

BRAND EQUITY

IN SPORTS CLUBS

The case study of København Håndbold



Authors Annesofie Normann Jepsen
Ellen Kirstine Thorhauge

Supervisor Niels Kühl Hasager

Formalities Sept. 15th 2017
115 pages
258.442 characters

Abstract

Branding has been discussed for decades, and the importance of brands and branding is not to be undervalued. A strong brand is needed in most industries and sectors and not the least so in the world of sports, where sports clubs see a rising need to embrace brand management in order to enhance and develop brand equity in an ever increasing competitive market among sport clubs.

This thesis will explore how the brand equity of a Danish handball club, København Håndbold (KH), can be strengthened.

The thesis is based on a social constructivist and pragmatic approach, where primary data have been collected through focus groups, interviews and an online survey. A thorough literature review has been carried out which presents the predominant theories, models and frameworks for branding & brand equity, customer experience, consumer behavior, strategy and situational analysis, and this is the foundation for the analysis.

In the first part of the analysis, KH's current brand equity is assessed with the new brand equity framework developed specifically for this project, and the findings prove that brand equity is low among the target group. The second part of the analysis reveals that KH's customer experience is perceived as unsatisfying and many value gaps in the customer activity cycle are identified. The last part is an analysis of KH's internal and external environment, and the findings and key issues are consolidated in a SWOT and TOWS.

Based on the findings, the thesis outlines several strategic and tactical recommendations for KH in order to increase game attendance and thereby strengthen their brand equity. Due to the quite unstable and turbulent environment in which KH operates, a mix of deliberate and emergent strategy developments is suitable for KH. Several tactics are proposed and structured around the most important brand equity components. The tactics are especially concentrated around specific actions KH should undertake in order to create an extraordinary experience that should lead to an increase in game attendance, strengthen the emotional connection and generate loyalty among its customers. Furthermore emphasis is put on how KH should utilize social media to create brand awareness, develop a strong brand personality and foster loyalty.

Table of Content

Chapter 1 - Introduction	4
Problem statement.....	5
Delimitations	6
Case presentation.....	7
Thesis structure.....	8
Chapter 2 - Scientific approach & methodology	9
Research philosophy.....	10
<i>Ontology and epistemology</i>	11
Research approach.....	12
Research design	13
Data collection.....	14
Secondary data collection and usage.....	14
Primary data collection and usage.....	16
Online survey.....	17
Survey design	17
Sample description	18
Validity and reliability.....	19
Focus-group.....	20
Focus-group design	20
Sample description	21
Semi-structured interview.....	22
Interview design	23
Quality criteria	23
Ethics and morale.....	25
Summarizing methodological approach	26
Chapter 3 - Theoretical outline	26
Choice of target group.....	26
The concept of brands and branding.....	27
Branding in sports	29
Brand equity	31
Brand equity framework.....	32
The new brand equity framework	39
Experience	40
Consumer Behavior	45
Schools of Strategy	48
5C Framework	49
McKinsey 7S	50
Chapter 4 - Analysis	51
The KH consumer	51
Brand equity of KH.....	55
Awareness.....	55
Associations	55
Perceived quality	56
Experience	57
Emotional connection	58
Loyalty.....	59
Summing up.....	60
The KH experience.....	61

<i>The KH customer activity cycle</i>	63
<i>Value add-ons</i>	67
Situational analysis	68
<i>Company</i>	69
<i>Competitors</i>	70
<i>Collaborators</i>	71
<i>Context</i>	71
Internal analysis	74
<i>Strategy</i>	74
<i>Structure</i>	75
<i>Systems</i>	76
<i>Shared values</i>	77
<i>Style</i>	78
<i>Staff</i>	78
<i>Skills</i>	79
Consolidating findings	80
SWOT	81
<i>Strengths</i>	81
<i>Weaknesses</i>	82
<i>Opportunities</i>	83
<i>Threats</i>	83
TOWS	85
Strategic options	86
Chapter 5 - Strategic and tactical planning	86
Objectives	86
Strategy	87
<i>Determining turbulence/stabilization of the industry</i>	87
<i>Planned emergence</i>	89
<i>Marketing strategy and positioning</i>	90
Tactics	93
<i>Brand awareness</i>	93
<i>Experience</i>	95
<i>The social element</i>	99
<i>Emotional connection and loyalty</i>	101
<i>Managerial tactics</i>	103
KH strategy model	104
Chapter 6 - Strategy evaluation and validation	106
Suitability	106
Feasibility	107
Acceptability	108
Sustainability	109
Reversibility	109
Chapter 7 - Conclusion	110
Limitations and future research	112
Reference list	115

Chapter 1 - Introduction

“Then you can sit there in the handball arena, at the stadium or in front of the screen and be caught up in the game, while the drama plays out in front of your eyes. [...] Surrender yourself to the total euphoria. Sport is speaking to our emotions, and emotions create memories”
(Translated: Horsdal, Susanne, 2017, p. 3)

During the last decades, the concept of branding has won its way into a broader range of industries and organization types. Branding in sports is one of the most recent marketing disciplines developed (Richelieu et. al., 2011), and attention should be given towards this. Branding is a vital aspect of any business, and is essential in order to create value for any organization (Keller, 2003). Therefore professional sports clubs are required to be managed as brands and not only as non-profit organizations, in order to obtain commercial success (Bridgewater, 2010).

Sports clubs and teams are challenged by a shifting business environment, strong competition, changing spectator behavior and a modifying role of sports in general in society, and brand equity is seen as a key factor for success (Vrontis et. al, 2015). Due to these challenges, a strong brand for sports clubs is necessary in order to survive in the competitive market, and therefore there is a rising need to foster brand management in order to enhance and develop brand equity.

Brand equity has been the focus of a lot of marketing research, however brand equity for sports clubs has not received much attention. It is therefore relevant and of great interest to explore the brand equity of a sports club and investigate the opportunities of enhancing it, in order to ensure even more success and high spectator attendance.

Some studies have been made on brand management within professionals sports clubs - particular football teams, but handball clubs have been left undiscovered, and are an area to further investigate.

Danish handball has experienced a general growth in game attendance since the 1990's. However since the 2004/05 season, the tendency has been a growing average attendance in the men's league but decreasing average attendance at the games in the women's league; Primo Tours Ligaen (Appendix A). The different clubs in the league have very different attendance numbers with some teams experiencing five to six times higher attendance at

home games than other teams (Appendix B). The Danish handball world has experienced many changes over the past years, which have affected the distribution of teams in Primo Tours Ligaen. It is now a skewed distribution with nine out of twelve teams located in Jutland, one team on Funen and two teams located on Zealand. The domination of the teams of Jutland has been massive, also proven by the fact that only this year's final in the women's league was the first one since 1989 without a team from Jutland (Phillipsen, 2017). The women's handball in Denmark is struggling with this skewing as it is much better rooted in Jutland whereas the most populous capital area of Denmark only have one professional team in the top women's handball league.

This team is København Håndbold (referred to as KH throughout the rest of the thesis) which was founded in January 2013. Just like the general picture in Primo Tours Ligaen, KH are facing challenges of attendance at its games. The club has experienced rising attendance since its launch in 2013 but their average attendance is low compared to other teams in the league. In the recent season the club had an average of 1022 attendees at home games in the regular season. This is a capacity utilization of around 70% as their home court has room for 1400 spectators. They were the team with 8th most spectators at home games (Appendix B), which is considered quite, low as they were in this year's final and ended up with silver medals.

The Danish handball world has generally been unstable and several teams have been struggling due to their financial situation. In Primo Tours Ligaen this has meant bankruptcy and closure of several clubs including Vejen EH, Slagelse DT and Aalborg DH. And in the past season, eight out of twelve teams incurred a deficit (Christiansen, 2017), illustrating it is difficult to run a profitable business in the Danish handball industry. The next victim might be one of the leading teams in the league, FC Midtjylland, which might be closed due to bad finances in the past three years (Ritzau, 2017).

In order to survive in this challenging sports environment a strong brand is needed and it could be one way to financial recovery.

Problem statement

As outlined in the introduction, branding and brand equity have become important aspects within sports management. Sports clubs have to become a strong brand in order to be

competitive, and the brand equity is a key factor for commercial success. Based on the current situation of KH, the aim of the thesis is therefore to answer the following research question:

How can KH strengthen their brand equity?

In order to ensure a comprehensive answer of the main research question, the following sub-questions will be addressed:

- *How is the KH customer experience at the different stages in the customer activity cycle?*
- *What kind of strategic initiatives should KH implement in order to increase game attendance?*
- *What tactics are needed in order to do so?*

Delimitations

Some delimitations have been chosen intentionally in order to ensure a relevant focus on the defined problem statement throughout the project. Therefore, the boundaries of the thesis are outlined in the following part.

The focus of the thesis is on brand equity, which can be defined in many ways. However two main perspectives are identified and examined – the financial and customer-based view. This thesis will only look into customer-based brand equity, as it is a driving force and important factor for incremental financial gains (Walfried et. al, 1995). The importance of financial brand equity and financial considerations is acknowledged but is not included due to the scope and focus of the thesis, and due to the lack of access to KH's internal economic key figures.

Furthermore the thesis is delimited to focus on the Danish market and therefore only looking at Primo Tours Ligaen. As stated before, the concept of brand equity is approached from the perspective of the customer, thus in relation to the strategy, emphasis will be put on the B2C market, and therefore B2B perspectives are excluded.

Moreover a choice has been made to exclude certain segments as it is not relevant to include all possible segments, and in order to ensure a more tailored strategy.

In the last part of the project, the focus will be on objectives, strategy and tactics, and the mission will be left out. The aim is to make recommendations for how KH can strengthen their brand equity, and not to change their mission, hence this will not be touched upon.

Case presentation

KH, founded in 2013, acquired the license of former team FIF handball, making it possible for them to compete in the Primo Tours Ligaen. KH plays its home games in Frederiksberg-Hallerne. The team has in just a couple of years managed to make it to the top in the Danish handball league. In its first three seasons they did not qualify for the play-off games, but in the past 2016/17 season KH managed to qualify for the playoffs and made it all the way to the finals. However, the team ended up losing the title to Nykøbing Falster. This was a great and a bit surprising achievement by the relatively new club who managed to knock out league title favorites FC Midtjylland on its way to the final (Klubben, n.d.).

KH prides itself as *the* handball team of the capital area of Denmark. They want to increase the interest in handball through different organized events and experiences around the Copenhagen area. Furthermore, the team has a vision that is based on its Danish roots as they wish to develop and maintain Danish talents and profiles. This focus on Danish players should secure a financially robust organization with strong human and sports values. KH's mission is to improve the conditions and wellbeing for girls playing handball in the Copenhagen area through the creation of a strong handball culture with dedicated role models (Klubben, n.d.).

Since its launch in 2013, KH have been running a deficit which has built up to 16 million kr. in 2016 (Roth, 2016). The life of KH is very much in the hands of owner Kim Haugstrup Mikkelsen who is the main investor. He has invested more than 20 million kr. as he remains optimistic about the future of KH (Roth, 2016).

Thesis structure

The structure of this thesis can be divided into seven main chapters, which is outlined in the following illustration.

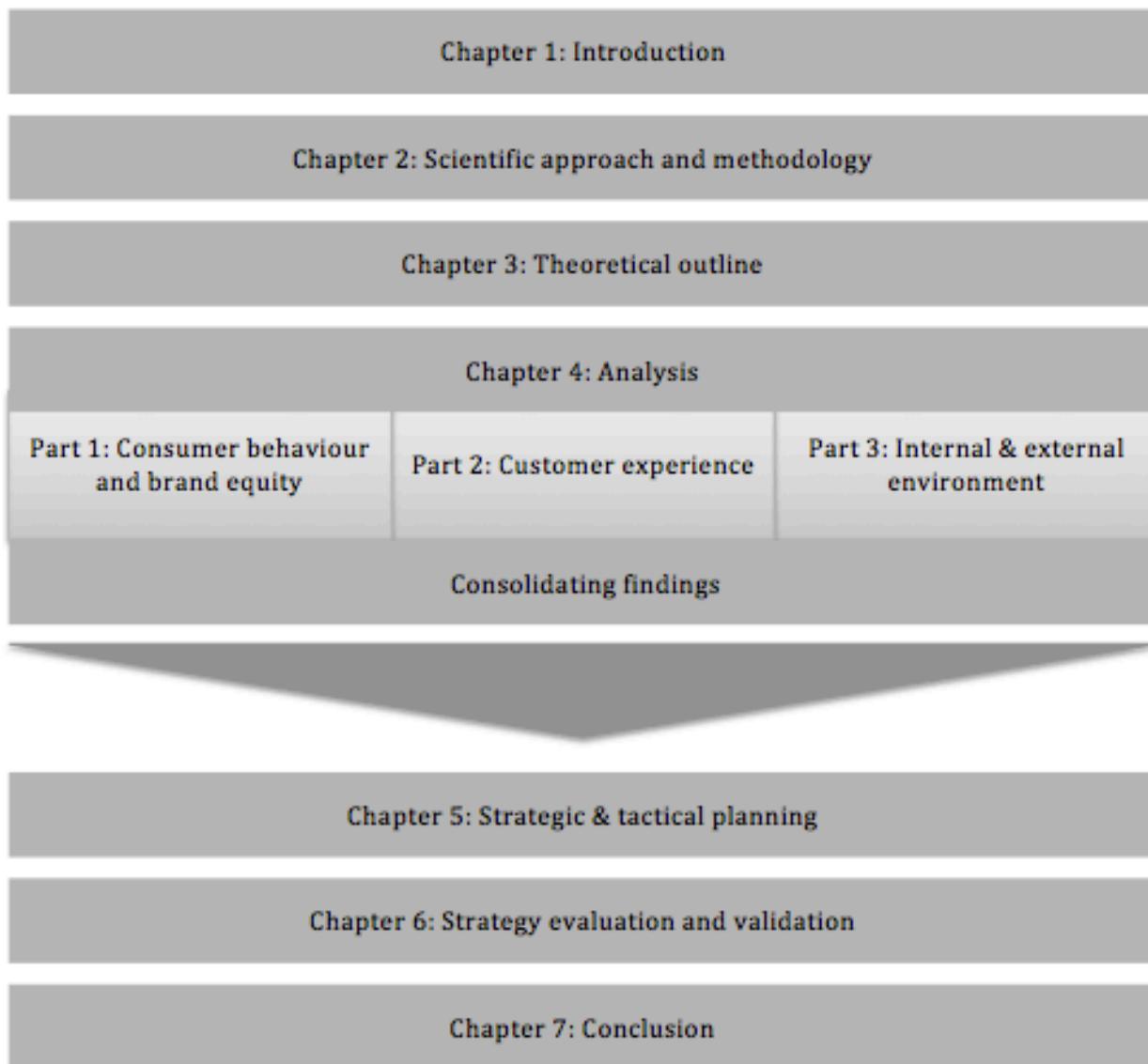


Figure 1: Thesis structure. (Source: own creation)

The first chapter, **Chapter 1**, presents the introduction of the thesis, provides the background for the stated problem statement, and finally defines the boundaries of the project. **Chapter 2** explains the scientific approach and methods applied in the project, which is based on Saunders et. al's (2015) *Research Onion* framework. **Chapter 3** consists of a thorough literature review, which presents the predominant theories, models and frameworks for branding & brand equity, customer experience, consumer behavior, strategy and situation- and

internal analysis. The analysis and findings are presented in **Chapter 4**, which consists of three different main parts, consumer behavior and brand equity, customer experience, and internal and external environment. The findings are consolidated in terms of a SWOT and TOWS, and forms the basis for the strategic and tactical recommendations presented in **Chapter 5**. An evaluation of the proposed strategy and tactics for increasing game attendance and enhancing brand equity is presented in **Chapter 6**, and is based on five different success criteria. Finally, **Chapter 7** is the concluding chapter where the research question is answered, future research is suggested and limitations are pointed out.

Chapter 2 - Scientific approach & methodology

In the following section the project's scientific approach and choice of method will be explained. Based on the set problem formulation, it is necessary to make a research structure that allows to answer the problems. Hence the aim of this section is to outline the structure of the project, explain how data is collected and used.

Furthermore a discussion of methodological limitations of the project is presented for each data collection method, and the section ends with a critical reflection regarding the evaluation criteria of the data.

In order to explain the main philosophical concepts and how these concepts affects the research design, Saunders' et. al (2015) *Research Onion*, is chosen as the framework. The *Research Onion* shows all the different layers of methodological elements and stages that the researcher must take into consideration when creating the research design. It ranges from the research philosophy as the outermost layer to choice of data collection methods and analysis in the core of the onion. Working from the outside layer towards the middle, each layer is influenced by choices made in the preceding layer.

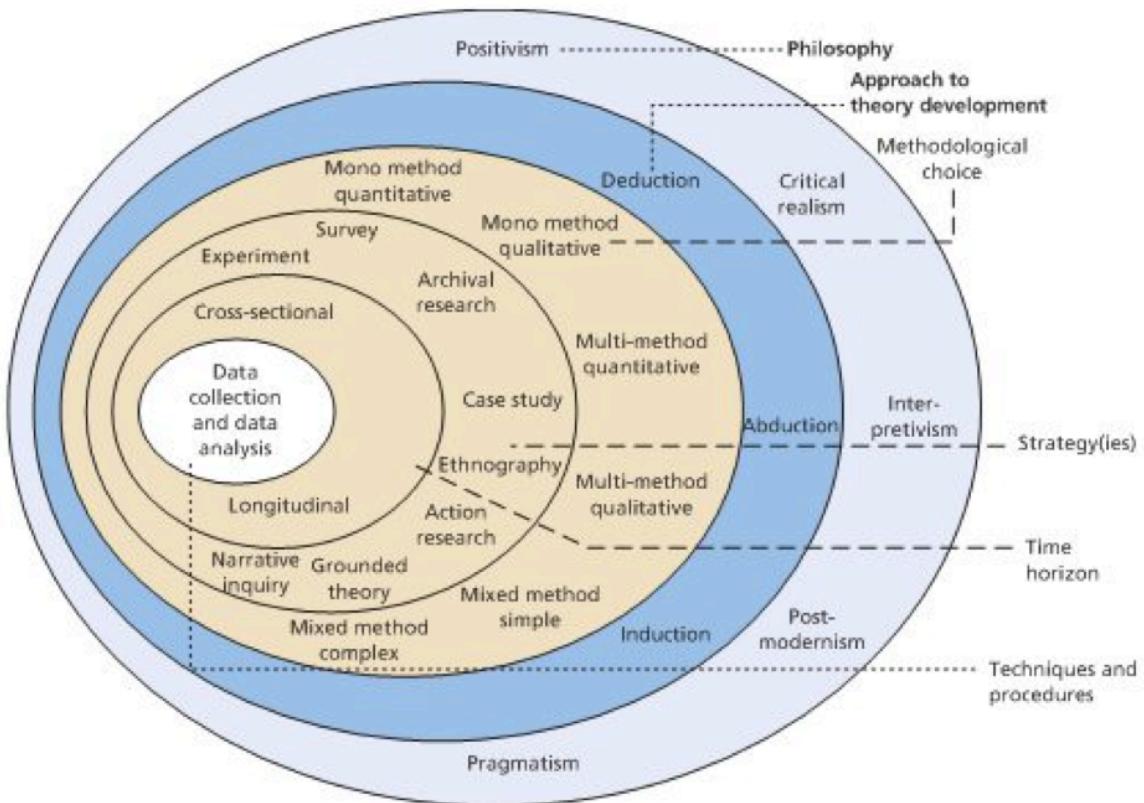


Figure 2: The *Research Onion*. (Source: Saunders et. al, 2015)

Research philosophy

Philosophy of science is about studying the methods, norms and rules and background within science (Egholm, 2014). When working with philosophy of science, it is necessary to choose which approach, also called paradigm, you are working within, because the choice of approach influence the understanding of what is being investigated, the choice of methods and finally how the findings should be analyzed and interpreted.

According to Saunders et. al's (2015, p. 124) research philosophy refers to "*a system of beliefs and assumptions about the development of knowledge*", and therefore concerns how knowledge is created in line with the assumptions that the researcher makes about the world.

The main philosophical positions applied are social constructionism and pragmatism. Social constructionism seeks to understand "*how the seemingly 'objective' features, such as industries, organizations and technologies, are constituted by subjective meanings of individuals....*" (Eriksson & Kovalainen, 2014, p: 21). Within this view, people construct their own views of reality making the reality socially constructed. The paradigm of social

constructionism has been applied in order to enable an approach to the research of subjective feelings, attitudes and associations as the project focus on customer-based brand equity. Elements of pragmatism are also applied, as pragmatism starts out with a research problem and aims for constructive knowledge that can contribute to practical solutions that inform future practice (Saunders et al, 2015). Since the aim of the project is to investigate how KH can enhance their brand equity, and a strategic plan for doing so will be proposed, a pragmatic approach is suitable, as it focus on knowledge construction that should be useful in action (Kelemen & Rumens, 2008).

Ontology and epistemology

Ontology and epistemology provides the basis for the philosophical position, and relates to each other in various ways depending on the research philosophy of the research.

Ontology refers to the nature of reality assumed by the researcher (Veal, 2011), hence the way of looking at the world. It also concerns the ideas about the existence of and relationships between people, society and the world, and the concept aims to understand and answer *what is there in the word?* (Eriksson & Kovalainen, 2014). Ontological assumptions embrace all methodological positions. In one end from the objectivist paradigm, the “real world” being studied is as seen by the researcher, and therefore only one true reality exists. On the other hand from a subjectivist approach, emphasis is put on varying views and realities perceived by the people being studied, and therefore multiple realities exist (Veal, 2011).

As the aim of this project and research question is not to discover one truth about the world, but to understand and uncover individual's attitudes and feelings in terms of brand equity towards KH, the adopted ontology is dominated by subjectivism assumptions, related to and consistent with the social constructionism. Subjectivism assumes that social reality is produced by social actors through interactions, meaning that the social actors can change their understanding and view of reality through social interaction. It acknowledges that multiple realities exist, as it is perceived and experienced different for each person, hence two similar realities cannot exist (Eriksson & Kovalainen, 2014). As the respondents perceive and experience the KH brand differently, as culture, context and history can influence their reality, the role of the researcher is to understand the social actors' (the respondents) subjective reality and their attitudes, feelings and associations in a way that is meaningful (Saunders et al., 2015).

In addition to ontology, it is also necessary to understand epistemology in relation to research as ontological and epistemological claims are closely related and usually discussed together. Epistemology concerns the questions *what is knowledge* and *what are the sources and limits of knowledge* (Eriksson & Kovalainen, 2014). It provides a background for deciding how the research can contribute to the generation of knowledge and what kinds of knowledge are legitimate and adequate (Saunders et al., 2015). As with ontology there is an objectivist and subjectivist view. According to the objectivist view it is possible that there exists an external and theory neutral world, and the researcher wants to discover the truth about the world through observable and measurable facts. Following the subjectivist view, there is no access to the world beyond own observations and interpretations. This project has a subjective view on epistemology as knowledge is considered as opinions and narratives, quality-data is not seen as observable phenomena but as attributed meanings. Furthermore knowledge is seen as problem-solving and contributing to future practice and not to generate law-like generalizations. (Saunders et al, 2015), in accordance with the pragmatic philosophical position.

When collecting empirical data, a distinction can be made between the quantitative and the qualitative method. Following the ontological view and in order to investigate the subjective meanings, focus will be on a qualitative approach, which correlates well with the social constructionism paradigm. Social constructivists usually rely on qualitative data collection methods, where the focus is on in-depth answers in order to understand the world as the respondents' experience (Kvale, 2002).

The pragmatic approach allows for multiple methods, and therefore quantitative methods will also be used.

Research approach

Both a deductive and inductive research approach will be applied, also referred to as abduction. It is extremely rare to have a pure form of only deductive or inductive reasoning, and one solely is not appropriate for the process of the project, hence abduction is applied. The term abduction was introduced by Charles Sanders Pierce (1974) in his work on logic of science, which makes use of both deductive and inductive reasoning approaches. Abduction can be understood as, inference to the best explanation, and Charles Sanders Pierce (1974) argues that the ontological approach and abduction is closely related, if not almost the same.

A brief introduction of the inductive and deductive approach is considered relevant in order to understand the reasoning flow throughout the assignment.

Deductive reasoning takes its point of departure in known theory and tests it on reality. The deductive approach explores a known theory, and deductive reasoning moves from the more general to the more specific. The approach is concerned with hypotheses that is derived and based on existing theory, and then testing the hypotheses (Veal, 2011). Even though this project doesn't state any hypothesis, it is the flow of reasoning that makes it deductive.

At first a comprehensive literature review including relevant theories and models is conducted, and the foundation of the research is based on already known theory. The empirical data is however not collected to confirm or reject the existing theory, but more to create the basis for creating a new strategy and theory, thereby adopting features from inductive reasoning.

Therefore the reasoning process adopts elements from both the deductive and inductive approach, making it abductive.

Research design

Peeling the layers of the research onion, the next element is research design that will be presented in the following part. The research design consists of three layers, research strategy, choices and time horizon, which form the frame of how the research questions are answered.

The purpose of this project is to develop a strategy for KH in order for them to strengthen their brand equity, which is based on their current situation and current brand equity. The goal is furthermore to ask open questions in order to discover and gain insights about a topic, which is reflected in the "how" and "what" questions in the research question. The main applied research design is therefore exploratory, as the purpose is to seek new insights, clarify a problem and ask questions (Saunders et al., 2015) to obtain an in-depth understanding. The aim is to explore the strategic options and actions KH can take in order to strengthen their brand equity. However a descriptive research design is also applied, as some parts of the project describes the phenomenon being studied, and the aim is to gain an understanding of KH's current situation (Saunders et al., 2015). Especially the quantitative data collected is descriptive.

