 5 years	5 years or more
2	How long have you been the CEO of the franchise?			
	6 . 12 months	1 . 2 years	3 . 5 years	5 years or more
3	Where were you employed and in what position before your appointment as CEO of this franchise?			
Organisation Brand				
4	What is a strong brand in your opinion?			
5	Do you feel your organisation has a strong brand? Why?			
6	With which one of the following personalities do you associate your organisations brand? (15 facets)			
	Sincerity			
	Excitement			
	Competence			
	Sophistication			
7	Ruggedness			
8	Why the chosen personality?			
9	Do you think there's a link/relationship between this brand personality and your personal brand?			
9	What contributed to organisations brand?			
	1. How was the brand built?			

	2. Who can be credited for the brand? 3. In what way have they contributed?
10	Do you believe that employees and/or outside stakeholders, like fans contribute to the brand of the organisation? How?
11	If so, which of these stakeholders have the most influence?
<b>CEO brand</b>	
12	Do you have a personal brand? If so, how would you describe it?
13	With which one of the following personalities do you associate your personal brand?
	Sincerity
	Excitement
	Competence
	Sophistication
	Ruggedness
14	Why the chosen personality? Has it always been part of your personal brand or has it developed with the organisation to what it is now?
	1. Have you been aware of the link/absence of link between your personal brand personality and that of your organisation?
15	In what ways do you believe your personal brand and the organisation's brand are related?
	1. Which brand is stronger?
	2. When is one brand stronger than the other?
	3. What is common between the brands?
	4. What aspects of your personal brand are different to the organisation's brand?
	5. Do you see your personal brand as part of the organisation's brand, or do you see the organisation's brand as part of your brand, or are they a perfect overlap, or are they disconnected?
	6. Why do you believe this to be so?
	7. Can you share some examples of when the brands intersect or relate to each other?
	8. How much of your personal brand has nothing to do with your organisational role?
9. To what extent do you believe fans see your personal brand as typical of the organisation's brand?	

	10. What are the values you hold dear, and how many of these are part of the organisation's brand values? 11. Would you ever take a senior role with another team? 12. How do you think others would see the fit or mismatch between you and another team's brand?
16	Is building the brand of the organisation your responsibility? Who in your opinion is responsible?
17	Do you see yourself as a transformational or transactional leader? 1. Why? 2. Do you believe others see you in the same light?
<b>Thank you so much for sharing your thoughts with me. I assure you that your answers will be treated with complete confidentiality.</b>	

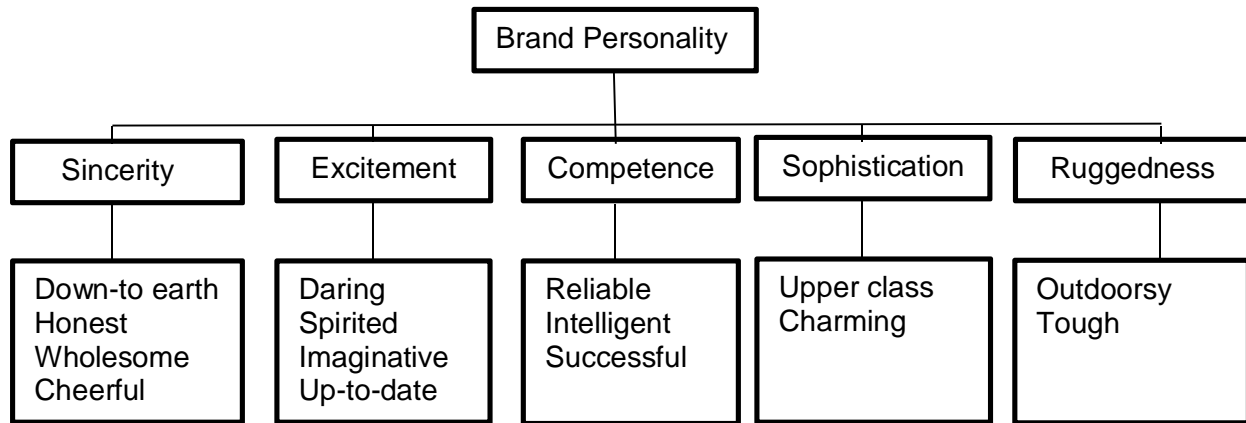
## Proposed interview questions for the coaches, marketing managers and Super Rugby players

<b>The relationship between a CEO brand and sport team brand</b>				
<b>Background</b>				
1	How long have you been working/playing for the franchise?			
	6 . 12 months	1 . 2 years	3 . 5 years	5 years or more
2	Where were you employed and in what position before your appointment at this franchise? / Where did you play before you played for this franchise?			
	1. Is there an obvious difference in this brand and the brand you previously represented? Explain?			
<b>Organisation Brand</b>				
3	What is a strong brand in your opinion?			
4	Do You feel your organisation has a strong brand? Why?			
5	With which one of the following personalities do you associate your organisations brand?			
	Sincerity			
	Excitement			
	Competence			
	Sophistication			
Ruggedness				
6	Why the chosen personality?			
7	Do you think this brand personality influenced your CEO's personal brand?			
8	What contributed to organisations brand? How was the brand built?			

