



# Introduction

## New directions for marketing in football

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It's a real pleasure to see this special issue on marketing and soccer published, after months of hard work by the editorial board. When Simon Chadwick, the Editor, invited me to oversee this edition, we didn't expect quite so many high-quality submissions. The work here demonstrates soccer's continuing importance in the field of sports marketing, particularly in Europe, where many proposals originated. Most encouraging of all was the large number of proposals from beyond Europe. Soccer has been a major driver of sports marketing in Europe, and this has spread to North America, Asia and Africa; Latin America remains a big market. The fact that we are publishing papers from seven different countries is testament to how research in this field has become truly global.

As guest editor I received 30 proposals and 16 articles that met both the topical criteria and the guidelines of the *Journal*. The blind peer-review process involved 32 evaluations for first drafts and many more for papers that were resubmitted. As a new member of the editorial board, I would like to thank all my colleagues for the magnificent job they have done in helping authors to improve the quality of their papers. Given the enthusiasm and quality of responses to this edition, we intend that more papers on this subject will be published soon.

This soccer-focused edition falls naturally into two parts: the first deals with sponsorship; the second focuses on brand and the international development of soccer. It begins with an interview with lawyer François Ponthieu, which throws light on a subject that has huge implications for the football industry. Ponthieu is president of Direction Nationale du Contrôle de Gestion (DNCG), an independent institution whose mission is to check the accounts of

French professional football clubs. DNCG's declared aim is to ensure that clubs that begin the championship season can finish it without filing for bankruptcy, which would distort competition. The interview addresses one of the key questions for football in Europe: should the market be regulated to promote its efficiency? American leagues have regulated their championships since the 1950s, and many sports economists (Bill Gerrard, Stefan Szymanski and Stefan Kesenne among them) have demonstrated that this is probably the way forward to maintain financial and media interest in soccer.

Employing football shirt sponsorship dyads (football clubs and shirt sponsors) as a focus, the first paper, by Simon Chadwick and Des Thwaites, provides us with theoretical and managerial insights. For many clubs, shirt sponsorship is one of the most important contracts they sign, and managers need very precise information. On this, and on naming rights for stadia, there is still much work to be done.

The paper from Gi-Ying Koo, Jerome Quarterman and E. Newton Jackson, *Effects of perceived image fit on brand awareness: 2002 Korea-Japan World Cup*, addresses the fact that much of the existing research in sports sponsorship is devoid of serious theoretical insight for marketing communications. Taylor and Crocker's schema theory (1981) is used to interpret the phenomenon that the sponsoring events that have a good image fit with the brand can strengthen brand awareness. By employing classical sponsorship evaluation tools, this paper details important managerial implications for FIFA in this World Cup year.

In An evaluation of the sponsorship of Euro 2004 Carlos Barros and Antonio Luis Silvestre consider the application of economic theory to sports sponsorship, investigating the brand recall and brand preferences of



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Portuguese citizens of Euro 2004. As the most 'exotic' of our papers, I am happy to include it for its strong economic foundations. It demonstrates that economics and management can be bridged to help research in this area to progress, and the paper offers an interesting application of DEA methodology, more usually found in the theory of decision.

In 2005 Manchester United was taken over by US businessman Malcolm Glazer, in part because of the club's brand name prominence in soccer globally. *Globalisation and sports branding: the case of Manchester United*, by John S. Hill and John Vincent, examines how Manchester United rose to a pre-eminent position in world football through its on-field performances and its off-the-field management strategies. In contrast to the Euro 2004 paper, it uses the more established case study methodology.

In their case study, *Toronto Maple Leafs vs Football Club Barcelona: how two legendary sports teams built their brand equity*, André Richelieu and Frank Pons suggest that the main differences between the two clubs lie in how they position their brand. For me this paper has two strengths: the first is academic and deals with the theory of the brand, which can be much improved in the context of clubs and franchises (see for example Holt's article published in 1995 in *Journal of Consumer Research*); the second is managerial and relates to the connection between European soccer and US sports franchises. Can practitioners in Europe follow the American model without belonging to a truly unified market?

Paolo Guenzi's paper, *The launch of new brands by professional soccer teams: the case of U.S. Lecce – Salento 12*, explores the strategy of a professional soccer team introducing a new brand for selling merchandise. Rather than focus on one of the 'big' Italian clubs, such as Juventus, AC Milan or Inter Milan, this case study demonstrates the power of a successful new brand for a smaller club. This will become increasingly relevant in Europe as TV rights and ticketing reach their limits in terms of revenue.

The impact of the national sports lottery and the FIFA World Cup on attendance, spectator motives and J. League marketing strategies, by Daniel Funk, Makoto Nakazawa, Daniel Mahony and Robert Thrasher, examines the development of soccer in a country where football has had little culture, history or legitimacy when compared to sports like sumo or judo. The conclusion drawn is that effective marketing can overcome cultural difficulties to create demand. This paper also points to other relevant fields of study: the development of American football in Europe, for example, or the use of marketing to span the divide between sports culture and sports consumption.

Finally, Wladimir Andreff reviews *Marketing et football: une perspective internationale* (Bolle, G. & Desbordes, M., eds), which considers football as a commodity that has reached mature product stage. This is demonstrated by market globalisation beyond the European football homeland. It also examines French football in an international context, exploring management and marketing implications for clubs.