The research strategy applied is a case study as it is an in-depth study of KH in its real-time setting. As the problem formulation should be answered based on a concrete example, KH,

the project is seen as a single-case study. Robert K. Yin (2014) defines a case study as: “*an empirical inquiry that investigates a contemporary phenomenon in depth and within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident*” (Yin, 2014). With a case study strategy it is possible to generate insights from in-depth and intensive research into the study in the real-life context leading to rich empirical descriptions and theory. Some elements from the action research strategy are also adopted. The action research strategy is applied and appropriate because the aim of the project is to develop a solution to a real organizational problem, where the researchers contributes with theoretical knowledge and then collaborates with practical knowledge in order to develop the best strategy for change (Small, 1995).

The case study and action research strategy correlates with the philosophical stance in the project, and can be applied within constructivism and pragmatism, the strategy is recognized within exploratory studies and the qualitative approach (Saunders et al., 2015).

The time horizon of the project is cross-sectional due to a natural time-constraint in terms of a set hand-in date, implying that data is analyzed and conclusions drawn at a specific point in time.

Data collection

As mentioned in the research design, both qualitative and quantitative data collection methods are used. Method triangulation is used in order to ensure that the findings are rich, robust, comprehensive and well developed. This part provides an overview of the different data collection methods conducted in the project, and furthermore outlines the application of secondary and primary data. Finally a critical reflection regarding the evaluation criteria of the data will end the section.

Secondary data collection and usage

Secondary data is characterized by being data that is not collected by own hand, but data that has been collected for another purpose by someone else. The data already exist, but can be used a second time, making the researcher the secondary user (Veal, 2011). Secondary data can include both quantitative and qualitative data and can be either raw data, where there has been little or no processing, or compiled data, that is somehow summarized or have been highly processed (Saunders et al., 2015) eg. articles and books. Secondary data can have a

variety of roles in research projects, varying from being the whole basis to being an incidental point of comparison. However for secondary data to be seen as it's own research method in its own right, it should contribute considerably to answering the research question (Veal, 2011).

The use of secondary data has its advantages and limitations, which will be touched upon briefly in the following part.

One of the main advantages of secondary data is the fewer resource requirements in terms of time and cost, which is valued when writing a Master thesis. Usually it is less time consuming to use data that already exist which also might be instantly available, rather than collecting it yourself. Secondary data is instantly available, saves time and cost and is thus attractive if it is sufficiently relevant and robust. Specifically the cost of collecting new data is avoided, and often the data can be higher-quality than the data obtained on your own (Smith, 2006).

Another advantage is the scale of the data. Secondary data may be based on larger samples than would otherwise be impossible and it is possible to include data from longitudinal studies, which could otherwise not be possible. Moreover the “trial and error” progress of those who collected the data can be exploited (Veal, 2011). Finally secondary data in forms of e.g. published articles and papers in renowned journals may be peer-reviewed beforehand, making the reliability and validity high (Ghauri & Grønhaug, 2005).

However as mentioned, several limitations are also present when using secondary data. One of the main challenges is the design of the data, meaning that the data has been designed for another purpose, and may therefore not be ideal for the new project. Furthermore the data may be outdated, as data can change over time, making it difficult to draw valid conclusions from. Even though many secondary data sources are likely to be of higher quality than the data collected by yourself, it can be difficult to assess the quality, and secondary sources should be evaluated carefully (Saunders et al., 2015). Finally analysis limitations may occur if access to raw data is not possible, which makes the opportunity for re-analysis limited.

In this project secondary data has been applied in terms of both qualitative and quantitative data from a variety of different sources. Research papers, scientific journals and articles, books and market analysis have been used and in order to ensure the relevance and suitability of the data, Saunders et al (2015, p: 336) three criteria for evaluating secondary data has been applied. The three steps are:

- *Overall suitability of data to research question(s) and objectives*
- *Precise suitability of data for analysis*
- *Assessment of cost and benefits*

These steps ensure that only the best suitable data is used, and data that has low relevance to the research question is discarded.

As pointed out there are both considerable advantages and limitation of using secondary data, but following the three steps for secondary data-collection ensures higher data reliability and validity, and helps to avoid the risk of a low quality study.

The secondary data has been applied to contribute to the researchers' knowledge and understanding of the field of research. Additionally through a literature review research gaps were identified which established the background for the stated problem formulation. The new framework of brand equity for a sports club and the theoretical field of strategy are furthermore based on academic articles and scientific journals. Finally the last part of the project has been supported by data from KH in terms of statistics to gain deeper insights about the organization and in addition to supplement the primary data.

Primary data collection and usage

Primary data are new data that are specifically collected for the purpose of the research project, making the researcher the primary user (Veal, 2011). As with secondary data, primary data can also have the form of being quantitative and qualitative.

The advantage of using primary data is that it is tailored specifically to the purpose and needs of your research and it is up to date. Furthermore there is no doubt regarding the quality of the data, as it has been collected by yourself, and is more objective as it is collected from the field, with no personal bias from previous researchers.

However, there are also limitations of primary data that is worth mentioning. Some of them are that it is very time-consuming and costly to collect data yourself compared to secondary data, and it requires a larger amount of resources, e.g. human resources and materials. A final limitation is that it is limited to the number of participants, time and place.

The primary data collection of this project consists of an online survey, two focus groups and two semi-structured interviews. In accordance with the explorative research design the main methods for collecting primary data will be qualitative in order to gain a better and deeper

understanding of the social phenomena being studied, than what only quantitative methods could gain.

Online survey

According to Saunders et al (2015) a case study research strategy can make use of a survey, and the questionnaire should be designed: "*in which each person is asked to respond to the same set of questions in a predetermined order (De Vaus 2014)*", (Saunders et al, 2015, p: 437). A survey provides an efficient way of collection data from a large sample size. The main objectives of the online survey are to measure the different levels of brand awareness of KH and to gather information about the different motives for consumers to attend handball matches. The data is used in the analysis of KH's brand awareness and serve as important input for the suggested strategy and tactics.

The questionnaire can either be completed with the researcher being present, e.g. face-to-face questionnaire, or without an interviewer being present. The survey is an online self-administered questionnaire, which allows the respondents to answer the questions whenever it suits them, while at the same time being anonymous. Making it anonymous minimize the risk of the respondents giving answers that please the researchers or conform their answers to what is believed socially desirable (Saunders et al, 2015), making the collected data more reliable.

Limitations to this data collection method are the lack of opportunity to ask follow-up questions, and the chance of lack of knowledge or experience by respondents to answer the questions, which may mean that some respondents are guessing, and thereby lower the reliability of the data.

Furthermore does the design and sampling of the questionnaire have a big impact on the reliability and validity of the collected data, and therefore a number of reservations must be taken, which is elaborated on later in this part.

Survey design

The survey consists of nine questions. Before the respondents enter the survey, they are presented with a short introduction and explanation of the purpose of the survey in order to ensure that they are aware of the purpose of their participation. The survey is structured first

with questions about KH's brand awareness, which will provide data about the top-of-mind awareness, recall and brand recognition. It should be noted that the top-of-mind brand awareness is measured in terms of aided brand awareness, meaning that respondents were prompted with brand names including KH on a list, instead of making it an open-ended question with no prompts.

In the following questions respondents are asked about different reasons for attending (more often) a handball match, and indicate the probability of them going to a handball match if their previous stated wishes for attending a match are fulfilled.

The final questions are about the respondents' demographics such as age and sex is asked, to ensure that only answers from respondents within the target group are used. The survey is listed in Appendix L.

The questions are simple closed questions and range from being in a multiple-choice format in terms of a list to rankings on a 4 point Likert-scale. The Likert scale answers have clear descriptions, e.g. "it will not increase" to "it will greatly increase", and no middle ground answer possibilities.

Closed-ended questions are chosen in order to make it easier and quicker for respondents to answer and because of the advantage of the easier analysis and interpretations, due to the predetermined answers.

Sample description

The survey was open for responses from July 6 - August 5, and was published and accessed through Facebook. A total of 195 people answered the survey, but only 147 matched the target group, meaning that 48 answers were discarded. The sample was distributed the following way:

- Male vs. female:
 - Females: 56 %
 - Males: 44 %
- Age:
 - 20-25 years: 25 %
 - 26-30 years: 53 %
 - 31-35 years: 22 %

- Occupation:
 - Student: 35 %
 - Employed: 63 %
 - Unemployed: 2 %

The sample size is within the target group as it has been pre-screened, it has a nice response ratio, however it is not representative and therefore the exact uncertainty cannot be calculated in terms of statistics.

Validity and reliability

It is necessary to ensure the quality of the data, which can be done by assessing the internal and content validity and reliability. Internal validity concerns the ability of the questionnaire to measure what is intended, whereas content validity concerns the extent to which the questions in the survey provides adequate coverage of the investigated questions (Saunders et al. 2015).

The survey is valid to the extent that all the objectives of the survey are met, meaning that the intended measures are fulfilled in a sufficient way as 147 participants answered the full questionnaire. Furthermore does some answers from the two focus groups support the answers and findings from the survey, which also strengthens the validity, as findings from the questionnaire represent the reality of what is being measured (Saunders et al. 2015).

Therefore the findings from the survey are deemed valid to use as a part for answering the research questions.

Even though the findings are deemed valid, it is not sufficient in its own right, they should also be reliable. Reliability refers to consistency and repeatability and concerns the quality of the measurement (Veal, 2011). The survey must present consistent findings at different times and under different conditions, which it is expected to do to a high degree. It should however be noted that personal attitudes and experiences can change over time, which can make findings inconsistent. The survey is deemed reliable as continuity is found in the answers, and answers are compared to each other.

Finally based on Saunders et al. (2015) guidelines to maximize the validity and reliability of the data, the individual questions are cautious designed, the visual design of the survey is easy and simple, a clear explanation of the purpose of the survey is stated, and finally the survey was tested before being published.

Focus-group

Two focus-groups have been conducted, with the aim of gathering insights about the different components of KH's brand equity and their communication.

Focus-groups are widely used in academic marketing research (Eriksson & Kovalainen, 2014), and the focus-group method is used to gain a deeper understanding of consumer attitudes, perceptions, needs and preferences towards KH. The main objective of the focus group is to investigate and measure some of the dimensions of KH's brand equity, and to gain a more rich and detailed understanding of this than only through data provided by the survey. The data is used in the analysis of KH's brand equity, while some of the proposed tactics are based on inputs from the participants.

Focus groups usually consist of 4-10 people, a moderator that manages the interview, but who still remain objective in order not to affect the other respondents (Kvale & Brinkmann, 2009). The aim of a focus group is to create a dialogue around different topics in order to generate a discussion where respondents' attitudes and reactions are uncovered. In focus-groups the "snow-ball" effect often occur, as the respondents react on other respondents opinions, which further promotes discussion and elaboration. The focus groups are not conducted with the aim of agreeing or presenting solutions to the questions asked, but to uncover the different points of views on KH.

The main advantage of making a focus-group is that it allows the participants' attitudes and perceptions to be discovered in a different way through discussion, stimulation and inspiration from the other participants than e.g. an one-one interview could do. Furthermore it is a good method to collect detailed and rich data (Eriksson & Kovalainen, 2014).

Limitations to this method are the lack of generalizability due to the small sample size that might not be a good representation of the larger population and less control over the proceeding as with individual interviews. Moreover there is a risk of group conformity, where one opinion is followed (Bryman & Bell, 2011). This did however not seem as a problem in the two focus groups, where different viewpoints were expressed, but at the same allowing for agreements on some areas.

Focus-group design

Two focus groups were conducted with respectively six participants. In both focus groups the agenda was introduced at the beginning, followed by a short presentation of each participant, while refreshments were served. A semi-structured focus-group guide was made beforehand

with topics that needed to be covered, also containing few questions within each topic (Appendix M). The focus-group guide consisted of open-ended questions only, in terms of both grand tour questions in order to introduce topics and themes and invite people to share their experiences, and some planned prompt questions with the purpose of exploring a more specific area.

The focus group sessions took place in natural settings, a living room, as it is argued that it is in natural settings that people negotiate the meanings they live by (Eriksson & Kovalainen, 2014).

One of the researchers of this project functioned as the moderator, who presented topics to be discussed. The moderator supported the group dynamic by engaging a little in the discussion, but at the same time being aware of creating a safe atmosphere and conditions where participants could express their personal opinions. To ensure this, participants were informed that the discussed topics would be treated with confidentiality, and that they will act anonymously in the project.

Open-ended questions were asked in a natural flow, also allowing participants to ask follow-up question, which encourage participants to interact with each other. The moderator made sure that everyone had the chance to express themselves, though without pressuring participants not willing to speak.

See Appendix R & S for transcriptions of focus groups.

Sample description

The focus groups took place July 17th 2017 and July 25th, and lasted approximately one hour each. The participants were all between 20-35 years old, and in each focus group it was made sure that both KH spectators and non-spectators were present, in order to provide the best possible quality in the discussion. In the first focus-group, four women and two men were present, while at the other focus-group, three women and three men were participating. The participants were recruited through word-of-mouth and social networks. None of the participants knew all the other participants, but everyone knew one or two of the other participants in order to ensure a relaxed setting but at the same time to avoid an unserious discussion.

Semi-structured interview

Qualitative interviews are the last chosen method for data-collection, and two semi-structured face-to-face interviews have been conducted.

According to Saunders et al. (2015, p: 388), the research interview is “*a purposeful conversation between two or more people*”. The qualitative interview tries to understand the world from the perspective of the interviewee’s view, unfold the meaning that relates to their experiences and a good way to gain insights into their opinions, activities and experiences (Kvale & Brinkmann, 2009). The interviews are used to gather valid and reliable data that are relevant for the research questions and objectives.

The objectives for the interviews are to gain insights on KH’s strategy, the organization, the industry they operate in and to get a picture and understanding of the KH customer journey. The data from the interviews are mainly used in relation to the internal analysis, strategy formulation and the customer activity cycle.

The semi-structured interviews were non-standardized, and a good way to study both “what” and how questions. In semi-structured interviews the researcher make a pre-designed outline of themes, topics or issues to be covered. The order of the questions may vary depending on the flow of the conversation. An advantage of the possibility of varying the wording and order of the questions is that the material is somewhat comprehensive and systematic, while the tone of the interview is fairly informal and conversational (Eriksson & Kovalainen, 2014). A challenge of using a semi-structured interview guide is however to take care of all the outlined themes and topics, while at the same time being prepared to probe for elaboration and more in-depth answers.

In an exploratory study, the semi-structured interviews are a good way to explore what is happening and to understand the context.

The advantage of using interviews is the detailed information obtained, and the possibility of asking for elaboration or follow-up questions. Furthermore did the interviews increase the knowledge base of the researchers, as important information not available other place was revealed.

The main disadvantage of the interviews is the issues of bias. Interviewer bias occur when the tone, comments or non-verbal behavior of the interviewer creates bias in the way that the respondent answers the questions, or the interviewer can demonstrate bias through the way responses are interpreted.

Interview design

The two interviews took place on August 4th and August 25th, in KH's office on Frederiksberg. Both interviews were made with the commercial manager of KH Janni Møller Thomsen (JMT), who was chosen due to her profession and expert knowledge within the area of the project. The interviewers had brought a semi-structured interview guide (Appendix N & O) for both interviews to make sure that the desired topics would be covered. One researcher took the lead as the interviewer, to ensure a coherent interview process, while the other interviewer supplemented when necessary. Both interviews had a natural flow, and all the desired topics were covered.

Quality criteria

The applied quality criteria depends on the philosophical stance of the project, and the quality criterias of quantitative research, validity and reliability, does not necessary fit qualitative research (Eriksson & Kovalainen, 2014). Not applying the most suitable quality criteria, can lead to poor quality research. Several of the concepts used to asses the quality of qualitative research originates however from the quantitative evaluation criteria. Due to the mainly qualitative approach and the subjective epistemology in this project, the evaluation criteria's of Lincoln and Guba (1985) have been adopted to evaluate the overall trustworthiness and quality of the project. Instead of validity and reliability, they suggest the parallel concept of trustworthiness, containing the aspects of credibility, dependability, transferability and conformability.

Aspect	Scientific Term	Naturalistic Term
Truth value	Internal Validity	Credibility
Applicability	External Validity / Generalisability	Transferability
Consistency	Reliability	Dependability
Neutrality	Objectivity	Conformability

Figure 3: Scientific and Naturalistic terms appropriate to the four aspects of trustworthiness.
(Source: Lincoln & Guba, 1985)

Credibility concerns the truth of the research findings, and whether the findings are congruent with reality. Lincoln and Guba (1985) argue that this is the most important aspect for creating trustworthiness. In order to ensure and increase the credibility of the project, method triangulation is applied. The use of different methods compensates for each individual's

weaknesses but exploits their respective strengths. Furthermore is a wide range of participants involved, which is one way to triangulate data sources. With data source triangulation different individual viewpoints and experiences can be verified against each other and the findings are constructed based on contributions from different people. Finally member checks (Lincoln & Guba, 1985) have been applied, where participants were asked to read the transcribed focus groups interviews in which they have participated, to make sure that what they said during the focus group actually match what they intended.

Transferability “*is concerned with the extent to which the findings of one study can be applied to other situations*” (Merriam, 2009, p: 223). Transferability is not about pure replication, but rather about if some sort of similarity could be found in other research settings and contexts (Eriksson & Kovalainen, 2014). It is the researchers’ responsibility to ensure that sufficient information about their work, data collection and the boundaries of the project are provided. To increase the transferability of this project, a thorough method section is made, which describes how data is collected and used, and furthermore descriptions of the research questions, design and findings are included. The thick description allows readers to gain a proper understanding of the project and thereby enables them to compare this study and context to other possible research contexts.

Dependability addresses the issue of reliability, which concerns the consistency and repeatability of the findings (Eriksson & Kovalainen, 2014). Lincoln and Guba (1985) emphasize the close connection between credibility and dependability arguing that, in practice, increasing the credibility will be one step to ensure the dependability. Researchers should make sure that if someone else looked at their data, they would discover similar findings, interpretations and conclusions about the data. In order to increase the dependability of this research the research design, context and process are reported in detail and transcriptions of interviews are included, allowing other researchers to repeat the work. The other researchers are however responsible for evaluating how sensible the transfer is.

Conformability is also associated with objectivity and refers to the idea that interpretations and findings are linked to the data in a way that is easily understood by others, and is not just “*imaginings*” and biased by the researcher (Eriksson & Kovalainen, 2014). The concept of conformability is therefore the researchers comparable to objectivity. Patton (1990) does however recognize the difficulty of ensuring real objectivity, as the research is designed by

human beings, making the researcher's bias inevitable. Steps are taken to ensure that the findings are a result of the participants' experiences and opinions, rather than the researcher's preferences. As mentioned earlier, method triangulation is applied, to reduce the effect of researcher bias. Furthermore when predispositions, assumptions and beliefs by the researchers were necessary, they are clearly stated and described in the project. Finally being two researchers enhance the conformability of the project compared to being only one researcher, as to people provide their perspectives on the findings, making it a more comprehensive and thorough assessment.

Ethics and morale

It is necessary to consider ethics and morale when using semi-structured interviews and focus groups. Kvale (2002, p: 115) states: "*An interview study is a morale enterprise. The personal interaction during the interview affects the interviewee, and the knowledge the interview produces, affects our understanding of the person's situation*". It is acknowledged that the context the interview situation is in has an affect on the participants' answers. It is therefore necessary to take some actions that can minimize this. Therefore it was made sure that all the participants for the focus groups were volunteers, and it was taken into account to find a time that more or less suited everyone. At the beginning the participants were made aware that they would appear anonymous in the project, and would instead of names be presented as participant A, participant B, etc.

Finally after each interview, it was chosen to send out an email to the participants saying that if they had any questions or concerns that they would like to clarify, they were more than welcome to contact the researchers.

Summarizing methodological approach

The following framework sums up the scientific approach and methodological choices.

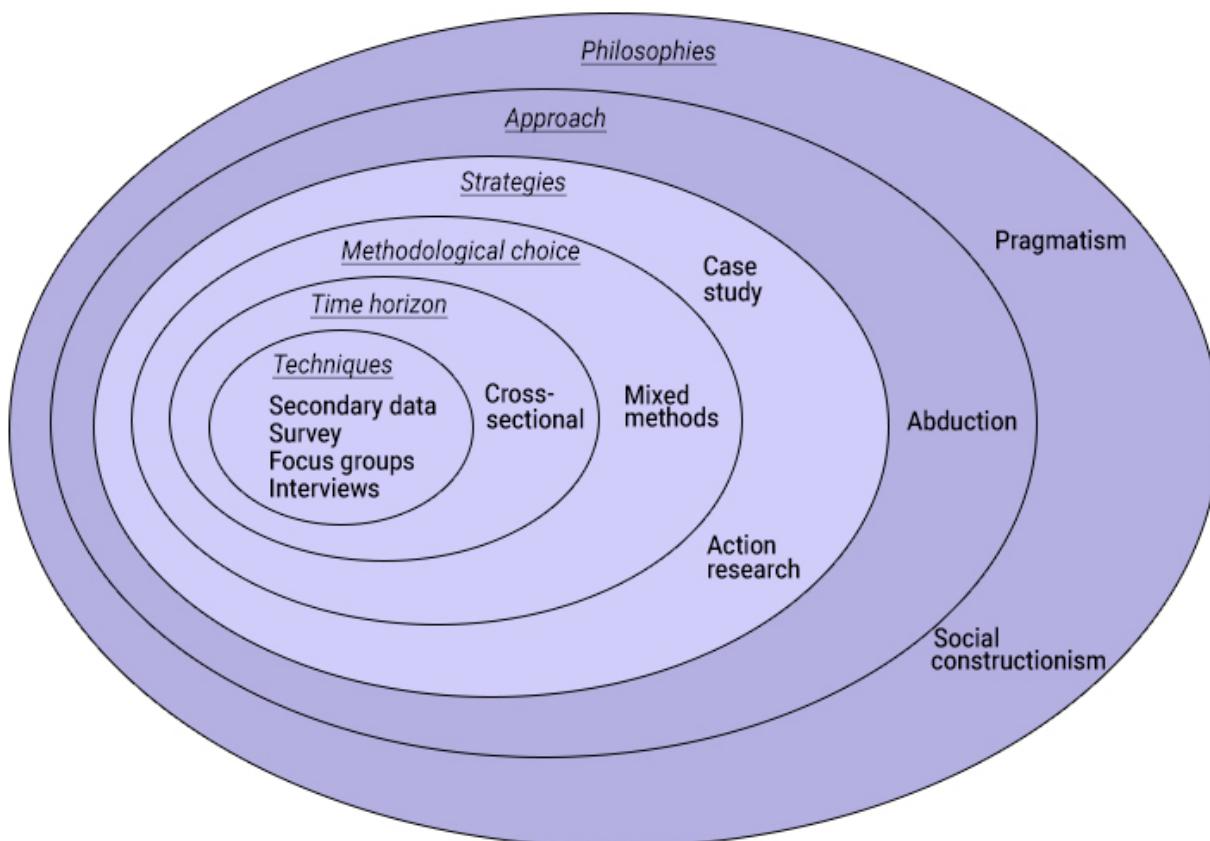


Figure 4: *Research Onion* for this project. (Source: own creation)

Chapter 3 - Theoretical outline

In the following part, the theories, models and frameworks that will be applied in the analysis and in the strategic part are presented. These are chosen in order to be able to fully answer the sub-questions as well as the overall main research question. Various theorists have been selected who both supplement and contradict each other, as their different viewpoints all contribute to a better understanding of the different theoretical themes in the project.

Choice of target group

When choosing the target audience for KH certain factors must be considered. According to KH the club has been highly focused on attracting the younger crowds by cooperating with

local girls' handball clubs. They have had an emphasis on the U10 and U12 girls and have already invested a lot in attracting this age group to their games (JMT, Appendix T). It would therefore be reasonable to consider another age group in order to broaden their crowd and increase demand.

To achieve growth and increase profitability a sports organization can innovate its sporting events (Yoshida et al, 2013). Yoshida et al (2013) found that the younger consumers are more influenced by the innovativeness making them a unique target group for this project. The younger Danish segments are of interest as they attend more live sport events on a local level than the older parts of the population (Appendix C). One can tell by these numbers that the younger Danes more often go to sports events making it more reasonable that KH can attract them to their games. The youngest and most active group of 15-19 years old will not be considered, as they have already been a target of KH. Even though the younger Danish population more often attends sporting events they are not the ones filling up the Danish handball arenas. The attendants in the Danish handball arenas are mostly the middle-aged segments (Nielsen et al, 2017). This is a long-term challenge and the spectator age composition should be broadened in order to increase the demand level of Danish live handball. The report (Nielsen et al, 2017) recommends a focus on attracting the younger segment as it could be advantageous to secure future demand. Furthermore the younger segments between 20-40 years are the most populous in the Copenhagen area (Appendix D) which will be the focus area of this project. The choice of the Copenhagen area is based on the fact that KH plays its games in an arena located in Frederiksberg.

Based on the above factors the chosen target segment for KH will be males and females of the age 20-35 years living in the Copenhagen area. This is believed to be an attractive target group for the club as it is so far an unexplored segment with great potential.

Gender	Age group	Place of residence
Male and female	20 – 35 years old	Copenhagen

The concept of brands and branding

“A product is something that is made in a factory; a brand is something that is bought by a customer. A product can be copied; a brand is unique. A product can be quickly outdated; a successful brand is timeless” (Stephen King in Aaker 1991, p: 1).