9	Do you believe that employees and/or outside stakeholders, like fans contribute to the brand of the organisation?
10	If so, which of these stakeholders have the most influence?
<b>CEO brand</b>	
11	Does your CEO have a personal brand? If so, how would you describe it?
12	With which one of the following personalities do you associate your CEO's brand?
	Sincerity
	Excitement
	Competence
	Sophistication
	Ruggedness
13	Why the chosen personality? Has it always been part of his personal brand or has it developed with the organisation to what it is now?
14	In what ways do you believe the CEO's personal brand and the organisation's brand are related?
	<ol style="list-style-type: none"> <li>1. Which brand is stronger?</li> <li>2. When is one brand stronger than the other?</li> <li>3. What is common between the brands?</li> <li>4. What aspects of his personal brand are different to the organisation's brand?</li> <li>5. Do you see his personal brand as part of the organisation's brand, or do you see the organisation's brand as part of his brand, or are they a perfect overlap, or are they disconnected?</li> <li>6. Why do you believe this to be so?</li> <li>7. Can you share some examples of when the brands intersect or relate to each other?</li> <li>8. How much of his personal brand has nothing to do with his organisational role?</li> <li>9. To what extent do you believe fans see his personal brand as typical of the organisation's brand?</li> </ol>
15	Is building the brand of the organisation the CEO's responsibility? Who in your opinion is responsible?

16	<p>Is your CEO a transformational or transactional leader?</p> <ol style="list-style-type: none"> <li>Why?</li> <li>Do you believe the other stakeholders (as mentioned) see him in the same light?</li> </ol>

**Thank you so much for sharing your thoughts with me. I assure you that your answers will be treated with complete confidentiality.**



(Aaker J. L., 1997, p. 352)

## APPENDIX 3 – Interview guide

**Type of study:** Qualitative descriptive, exploratory research

**Instruments:** Audio recorder and note pad

**Interview format:** Semi-structured

**Preparation before the interview** (Saunders & Lewis, 2012)

1. Found out as much as possible about the interviewees and the organisation;
2. Developed an interview guide with the relevant topics and questions;
3. Chose a location that was convenient for the participants where they felt comfortable and we were not disturbed;
4. Made sure that his clothing and appearance was appropriate for the interviews;
5. Developed a consent form;
6. Made sure that the recording device is fully charged and in a working state
7. Pilot the questionnaire with a mock respondent and practice taking notes.

**Conducting the interview** (Saunders & Lewis, 2012)

1. Thank the participants for attending;
2. explain the purpose of the research, offering assurance of anonymity and confidentiality as appropriate and explain that they can withdraw at any time;
3. ask for permission to record the interview;
4. ask participants to sign the consent form;
5. take notes
6. ask the participants if they have any questions for the researcher;
7. thank participants for their time.

## **APPENDIX 4 – Code start list**

The adjustments made to the start list during the analysis process are indicated in brackets

### **Strong Brand**

Loyalty/Support

History

Brand Association and Awareness

Widely Known/Recognised

Attachment

Passion

Identity

Image

(Unity and Values)

(Success)

### **Brand Personalities**

(Combination)

Sincerity

Excitement

Competence

Sophisticated

Ruggedness

### **CEO Brand**



Yes

No

Strong Brand

Linked to Franchise

Absence of a personal brand

(Avoidance of personal brand)

### **CEO Brand personalities**

(Combination)

Sincerity

Excitement

Competence

Sophisticated

Ruggedness

### **Personal Brand Development**

Stable

Personal Brand influence Franchise Brand

Franchise Brand Influence Personal Brand

### **Contributions to the brand**

Culture/environment

Sponsorships

Employee/Player

(Success)

Fans

(Product Type/Delivery)

Marketing

(History)

Media

Leadership

Combination

(Organic Process)

### **Brand Building CEO Responsibility**

Yes

No

(Not Solely)

### **Leadership Style**

Transformational

Transactional

(Combination)

## APPENDIX 5 – Ethical clearance letter

### **Gordon Institute of Business Science** University of Pretoria

Dear Paulus Burger

Protocol Number: **Temp2015-00891**

Title: **THE RELATIONSHIP BETWEEN A CEO AND SPORT TEAM BRAND**

Please be advised that your application for Ethical Clearance has been APPROVED.

You are therefore allowed to continue collecting your data.

We wish you everything of the best for the rest of the project.

Kind Regards,

Adele Bekker

## APPENDIX 6 – Turnitin report