Branding has been around for decades, and the concept of how to best brand a product, service or company is constantly discussed. Branding is still a complex topic, which seems to always have changing definitions, new meanings and shifting ways of practice. Within recent years, especially social media and the Internet in general have had a great impact on the branding concept. There seems to be no common understanding of branding, despite the much debated concept in the academic world (Wood, 2000).

One of the most common definitions used for a brand, is that of the American Marketing Association:

“a name, term, sign, symbol or design, or a combination of these, intended to identify goods or services of one seller or group of sellers, and to differentiate them for those of a competitor.”

(Kotler & Keller, 2013, p: 140)

Following this definition, a brand is a set of visual and/or verbal cues that is part of a product's tangible features (De pelsmacker et al., 2013). To differentiate the offering from other competitors with the same offering satisfying the same needs, the brand adds the extra dimension that makes the differentiation. Branding is about that the brand should be identified and differentiated, either functional or visual from competitors, making the focus on the marketer only.

This definition has however been criticized for being too product-oriented, by only focusing on functional and visual brand elements such as the name, logo etc. (Crainer, 1995).

In contemporary and modern marketing a brand is defined by a number of experienced added values, which are beyond the purely functional value. A transverse feature is that the branded product differs from the non-branded product by the virtue of the consumer's overall perception, assessments and emotions connected to the product (Andersen et al., 2014). The differences may either be tangible, intangible, functional, rational, symbolic or emotional, which the following broader and dynamic definition has emphasis on:

“A brand is an entity which offers customers (and other relevant parties) added value over and above its functional performance.”

(Schultz et. al., 2015, p: 10)

Focusing on the benefits provided over and above the ones provided by only the product itself, e.g. psychological benefits, moves towards a more customer-embracing view of the brand and the relationship that can occur between the two.

Furthermore this approach to branding is in line with branding of experiences. Pine & Gilmore (1998) argue that an experience is something personal that only exist in the mind of an individual, who has been engaged on an emotional or physical level. Hence, an experience is heterogeneous as the experience is created and consumed at the same time and it originates from the individual's state of mind and the staged event. Therefore consumers cannot access the attributes by physical examination only, which makes the brand extra important as an indicator for quality or other benefits for the consumers (Keller, 2013).

In all industries – whether it is physical products, services, experience products or digital products, the competition between companies' offerings are tough and intense (Andersen et al., 2014). Therefore there is a need to stand out from the crowd. Tom Peters (1995) puts it this way: *"In an increasingly crowded marketplace, fools will compete on price. Winners will find a way to create lasting value in the customer's mind."* (Andersen et al., 2014, p: 375).

In line with that products and services increasingly are becoming more and more alike, it is the company or product brand that to a high degree is the central and bearing element in the marketing. It is acknowledged that a brand is one of the most important and valuable assets an organization has, and realizing how it creates value is one of the keys for creating and maintaining market leadership (Interbrand, 2009).

A strong and credible brand guarantees a certain amount of quality, making the satisfied consumer easily choose the product again. Furthermore does brand loyalty provide a high degree of demand for the company's offerings, creates high barriers to entry, and often results in a higher willingness to pay a premium price by consumers. Although it is possible for competitors to copy certain processes and e.g. product designs, it is impossible for them to match the lasting impressions created in the minds of the consumers, thus branding can be a very powerful source of competitive advantage (Kotler & Keller, 2013).

Branding in sports

As mentioned above, branding has been discussed for decades, and the importance of brands and branding is not to be mistaken.

The commercialization and globalization of sports have influenced the marketing of brands within the sports industry, and today branding functions as a key factor in marketing activities. However within team sports organizations, the strategic focus is often on the short-term goals, winning, instead of the long-term marketing strategies around building a brand. As a result marketers frequently underestimate the impact and power of the brand on customer consumption, where the product is usually in focus (Byers, 2015).

Many sports teams, clubs, leagues and events e.g. Manchester United, NBA and The Olympic Games, have already managed to build strong brands that are well-known and recognized by millions of worldwide consumers.

As mentioned earlier a brand can have many definitions, but in the context of sports, the brand “means that a product or a service, such as type of sports (e.g. basketball) or an event (world championships) or a person (athlete) and institutions (club, federation) can be perceived as a brand.” (Pedersen, 2004, p: 47), and the concept of branding can be described as the creation of “a brand with an image that perfectly matches the image that the target markets(s) seek association with”. (O'Reilley & Séguin, 2013, p: 156).

The brand itself has to set itself apart from competitors within the environment that the sport organizations operate in, while it at the same time also is important that the brand image matches the one that the target markets seek (Byers, 2015).

A sports brand can provoke loyalty, emotional connection, and passion for a team, organization or league, which is not usually found within other industries, thereby differentiating a sports brand from a traditional brand. However as with any other brand, sports consumers base their purchase decision on perception, awareness and attachment to their favorite club or team (Byers, 2015).

Branding is crucial for sports clubs and teams, and the benefits are numerous for creating a strong and consistent brand. Essentially a brand and branding invoke trust among customers, stakeholders and sponsors within a sports organization.

Obviously and almost always, there are other teams playing the same kind of sports, which can make a club disappear in the crowd. Hence, when trying to attract new spectators, a clear brand and unique brand identity is necessary in order to give the customers a reason to come and cheer for your club and not the competing one. Additionally sports club branding activities

can increase loyalty and trust among the consumers. The right branding tactics can create opportunities for people to feel they are a part of your club and identify themselves with it. Creating a personality that consumers relate to, can foster an emotional connection between the club and consumer.

The perception of value of the sports brand can increase, with a congruent and consistent brand image across all communications channels that make the brand appear more credible and professional. Finally branding pays off in the long term as when consumers become more aware and familiar of the brand/club, it will be easier to win over new fans (Schäferhoff, 2016). Branding of sport is however also characterized by some challenges. First of all, the heterogeneous customer groups. The customer groups for sports have all kinds of backgrounds, they are men, women and children and all of them have different wants and needs. Thus, the customer base is very complex compared to other brands (Schilhaneck, 2008). The quality and on-field performance is also a challenge in the branding process. The event (game) is produced and consumed at the same time, therefore the consumers are not left with anything else than experiencing the game. Consequently the match becomes the vital part in the service delivery process, but the uncertainty and uncontrollable factor of the opposing team cannot guarantee a win and a consistent level of quality (Schilhaneck, 2008).

Brand equity

The term brand equity is used to indicate the value of a brand, hence it is the value added to a product by virtue of its brand name (Yoo et. al., 2000).

Two main perspectives of assessing and measuring brand equity can be identified from the academic studies, the financial and customer-based view. The financial brand equity refers to the financial value of the brand for the company, whereas customer-based brand equity relates to the underlying customer and marketing related components of brand equity (De Pelsmacker et al., 2013). As the focus of this project is on brand equity from a consumer and marketing perspective, the concept of financial brand equity is left out in the literature review, as well as throughout the rest of the project. Therefore when mentioning brand equity during the rest of the project, there is referred to customer-based brand equity.

As well as with brands and branding, brand equity has many definitions, but according to David Aaker (1991), one of the leading branding experts in the world, brand equity is:

"A set of assets and liabilities linked to a brand, its name and symbol, that adds to or subtracts from the value provided by a product or service to a firm and/or to that firm's customers"
(p: 12).

David Aaker borrowed the term **equity** from the financial world, but for a marketer, customer-based brand equity is far more important than the financial brand value. Following this definition, brand equity is a set of assets, thus brand equity management includes investment in creating and enhancing these assets. The four major assets categories are brand awareness, brand loyalty, perceived quality and brand associations (Aaker, 1996), which will be elaborated on later.

Ross (2006) rephrased Aaker (1991) by stipulating that "*brand equity increases the probability of brand choice, customer (retailer) retention, profit margins, willingness to pay premium prices, customer search, marketing communication effectiveness, positive word-of-mouth, brand licensing opportunities, and brand extensions*" (p:23).

Like the phrase indicates, having high or strong brand equity, meaning that the consumers perceive "added value" of buying a specific brand, has several advantages for the company and consumers. Each brand equity component creates value in a variety of different ways, but for the assets and liabilities to underlie brand equity, they must be linked to the name and symbol of the brand. The value that each component creates will be elaborated on in the following part.

Brand equity framework

As the problem statement states, the aim of this project is to investigate how KH can improve and strengthen their brand equity. It is argued that there is no suitable framework for assessing the brand equity for a sports club in this specific context in the existing literature, and therefore a new and more suitable framework for assessing the brand equity for sports brands is developed. The new framework includes the most relevant and important brand equity components for a sports club, and will be used for assessing KH's brand equity.

The point of departure for re-conceptualizing brand equity is taken in the well-known framework developed by Aaker (1996), which consists of four different brand equity components. It is proposed as a starting point but not necessarily an optimum set in all contexts, and modifications may be necessary to fit the given context (Aaker, 1996).

Furthermore does Aaker (1996) have a more general and traditional approach for assessing brand equity, and therefore there is a need for developing a new brand equity framework more adopted towards sports brands which also considers the distinctive nature of service products, which sport is argued to be.

Inspiration for other important and relevant brand equity components is found in Christodoulides et al's (2006) brand equity framework for online brands, ORS Brand Equity. The ORS framework acknowledges consumers as co-creators of brand value and emphasizes on the effects of online communication. However since this framework assess the brand equity of online brands, which KH is argued not to be, the components from the framework have been modified a bit to be more proper and suitable for sports brands.

Thus, the new brand equity framework will both put emphasis on the more traditional and well-known components of brand equity (Aaker, 1996), while it at the same time also explores a more recent approach to brand equity (Christodoulides et al., 2016) which recognize new trends.

Developing the new brand equity framework

In order to provide an understanding of the new framework and the reasoning behind it, the two frameworks are presented below.

Aaker (1996) Brand Equity Model

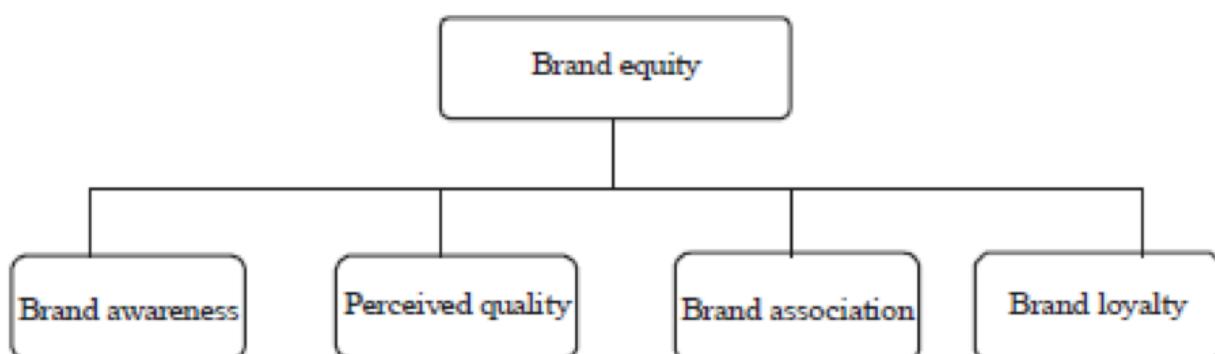


Figure 5: Brand Equity model. (Source: Aaker, 1996)

Christodoulides et al. (2006) ORS Brand Equity

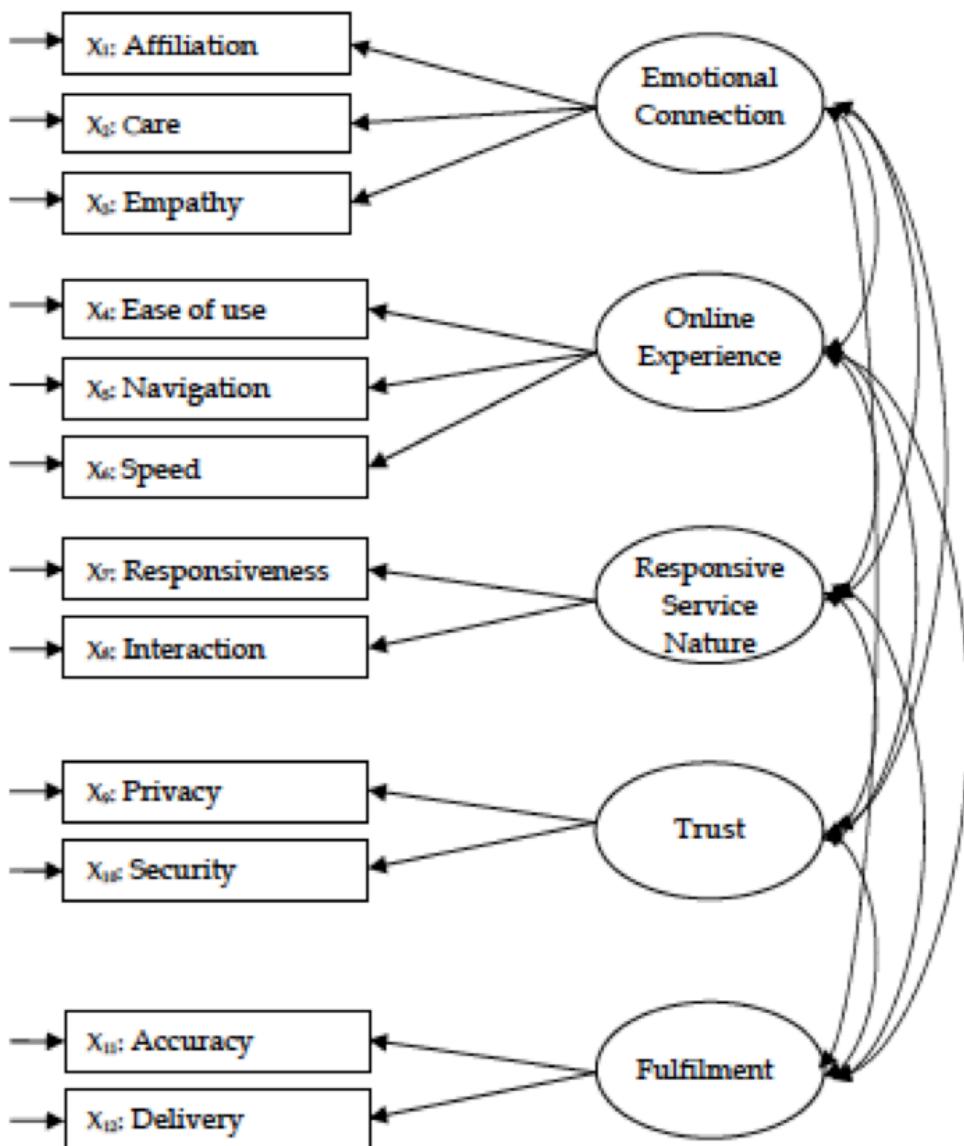


Figure 6: ORS Brand Equity: (Source: Christodoulides et al., 2006)

As mentioned earlier, the new framework is an extension of Aaker's (1996) proposed framework, where some components are added with inspiration from the ORS framework. Therefore only the appropriate and used components for the new sports brand equity framework are elaborated on in the following part.

Brand awareness

Brand awareness is the first component of building brand equity for sports brands and refers to the strength of a brand in the consumer's mind. It is important to establish the brand with the consumers so they are aware of the brand and the services. Brand awareness includes a continuum ranging from an unsure feeling that the brand is recognized, to a belief that it is the only one in the product class (Aaker, 1991). Three different levels of awareness, recognition, recall and top-of-mind present this continuum—mind. Brand recognition is the minimum level of brand awareness and reflects familiarity from previous exposure. Recall is the next level, and a brand is said to have recall if the brand comes to mind when the product class of the brand is mentioned. The top level is top-of-mind awareness, which is a special position achieved when the brand is first named in an unaided recall task. Brand knowledge refers to whether you know what the brand stands for.

Brand awareness creates value in different ways, as it can increase the possibility that consumers consider the brand for consumption, it creates a sense of familiarity, it can be influential in brand associations, and finally it affects the consideration and purchase phase by the consumers (Byers, 2015).

Brand awareness is argued to be very important for sports brands as well as for other brands, as brand awareness is the key foundation for further building the next steps of brand equity. Therefore, brand awareness is the first component in the new brand equity framework.

Associations

Brand associations are the intangible sets of association that are created with and linked to the brand in the memory of the consumer, and the brand equity is greatly supported by the associations that the consumers make with the brand (Aaker, 1996). The associations can comprise anything from product attributes, a particular symbol, a feeling or lifestyle, to a certain symbol. The associations should be strong, unique, favorable and positive and should be a result of the brand's communication and the consumers' experiences with the brand (Andersen et. al, 2014).

The associations are also linked and driven by the brand identity - what the organization wants the brand to stand for in the customer's mind (Aaker, 1996). The associations have different levels of strength, and a link to a brand will be stronger when it is based on many exposures to communication and experiences rather than few.

According to Aaker (1996) the brand associations can be structured into three perspectives of the brand: value (the brand as product), brand personality (the brand-as-person) and organizational associations (brand-as-organization). These perspectives can uncover the values consumers get from the brand, and identify whether they are functional or emotional. The underlying value of a brand name is often its meaning to the consumers – the sets of associations, which represent foundations for purchase decisions and brand loyalty. The value provided by associations is conveyed in a variety of ways. Associations help to differentiate the brand, generate a reason to buy, create positive attitudes and provide a basis for extensions by creating a kind of fit between the brand name and a new service/product.

Associations are also an important component to include as they reveal how consumers understand and perceive the brand, and determine what kind of value the brand provides for its consumers. Especially the perspective of the brand as person is vital, as in sports it is important for many consumers that they are able to identify themselves with their club and team.

Perceived quality

Another component of brand equity is the perceived quality. Perceived quality can be defined as the overall perception of a product or service by consumers with respect to its intended purpose compared to similar products/services. Perceived quality is therefore a perception by customers – an intangible overall feeling, and cannot necessarily be determined objectively. However it is usually based on the underlying characteristics of the product or service such as reliability and performance (Aaker, 1991).

The perceived quality in relation to sports has different dimensions, but can be seen as the game performance and result. These intangible features of a sports club such as their current success and strength of the team greatly affect the picture of the brand. It is however very difficult to maintain a consistent level of quality in this regard, due to uncontrollable factors - the performance of the opposing team. Therefor sports brands “*should try to standardize their performance spectrum peripheral to the sporting event, as in this way an alternative point of reference is created for a constant perception of quality*” (Schilhaneck, 2008, p: 46). The perceived quality should therefore also be seen in relation to the overall service provided including intangible and tangible factors ranging from the personnel, the facilities to the infrastructure in and around the sports venue. Success and winning is absolutely important, but not the only determinator of quality.

Perceived quality provides value in several ways. First of all does perceived quality provide an essential reason-to buy, a perceived quality advantage provides the opportunity of setting a premium price and it can function as an principal positioning characteristic of the brand (Aaker, 1991).

Experience

Christodoulides et al. (2006) use the term experience related to the online universe, but it is in this framework revised a bit, since the focus will not be on the experience in the online universe, but mainly on the consumer experience at the actual sports event (the match). This component involves the service encounter, which can have a great impact on consumers' perception of the sports club, as the consumers experience the brand in real-time. Berry (2002) suggests that the experience is one of the primary influencers on consumers. Given that a sports game or event is a service product, hence the core product (i.e the game) is intangible, subjective and have an unpredictable outcome, the customer experience have a great impact on the service product.

The element of atmosphere in the experience is also perceived important in the sports setting, and is the subjective excitement and level of entertainment provided to the consumers at the event (Brooks, 1994). As stated by Gladden et al. (1998), "*Providing atmosphere is important. If we remember that the sport customer takes nothing away from an athletic event other than memories of their experience, the importance of atmosphere becomes evident*" (p. 10). Underwood et al. (2001) states that sports clubs should try to make the sport venue a place that characterizes what they stand for and where a unique atmosphere can help to generate the emotional connection that is necessary to retrieve loyal consumers.

It is crucial for sports brand to create and provide an experience besides the team performance, in order to ensure a satisfying experience independent of the game result. Furthermore is the experience itself an important element of customer satisfaction, perceived quality and loyalty (Ross, 2006). Consequently is experience included as the fourth component of brand equity for sports brands.

Emotional connection

The emotional connection is one of the keys to a long-lasting relationship and should therefore be included in the top of the framework. Especially in relation to sports clubs, the emotional connection and attachment towards teams and clubs are vital.

As Berry (2002) express, great brands make strong emotional connection with their consumers, as the brands need to create and generate emotional value and move further than the economic and functional value. Sports clubs have the capability to generate an emotional connection and response from their consumers that is greater than in other industries (Underwood et al., 2001). High levels of consumer commitment and emotional involvement typically characterize sports (Sutton et al., 1997) and fans derive strength and a sense of identity from their affiliation with a team and club. Sports consumers can see the team and club as an extension of themselves, making success equivalent to personal success and, or failure to similar personal failure. Because the benefits of a sports brand usually is intangible and emotional, it is important to nurture and fill up the “emotional bank account”, to maintain the sense of belonging, trust and loyalty of the fans to the brand (Richelieu et al., 2011). Exploiting the strong emotional connection and commitment of sports consumers, is a step for sports clubs to create and strengthen their brand equity while positioning themselves as a strong brand in the market.

Loyalty

Brand loyalty of the consumer base is the core and the most essential part of brand equity, also in this context relating to sports clubs. Loyalty reflects how likely a consumers is to switch to a competing brand, especially when the brand makes a price or product feature change (Aaker, 1996). O'Reilly and Séguin (2013) stated: *“If they (customers) continue to purchase the brand, even in the face of competitors with superior features, price, and convenience, substantial value exists in the brand”* (p: 160).

There are several layers of loyalty, ranging from the bottom loyalty level of the non-loyal buyers, who are indifferent to the brand, to the top loyalty level with the ultimate committed buyer. Loyalty ensures repeat purchases from consumers, which itself is a value, as it is more expensive to recruit new consumers than to keep the existing ones. It is also value-adding that some of the loyal consumers will recommend the brand in a positive manner for other possible consumers, hence a positive effect of word-of-mouth (WOM). WOM is extremely credible and therefore an efficient way of persuading new consumers. Finally is the financial gain of loyal consumers as they are more resistant to price reduction from competing brands and are stable

and repeatable in the purchases (Andersen, et. al., 2014). Loyalty research within sports has proposed that loyal consumers have positive and strong attitudes towards their team and club, and exhibit repeat purchase behavior (Mahony, et. al, 2000).

The new brand equity framework



Figure 7: The new brand equity framework. (Source: own creation).

Experience

In the previous paragraph the importance of experiences in building brand equity is explained and it is outlined how crucial the experience element is for a sports club like KH.

With their groundbreaking article in *Welcome to the Experience Economy* (1998) Pine and Gilmore put the importance of creating customer experiences on the agenda. According to them experiences are distinct from products and services, and more customers desire experiences. As products and services have become commoditized, companies respond by offering experiences. Today, the competitive battleground for companies lies in creating lasting and engaging experiences. In order to be successful, companies must stage engaging experiences and not just add an experiential element to their initial offering. According to Pine & Gilmore (1998) an experience occurs “*when a company intentionally uses services as the stage, and goods as props, to engage individual customers in a way that creates a memorable event*” (p: 98). They are distinct economic offerings that are more valuable than the service provided. Experiences are personal as they are happening in the individual consumer’s mind. It means that the experience is different for each customer.

Something memorable is created in the mind of the individual customer based on his or her interaction with the staged event of the provider.

According to Pine & Gilmore (1999) companies must design experiences that are worthy to be charged admission for. They present a grid with two dimensions as a way to think of experiences. The first dimension relates to customer participation with a scale ranging from passive to active participation. As a passive participant one is observing or listening without affecting the performance, whereas an active participant plays a key role in the performance and actively contributes to the experience. The second dimension concerns connection, uniting the customers with the performance with a scale ranging from absorption to immersion. In absorption the customer absorbs the performance happening in front of them whereas



Figure 8: The Four Realms of an Experience.
(Source: Pine & Gilmore, 1999)

immersion refers to situations where the customer is immersed in the sights, smells and sounds surrounding them. The two dimensions create a grid with four categories of experiences (Figure 8). The richest experience is including aspects from all four of the categories and thereby moving towards the “sweet spot” in the middle of the grid. It is however important that a company designs the experience based on the needs of its customers and one’s capabilities.

Pine & Gilmore (1999) offer design elements to consider when designing memorable experiences. A company should theme its experience in a coherent and effective way, create cues supporting the theme making impressions in the mind of the customer as well as eliminate negative cues distracting the chosen theme. Furthermore they must implement memorabilia into the experience and engage all five senses to increase effectiveness and memorability of the experience.

Pine & Gilmore's (1998) view on experiences have received critique on especially two elements. The first criticism is their lacking emphasis on co-creation and the active role of the customer in creating experiences. Pine & Gilmore (2011) address the criticisms in their book *The Experience Economy* as they defend their focus on the “stager” of the experience; the company. This focus on the supply side is based on their primary goal of encouraging the creation of new experiences. But they still acknowledge the importance of co-creation as they state that all experiences are co-created since they are happening inside the individual's mind formed by what is happening externally. They point out that the degree of co-creation can vary as not all experiences are made for high co-creation and it is not all customers who demand openly co-created offerings.

The second criticism is that they are too focused on experiences as memorable events. The authors agree that a strong memory isn't needed for every experience. But on the other hand value of the experience increases in line with the greater the memory it creates and the longer it lasts afterwards.

In their book, Pine & Gilmore (2011) also uncover value-creating opportunities in the experience economy which must be pursued by companies. A crucial one is the concept of mass customization which allows the supplier to efficiently serve customers uniquely. They also underline the importance of the employees acting in the performance which can be helped by giving them roles to play.

Pine & Gilmore's understanding of experiences will be used as the basis in the project when discussing experiences. Their thinking of experiences on the two mentioned dimensions will be applied in the analysis when considering the importance of creating engaging experiences for KH.

Mascarenhas et al. (2006) describe the concept of total customer experience (TCE) as they believe customer experiences are the new differentiator today. By applying the tools of TCE organizations can generate and sustain customer loyalty and create customer preference for the brand. TCE and lasting customer loyalty (LCL) are related and can prove profitable as certain loyal customers may be willing to pay a price premium for a brand and minimizes switching to other brands. Mascarenhas et al. (2006) define TCE as "*a totally positive, engaging, enduring, and socially fulfilling physical and emotional customer experience across all major levels of one's consumption chain and one that is brought about by a distinct market offering that calls for active interaction between consumers and providers*" (p: 399). To successfully create a TCE the service offering must have a high level of interaction between customer and service provider. Furthermore besides the external component such as physical goods TCE's must consist of an internal component existing in the mind of the customer and engaging them on an emotional level. The emotional and subjective TCE is highly personalized as it is experienced differently by each customer. According to Mascarenhas et. al. (2006) TCE occurs at all points in pre-, during and post-stage of purchase where customers and service providers interact. They mention various options for successfully differentiating the customer experience at the different stages of the consumption chain to successfully realize TCE.

Mascarenhas et al's (2006) perspective on experience will be applied in the analysis with their focus on the importance of creating experiences in all stages of the service encounter. Furthermore it will be used to analyze the customer-seller contact and KH's ability to create lasting customer loyalty.

As Mascarenhas et al. (2006) stated the importance of all different stages of purchase in creating customer experiences, Vandermerwe (2000) presents the customer activity cycle. According to Vandermerwe (2000) it is crucial that companies have a customer focus as the traditional approach with a focus on making and moving as many goods as possible at the highest margin possible, is too easy for competitors to imitate. Instead they must offer an integrated customer experience. Vandermerwe (2000) mentions how an organization must

map the customer activities to figure out where value must be added in the customer experience. The customer activity cycle is presented with the pre-, during and post-purchase phases. By mapping the customer activity cycle new opportunities can be discovered for adding value to the customers. Any interruptions in the customer activity cycle, the so-called value gaps, open up to competitors unless the company itself is able to close the gaps with value add-ons. With a strong customer focus one must improve the customer value in a personalized way and be able to meet unique needs. The company must be able to reduce its costs and pass the savings back to the customer. It can be obtained by making better use of the available information and knowledge. It can be used at low cost and is a great source of generating new ideas. It can be very beneficial to use customers' inputs and in a way make them work for free. Their inputs can be of great value for other customers.

Another take on the full customer experience is presented by Dhebar (2013) who focus on the architecture of the different customer touchpoints. Customer touchpoints are "*points of human, product, service, communication, spatial, and electronic interaction collectively constituting the interface between an enterprise and its customers over the course of customers' experience cycles*" (Dhebar, 2013, p: 200). According to Dhebar, the customer experience is shaped through one's interaction with the company at different touchpoints which are interdependent. He presents mapping of this customer journey carried out as a customer touchpoint blueprint consisting of a pre-purchase, purchase and post-purchase phase. He refers to it as the customer experience cycle making it similar to the previously mentioned customer activity cycle (Vandermerwe, 2000). Due to the IT progress in society and increased interconnectedness, the electronic exchange touchpoints between company and customers have become increasingly important. One must consider the touchpoint architecture in a holistic way as the overall customer experience is more than the sum of the experiences at the different touchpoints. Furthermore the different touchpoints are interdependent and everything is connected in creating the overall experience. Besides the customer experience cycle, the customer touchpoint blueprint exercise also include the part of determining the desired touchpoint configuration. When configuring ones customer touchpoint architecture it is crucial that everything the company does at each touchpoint is aligned with the company's value promise. Furthermore ease of access is needed to make the customer feel genuinely welcome when entering the enterprise. The experience must be operationally excellent meaning the customer experiences the different touchpoints as smooth and seamless. The customer experience must also be value-enhancing meaning it must meet the customer's actual needs.

And finally the customer experience must be strategically differentiating as customers will choose to do business with an enterprise that stand out in a unique and customer-relevant way.

The customer activity cycle will be applied in the analysis to assess the KH customer experience. The different phases will be analyzed and the most important customer touchpoints will be touched upon. It will give a deep understanding of the current KH customer experience and uncover value-gaps that must be addressed by KH.

Another view on experience is Brakus et al's (2009) focus on brand experience, which they conceptualize as; "*subjective, internal consumer responses (sensations, feelings, and cognitions) and behavioral responses evoked by brand-related stimuli that are part of a brand's design and identity, packaging, communications, and environments*" (p:53). Their focus is on the brand experiences which they believe have been overlooked as attention has been directed at service and product experiences. According to them consumers are exposed to various brand stimuli through the customer journey whenever they are directly or indirectly interacting with the brand. This could be brand colors, slogans, mascots or brand characters appearing in e.g. the brand's marketing communication or stores. As the consumer experiences these stimuli they lead to him having internal and behavioral responses; the so-called brand experience. Brand experiences can vary in length and intensity. The longer brand experiences should be sought after as they are able to affect customer satisfaction and loyalty. The consumer does not necessarily have to have a strong connection to the brand for one to have a brand experience. And the brands to which one is highly involved doesn't necessarily lead to the strongest brand experiences. Just because you have a strong brand experience with a brand doesn't automatically lead to one forming an emotional bond with the brand. However, brand experience has a behavioral impact as it affects consumer satisfaction and loyalty. If the consumer has a pleasurable brand experience it generates consumer satisfaction. It is assumed that he wants to repeat this satisfying experience thus resulting in customer loyalty.

The concept of brand experience differs from the earlier mentioned concept of brand personality (Aaker, 1996). In brand personality consumers place human characteristics on brands instead of having actual feelings, sensations or behavioral responses as in the case of brand experiences (Brakus et al, 2009).

Brakus et al's (2009) take on experiences will be applied in analysis to understand the importance of the KH brand in creating engaging experiences. It will be used to investigate

whether the KH brand must be exploited to create experiences and strengthen their brand equity.

Consumer Behavior

To be able to determine what strategic steps KH must take in order to increase game attendance and strengthen brand equity, an understanding of the target audience is needed. The need to know the wants and needs of the target audience is fundamental in order to be able to create an effective marketing strategy. When considering consumer behavior there are different approaches. One way to look at it is like Østergaard & Jantzen (2000) who mention four main perspectives on consumer behavior. The first is *buyer behavior* where the consumer is seen as an animal in search of fulfilling its stomach's need. The second perspective is *consumer behavior* where the consumer is treated as a computer processing and responding to stimuli in the world around him. The third perspective *consumer research* sees the consumer as a tourist searching for new experiences through consumption and is highly relevant for this project where emphasis is put on the importance of creating customer experiences. Lastly, elements from the fourth perspective *consumption studies* will also be applied as it lists the importance of reference groups for the consumer who is treated as a tribe member.

In consumer research the consumer is not seen as rational but instead a tourist driven by an emotional and narcissistic determination in search of new experiences. Through consumption based on emotions he is seeking to create a meaningful life (Østergaard & Jantzen, 2000). Also referred to as the experiential view, it assumes that consumption involves fantasies, feelings and fun (Holbrook & Hirschman, 1982). Consumption is mainly a subjective state of consciousness and focus is put on the hedonic, symbolic nature of consumption. In the aforementioned *consumer behavior* perspective consumers evaluate products on functional or economic benefits. Much buyer behavior can be explained by this but other consumption is driven by other determinants. In the experiential view successful consumption is determined based on the fun and enjoyment one derives from the product or service, and the evoked feelings as a result of this. The consumer is seen as possessing a play mentality and he invests money but more importantly time on experiential consumption. The experiential consumption may involve multi sensory stimulation as one seeks fun, arousal and fantasy (Holbrook & Hirschman, 1982).

Arnould & Price (1993) present their perspective on consumer experiences in their article about delivering an extraordinary experience. It evolves around river rafting experience but their findings can be transferred to other experiences. Their focus is on delivering extraordinary experiences including the interplay between consumer and service provider. An extraordinary experience “*is triggered by unusual events and is characterized by high levels of emotional intensity and experience*” (Arnould & Price, 1993, p: 25) and interpersonal interaction is an important element. Services seeking to create extraordinary experiences must emphasize the process elements of affect, narrative and ritual understandings. Through affective engineering one must secure the desired emotional response from the consumers creating an emotionally charged experience. The experience must enact a narrative providing understanding and providing guide on customer's actions. It must be rooted in a ritual understanding making it authentic, unique and extraordinary. Furthermore there is a high interdependence between service providers and customers, and the service employees hold special relationships with the customers. The customers are active participants in the service delivery and its success. Arnould & Price (1993) uncover three experiential themes for river rafting; communion, communitas and extension of self. Communion in the river rafting case refers to connecting with nature, but can in other service experiences refer to a communion or harmony one feels with the environment or delivered service. Communitas refers to the connection with others and creation of deep emotional relationships offering a sense of closeness. Finally extension of self is when the experience enables the customer to personally grow and perhaps change their mindset. The three themes are central in explaining the overall satisfaction with the experience. The three themes can also be applied to other experiences such as a sports event. It is argued that the three themes are sought by consumers and service providers should therefore seek to include one or more of them into their service experience. Lastly the authors argue that there is a complex relationship between customers' expectations and satisfaction with the experience. It might be difficult for the customer to describe what they actually expect from the experience, and the satisfaction might have little to do with whether the experience unfolded as expected or not. The satisfaction seems to be closely related to the narrative of the experience, and one must seek to interpret the meaning customers are seeking from the experience.

Another take on consumer behavior for experiences are Yoshida et al. (2013) who analyze sport event innovativeness influence on consumer behavior. According to them hedonic benefits of a sports event such as enjoyment and satisfaction are important drivers for

consumer behavior. They furthermore argue that especially emotional satisfaction is determining for consumer behavior at sporting events. For innovative sports events younger consumers' behavior seem to be more influenced than older consumers. Younger consumers are more eager to gather new information and engage in experiences through consumption of sport experiences. This was kept in mind when determining the KH target group to be able to reach it most effectively.

From the *consumption studies* perspective the consumer is treated as a tribe member searching for the right symbols to be recognized by other tribe members. One does not choose a product based on emotional motives as in *consumer research* but instead what the eye judges as the right symbolic surface (Østergaard & Jantzen, 2000). The consumer is influenced by others in their consuming process but certain characteristics of the source differentiate which sources we are influenced by. Consumers tend to prefer advice or recommendations from someone who is similar e.g. from the same target group. Consumers evaluate themselves and their capabilities by mirroring themselves in others sharing similarities with them. Furthermore, consumers tend to be influenced by people they like and trust perhaps seeking social reward from them (Arnould et Zinkhan, 2005). The consumption integrates the consumer into certain groups and yet at the same time differentiates them from other groups (Østergaard & Jantzen, 2000). Both the groups - the ones who they are members of and the ones they're not - can influence the consumer. These reference groups are groups whose "*presumed perspectives, attitudes, or behaviors are used by an individual as the basis for his or her perspectives, attitudes, or behaviors*" (Arnould et Zinkhan, 2005, p: 609). There are different kinds of reference groups divided by one's membership, attraction and degree of contact. Membership of groups can be formal or informal but there can also be confusion to whether or not one is a member of the group. The group membership can evolve around a brand creating

brand
brand

communities

which can boost
brand loyalty.

There can be a
positive or

Types of reference groups

	Negative attractiveness	Positive attractiveness
Non-membership	Avoidance	Aspirational
Membership	Disclaimant	Contractual

Figure 9: Reference groups. (Source: Arnould & Zinkhan, 2005)

negative attraction to the reference group causing one to be drawn towards or shy away from the reference group. Based on these two traits reference groups can be divided into

Avoidance, Aspirational, Disclaimant and Contractual reference groups (Figure 9). Finally the consumer has various degrees of contact with his reference groups which doesn't necessarily correspond with their degree of influence. The degree of influence can also be determined by the consumer as some people are more susceptible to reference group influence than others. For experiences or services people often rely on the reported experience of someone else and therefore the importance of interpersonal sources must be kept in mind for service providers (Arnould et Zinkhan, 2005).

The consumer behavior perspective *consumer research* will be applied in the project as a foundation when understanding the consumers. It will be useful when seeking to understand KH's customers and target audience. Their reasoning for consumption is central when developing new strategies and tactics for KH. Elements from the creation of extraordinary experiences will be included in the analysis and applied for the development of new strategic initiatives for KH. Furthermore the importance of reference groups will be applied in the project considering the social element in attracting customers to KH games.

Schools of Strategy

The concept of strategy is a focus point for organizations today. Many authors have treated the term differently but there is no definite definition of strategy (Lampel et al, 2014). A strategy is needed to give an organization direction and purpose, effectively deploy resources and coordinate decisions; "*Strategy is the overall plan for deploying resources to establish a favorable position*" (Grant, 2013, p: 12). It is a way for the organization to achieve its objectives. Strategy can be distinguished as business and corporate strategy. Corporate strategy concerns the scope of the company in relation to which industries and markets it competes on. The business strategy, which will be considered in this project, is about how the company competes in the specific market or industry. The business strategy is also referred to as competitive strategy as it gives direction on how to obtain a competitive advantage in the market.

The process of making strategy can be seen from different views with Michael Porter and Henry Mintzberg as some of the groundbreaking theorists. Michael Porter is part of the group taking a deliberate approach to strategy. Following a purely deliberate strategy means management have formulated a detailed plan for the future which is followed slavishly (Grant, 2013).

Contrasting the view of deliberate strategy Henry Mintzberg views strategy as emergent arising as a complement to the consciously planned deliberate strategy. The intended strategy is reformulated and redirected by the emergent strategies that arise leading to the realized strategy which he refers to as “*a pattern in a stream of decisions*” (Mintzberg, 1978, p: 935). According to him strategy is not a fixed plan that changes at certain times planned by management but instead changes over time. He argues that it is impossible to make predictions and plan for the future, especially in an unstable business environment (Mintzberg, 1978). Mintzberg criticizes the conventional planning of strategy at top level management. Instead it should happen as adaption and learning in a continuous process where strategy is constantly adjusted and revised based on experience (Grant, 2013).

Today, technological advancements and an unstable constantly changing business environment have impacted strategy. It is less about planning and more about creating options for the future and be innovative. Emphasis have moved from strategy as a plan to strategy as a direction to achieve success. The 2008-2009 financial crisis also impacted the way of thinking about businesses putting focus on social corporate responsibility and the role of legitimacy in long-term corporate success. The unstable business environment today put even higher demands on strategy that must be flexible and responsive (Grant, 2013). A proper analysis of KH’s business environment will shed light on this and lay fundamental for the strategy recommendations.

Strategy functions as a link between the firm and its environment (Grant, 2013). The internal and external factors influencing the organization and its strategy must be identified. In the project this will be done through a SWOT analysis where the internal strengths and weaknesses as well as the external environment’s threats and opportunities will be discovered. The SWOT analysis will uncover key strategic issues for KH which must be dealt with. These issues will be kept in mind when later developing a strategic plan for KH to strengthen brand equity and increase game attendance.

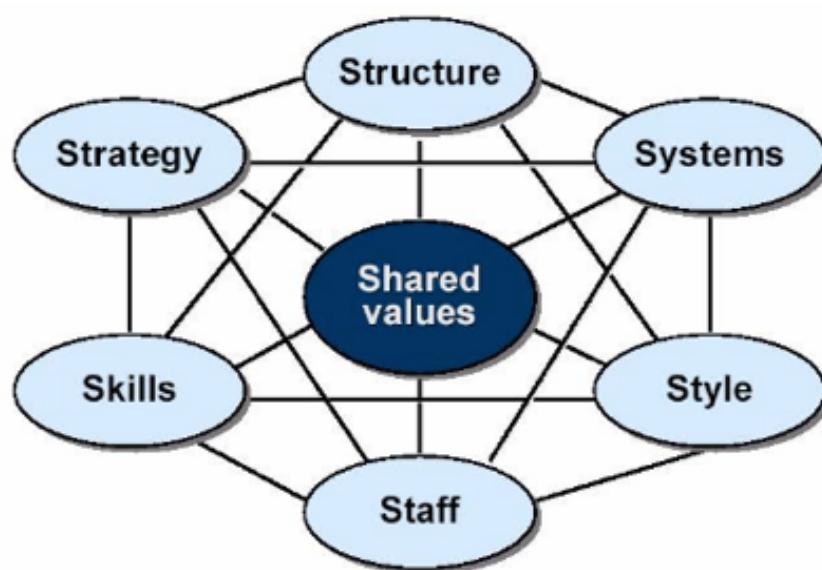
5C Framework

In order to be able to formulate strategic recommendations for KH a proper understanding of their current situation is needed. Thus, a situation analysis will be carried out in order to analyze the current internal and external market environment of KH. The situational analysis will be constructed as a 5C analysis consisting of the elements company, competitors,

customers, collaborators and context. The company itself must be considered which includes an analysis of the current and future situation of the company. This could include current and future products and brands as well as the company's image. Additionally the company's goals and objectives must be evaluated and the positioning in the external environment should be considered. Analyzing competition one needs to address both current and potential competitors and their actions to be able to plan accordingly. By analyzing the competitors and their actions a company can further uncover opportunities for better deployment of the resources or give hints on their actions' effect on the strategy. The third element, customers, can be divided into nature of demand and extent of demand. Nature of demand is focused on the customers and how they make their purchasing decisions including behavior and attitudes of the consumer. When looking at the extent of the demand in order to uncover the current and future size of the market it is possible to understand the market potential. Analyzing collaborators means getting a thorough understanding of the distribution structure of the industry including roles, strength, amount of control and needs of each channel member. It is necessary to have a good understanding of the collaborators in order to be able to motivate and influence them. Lastly, context refers to the environment where environmental factors and the business climate should be considered. Changes in e.g. economic or regulatory factors can highly influence a business (James et al, 2014).

McKinsey 7S

McKinsey's 7S framework shown in Figure 9 lists seven organizational design elements that must be addressed to secure coordination in an organization to secure effectiveness. Traditionally, in an organization emphasis should be put on the structure but in today's large and complex organizations the coordination in the organization is critical. The configuration of



Source: Valuebasedmanagement.net

organizational design must be considered in order to support the intended strategy. The 7S framework highlights the configuration elements; style, staff, skills, strategy, structure, systems and shared values/subordinate goals. All elements are connected and there needs to be a fit between all of them. The interconnectedness also means a change in one of the elements is likely to cause a change in the rest. An overall fit between the elements must therefore always be kept in mind (Johnson et al, 2012).

The McKinsey 7S framework will be applied in the analysis to consider the present configuration of KH's organization to determine how effectively it operates. Furthermore the framework will be applied in the development of tactic recommendations for KH to address the specific elements of the organization where change is needed to effectively implement the proposed strategy.

Chapter 4 - Analysis

In the following section, the analysis and discussion of the findings from the survey, focus groups and interviews will be presented. The first part of the analysis will be focused on the target audience of KH and their behavior. Secondly, the six different components of brand equity in relation to KH, awareness, associations, perceived quality, experience, emotional connection and loyalty will be analyzed. Afterwards a deep analysis of the current KH experience will be carried out including their current customer activity cycle. Finally a situational and internal analysis of KH will be carried out, and a SWOT and TOWS analysis will sum up this section.

The KH consumer

To analyze the behavior and motivation of the consumers in relation to attending a handball match with KH or another club, the consumer research and consumption studies perspectives can be applied (Østergaard & Jantzen, 2000). From the consumer research perspective the consumer is treated as a tourist in search of experiences. He is driven by emotional determination and consumption that involves fun and feelings. For consumers to attend a handball or other sports match, the entertainment is a large driver; "*For the entertainment*" (Participant A, Focus group 1, p: 19), "*I think it is funny to be in the arena*" (Participant E, Focus group 2, p: 29) and "*It was funny*" (Participant C, Focus group 2, p: 29) are some of the reasonings for attending a handball match. The experience they have in the arena is a

determining factor for the success of the service and it is much more important than the money spent on the ticket.

The atmosphere in the arena is crucial in attracting audiences to a match. The atmosphere is one element that differentiates the experience from watching the game at home; “*It is also to have another experience than you can have in front of the television. You can sense the atmosphere and feel the intensity on the court much better when you are at the match*” (Participant D, Focus group 1, p: 19) or “*There is this atmosphere at a handball match e.g. when there is European or World Cup tournament, a great atmosphere. You feel you are part of the rush*”(Participant A, Focus group 2, p: 29). Furthermore in the survey, a nice mood/atmosphere was rated as the second highest element to get the respondents to attend a handball match (Figure 4, Appendix P). The experience has a behavioral impact (Brakus et al, 2009) as it drives their behavior and attracts them to the handball arena. As Arnould & Price (1993) state regarding extraordinary experiences, the interpersonal element is important and there is interdependence between customer and service employees. In the case of KH it can be argued that the handball players themselves are employees of the service provider. The perceived bond between the audiences and players is very important to the consumer and a part of creating the experience: “*I would attend the matches if I knew some of the players and had some I rooted for, and yes also if I knew the players on a more personal level*” (Participant E, Focus group 1, p: 21) or Participant E (Focus group 1, p: 24) explaining her reason for being a fan of Slagelse Handball club: “*(...) I knew all the players, I knew where they came from, where they lived. (...) this is what makes it funny to keep up with it, it is that I know the players*”.

Arnould & Price (1993) name the three elements Communion, Communitas and Extension of self as the three elements of an extraordinary experience and determinants for the consumers' overall satisfaction with the experience. Communion in the case of KH can be viewed as the arena facilities and these are an important element of the consumer experience. Other research have also shown, that good arena facilities can influence demand in the handball industry (Nielsen et al., 2017). When considering their experience at the games several focus group members recall the small sized arena and lack of facilities as determinants for their overall experience. Innovativeness of sporting events, including stadium facilities but also player performance, can affect consumer satisfaction and further consumer behavior (Yoshida et al., 2013). One respondent explains the effect of the arena's size: “*It is probably also the*

physical environment that means you cannot have the really nice experience" and "*(...) it is a bit of a small dull arena*" (Participant C, Focus group 1, p: 23, 26). Others described the facilities as "*boring and dead*" (Participant A, Focus group 2, p:) and "*chaotic*" (Participant C, Focus group 2, p: 31).

Innovativeness can also include player performance (Yoshida et al, 2013) which can increase consumer satisfaction and positively influence their behavior, which in this case means attending more matches. The performance of the team was rated relatively high in the survey as a motivator for attending games (Figure 4, Appendix P). The same was true for the focus group participants; "*It is more fun to watch handball when they are actually good at it*" (Participant A, Focus group 1, p: 19), "*(...) if you have been following them and seen they are capable of delivering good results, then you know you will have a good experience when attending a game*" (Participant D, Focus group 1, p: 20) and "*It is right what you said about Slagelse Dream Team. Back then people went from Copenhagen to Slagelse to watch a game. That was because they were good and because they won*" (Participant A, Focus group 2, p: 30).

Communitas refers to one's connection with others resulting in emotional relationships and a sense of closeness at the experience (Arnould & Price, 1993). The social aspect is a key motivator for consumers to attend a live handball match or other live sport events. Experiencing a strong sense of community with other fans was rated relatively high in the survey (Figure 4, Appendix P). Having bonds with others is a motivator for creating loyal fans; "*It would mean a lot if I knew other fans so you have someone to be loyal with. Having a special fan bond with others around the same club*" (Participant E, Focus group 1, p: 27). And Participant D (Focus group 2, p: 29) explaining why he attends a handball match; "*It is also the unity, everyone standing and rooting for the same team. You are in sort of a symbiosis with the others*". Contrary lacking fan culture and connection with others at the games discourage consumers from attending the games: "*They are lacking the ability to get people along. (...) There is not really a sense of community at the KH games I have attended*" (Participant E, Focus group 2, p: 34) or "*It is just kind of dead in the arena, and then you don't really have a great desire to come back*" (Participant A, Focus group 2, p: 33). The social connection with others is a crucial element for the consumers' satisfaction when attending a KH handball game.

Furthermore the social connection is a big influencer on consumer behavior for handball games in line with the *consumption studies* perspective. Other people have large influence on whether or not people attend live sport events such as a handball game. The data from the survey shows that the number one motivator for attending a handball match is, whether the respondent's' friends go to the games as well (Figure 4, Appendix P). Several respondents in the focus groups also list socializing with friends as a reason for attending a handball game. They mention a handball game as a good event to bring friends together and they would never attend a match alone. One respondent even says he "*goes to the game to have the experience with his friends*" (Participant A, Focus group 2, p: 33). The social element is a driver for their behavior. Friends are often mentioned as the biggest influencers for attending handball, which corresponds well with Arnould & Zinkhan's (2005) claim that people tend to be influenced by people they like and trust. It is especially the contractual reference groups that influence consumer behavior in the case of attending handball games. It is one's group of friends which you are a member of and to which you feel a positive attractiveness. If they are interested in going to handball games they can positively influence you to have a desire to attend as well. Contrary if this contractual reference group doesn't share the same interest of handball, then it can result in consumers staying away from the games despite having an interest in the game. Participant F (Focus group 2) have often considered buying a season card to KH's games but have refrained from doing so as none of her friends were interested in buying a similar card. Her behavior is then based on the behavior of the contractual group.

In addition, the aspirational reference group is also of influence for handball games. This group consists of the players of KH to which many have a positive attractiveness but are not members of. Some of the respondents are more susceptible to influence from this reference group than others. It is especially the consumers who possess greater knowledge of handball that seem to be influenced by this reference group. Knowing the players, also on a more personal level, creates a sense of belonging and it attracts people to attend the games. Several elements influence the consumer behavior in relation to attending a (KH) handball game. The satisfaction of the experience, the atmosphere, innovativeness, emotional bonds and the social element are all factors that can influence whether or not one decides to attend a match. These behavioral and motivational are important elements that should be considered when establishing strategic initiatives for KH.

Brand equity of KH

This part analyzes the current customer-based brand equity of KH, and the brand equity measures are based on Aaker's (1996) "Brand Equity Ten".

Awareness

As mentioned before, brand awareness is the first component of brand equity for a sports club, and is sometimes an underestimated one. However brand awareness usually has a key role and can be a driver of brand choice and even loyalty (Aaker, 1996).

The brand awareness is mainly measured in the online survey, in terms of brand recognition, recall and knowledge.

The data from the survey showed that 58,5 % of the respondents had heard about KH, while 37,4% had never heard about KH (Figure 2, Appendix P). Even though KH is a relatively new club, it has existed for 4 years, and in line with their recent sports success combined with the fact that handball is a popular and known sport in Copenhagen (Appendix I), it is argued that 37,4% is a high number of people never having heard of KH. Especially for new brands, recognition is important (Aaker, 1996), and should therefore be improved.

Looking at brand recall, 22,4% of the respondents could mention KH when they were asked which three clubs come to mind when they heard "Danish female handball" (Figure 1, Appendix P). Compared to all the other Danish clubs, the result for KH is acceptable, in light of the fact that the three clubs mentioned more often have existed much longer, and therefore have had longer and better opportunity to create brand awareness. Brand recall is more meaningful and sensitive for well-known brands (Aaker, 1996), and is therefore not considered as important as brand recognition for KH.

Of the 86 respondents that have heard of KH, just over half of them only know KH by their name and little else (Figure 3, Appendix P). Only 8% of the respondents who had heard about KH have considerable knowledge about the club and the women's team. This indicates that KH has low brand knowledge, which should be strengthened.

Associations

Brand associations are the next component of brand equity, which are the intangible sets of associations linked in memory of the consumer to a brand.

The associations held by the respondents towards the KH brand, were in general quite different from each other. For some respondents KH is associated with "*underdogs*"

(participant D, Focus group 1, p: 20), “*a new club*” (Participant E, Focus group 2, p: 29), “*F.C.K handball, if I did not know better*” (Participant E, Focus group 1, p: 19), “*...something very Danish. I think that they have a Danish profile with a lot of Danish players, especially young players*” (Participant F, Focus group 2, p: 30) and “*Tigers. Copenhagen tigers*” (Participant C, Focus group 1, p: 30). As stated, associations vary a lot from consumer to consumer, and KH means one thing for some respondents, and something different from others, indicating a very inconsistent brand image and personality. The associations are rather weak and differ from person to person, but it should be strong and shared by many.

Association and differentiation can also be analyzed and measured according to the brand-as-product perspective. This perspective focus on value rather than on functional benefits, and a value measure can provide an indicator of the brand’s success of creating the desired value for consumers (Aaker, 1996). According to Aaker (1996) one of the ways of analysing this value is by exploring whether there is a reason to buy this brand over others.

From the focus groups, it was made clear that the main reason for attending a KH game is the proximity. The majority of the respondents agreed that the reason for attending a KH game rather than attending another would be the close and convenient location, instead of going all the way to e.g Nykøbing, indicating that it easy to attend a KH game. “*Yes it is convenient. If I had to go see a KH game, then it's certainly also because it's close by*” (Participant C, Focus group 2, p: 30). Few did also mention KH’s recent performance and good results as one reason to attend a game, and besides this and the location, no reasons appeared.

Differentiation is a bottom-line characteristic of a brand and can be used as a summary measure of brand associations. If a brand fails to be perceived as different, it will be difficult to charge a price premium or maintaining a price that will ensure an attractive margin (Aaker, 1996). According to the respondents, KH does not really differentiate themselves from other handball clubs. They do however put emphasis on the fact that KH is a young brand and it competes with clubs that have existed much longer, which makes it hard to stand out in the crowd from day one. One participant did however say that she believes that their focus on Danish players make them special and different from other clubs.

Perceived quality

Perceived quality is an intangible and subjective feeling, and cannot necessarily be objectively determined, as it is a perception and customer judgements of what is important is involved (Aaker, 1996). In relation to KH, the quality is analyzed in terms of their game performance and the overall service provided.

There was no doubt that it was generally agreed between the participants that have attended a KH game, that the quality of the games is high, and that they perform very well. As no surprise it was especially the last games in the playoffs last season, that was highlighted as being fun and exciting to watch. One participant expressed: "*I play handball myself, and it is not the same as men's handball, but certainty still worth to go see. It is handball at a high level*" (Participant D, Focus group 1, p: 26). Looking at the overall service provided, different opinions were expressed. In relation to the tangibles elements in terms of the physical facilities and equipment few participants expressed that they were sufficient, while the majority were not impressed with the physical surroundings A lot of them did mention that it was a quite small sports arena compared to other. Few mentioned that the arena and facilities appear a bit "ordinary", and reminds more of the small local sports club. One puts it this way: "*I think that when you enter the arena, it seems like that you might as well could have been in the local arena in Snertinge where I'm from. I wasn't thinking that this is actually a larger club. You just came in, in a small room with some stalls, and it seemed like that they just were set up randomly. Something is missing, so that you actually feel that you are at a big game*" (Participant C, Focus group 2, p: 31).

Looking at the intangible elements of the service in terms of the responsiveness and competence of the service personnel, the perceived quality is ordinary. The service delivered to the games was something that the attendees did not pay extra attention towards or really thought about, indicating that it was sufficient, not spectacular but neither bad. Two participants did however mention that the service in relation to seating was not satisfactory. They experienced, to the playoff games, that it was really difficult to find a seat, and almost impossible to find two seats next to each other. The staff could have been more visible and helpful with the seating.

Another measure used by Aaker (1996) to assess quality is leadership and popularity, as other measures lack sensitivity to innovations of competitors, and does not taps the dynamics of the market. The first dimension of leadership, category leader, KH is not seen as a leading brand within the market from any participants, but is perceived as growing in popularity. However it must still be kept in mind that KH is a young brand, and it takes times to establish a brand and become a brand leader.

Experience

The customer experience is crucial for sports brands, as the brands cannot ensure good quality in terms of the game performance, and therefore needs to provide something besides

the game only. In this framework the experience at the actual match will be analysed, and the overall experience including the pre- and post-phase will be elaborated in the next part.

As mentioned briefly before, the whole set-up of a KH game is according to the participants a bit small and nothing out of the ordinary. There is not much else than hot dogs, sodas and a small merchandise stand. As mentioned before, one participant stressed that it also the physical framework that limits the experience itself. He puts it this way: *"It is also due to the physical framework that you cannot get the extraordinary experience. I have been to many other handball games in larger arenas, where that has been much more show, light, music and so on, and it is the framework that doesn't invite for big things because there is just not much space"* (Participant C, Focus group 1, p: 23). The entertainment during the breaks is not as such valued, as it is small children dancing, which more addresses the younger segments according to the participants. The waiting lines for the toilets and foods & drinks stall were also mentioned, and it was a bit chaotic for participants to get drinks during half time.

As Brooks (1994) states, the atmosphere during the sport event is also an important element of the experience, which also were mentioned many times during the focus groups. The atmosphere was perceived a bit different depending on which game that was attended. In general, the atmosphere was described as boring and slightly dead. It is difficult to feel the atmosphere, not much noise is made, and there is a lack of life on the tribunes. Though, participants did experience that the KH fan club managed to create some noise at the games and tried to engage people. It does however fail sometimes when they are very few and the engagement does not pick up. One participant actually found it quite strange and awkward that only about 10 people shouted, hit the drums and threw their jerseys, when they couldn't get the rest of the crowd with them. However the atmosphere was experienced as better for the playoff games, where more of the spectators were involved and it was more intense. The overall experience was perceived as something more special and different as one participant states: *"I attended the play playoffs, and it was really exciting. They beat Midtjylland. At that game you could feel that they had done something extra. All spectators received a t-shirt and a cardboard thing to make noise with. Then there were also some songs, but it was not any that you knew. It was different from the other KH games that I have attended"* (Participant E, Focus group 2, p: 32).

Emotional connection

The emotional connection between the consumer and brand is a very important component of brand equity for a sports club, and will be analyzed for KH in terms of the affinity and sense of community between KH and the consumers.

The participants who have not seen a KH game, do not feel any form for affiliation or connection to the club. The only thing mentioned, was the fact that KH is the only team in Copenhagen, which to some degree would make KH their team, but only because of the presence of the club. As one puts it: *I believe that my emotional connection towards KH would exist and be my team, because it is a team in my city. So if I should become a fan, then it would be because I am from Copenhagen and it is my city*” (Participant C, Focus group 2, p: 31). On the other hand the participants who have attended KH games, do feel some sort of affiliation towards KH, and that it is their team. Not a strong affiliation, but the feeling was present. It was especially the connection and relation to the players on the team that they felt an affiliation with. Particularly Anne Mette Hansen was mentioned during the interviews as a player that they knew, a role model and someone they could relate to. KH’s Instagram was mentioned as one of the initiatives of trying to create a more personal connection towards the players, as the different players takes turn to post images of e.g. their personal lives. It was generally agreed that it is primarily with the players that the participants have an emotional connection with, and not the club itself. It was also mentioned that the the affiliation was not greater than if another game was played, e.g. football, that game would probably be chosen over a KH game. The sense of community at games did not really exist, and something is missing in this respect.

However it was also argued in the focus groups that this affiliation towards the club and sense of community is much harder to create in a club in Copenhagen than opposed to teams in Jutland, the competition for attendance is fierce among a large number of different sports clubs. As some participants puts it: *“But it might also says something about that in Nykøbing, which is not such a large area, people are more united. As in Jutland, there are places with small cities of 20-50.000 people, there is a togetherness which is hard to have and create in the same way in Copenhagen. There are thousand of other things to do in such a big city”* (Participant A, Focus group 2, p: 33) and *“I would really like to have that affiliation to KH as they have if you live in Slagelse or Ikast, there is more the sense of that it is the city’s teams and that you stand together. But I believe that it is much harder to create that in Copenhagen”* (Participant E, Focus group 1, p: 22).

Loyalty

Loyalty is the core dimension of brand equity and the most essential dimension for KH, and will be analyzed and measured in terms of price premium and customer satisfaction.

According to Aaker (1996), the willingness to pay for the brand in comparison with other brands offering similar benefits is a basic indicator of loyalty. In both focus groups, they were all asked to indicate how much more/less or they would pay for an KH compared to another sports game (Appendix Q). The answers showed that the majority would be willing to pay the same, a few would pay less and only two participants were willing to pay 10-20% more. Since most of them are not willing to pay a price premium, the loyalty level can be argued to be shallow.

The customer satisfaction is especially a dominant measure in the service businesses, as loyalty is often the cumulative result of the user experience (Aaker, 1996). Satisfaction can be seen as a direct measure of the willingness of consumers to stick to a brand, and is applied to KH's existing consumers among the participants in the focus group. In general, participants were satisfied with the experience compared to the price they paid. As mentioned before, some aspects of the experience was not satisfactory, which brings the satisfaction level slightly down. Some inconveniences were also associated with the service, e.g the difficulty with seating and waiting lines at stands and toilets. However in light of this, participants would recommend other to go see a KH game, which is another indicator of loyalty. The recommendations were however also based on the relative cheap price for a ticket, and dependent on the match time.

Summing up

In relation to brand awareness, KH's brand recognition and brand knowledge is generally low, while their brand recall level is more satisfactory compared to competitors and considering their young brand. Many within the target group have never heard of KH, and the majority of those that actually knows the brand, only knows a little about it which is not satisfactory. Furthermore it can be argued that KH fails to create strong and distinct brand associations and has problems with differentiating themselves from competitors. KH does not have a strong or clear brand personality, as no specific dimensions unique to the brand was mentioned in both focus groups, even though it was a topic to be discovered. Only one participant briefly mentioned a thing (the tiger) which they focus on in their communication. However, the analysis shows that KH has a high quality of game performance, and their matches are perceived as fun and exciting and on a high level. The perceived quality in relation to other dimensions such as physical facilities does not appear high, and the overall service must be concluded to be average.

The next component of brand equity, experience, is concluded to be unsatisfactory. The whole set-up around the game is not outstanding, and besides from the playoff games, the atmosphere is experienced as a bit dull and dead. When attending a KH game, there is no elements that creates the framework for an extraordinary experience according to the participants in the focus groups.

It must also be concluded that the emotional connection between KH and the consumers is weak. There is no sense of community and the only thing that made some participants feel some degree of affiliation, was the physical location of KH. The affiliation towards the players is however stronger than towards the club itself, but with room for improvement.

Finally, the loyalty level must be argued to be low-average. Consumers are not willing to pay more for a KH game than others, which is a strong indicator for loyalty. However, as long as the ticket price is low, the participants are willing to recommend others to attend a KH game. Overall it can be concluded that the customer-based brand equity for KH is weak within the target group, meaning that there is great potential for enhancing it. All the brand equity components must be kept in mind in the last part, when proposing a new strategy for KH.

The KH experience

As mentioned in the previous section, the KH experience is an important driver for the brand equity. The importance of the experience is further highlighted in the survey where it was rated as the second highest motivator for attracting a person to attend a handball match (Figure 4, Appendix P). In the following the current experience will be analyzed, and in order to get a thorough understanding of all parts of the experience, the current KH customer activity cycle and touchpoint architecture will be established to identify possible value gaps.

In order to differentiate from competitors, companies must create engaging experiences that are memorable to the individual consumer. You can engage customers in the experience in several ways. As outlined Pine & Gilmore's (1998) present the grid "The Four Realms of an Experience" with two dimensions of engagement, customer participation and connection, in order to define experiences. On the first dimension of participation, the current experience at KH can be argued to be mostly passive as the guests are sitting in the arena and watching the game without participation. They do not directly affect the game and the player's performance rather they are observing the game from their seats. However they are not completely passive as they contribute to other guests' experience through their motions and behavior. A game with many people on the stands affects the experience; "(...) so then it was super cool and you

could really feel that people were in it" (Participant D, Focus group 1, p: 22). As previously mentioned the atmosphere in the arena is of great importance and it is influencing the experience. The guests themselves are a big influence on this atmosphere but active participation must also be facilitated by KH. Several respondents explained how the experience have been too passive and some even referring to it as dead; "*There is a lacking liveliness on the stands. There is simply not enough noise in the arena, it actually seems a bit dead at times*" (Participant E, Focus group 2, p: 31) and "*It was lacking participation from all* (attendants, red.)" (Participant C, Focus group 2, p: 31). The ability to be a more active participant in the experience is present, but it is not embraced by the crowd who seem to stay mostly passive. But at the final games in the season, where tension is higher, the attendants were more active. This could be correlated to the larger crowds and KH providing merchandise to the attendants in the form of shirts and noise making cardboards.

On the other dimension, connection, it can be argued that the current KH experience is more absorbed by the attendants than it is immersed. They are as mentioned just sitting on the stands and observing the game being played from the distance. However, there are also elements making the experience more immersive. E.g. if you sit on one of the front rows very close to the field then you are immersed by the actions on the court. As KH themselves describe "*If you are down in the arena then you are close to the players, and you almost get their sweat in the eyes when the run past you*" (JMT, Appendix T, p: 39). So the level of immersion is dependent on where you are sitting in the arena, but the experience is mostly absorptive.

The current KH experience crosses the lines between the four realms for some customers and thereby approaches the sweet spot in the middle of the grid. The richest experiences include aspects of all four realms according to Pine & Gilmore (1999). However, it can be argued that the current KH experience is not this rich as it is lacking on its ability to engage customers.

Pine & Gilmore (2011) emphasize the importance of co-creation and making experiences memorable. The current level of co-creation at the games is insufficient as KH aren't staging the experience well enough to facilitate engaging attendants. The experiences are happening in the individual's mind but shaped by what is happening externally. According to Pine & Gilmore (2011) the value of the experience is correlated with memorability. Experiences should be stored in memory and one should be able to recall the emotions experienced at a later date. The respondents from the focus groups do not clearly indicate their experiences at KH as memorable. Some remember physical aspects or the players themselves but none

mention sensory or emotional memories from the experience. It can therefore be argued that the current KH experience isn't designed to induce memorability.

The KH customer activity cycle

As Vandermerwe (2000) stated, it is crucial for a company to have a customer focus and offer an integrated customer experience to be able to secure long term gains and customer loyalty. KH should therefore focus on its customers, people attending their games, and improving their experience. By analyzing the current KH experience, possible value gaps can be identified. These must be filled or otherwise competitors can move in and fill the gaps (Vandermerwe, 2000). The customer touchpoints architecture is linked to the customer activity cycle (Dhebar, 2013). The touchpoints where the KH brand touches and is touched by customers are all part of creating the full customer experience.

The current customer activity cycle (Figure 10) will be analyzed in pre-, during and post-purchase phases and the most important customer touchpoints in each phase will be touched upon. The analysis will focus on the chosen KH target audience.



Figure 10: KH Customer activity cycle. (Source: own creation, Vandermerwe, 2000)

In the pre-phase the customer is deciding what to do (Vandermerwe, 2000). In the case of KH, the customer is looking for a fun experience, perhaps something she can enjoy with her friends or family. To be able to meet the need for enjoyment, she is seeking out information on different events and particularly sport games. Eventually she decides upon buying a ticket to the handball match. A possible value gap during this stage is the lack of brand awareness of KH. The commercial director of KH mentioned that they have benefited from having their matches shown on TV2 and TV2 Sport (JMT, Appendix T). However, a large part of the survey respondents (37,40%) had never heard of the club (Figure 2, Appendix P), and a majority of the focus group participants who have never attended a KH match showed little and inadequate knowledge of the brand and the club. According to participants of the focus group, a lacking focus on women's handball in the media could be a factor. But also more KH specific, they argue that the communication is not successful as they are lacking crucial information during this phase. The target group is not aware of the location of the arena in Frederiksberg and furthermore missing information regarding game dates and time. The touchpoints in the pre-phase are primarily digital as the customer engage with KH and the other way around through social media, the KH website and other media like TV. KH have different strategies for their digital platforms, where Facebook and Instagram are the two mostly used (JMT, Appendix T). The content posted on Facebook must have an informative function on e.g. the upcoming game perhaps providing a link to ticket sales. Instagram is used for posting the more loose stuff about KH including funny and more personal pictures from the club and its players. Furthermore KH make great use of their players to market on social media and get in contact with the customers. An example is one of their profile players Louise Svalastog Spellerberg, with more than 12000 Instagram followers, who post personal as well as KH related pictures on her profile (Louisesvalastogspellerberg, n.d.). A main touchpoint is the KH website where customers can gain information about the club, players, games and so on. However, the focus group uncovered a gap as they didn't notice the social media posts and didn't visit the website to gain information about games. The information didn't reach the target market in the during phase which can greatly influence their ability to make an actual purchase. KH also have non-digital touchpoints such as banners or ads in the local newspaper (JMT, Appendix T). The focus group participants were neither in contact with KH through these touchpoints.

In the during phase, the customer is doing what she decided upon in the pre-phase (Vandermerwe, 2000). This means she goes to the arena to watch the game for which she

bought a ticket for. The during phase spans from the customer entering the arena until she leaves it again. After showing the ticket in the door she is let into the front area where there are different stalls selling hot dogs, drinks, team merchandise and a KH partner perhaps sampling their products (JMT, Appendix T). A possible value gap is already present in this part of the phase as the set-up in the front area is perceived as small, insufficient and uninspiring according to participants in the focus groups. Afterwards the customer moves into the arena looking for a seat. Here another value gap has been identified as some customers have experienced trouble with the seating. A couple of participants from the focus groups experienced that they weren't able to sit together during the game causing frustration. This is something that must be solved as the social element is one of the main drivers behind attending a handball match; "*You go there to share the experience with your friends*" (Participant A, Focus group 2, p: 33). When the customer eventually have found a seat she gets in contact with brand material as there is often different merchandise and "noise makers" placed on each seat. Such brand related stimuli is important as they create internal customer responses and are part of shaping their experience (Brakus et al, 2009). The large screen in the arena is an important touchpoint at this phase, as it is used to engage the customer in perhaps different competitions. While waiting in the seat, the customer can watch the players warm up, before they go to the dressing room about ten minutes before game start. Right before game start the light in the arena is dimmed and music is put on. Then the opponent team is presented shortly. Afterwards each KH players is presented to applause from the crowd before the game actually starts.

One of the most important touchpoint in this phase is the players themselves. This aspirational reference group is for many a motivator to attend the games and several focus group members valued an emotional connection with them. KH have already done a lot to facilitate this emotional bond between players and spectators. The commercial director mentions the importance of a relation to the players and their obligations in order to strengthen these. After the game is over the players are expected to go to the court and greet the attendants, sign autographs and take selfies. During the game, the customer watch the team play and can take part in rooting for them, clapping and singing. This is much led on by the game commentator and the fan section of the stands. Such game rituals can make the experience unique and extraordinary (Arnould & Price, 1993) and it is a big influencer on the atmosphere in the arena. However this is a value gap for the target group, as one of the main factors derived from the focus groups were the lacking game experience and atmosphere. KH's commercial director argued that in the stands this is "*where the magic happens*" (JMT, Appendix T, p: 39) and "(...)

we have managed to create a cool atmosphere, setting and home ground" (JMT, Appendix T, p: 38). This is contradicting to the target group describing the atmosphere as boring, dead and not noisy enough. However, the participants who attended KH games more frequently argued that the atmosphere was good at the special games with many attendants in the stands. In addition to the atmosphere value gap, another possible gap is the lacking bond with other attendants which will be elaborated further next.

In the post-phase, the customer is maintaining what happened. She can review, renew, extend, update or upgrade (Vandermerwe, 2000). After having watched the game, the customer goes home and digests the experience. Having had a good experience she could perhaps be interested in getting to know more about KH. She can go to their website and obtain information about the team or possibly choose to stay updated by following their social media accounts. She can decide to sign up for the KH loyalty group "Sammenholdet" where she will receive newsletters, special offers as well as discounts with some of KH's business partners (Sammenholdet, n.d.). If it has been a meaningful and memorable experience she might be interested in renewing it by buying a new ticket to another KH game. Maybe she might even be willing to upgrade the experience by investing in a season card allowing her to attend all KH games of the season. In the focus group there were some interest shown in acquiring such a card from participants who had been to a couple of KH games.

The electronic exchange touchpoints have become increasingly important today (Dhebar, 2013) and these are the most crucial in the post-purchase phase for KH. It is through these digital channels that KH and their customers mainly interact. As previously mentioned KH's current communication is lacking in its ability to reach the target audience. It is a possible value gap if KH is not able to follow through with connecting to the customer after she has been at the game. A possible gap in the customer activity cycle is their digital platforms inability to build an engaging network around KH and strengthen the fan culture. Some participants in the focus groups displayed their disappointment of not having friends rooting for the team or not feeling part of the network around the club. These factors were deciding for their willingness to go KH games. If the customer decides she wants to try and be part of the KH fan club in order to engage with other fans their online touchpoint will not facilitate much online engagement. The KH website refers to the Facebook page of their fanclub (Fanklub, n.d.) but there hasn't been any activity on the page in more than two years (København Håndbold Fanklub, 2013).

The different business partners of KH are also important customer touchpoints in the post-purchase phase. The customer engage indirectly with KH if they do business with one of the business partners where they e.g. receive a discount. These touchpoints can also have referral value as they are creating awareness of KH. It could therefore be argued that there is a gap in the form of a mismatch between the target group and the chosen business partners offering KH discount.

Value add-ons

Considering the above described customer activity cycle and value gaps, certain value add-ons are needed for KH. In the pre-phase the biggest value add-on is to create awareness about KH and improve their communication. In the pre-phase KH needs to have a solid foundation and be a leading brand in order to be able to stand out between all the sport offerings in the Copenhagen area. Several focus group participants mention the central location as a great reason to attend a game. Therefore it is important for KH to underline the location in their future marketing strategy as well as keeping a focus on the local area.

Additionally, the social element is a crucial motivator for attending games which must be facilitated in this phase, to get the target group to purchase a KH game ticket.

In the during phase, KH can add value at the different points in order to improve the customer experience. Even though the front area facilities are not considered the most crucial, all the different touchpoints are interdependent and all part of shaping the experience. It could therefore be advantageous to improve the facilities and offerings in this area. Furthermore the hassle of getting a seat next to one's friend or family is something that must be solved. It can create unnecessary stress and perhaps keep people from attending the popular and well-visited games in the future. The touchpoint architecture must be reconfigured at this point to perhaps make KH employees present and assisting in seating customers.

Another value add-on could be to make better use of the screen in the arena, both before and during the actual game. It is a useful touchpoint to engage the customer and facilitate co-creation. A better activation of the attendants through the screen, but also the game commentator, can improve the customer experience and differentiate it from the experience one has by watching the game at home in the TV. In order to improve the experience, a stronger emotional bond can be created with the players. Several participants in the focus group demanded this and suggested the commentator, screen or seat material as possible facilitators. By increasing active participation of the customer as well as emotional interaction with the players the TCE is improved which is related to customer loyalty (Mascarenhas et al,

2006). Through increased customer co-creation KH are also able to influence the atmosphere to be more compelling to the target audience. More active participation will make it a richer experience and it will move closer to the “sweet spot” of experiences (Pine & Gilmore, 1998). In the post-purchase phase a value add-on for the target group is the feeling of being part of a network around the club KH. As the number one motivator to go to a handball game is “*If my friends go to the games*” (Figure 4, Appendix P) this must be of great importance to create a strong network. If one becomes part of a well established loyal fan base it can motivate one to attend more games. Creating a fan culture is therefore a value add-on that should be highly prioritized.

Additionally the target group is lacking touches by the KH brand which could be enhanced through cooperation with business partners. By making deals with target group relevant partners it would be a way to reach the target group and create awareness about KH. Furthermore this could be a way to increase the number of sold season cards if one felt its advantages where of interest to them.

As the total customer experience (TCE) is related to customer loyalty it can prove profitable to focus on the whole customer experience at all stages in the consumption chain. Mascarenhas et al. (2006) target active interaction between consumer and service provider as of great importance to successfully create TCE. KH must pay attention to their customers’ needs throughout the experience and fulfill them better than competitors. It is therefore crucial that they address the above uncovered value gaps. It is evident that the current KH experience is lacking real emotional experience and customer involvement. Mascarenhas et al. (2006) also list the experience’s ability to create engaging memories as an important part of TCE and to create lasting customer loyalty. These elements must be better incorporated in the customer activity cycle to improve the TCE. The KH brand is not fully developed and therefore not rooted in the minds of the target group. They expressed confusion about venue address, name, mascot etc. As the KH brand is not strong enough it doesn’t evoke the desired consumer responses and therefore the experience is not memorable and unable to create loyalty among the target group (Brakus et al, 2009).

Situational analysis

A situation analysis is carried out in the following part, based on the 5C framework, in order to analyze the current internal and external environment of KH. Furthermore does the analysis provide insights to the suggested future strategy, and helps to make decisions in relation to the

recommended tactics for KH. A consumer analysis has already been presented earlier in the project, and therefore the C of consumers is left out.

Company

KH is a Danish handball club from Copenhagen and was established on January 24th 2013, making it a relative young club. The wealthy 44 year old Kim Haugstrup Mikkelsen is the key person behind KH, as he invested in the company with a start-up equity of two million kr. (Møldrup, 2013). During the first four years Kim has invested around 20 million in KH, and is willing to invest more in order to reach KH's ambitions.

KH can be seen as a growth company, and it has been running a huge deficit since 2013 (Roth, 2016).

The first year generated a deficit of 5.8 million kr. and after 3 three years the total deficit reached 16 million kr. In spite of the huge deficit, Kim remains optimistic and still expects progress (Roth, 2016). The goal for the first seasons was to reach the playoffs, which they failed to reach in the first three seasons. However, they became number two last season as mentioned before, and KH have made new goals. KH has big ambitions, and has made a plan that states that they no later than 2021 shall reach the Final Four in Champions League.

A BCG matrix has been constructed giving an overview of the most important KH strategic business units (Figure 11). The Boston Consulting Group portfolio matrix gives an overview of company's product strengths and weaknesses and likely cash flows (Hollesen, 2015). However, based on our dialogue with KH and our own considerations we have adjusted the matrix's x-axis. The traditional x-axis is relative market share but we find

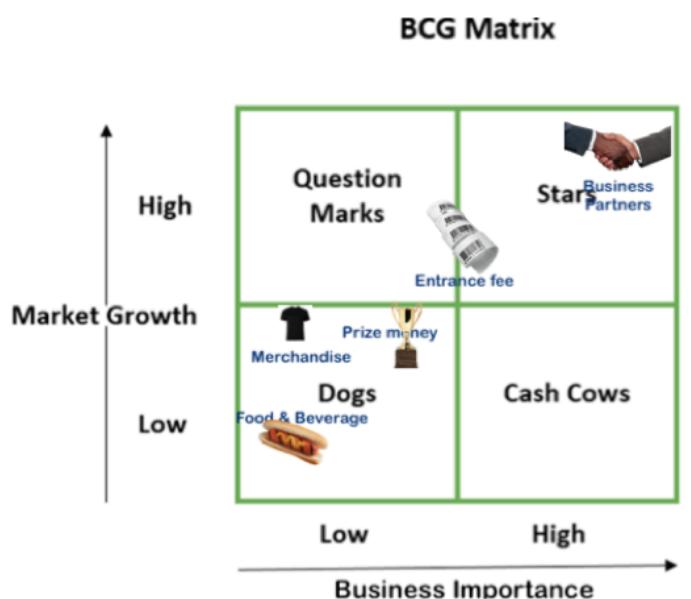


Figure 11: BCG Matrix. (Source: own creation)

business importance to the company of KH more relevant as it is a small company with a undeveloped portfolio. The relative market share is not considered sufficient in providing an overview of the business and its foundation. An overview of what is important to them in terms

of income of both B2B and B2C is provided in the Figure 11. At the moment their business partner deals are of high importance to the company providing a foundation for survival.

KH is Copenhagen's handball team, and they want to be the flagship for lifting handball as a sport. KH's vision is: "*to attract, develop and maintain Danish talents and profiles in and around Copenhagen, and thereby run a business with economic, human and sporting profits*"(Klubben, n.d). Their mission is to: "*improve the conditions for all handball girls in and around Copenhagen, by creating a strong handball culture with engaged role models, and thereby contribute to health, activity and wellbeing*" (Klubben, n.d).

Competitors

A competitive analysis is carried out and is crucial in order to understand the dynamics of the competitive environment that KH operates in, and to understand and gain insights on KH's competitive situation. Furthermore in order to ensure a competitive advantage and long-term success, it is required to determine the company's competitive position (Andersen et. al, 2014). Competitors are identified on the criteria of brands serving the same market and offering the same or similar service. Within the sporting aspect, mainly the top-6 handball clubs in the Primo Tours league is deemed as current and strong competitors. Also especially HC Odense and Nykøbing Falster are seen as strong competitors geographically, as the other teams are located in Jutland. The commercial director of KH especially emphasizes Viborg HK, Team Esbjerg, FC Midtjylland and Randers HK as their main current competitors (JMT, Appendix T). As potential competitors Århus United and Ajax are mentioned, but they are still very young clubs that need some time before they truly emerge as competitors.

However it is not only sufficient to look at the direct competitors of other handball clubs, it's also necessary to look at other commercial competitors that serve the same need, but with another product/service. From a commercial point of view, all other sports clubs in Copenhagen are seen as strong competitors as well as other cultural initiatives around Copenhagen. Other sporting events and clubs like FCK and Stevnsgade Basket, offer almost an identical service and therefore other sports clubs acts as competitors to KH. Seen from a wider perspective, cultural initiatives like the zoo, the theatre, stand-up or the opera offer competition to KH, as they also serve the need for entertainment and experience. There are so many different cultural offerings in Copenhagen, making the competitor analysis very broad and difficult to define. KH's commercial director even mentioned that they in some way competes with Nyhavn, because when the weather is good on a September evening, just as

many people wants to go there, instead of attending a handball match inside a sports arena. For simplicity it is however argued that other handball and sports clubs are seen as the strongest and most relevant competitors to KH.

Collaborators

In relation to collaborators, a deeper look will be taken on the stakeholders in terms of business partners. In KH they use the term business partners instead of sponsors, as they no longer just receive money that they should use the best way, but rather provide value for their business partners in terms of exposure, to be a part of the network or some sort of activation. KH has a great emphasis on various business partners, and they want to become one of Copenhagen's strongest business partners with a unique business club. They strive for being a flexible business partner that takes point of departure in needs and wishes for exposure to the target groups and stakeholders (Partnere, n.d.). KH has different forms of business partners ranging from main partner, exclusive and liga partner, to exposure partner, and they have a total of 101 partners. Being a KH partner, companies have the opportunity to become a part of a strong business network, get access to a wide range of exposure opportunities, local anchoring, increased level of awareness and so on. The business partners form the basis for KH's existence together with Kim Mikkelsen, and it is extremely important for KH to establish and maintain a good and strong relation to all of them. Besides providing financial grants to KH, they also function as KH's natural food chain. They often invite guests to the network meetings whom KH can contact afterward, they reduce KH's costs by offering good and discounted prices to KH when they need something done, and finally they are a great help on the digital channels, where they contribute with sharing and liking KH's various posts to a much larger audience than KH would otherwise reach through own channels. The challenge is however to keep them all happy and satisfied as they all have different needs and wishes.

Context

The external environment is also important to analyze, as macro environmental factors can have an influence and effect on KH, and therefore a PEST analysis is carried out.

Political

There are several political actions and policies that can affect the Danish handball industry and KH. There are various federations within handball; The International Handball Federation

(IHF), The European Handball Federation (EHF), The Danish Handball Federation (DHF), The Handball player association and the elite and judge federation, just to mention a few. They all have their own and conflicting interests, and there are so many players making it a huge political arena. New rules and regulations are presented from time to time. However, it can be argued that they are presented at a reasonable time frame making it possible to adjust for it. E.g. IHF presented new playing rules for professional handball in fall 2015 but they weren't effectuated until July 2016 (Kjærgaard, 2016). Besides having to take into account the interest and rules of the different federations, KH is also required to consider and recognize the national team's game schedule, which affects when they are able to hold their own matches. Furthermore the aspect of marketing contributions must be considered. It is provided for some clubs in certain municipalities, but not all, and not in Copenhagen. KH has to pay the market price for the rent of the hall, changing rooms and the offices. This policy also applies to other teams in Jutland, but the difference is that they get a marketing contribution. Another political factor impacting KH is the transport and parking. A two-hour parking zone outside the arena determined by Frederiksberg municipality, greatly affects the club life and KH. They are not able to complete a match and the set-up around it in two hours, making it difficult for spectators, staff and volunteers to park there as they would have to move their car.

Economy

The consumer confidence indicator is the leading indicator for consumer cyclicals, which continuously measures the consumer degree of economic optimism (Andersen et al., 2014). The consumer expectations have risen since January 2017 (Appendix J), which means that the consumers have a brighter view on their personal finances as well as the society as whole. This is a good sign for the handball market and KH, as it probably can make the consumers spend more money, which eventually can lead to more spectators. But not just the consumers will possibly spend more money, it is also important seen in relation to business partners and investors that might have greater willingness to sponsor and invest in sports clubs. Just as many other sports clubs, KH is also very dependent on their business partners, and this development can have a positive effect.

Social/cultural

The Danish National team's performance is one of the social factors that can affect the Danish handball market and KH, both positive and negative. Their performance and success reflects the focus and interest in smaller Danish handball clubs, and can create more awareness

around the local matches in Denmark, which again might attract more spectators. A good example is just seen with the Danish women's national football team at the European Championship, and all the positive publicity their performance generated. It is also proved that there is a positive correlation between success and attendance rate (Nielsen et al., 2017). The performance of the National women's handball team can however also have the opposite effect, and have negative impact on the market and KH. If they perform badly, the interest and focus may fall, which will have an adverse effect on KH.

The same applies for individual players. If parts of the society look up to one player and the player acts as a role model, the positive reputation may spill over to the smaller club and can have positive effects. Bad reputation and status can however also have damaging effects and can create challenges for the clubs.

Handball has always been quite a popular sport in DK and Copenhagen, and has usually been in top 5 in number of membership (Appendix E, F & G). Even though it is a popular and well-known sport, there has been a great decline in DHF's membership since 1999 in Denmark and 2006 in Copenhagen (Appendix H & I), which however just turned around slightly in 2015. This can affect the industry that KH operates in, as the fact that less people plays handball can impact the interest for watching handball and attending matches.

On the other hand and besides the decline in memberships, which might have a negative effect on KH, there has been an increase in the attendance for the Danish women's handball league across Denmark in recent years (Appendix A), which affects KH positively. However, the current average level is still far from the golden days around 2004/2005 when attending women's handball games were much more popular.

Technology

The increased digitalization and social media use can both have negative and positive impact on KH and the industry in general. It is much easier to reach more and different consumers through various platforms and media than before, and you're able to reach them in a whole new way. There is constant development of new social media and apps, which creates new ways of communicating and opportunities for more touch points between the consumer and brand, and re-shapes the way the consumers interact with the players and club. However in relation to this digitalization, excessive exposure may also occur. More sports channels arise and easy access to live-streaming can affect KH, as the competition for viewers and spectators increases.

New technologies such as Virtual Reality challenge the traditional marketing communication and can have great impact on the sporting event and how it is watched. The development of new technology can simplify some processes and working hours, e.g. a digital ticketing system or mobile payments, which can have a positive impact on KH. In general new technology offers opportunities to create and foster the customer experience and touchpoints, which is important for KH.

The above external analysis provides a good overview of the business environment that KH operates in and the most important factors to consider. Moving forward it will now be interesting to zoom in on KH and carry out an internal analysis.

Internal analysis

In the following part an internal analysis of KH will be outlined based on McKinsey's 7S framework. Analyzing the different organizational elements of KH will give insights into their current organizational configurational set-up. The framework's 7 elements need to be aligned in order for KH to be able to perform. The analysis will therefore shed light on elements where possible change is needed in order for them to perform better in the future. It will be useful later on when formulating strategic recommendations and to identify what elements need to be adjusted and ensure that the interconnectedness with other elements is taken into consideration. The following 7S analysis is based on the interview with the KH commercial director Janni Møller Thomsen (Appendix T & U).

Strategy

As briefly mentioned before in the 5C analysis, KH's strategy is to reach the Final Four in Champions League no later than 2021. In order to reach the strategy every action plan that is made, also in relation to the financial and sales strategies, must support the strategy. All the current strategies, action plans and goals work towards the ultimate goal in 2021 to be a Final Four participant. Accordingly, all changes, for example the organizational change of assistant trainer Troels Banggaard, who will be employed full time, is working towards this goal. KH's objectives on the financial part is to double their income, which they believe is realistic and achievable due to their good sports results and success last year. For the sports results the objective is to reach top 4 in the Primo Tours league, final four in the Santander Cup, and get as far as possible in Europe. With respect to the attendance numbers, the objective is that

on average there should be at least one thousand spectators to each game, and preferably never below. Additionally KH is highly concerned with the satisfaction of its employees which means they also formulate objectives on work satisfaction. KH copes with the competitive pressure by eliminating all the other competitors and focus on what they do well and what makes KH unique compared to others.

Structure

The structure of KH is quite flat as they are also a small organization. Until September 1st, KH is structured as seen in the following model:

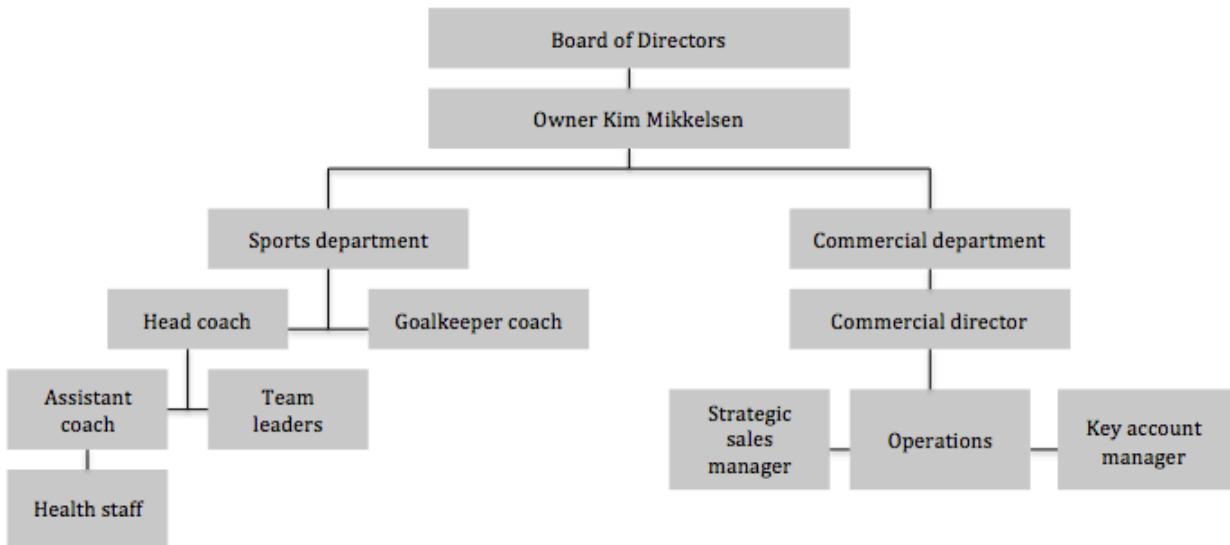


Figure 12: KH's old organizational structure (Source: own creation)

After September 1st, a structural change is implemented. The owner Kim Mikkelsen moves to the top above the board of directors, and the existing commercial director becomes the administrative director. The assistant coach becomes a full-time employee who gets the employee responsibility for team leaders and health staff. The new structure is illustrated below:

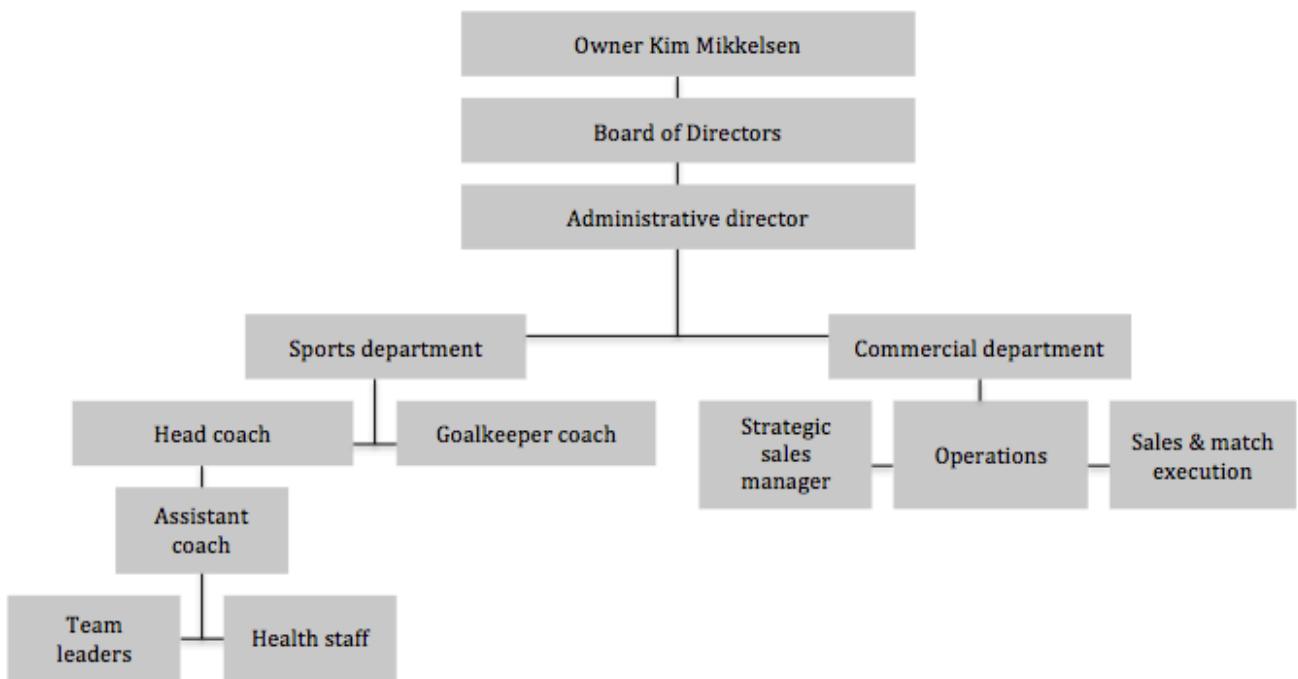


Figure 13: KH's new organizational structure (Source: own creation)

The small organization with a flat structure makes it very flexible. There is a very decentralized decision making process in KH, where freedom with responsibility is emphasized. Every employee is trusted to make the best decision for KH within their work area and they are all empowered to make the right decisions themselves in the everyday life. Bigger decisions that have a greater impact to the outside world is made further up in the hierarchy, but in general the employees are very empowered as long as they do what is in KH's best interest.

Information is shared in relation to an internal communication strategy. Different Facebook groups are used for the internal communication where general information also is shared. Furthermore does KH have an open office environment which fosters easy communication, and finally they use a common email when everyone in the organization needs information. It is very important in KH that the internal communication functions well and that everybody is well-informed about what is going on in the organization.

The quite simple structure and communication channels mean that everyone in KH know the strategy, know what KH stand for and that they all work together towards achieving the defined objectives.

Systems

Because KH is a small organization they do not have any complicated financial or HR systems that support the business. They have a basic accounting system, but they lack a CRM system

which is a huge deficiency. As such they do not have a common overall system that gathers all the different data and knowledge about their customers which can result in loss of knowledge. They currently work with a Drop-box system with different sheets and colors. It is very labor intensive and requires that all the employees remember to update the sheets so for example that no double sales occur. As KH has grown bigger with more employees more clear procedures and rules have been implemented in order to reduce errors. For checking, a certain employee has to go through all the sheets to check if everything is correct and consistent every month.

The lack of automation and the many manual systems are not supportive for the strategy, staff and skills. The system requires a lot of manual work and is therefore very time consuming and does not enforce progress and efficiency and resources that could be used for better purposes are tied up. Furthermore is the chance of human errors significantly higher than with automated systems, which again can have consequences for the business.

Shared values

The shared values refer to the core values grounded in the company culture. The shared values are placed in the middle of the framework with links to each of the other elements indicating that they are central to all other elements. The shared values that the company was created on have influenced the development of the other elements and change of values will cause change of them. In KH there are three main core values; loyalty, innovation and respect on which the company was founded. They are very important to the organization and are employed in the day to day work life. The employees must be loyal to each other and to the club KH and always have back up internally when dealing with the outside world. Meaningful discussions are allowed behind closed doors. Actually discussions are welcomed as this is seen as a way to develop and for everyone to express their opinions.

Innovation has been a cornerstone for the young organization since the beginning of time. By always thinking of new innovative ways of doing business have made them first movers on several occasions. KH have often been victim of mockery from competitors and in Divisionsforeningen when they have implemented new actions. Examples of this are unique hashtags on the players' shirts or digitalization of the game schedule. Some of the innovations have proven profitable and have therefore been copied by competitors. In everyday work life employees are urged to dare and think innovative and do things differently.

Lastly, respect is seen as an essential part of KH and it pervades most of the things the organization do. As the commercial director puts it: *"If we don't respect each other, then we*

have lost everything, as this is what it is all about" (JMT, Appendix U, p: 54). If you don't show respect to others and the club, then you shouldn't be a part of KH. The abovementioned values are very strong and are the foundation of the company culture. New employees are presented to the values so they can adopt the KH culture and values and as an example; new players receive guidelines on how to behave in social media in respect of KH's collaborators. Personal relations and cooperation are also highly valued in the organization, which is proven in their close cooperation with business partners from whom they demand a lot. Additionally objectives in the commercial department are made collective, as it is believed that everyone is dependent on others in order to perform and succeed.

Style

The overall leadership style in the organization KH is influenced by the shared values of respect and loyalty. As the decision-making is very decentralized the management is employing freedom with responsibility. There is a trust throughout the organization from the owner Kim Mikkelsen to the middle management and so on. The trust-based leadership means the management doesn't spend time checking up on other members of the staff including the KH players. It is believed that everyone is loyal and working towards what is best for KH.

The tone of voice in KH is positive, as it is believed to increase motivation and satisfaction among the employees. The satisfaction of the employees, which is measured, is crucial in the small organization. KH is highly dependent on each employee's performance and satisfaction as each employee is putting in a lot of effort and time. Alignment is therefore also needed so all is working towards the same goal, which is why their communication is important. In order to secure employee satisfaction, the management is very eager on celebrating even the small victories and rewarding good performance. In the commercial department, where time is scarce, rewards must be balanced into the daily work life. As cooperation is highly valued, the management believes in team rewards instead of individual rewards. So if they have performed well they go for a group dinner or celebrate in another way.

Staff

The staff of KH consists of around 30 employees. The club currently has 18 players on contract consisting of full-time and part-time professionals. Additionally the club has a sports department consisting of coaches, health staff and team leaders and commercial department

consisting of sales and operations staff. One of the main tasks of the commercial department is generating sales and contracts with business partners and collaborators. The current staff set-up in KH is insufficient in size to be able to support the overall strategy. All the money generated is spent in the sports department in order to secure future success. The commercial department is under a lot of pressure due to a shortage of employees. While the sports department is booming the staff number in the commercial department haven't been equally increased. The club is in need of at least another employee in this department to help lift the workload. The current staff set-up means that the current employees possess several positions, which makes it difficult for them to fully concentrate on specific areas of the business.

Skills

The staff of KH possesses many valuable skills. As it still is a small organization the employees are forced to handle several positions. This is in line with the previously mentioned flat and flexible organizational structure. As the management style is highly based on trust in the employees it is believed that they posses the needed skills. Especially the sports department, who has experienced massive development, possesses strong competencies. The current skills in the sports and health department are so strong that they greatly support the overall 2021 strategy. E.g. the current mix of competencies in the sports department greatly complement each other as one coach is very focused on the handball tactics whereas the other coach is highly concerned of the players' feelings and well-being. Additionally the employees in the commercial department have working experience in other sports organizations, which have equipped them with great knowledge of the sports industry. The core value of loyalty is so deeply rooted in the organization KH and its employees, which is also due to their skills. The small organization means the management is not able to take all decisions and therefore have to trust in the abilities of the employees. This is functioning very well as the commercial director is highly convinced that her employees possess the needed skills to make the right decisions on their own.

As mentioned above there is a shortage of staff in the commercial department of KH. The commercial director of KH argues that they are lacking sales skills. It would be beneficial to have a skilled salesperson who could quickly generate a lot of small sponsorship deals. However this would be conflicting with the clubs valuing of close relations with their collaborators. As the current staff has several positions it influences their ability to deeply focus on their areas. The key account manager Nicklas is also in charge of execution of all

games and events, which takes away a lot of his focus from generating sales. KH is therefore lacking either more sales skills or better employment of the current sales skills by separating work tasks. Additionally, the restructuring of the organization will lead to a smaller staff shortage where the marketing material will be influenced. KH will be lacking marketing skills including handling of their social media.

Consolidating findings

The internal and external factors influencing KH and its strategy will be outlined in a SWOT analysis, as well as their strengths and weaknesses identified throughout the analysis. This will uncover key strategic options for KH, which must be dealt with in order to increase brand equity. The SWOT analysis is carried out for the market of sport events in Copenhagen area and the timeframe is the two coming seasons. Subsequently, a TOWS analysis will be outlined to generate strategic initiatives for KH. The TOWS considers the elements from the SWOT analysis and offers insights on how to exploit the opportunities while minimizing the impact of the threats. It shows how to make use of the external environment for a strategic advantage.

SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> • Dynamic and young company • Good sports results last season • Skilled & dedicated owner • Entrepreneurial spirit • Strong network with business partners • Strong and incorporated values • Strong competences in the sports department • Great sport's industry knowledge in commercial department 	<ul style="list-style-type: none"> • Young and small organization • Poor financial results and financially dependent of partners and owner • Low brand awareness and knowledge • Small and non-modern arena and facilities • Lacking human resources • Inefficient marketing communication • Unsatisfying customer experience • No strong emotional connection between KH and target group
Opportunities	Threats
<ul style="list-style-type: none"> • Handball is a well-known sport in Denmark • Low concentration of professional handball clubs in Zealand/Copenhagen area • Target group presence in Capital area • High sports attendance rate of target group • Technological developments • Differentiated experience from other sports 	<ul style="list-style-type: none"> • Decreasing handball “memberships” • Unstable environment • High impact of political and social factors • Tough competition • Exposure abundance • Other clubs attracting good players • Technological developments

Strengths

The strengths of KH are the internal factors like resources, capabilities and core competencies that provide the basis to achieve organizational strategies and derive an advantage over competitors (Byers, 2015).

One of KH's main strengths is the excellent sports result last season. The quality of their games is on a high level, they have very skilled players, and many of their games are

perceived as fun and exciting to watch by consumers. This strength cannot be copied by any competitors and is therefore a competitive advantage. Good sports results and a position in top of the league has proven to correlate with higher demand for attending handball matches. Another strength is that KH is a young company. It is a very dynamic and flexible organization that is not afraid to try and do different things, challenge the existing frameworks and “test” new initiatives. They are a very young team that is passionate about what they do, and puts more hours into their work than necessary. They have an entrepreneurial spirit within the organization that can make quick decisions and make things happen. KH is founded upon three corner values loyalty, innovativeness and respect, which are pervading the organization. The innovative spirit can be of great benefit as differentiator in the highly competitive landscape. The club posses strong competences especially in their sports department with very skilled coaches and a competent health department. Furthermore the commercial department has deep experience in the sports industry of which they possess great knowledge. KH also has a very dedicated and skilled investor, Kim Mikkelsen, that insures the club financially. He has many years of investment experience, and makes sure that all employees get their salary. Another internal advantage is their strong business partner network.

Weaknesses

The weaknesses limit KH's ability to properly enact their current and future strategy. Furthermore they are characteristics that place KH at a disadvantage compared to others (Andersen et al., 2014).

Just as much it is a strength being a young and relatively new company, it is also a weakness. As a small organization KH doesn't have a firm and stable structure and the employees are forced to cover several positions putting a lot of pressure on especially the commercial department.

Furthermore does the young organization mean that there haven't been much time to build up a strong identity, fan base and create loyalty, which is important factors for KH's brand equity. They do not have a strong personality that creates unique and distinct consumer brand associations, and their fan base and loyalty is smaller and lower than many competitors. KH's financial results with deficits since start-up, indicate that it is not a good and healthy business and that they are extremely economic dependent of their investor and partners. If for any reason the owner Kim Mikkelsen decides to withdraw, it could have serious consequences for KH. The low brand awareness level within the target group of KH is also argued to be a

great internal weakness. Brand awareness is the key and basic step for building brand equity, and without brand awareness consumers will not be aware of the club and it will be very difficult to attract spectators to the games. Linked to the lacking brand awareness is a currently inefficient marketing communication strategy as they haven't been able to sufficiently attract the attention of the target group. The current KH customer experience is unsatisfying to the target group. The aforementioned lacking fan base and a small and non-modern arena are weaknesses impacting the overall customer experience.

Opportunities

Opportunities in the external environment are present which can be exploited. Handball is a very popular sport in Denmark as it is the sport with the fifth highest memberships. Furthermore, there are several opportunities in the capital area of Denmark for a women's handball club like KH. The area is highly populated and the target group is very well represented in this part of Denmark. Additionally there is currently a very low concentration of professional handball clubs in the area. The target group can also be advantageous due to its high live sport attendance. The technological developments provide good opportunities for KH as optimizing different processes and systems can make the workflow more efficient and eliminate human error. Furthermore does the technological developments create new ways of reaching customers and opportunities to create customers experience. There are great opportunities for a handball club in creating extraordinary experiences as the facilities differentiate it from many other sports. The attendants are sitting very close to the court making it an intimate experience and a high level of interaction between players and attendants is possible.

Threats

There are also threats in the external environment which KH must consider as they can greatly impact the organization and their strategy. There is a threatening tendency showing that less people play handball as the handball membership numbers are dropping, especially in the capital area of Denmark. The Danish women's handball industry is very unstable with many clubs fighting for survival and multiple bankruptcies in the recent years. The clubs are highly dependent on limited financial resources and smaller money injections can cause great shifts in the industry. If a club receives a money injection from investors it makes it possible for them to attract the good players with good economic offerings. This is a threat to KH who will have a

hard time retaining their best players. There are many social and political factors affecting the industry and KH that they need to be aware of and monitor. For example bad performance of the National Team can reflect the awareness and focus on smaller clubs and KH needs to take into account the interest and rules of the different handball federations, which for example can affect the game schedule. There is a high competition in cultural offerings in the capital area of Denmark where a handball club is competing against e.g. football, concerts and cultural sights. As much as technological developments are an opportunity it can also be threatening to a handball club. The increased supply of live-sport broadcasting and innovative streaming methods has intensified the competition of viewers and spectators. It has become much easier to watch a game at home making it harder to attract people to the arena.

TOWS

	Internal factors	<p>Strengths</p> <ul style="list-style-type: none"> • Dynamic and young company • Good sports results last season • Skilled & dedicated owner • Entrepreneurial spirit • Strong network with business partners • Strong and incorporated values • Strong competences in the sports department • Great sport's industry knowledge in commercial department 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Young and small organization • Poor financial results and financially dependent of partners and owner • Low brand awareness and knowledge • Small and non-modern arena and facilities • Lacking human resources • Inefficient marketing communication • Unsatisfying customer experience • No strong emotional connection between KH and target group
	External factors		
Opportunities	<ul style="list-style-type: none"> • Handball is a well-known sport in Denmark • Low concentration of professional handball clubs in Zealand/Copenhagen area • Target group presence in Capital area • High sports attendance rate of target group • Technological developments • Differentiated experience from other sports 	<ul style="list-style-type: none"> • Exploit high attendance rate using the good sports results and strong sports competences • Create extraordinary experience by utilizing entrepreneurial spirit and innovative skills • Utilize the great knowledge of the sports industry to reach and engage the highly present target group 	<ul style="list-style-type: none"> • Mitigate low brand awareness and knowledge to attract highly present target group • Solve lacking human resource problem to offer extraordinary experience • Develop lacking emotional connection to attract target group, create loyalty and exploit areal opportunities
Threats	<ul style="list-style-type: none"> • Decreasing handball "memberships" • Unstable environment • High impact of political and social factors • Tough competition • Exposure abundance • Other clubs attracting good players • Technological developments 	<ul style="list-style-type: none"> • Cope with the unstable environment by exploiting their strong business network and dedicated owner • Tough competition can be challenged by maintaining good sports results • Avoid loss of good players by preserving strong values in organization 	<ul style="list-style-type: none"> • Develop emotional connection and flawed arena facilities to overcome challenge of exposure abundance • Strengthen economical situation to avoid high dependency of owner and cope with unstable environment • Improve customer experience to overcome technological developments and tough competition

Figure 15: KH TOWS. (Source: own creation)

Strategic options

Based on the TOWS analysis the following strategic key options are identified:

- Increase brand awareness and knowledge to attract target group
- Create an extraordinary experience to increase attendance and cope with tough competition
- Create an emotional connection to attract and create loyalty within target group

Chapter 5 - Strategic and tactical planning

After having identified the strategic options, a new strategy for KH should be created, and the strategic and tactical recommendations will be outlined in the following part. The section is build up around the MOST framework, a framework for designing future strategy. The concluding part of this section will be a strategy evaluation and validation.

Objectives

Objectives are crucial to establish as they function as the goals to measure process and success.

Objectives can be set on many levels, and there is no simple recipe, fixed terminology or model that can be used to establish them (Andersen et al., 2014). In order to ensure that the objectives are useful and good, they are defined in order to meet the SMART criteria. The objectives are *specific*, as they are concrete, well defined and clear to everyone, *measurable* as it can be documented/analyzed whether the objectives are reached, *attractive* as it is argued that everyone involved are motivated to reach the objectives, *realistic* as they are possible to reach and *time-bound* as they should be reached within the two coming seasons, from the 2017/2018 till the end of the 2018/2019 season.

The overall strategic objective is to enhance KH's brand equity, and the following market sub-objectives are:

- Increase brand awareness among target group with 15 %
- Strengthen the emotional connection to 'fully connected' on the emotional connection score
- Increase the retention by 8 %

- Increase game attendance by 12 %
- Increase the satisfaction rate of the KH experience by 30 %

All the objectives have a time frame of the coming two seasons, and should be reached as a result of the concrete suggested tactics presented further down in this section.

Strategy

The next step in the MOST framework is the strategy, and in order to establish a comprehensive strategic recommendation, it is necessary to identify the type of industry KH operates in, and therefore a definition of the industry in terms of turbulence and stabilization is needed.

Determining turbulence/stabilization of the industry

As previously mentioned, the Danish handball industry is perceived as a rather unstable business environment resulting in bankruptcies and closures of several clubs over the past years. It can be argued that KH must embrace strategic flexibility to cope with this ever-changing environment. However as the proposed strategy must be adjusted in accordance with the environment, an analysis of the industry turbulence and stability is made. The formulation of recommended strategic initiatives for KH will be carried out in accordance with Mintzberg's emergent strategy. However, it will be a combination of strategy design and emergence as Grant (2013) refers to as "planned emergence". According to Grant (2013) which of the two that dominates depends of the stability of the business environment. In a stable environment where predictions of the future are possible, planned emergence strategies will have a larger element of detailed planning in them. In the more unstable unpredictable environments it will be minimized to few guidelines directed by changes in the environment. Therefore to be able to come up with strategic recommendations for KH to reach the target group, an understanding of the industry in terms of turbulence/stability is necessary.

When defining the industry in terms of turbulence and stability factors, Mintzberg (1983) mentions the two important factors *The degree of change* and *The degree of unpredictability* which must be considered. *The degree of change* consists of *Complexity* and *The degree of novelty*, and *The degree of unpredictability* consists of *Speed* and *Visibility*.

The degree of change in the industry KH is operating in, can be claimed to be medium to high as the complexity of the changes are high. In the situational analysis it was argued that the external factors were highly influential. There is a tough competition in the industry with many offerings serving the same customer need. It is an industry with many stakeholders where the power balance can quickly change. The political set-up behind the handball industry is full of conflicting interests and top-down control. Their rulings can highly influence and change the industry. Additionally social factors can change the industry where especially the popularity of handball can vary. The technological developments are happening at high speed which can highly influence the industry. Technology is a great competitor to live sport events as innovations in e.g. streaming can have major influence. However, if industry players are able to incorporate the digitalization it can be very profitable and provide a competitive advantage. The economic factors furthermore influence the industry where e.g. economic injections can cause great shifts.

Considering the degree of novelty in the industry it refers to the level of unfamiliar situations the organization is faced with. This is argued to be low in this industry. The industry has experienced many changes in the past with various bankruptcies and mergers. However, such changes are not really unfamiliar anymore and the organizations are aware of the possibility of them occurring. New innovations on the streaming of live sports and could create an entire new situation for sport clubs. If it was made possible to have the intimacy of a sports match at home in the living room, with for example Virtual Reality technology, including smells and sounds at a reasonable price, it would be a total new situation.

The degree of unpredictability is a measurement of whether these changes can be predicted. This degree is argued to be medium. The abovementioned external factors can highly influence the industry but it can be hard to predict when the changes might occur. New regulations and rules from the political system can be presented at any time and the political system can be hard to figure out for an organization. However the speed of these changes can be argued to be relatively low, as there is often a reasonable time frame from presentation of new rules until they are actually implemented, making it possible for the organizations to adapt to them. It is different with the industry changes caused by economic factors as they can happen fast, like an investor suddenly decides to invest in or withdraw from a sports club. As for the technological changes they can happen at varying speed and innovations can be difficult to predict. The visibility refers to the organizations possibility of gaining access to information about the future, which can be claimed to be low for the industry. If a club receives

an economic injection it can change the power balance with a day's notice (JMT, Appendix U). Information about intentions of such investors is not possible to retrieve for the industry players and therefore hard to predict. The predictability of political changes is also low as it can be difficult to access information about political changes. Today there is a lot of social information available providing players with good opportunity to predict social changes. It will therefore be possible to make reasonable predictions about target audience's behavior and motivations.

To sum up, KH is in an industry highly influenced by the environment where it is somewhat difficult to make predictions of the future. Some of the changes happen quickly while others offer a time lapse making room for adaption. It can be challenging for the organizations to retrieve information on the future. As a result it is concluded, that the industry is quite unstable and turbulent.

Planned emergence

In order to navigate in such a volatile environment analyzed above, a strategic plan is needed with a focus on emergence. It will be less planned as the quite unpredictable turbulent environment will be guiding for it. However it is recommended that a mix of deliberate and emergent strategy development is relevant in the case of KH. In practice, there is almost always a mix between the two with one element being the dominating (Grant, 2013).

Back in the day it was possible to plan ahead and make long strategic plans based on the past. *“However, the nature of the world today no longer lends itself, by in large, to this type of strategy”* (Moore, 2011, para. 3). Today, emergent strategy is more suitable as it accommodates to the changing reality. Mintzberg's emergent strategy is useful as “*we cannot, try as we may, control the variables that factor into business decisions*” (Moore, 2011, para. 6). When developing emergent strategy the uncertainty of the business environment makes it impossible to make predictions about the future based on historical data. KH, operating in a volatile environment, is therefore forced to constantly scan their environment to be well-equipped for making decisions (Johnson et al, 2017). The employees in the organization are urged to take initiative and experiment. By learning from this and taking small steps they can figure out what works along the way. There is then a bottom-up influence on the strategy development. The strategy development can still have a planning element fed with information from these subsystems of experimenting employees (Johnson et al, 2017). It is argued that this is very fitting to the KH organization where employees are working with freedom under

responsibility as stated earlier in the internal analysis. The small amount of employees possess several positions in the organization and due to much pressure they are often forced to make decisions on their own. As a result of this the emergent element is already part of the organization but they do however work from a long-term 2021 strategy plan. As the organization is deeply rooted in shared values and a strong culture, it is a fair assumption that the employees are working towards the same goals and not following individual interests when experimenting in their subsystems. Emergence is in focus but strategic planning should still be part of the process. It can be used for coordination and communication in KH to secure that everyone pulls in the same direction. Furthermore it can function as a formal explanation of the strategy to all stakeholders (Johnson et al, 2017, p: 428) which is argued as important in KH's case who are highly dependent on a network of business partners.

In order to compete in the live sport industry in the Copenhagen area, KH must differentiate from the many competitors and create a strong brand equity. It must offer uniqueness to its customers by developing the KH experience. It must extend beyond the physical characteristics of the service to everything about it that the target group derives value from (Grant, 2013).

For successful differentiation one must analyze the customer's demand for differentiation and match it (Grant, 2013). It must be understood why customers choose to buy a ticket for a live sports event such as a handball match. Products and services are serving multiple needs and most often buying is motivated by social needs such as a sense of community (Grant, 2013). By looking at the buying motivation for the target group (Figure 4, Appendix P) it becomes clear that they are motivated by a social element and an extraordinary experience. In order to establish a successful differentiation strategy a strong position is necessary. A positioning map will be developed in the following part which will uncover a new profitable position in the industry making it possible to withstand the fierce competition and break through the clutter of cultural offerings.

Marketing strategy and positioning

Having the target group in mind, it is important to choose which marketing strategy to use in order to reach them the best way. Five different overall strategies can be identified (Andersen et. al, 2014); undifferentiated, differentiated, concentrated, specialized and individual. As the target group consists of only one segment, the undifferentiated strategy is excluded as it addresses the whole market and ignores customers' different needs and interests.

Differentiated marketing serves several audiences with each their marketing mix, which is also irrelevant for KH. Specialized marketing is when a company aims to provide a wide range of services to a single segment, and when the needs of the individual customer is the focal point of pricing, product organization and communication - individual marketing. This is neither the case for KH, and therefore a concentrated marketing approach is chosen for KH to reach the audience, as the marketing efforts is targeted towards one specific segment described earlier.

Positioning, which is to design the company's offering in a way that takes a specific, wanted, relevant and competitive strong position in the consumers'/target groups mindspace, is the next important step in the process. Initially, thinking that it is a competition for e.g. market shares, customers and turnover, and these are important dimensions of competition. However for many brands the crucial competition is about achieving a firmly anchored, specific and desired position in the consumer's' mind, which at the same time distinguishes them from competitors. If KH doesn't promote the competitive advantage of their service, the consumers will position the brand in specific associative schemes anyway. Therefore well-considered and clear positioning is important in a society and industry characterized by intense competition, much information, many commercial stimuli and similar offerings. That is, however also difficult because it is about developing and penetrating through the competition with messages that are relevant, credible and more interesting than the competitors, while at the same time being in accordance with the target group's needs and wants.

It is important to emphasize that all consumers continuously create and revise their experience with products, services and brands that they use and do not use. Therefore, if the brand does not make an effort to position itself, it will be left to random sources like competitors, media or consumers' reviews (Andersen et al., 2014). Accordingly, positioning is an important marketing task and a prerequisite for effective marketing communications.

A popular and frequently used visual tool that can help the brand position itself is "mapping", based on axes representing the dimensions important to the target group (De pelsmacker et al., 2013). As mentioned before, the two most important dimensions for attending a handball match within the target group are the perceived experience and the social element (Figure 4, appendix P), which therefore are the two axes used on the positioning map. As no data on KH's competitors have been collected, comments from the focus groups as well as the knowledge and best judgment of the authors are used to estimate the competitors position, making it biased to a certain degree. Figure 16 shows the positioning for KH and competitors:

Positioning map

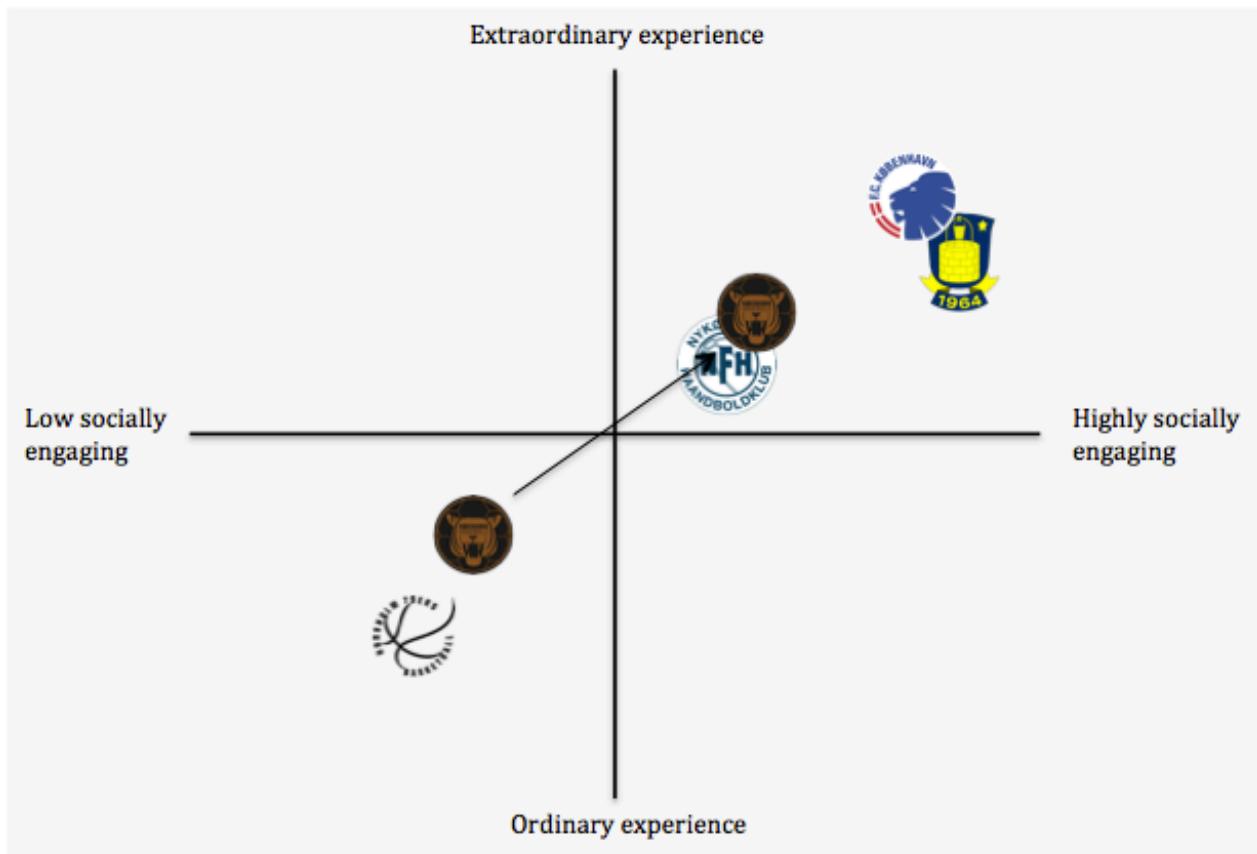


Figure 16: KH positioning map. (Source: own creation)

KH's current position (based on findings from the focus groups) in the consumers' mind is illustrated, as well as the position they should strive for. The dream scenario would be to be positioned in the upper right corner, but due to KH's current and future resources and facilities, it is not evaluated to be realistic to achieve that position.

Taking point of departure in the target group's attitudes and opinion combined with KH's strengths, the competitive advantages relevant for the target group should be identified. It can be both an Unique Selling Proposition (USP), which is mainly based on functional attributes and/or a Emotional Selling Proposition (ESP), which typically concerns relationship or characteristics of the product/service that speak to the consumers emotions (Andersen et. al, 2014). It should then be decided on which dimensions KH should differentiate and position them on. It is argued that KH should not only position their brand on one dimension, but several dimensions. As the positioning map illustrates, it is recommended that the experience, the emotional- and social dimension should be the prominent elements in their positioning.

That is factors that are valued by the target group (Figure 4, Appendix P), and should therefore be emphasized. KH should focus on creating an ESP, as competitors can easily copy USP's. ESP's are very difficult to copy when first created, and therefore KH must integrate emotional appeals in their messages that should help to position the brand. It is argued that having a strong and well-defined brand position will have a positive effect on the game attendance rate. The recommended position for KH should be implemented by the proposed supportive tactics presented in the following part. Finally the current image of KH and competitors on the important attributes should be tracked continuously in order to uncover changes in consumer perceptions and in the competitors' positions (De pelsmacker et. al, 2013). This tracking analysis is especially important for KH, as they might need to alter their position in order to keep in line with the competitive landscape.

Summing up, the following strategies for KH have been formulated in order to reach the defined objectives and position.

KH must offer an extraordinary experience to the target group in order to increase satisfaction and strengthen the emotional connection, leading to increased game attendance. They must utilize their digital platforms in a more effective way to increase brand awareness, strengthen their brand personality and foster loyalty.

The strategies should be reached through the following planned tactics but with an emergent focus meaning it will be adjusted based on changes in the environment.

Tactics

In the following, a set of recommendations that represent the actions KH should undertake to reach the defined objectives and position, is outlined. Both managerial and marketing considerations are included in the tactical recommendations, but with a focus on the latter. The recommendations are based on the findings from the focus group, survey as well as relevant theories, and they are structured around the most important brand equity components.

Brand awareness

Brand awareness is the first step of building brand equity, and is necessary for all brands to be considered and dealt with in the decision making process. The findings showed that KH has a low brand awareness within the target group which should be increased.

KH should exploit their social media in a more efficient way, which is a good source for increasing brand awareness. Social media is used by 91% of the members of the target group (Appendix K), and is therefore argued to be a strong tool. According to Booth and Matic (2011), a comprehensive and strategic social media approach will increase the brand awareness of a brand, and presents many benefits that could be advantageous for KH. It is targeted, personal, interactive, immediate, timely, engaging and cost effective (Kotler & Armstrong, 2016).

On Instagram KH should make use of relevant influencers, which are persons who have gathered substantial numbers of followers. They have usually spent several years to create and build a relationship with their followers, so when they share or say something, the followers trust them. By using influencers to publish and promote pictures or information about KH, they can reach a much larger and broader audience and thereby enjoy greater brand awareness. The target group will be reached in a more meaningful and authentic way, as consumers are more likely to rely on products and service guidance from people they know and trust in their social network, rather than messages and commercials coming from the brand itself (Johnson, 2017). It is important that KH identifies which influencer that is the best ambassador for their brand, and that it is a person who shares a similar target group. In order to identify the fit for an influencer, KH should measure the three R's; relevance, resonance and reach. The influencer's profile should of course be relevant in relation to KH, and should e.g. be a person that publishes posts about sport. The other aspect of resonance, relates to whether the content the influencer is posting is resonating with their audience. It is important that the followers are engaging in their post by liking, commenting or tagging them. Finally the influencer's reach should be evaluated in terms of the number of followers as well as the follower-to-reach ratio in order to identify follower engagement (Johnson, 2017).

Facebook is another tool that KH should exploit in a different way in order to meet the objective of increasing brand awareness. They already have a Facebook page, but they should also make use of the Facebook brand awareness ads. Through Facebook it is possible to make an ad only shown to the people within KH's target group, and through various analysis Facebook can tell who are most likely to watch and recall the ad (Facebook business, n.d.). The campaign will thereby continuously be optimized and be very efficient. The ads will help KH with reach and attention, which are good indicators for the spread of brand awareness.

Besides the ads, it is important that KH post content that gets reaction, comments and likes, as the expansion of the post depends on the engagement rate (Facebook business, n.d). In order to ensure engagement they should post videos and pictures, and especially narrative video content, which have the highest engagement rates (Reucroft & Reucroft, 2015). This initiative will further stimulate the brand knowledge (Aaker, 1996) as the target group engages with KH and gets to know the brand better.

A final tactic for the social media part is that KH should create a contest either on Instagram or Facebook, where participants should submit a video or photo, and make other users vote for their favorite. Participants will then share the post or link with friends in order to attract more votes, building awareness of KH as result.

Another approach for enhancing brand awareness is to create small events. KH should make small events on e.g. different educational institutions in Copenhagen, where the target group is well represented and easy to reach. They could have a small stand in for example the entrance halls, near the canteens or another place where many people converge. Players from KH should be present, and there should be some sort of activity that engages and activates people to make them remember the KH brand. Another initiative could be a competition regarding information about KH to increase the brand knowledge. Finally free marketing material with the KH logo should be distributed at the stand as it increases the brand recognition and everybody loves free goodies. The event could trigger positive WOM, which is an easy and cost-free way of increasing awareness.

Finally, it is important to ensure a consistent visual experience across all channels and actions, in order to build brand recognition, the lowest in the brand awareness continuum (Aaker, 1996), which was found to be low among the target group.

Experience

In today's world, experiences are crucial for sports businesses and a way to differentiate from competitors. The analysis has proven that the current KH experience is lacking and unengaging. In order for KH to obtain a better position and increase game attendance, they must improve their experience to be extraordinary. The following recommendations should increase the customers' satisfaction with the KH experience and strengthen the emotional connection.

As a way to solve the value gap of the current KH experience a solution should be the implementation of a theme. Pine & Gilmore (1999) argues that a company must theme the experience making cues that make impressions in the minds of the consumers as well as implement memorabilia. To differentiate themselves, KH must theme their experience and align it through the entire customer journey. An obvious theme for KH would be a “Tiger theme”. The club’s logo is a tiger and they refer to themselves as tigers and the volunteer corps as “The tiger family”. It is important that the theme is supported through all cues and customer touchpoints.

At first, it would be needed to be applied in the pre-phase of the customer activity cycle when the customer is buying the ticket. One of their main customer touchpoints, the KH website, should be transformed in accordance with the theme. “Home of the Tigers” along with pictures should be the first thing customers see when visiting the site. This is setting the stage for the experience they are about to engage in. On the website the theme should be pervasive such as; “The tigers” with player info, “The Tiger cage” with arena info and “Tale of the tigers” providing the history of KH. The current colors of the website are well aligned with the theme as it is made mostly in black and tiger golden.

In the during-phase of the customer activity cycle several implications must be made in order to support the tiger theme and create an extraordinary customer experience. The analysis identified a value gap in the current KH arena and facilities which must be dealt with. The entrance set-up should be improved to make customers’ first impression more positive. Coloring the inside of the area in the club’s tiger colors as well as adding other stimuli such as tiger footprints on the floor or tiger scratches on the walls are all ways to implement the theme. Communion is one of the elements to create an extraordinary experience (Arnould & Price, 1993) meaning the customers must feel a strong connection to and be in harmony with the environment. Improvements could be made to the entrance set-up which was described by the target group as small and boring in the analysis. The concession stands could be upgraded with an extended food and beverage variety such as a TigerBurger. Furthermore the merchandise stand could be expanded to offer a wider variety to the fans and generate income. The merchandise sale of KH will be elaborated further on in the tactics. To attract the crowds and continue the theme a catching phrase like “Unleash the tiger within you” or “Get your tiger stripes” could be written on the wall above the merchandise stand. To assist in creating a great atmosphere in the entrance part of the arena music should be played. It could

be a mix of team songs as well as winner songs known from sports. The atmosphere is a very important element of the sports experience which can help to create an emotional connection with the consumers (Gladden et al, 1998).

The abovementioned actions should help create a multisensory experience through sounds, smells, visuals and taste already in the entrance, which according to Pine & Gilmore (1999) increase effectiveness and memorability of the experience. This would put the crowd in the right mood before entering the arena to watch the game and offer an experience differentiated from watching the game at home.

As previously mentioned, the current merchandise sale at KH's games is limited. It should be expanded to include items that could be interesting and appealing to the target group. The offerings should be kept in the tiger theme such as tiger claws of foam for example. It is important to offer team merchandise at low prices such as hat, t-shirts, flags or scarves in the KH colors black and tiger golden. It will greatly influence the atmosphere in the arena as well as the sense of unity among fans if a large part of the crowd is wearing the team colors. The KH merchandise also function as memorabilia that the customers take home after the games. These gadgets will assist them in remembering their experience at the KH arena and help store it in their memory. A rather easy memorabilia to implement could be TigerCups. This should be reusable plastic cups for drinks sold at the concession stands. They should be designed in team colors perhaps with different player profiles or the club logo. Customers would pay extra for such a cup but the amount would be refunded if the cup was returned. The cost of the cups would then be covered by the customers if they weren't returned, and would function as memorabilia if brought back home instead.

The entrance hall and other surrounding of the arena should be updated to improve the customer experience through storytelling. A high interdependence between the service provider and customer is present in experiences and the relationship between them should be strong (Arnould & Price, 1993). The analysis proved that the bond with the players are important to the target group and the aspirational reference group can influence their behavior. By knowing the players on a more personal level, a sense of belonging can be created and this will ultimately attract the target group to the KH games. The players should be exposed around the arena along with other KH memorabilia in order to increase the connection with them and the club. A hall of fame setup should be made in the entrance area with large posters of player profiles along with inspirational quotes on the walls. Pictures of victories and

key moments in KH history set the stage for the game one is about to attend. Furthermore the stories of the club and players made through the years will keep the fans invested and connected at a deeper level. It will make the experience more emotionally intense which makes it more extraordinary (Arnould & Price, 1993).

The storytelling should be continued on KH's various media channels where fans should be given an inside look into the team through different posts. It could be videos of the players in their everyday life thereby making them more relatable for the fans. By getting a glimpse of the person behind the player one feels a more emotional connection to them.

When customers are moving into the arena they should pass by a welcoming sign for example saying "Time to roar with the Tigers" getting them in the right mood for the game. When people are waiting in their seatings, the stadium speaker has an important job in engaging the crowd and creating a special atmosphere. He must be very active and warm up the crowd through cheering and useful game information. Music should be played in the arena during the warm up and the screens in the arenas should be better exploited. They could be used for different crowd competitions which again would be a way of attracting the crowd to the games before game start. Additionally they could function as mediums to continue the storytelling of KH. By creating KH videos presenting the players or showing clips from past victories could increase emotional experience. It would be highly effective just before the player presentation where the lights are dimmed, and it could be mixed with inspirational messages in voice-over.

To create an extraordinary experience KH must apply "affective engineering" to create the desired emotional response of the customers (Arnould & Price, 1993). An emotionally charged experience can be created through rituals and narratives. Creating a team song or certain clapping rituals can make the crowd more active in the game experience. A KH Tiger song could be created which must be played often before, during and after games to make it known by the spectators. Furthermore KH characteristic clapping series and chanting must be invented in consultation with the fan club. It will improve the atmosphere at games and increase co-creation thereby improving the total customer experience (Mascarenhas et al, 2006). Such rituals can also improve the sense of belonging to a community which will be elaborated further on. Furthermore rituals help make the KH experience unique and differentiate them from competitors. The analysis showed that KH were lacking in their ability to engage customers at the games. During the games an effective add-on could be an active KH Tiger mascot. By creating a unique character that reflects KH's brand personality, it can

function as a brand stimuli adding brand recognition. Besides being an entertaining element, an active mascot during the games can stir the crowds by encouraging clapping rituals, singing and chanting.

The abovementioned actions to increase the actual game experience and making it more entertaining to the crowd will expand the experience to be about more than just the team performance. Creating a unique game experience for the crowd will help on increasing game attendance and leverage the emotional connection.

In the post-phase after customers have left the arena it is important for KH to get them to renew the experience by buying a ticket for another game. In order to do so they could make some tickets with promo codes for “Another great Tiger experience” offering a discount at the next game. This would be very beneficial way to increase loyalty and game attendance at lower intensity games where the chances of filling the arena are low.

The social element

The analysis proved that the social element was a key motivator for the target group to attend a handball match. It further uncovered gaps within the social part of the KH experience and a lack of community, which must be enhanced in order to improve the experience and increase game attendance at KH games.

Some members of the focus groups had experienced disruption in their KH game experience as there had been chaos surrounding the seating before the game. This had resulted in some being forced to watch the game without sitting next to their friend. This can be crucial as the key motivator for attending games was going with one's friends. This problem must be solved either by numbered seatings or having employees present in the arena to make sure that people move together and no one is left with a seat on their own.

The social element must be exploited in KH's market communication to increase game attendance. A way to attract the target group could be through arranging social events in connection with KH games. Several members of the focus groups referred to handball games as an event for friends and the coziness of drinking beers or other drinks together. A possible relevant event for the target group, could be TigerNight with a fanzone to warm up before the match. Here it should be possible for the target group to sit and enjoy a drink with their friends. A way to attract them early to this event would be Tiger-Hour with discounts on food and

beverages. Generally, KH should include friend-packages in their concession stands such as 2 for 1 beer or 4 beers + 2 hotdogs offers.

It is important for KH to engage the target group and have a friend-vibe around their games. The target group is likely to take advice and recommendations from someone similar to them such as their friends (Arnould & Zinkhan, 2005). Their behavior and attitude can be influenced by their contractual reference group. So if one's friends have had a great KH experience it might positively influence one to go to a game.

At the games there was a gap in the customer journey as several members of the focus group argued that the atmosphere in the arena was dull as there was no sense of unity among the crowd. Communitas, the connection with others and feeling of deep emotional relations, should be implemented to increase customer satisfaction with the experience and strengthen the emotional connection (Arnould & Price, 1993). The feeling of unity must be strong at the KH games and this can be facilitated through the abovementioned actions including rituals and merchandise. Another way to facilitate a sense of unity among the crowd could be through honouring local pride. By creating a sense of Copenhagen pride through the KH team one can get a feeling of being part of something bigger than themselves. This can be exploited as they are the only Copenhagen based club in the league. As the majority of clubs are located in Jutland, KH can seek to intensify the "Jutland vs. Copenhagen" battle.

In the post-phase of the KH customer activity cycle a gap was identified as KH currently is unable to unite fans in a network. After the game the spectators don't have a place to engage with others about the game experience and create interest for the coming games. A value add-on would be for KH to create a fan culture and network through their online channels. It is important to continue the sense of unity felt at the game to last afterwards. KH already have a fan club with their own Facebook page. However it contains no activity, making it difficult for new interested target group members to reach out and participate. The platform should be activated in order to facilitate engagement with other fans and thereby the opportunity of getting a network with other KH fans. It could increase game attendance as the social element is a key motivator for attending games but often people refrain from this, as they don't know anyone with whom they could attend.

If KH implement the abovementioned tactics focusing on the experience and the social element, it will positively influence the game attendance. The conducted survey proved that

the target group is likely to attend a handball match during the coming season if they'll have an extraordinary experience or their friends attend the games (Figure 5, Appendix P).

Emotional connection and loyalty

As explained earlier, the sports experience is an important driver of emotional connection, and customers who are engaged in an experience are much more emotionally connected. Therefore, the creation of an extraordinary experience for KH is crucial for fostering the emotional connection to the target group.

Another way KH could strengthen the emotional connection with their consumers is by creating and foster a sense of belonging. This should be done by creating an online community over time, where people can share their opinions and experiences. This will also help to solve the issues of the lacking fan culture addressed in the previous part, KH should pay attention to their consumers, and if they make them understand that their contributions are valuable, the consumer's involvement and attachment will increase. This can simply be done by commenting on their posts or writing a short message in the forum. This attachment to the brand can mean that the consumers are more likely to identify with the brand, and the more people identify with the brand, the greater the chance of them becoming loyal (Richelieu, 2003). Creating an online community is an excellent way of fostering consumer relationships, and can have multiple positive effects on the emotional connection and loyalty.

A strong brand personality can also create and strengthen the very special and important emotional tie with sports consumers (Richelieu, 2003), and therefore KH should work on this. As mentioned in the theoretical outline, the brand as person perspective is especially important for sports brands, as it is essential for sports consumers that they are able to identify themselves with the club/team. A strong identification with the club is likely to promote affiliation (Sloan, 1979), which generates loyalty.

In the focus groups, it was expressed that KH does not have a very clear or strong brand personality (Appendix R), and it needs to be strengthened. KH is a young company, and therefore the first step should be to decide their brand essence, around which the personality should be build. When doing so, it is crucial that it resonates with their consumers, and should have characteristics that the target group can relate to. In the formation of the brand personality it is recommended for KH to involve the target group and fans in order to create a

stronger commitment and approval of their core values and personality. According to Richelieu (2003) it is a crucial step to include the consumers in this process in order to ensure that the values are understood and agreed upon.

It is furthermore important that the brand essence and personality is unique, and thereby positions the brand in the consumer's mind and ignites the emotional connection. The brand essence and message should support the ESP's that KH is recommended to position themselves on. KH should make sure that the consumers are able to see themselves in the face of the brand, making them identify with this.

KH should develop a strong personality and thereby create and foster an emotional tie with the consumers through their social media, in their tone of voice of the updates and in the content created and shared. KH's must exploit social media to develop the brand voice, and turn themselves into more of a friend than a business (Torres, 2015). In general, in any form of their marketing communication the brand personality should come into play, and KH should ensure consistency across all their channels to strengthen it.

Developing a strong personality does not only foster a strong emotional connection to the consumers, it also helps to create distinct and positive brand associations (Aaker, 1996), which is also an important brand equity component for KH. The associations are linked and driven by the brand personality, and is often the underlying value of the brand name for consumers, which again is another reason for KH to focus on creating and developing a strong personality.

Building and strengthening the emotional connection is a key aspect for generating loyalty, but other sources for loyalty should be exploited by KH. All the mentioned tactics so far contribute to creating loyalty and are therefore all of great importance. Another initiative is however suggested for KH to implement in order to enhance loyalty even more.

Instead of implementing a traditional and outdated loyalty programme, KH should create a social loyalty programme to strengthen consumer engagement and loyalty. As mentioned, the target group is highly present on social media, and it is therefore an obvious channel for KH to utilize. KH should get their consumers to connect their social accounts and thereby become a "KH V.I.P". By doing this KH will gain access to a lot of consumer data, and make them able to identify when their V.I.P's do something that create value for their brand. KH should decide

which consumer actions should be rewarded, e.g. using a special hashtag unique for KH on Instagram or checking-in on Facebook. The rewards should be determined for each action, and could be anything from a promotion code offering a discount on the next game ticket, a discount coupon for merchandise or food & beverage, or a special meet and greet session with a player. It is however important that the rewards are renewed from time to time to rejoice the consumer and build loyalty. KH should furthermore create special benefits and promotions for the “KH V.I.P’s” which regular consumers aren’t able to access. KH should on an ongoing basis analyze which rewards work best and which social media platforms that drives highest engagement, in order to optimize the programme to increase the lifetime value. Rewarding customers and creating benefits for them make them feel more valued which increases loyalty.

Managerial tactics

In order for KH to be able to implement these recommendations and thereby reach their objectives, certain managerial implications must be carried out. The proposed marketing tactics will align the 7 elements mentioned in the internal analysis in a more efficient way, which will support the strategy and make KH perform better.

First of all they need to adjust their current staff set-up as it is insufficient. The current staff in the commercial department is too small putting a lot of time pressure on the employees and forcing them to possess various positions. The addition of a new employee in this department would make it possible for the current employees to be more focused on their administrative and sales generating tasks. The new employee should be in charge of planning and execution of the games as well as other events. By having one person fully focused on the events and games will make it his top priority, which will hopefully result in increased satisfaction of the KH experience. The new employee must possess good planning skills to secure everything works at the games. It must be one who can have many things on his hand and stay cool in stressful situations. Furthermore, he must have a creative side to be able to create extraordinary and unique experiences.

Furthermore an intern could be brought into the team to handle the social media tasks which will be more time consuming in the future. Full attention on this task is needed in order to successfully increase brand awareness and engage the target group. The intern will need to possess good communicative skills and knowledge of how to exploit various media platforms. It must be one who is strong in storytelling to be able to get the players’ stories to effectively reach the target group.

The management of KH must continue to function as freedom under responsibility as the employees must experiment and learn from it. This bottom-up approach will make it possible to constantly adjust based on the learning's of what works in reality and the changes in the environment. The employees must be informed of the importance of such environmental changes and that they therefore must sense important signals.

Additionally, KH is in need of a CRM system gathering data and knowledge about its customers. They need a system that takes their customer data and turns it into useful and actionable insights that can help them doing business. Rich customer data can be used to optimize their marketing communication and customize their offering for the target group. A shift to newer automatic systems instead of the current manually demanding Dropbox system would be a good investment as it will release man-hours that can be applied elsewhere.

Putting it all together several tactics are outlined for KH in order to reach the set objectives and thereby strengthen their brand equity. Especially the tactics regarding the experience are vital as it is the main driver for the target group to attend a match. Utilizing social media in different ways is also considered as a key aspect, as it helps to reach several of the objectives like strengthen the emotional connection, increase brand awareness and fostering loyalty.

KH strategy model

In the following part, a proposed strategy model for KH will be presented (Figure 17). The model is a framework of the process for this thesis but more importantly it is a strategy model for KH to follow in the future. It is based on Sondhi's (2008) strategic process and tailored for KH's situation. It is a process model to secure that KH is doing the optimal for reaching their objectives in a changing environment. It is combining the planning and process approaches to strategy as a mix of them are optimal in KH's case. The process element is the dominating one.

In the pre-lude a marketing audit is carried out to uncover the wants and needs of KH's target group. For this project a survey and focus group interviews were made to gather data of the target group. The next step in the model is the analysis, which consists of an external and internal part as well as a situational analysis. The external environment must be analyzed through a PEST model which is a part of the situational analysis. The current situation of KH should be analyzed by investigating the 5 C's; company, competitors, context, collaborators and customers. Finally an internal analysis of the company should be made with McKinsey's 7S framework.

The analysis enables the completion of a SWOT model and afterwards a TOWS. The external analysis and parts of the situational analysis uncover opportunities and threats in the environment, whereas the internal and situational analyses reveal the strengths and weaknesses of KH. The extract of the SWOT and TOWS are the key issues. KH will then need to assess their current strategy to see if they address the key issues. This comparison will identify potential strategic gaps, which means they will have to do things differently in the future. Going forward the MOST framework is deployed to develop a new strategy. With the mission and objectives stated first it is ensured that the following strategy and tactics aim to reach the goals. However, in the ongoing process after implementation, the MOST process is carried out from bottom up. This means that when KH are in the process they must first adjust the tactics, then the strategy and so on. The newly formulated strategy must then be evaluated to see if it will be successful. The evaluation criteria are suitability, feasibility, acceptability, sustainability and reversibility.

Afterwards the actual implementation of the plan must be carried out. It can be both internal implementations in the organization and external implementations in the market. In this project the plan is made primarily for external implementation in the form of different tactical recommendations to increase game attendance. As the tactical plan have been implemented in the market, the actual performance will then need to monitored. After six months the performance is monitored through the parameters brand awareness, customer satisfaction etc. This monitoring will prove whether or not the objectives will be reached or if certain adjustments need to be made. This is a constant process which KH must follow, and the described model is to be used in the future to ensure they reach their objectives. It is a proposal of what to do in the process and on a regular basis in order to navigate optimally in a changing environment.

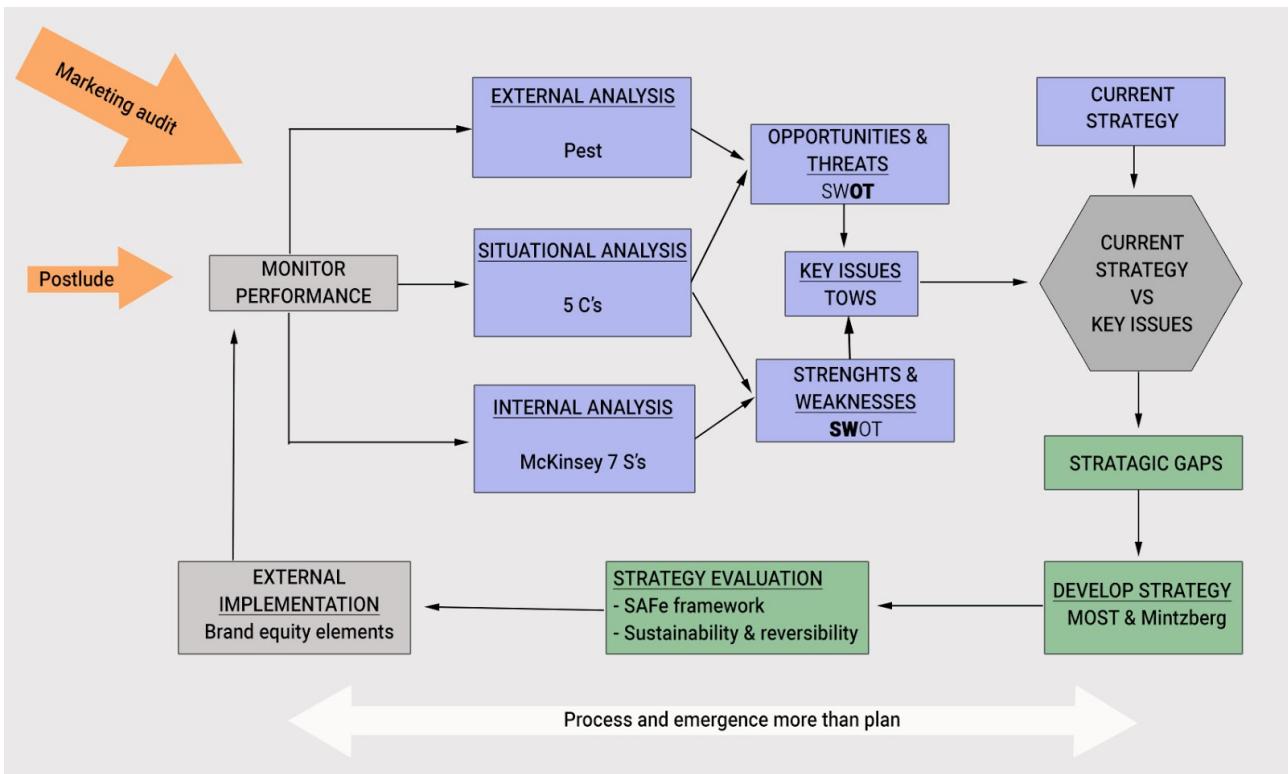


Figure 17: KH strategy model. (Source: own creation, Sondhi, 2008).

Chapter 6 - Strategy evaluation and validation

The following section will evaluate the proposed strategies based on several evaluation criteria in order to determine whether the strategic recommendations are likely to be successful.

Firstly Johnsons et al. (2017) framework will be applied, which consist of the three SAFe evaluation criteria: suitability, acceptability and feasibility. In addition to Johnson et al. (2017) evaluation criteria, a fourth dimension is also considered, Sondhi's (2008) sustainability.

Finally the strategies are evaluated in terms of reversibility (Kaplan & Norton, 1996).

It should however be mentioned, that because it was not possible to get the commercial

director of KH to evaluate the strategies, the evaluation is carried out by the authors themselves. Therefore it must be taken into account that the evaluation is biased and based on an outside perspective.

Suitability

Suitability concerns whether the strategies addresses the key opportunities and threats that KH face through the strategic position of KH, and is therefore concerned with the rationale of the strategy (Johnson et al., 2017). It is necessary to look at to what extend the strategy address the issues that KH are facing and address the set objectives. Two key questions are

to be answered, which are to what extend the strategy exploits the opportunities in the environment and avoids the threats and to which extend it capitalizes on KH's internal strengths and remedies their internal weaknesses (Johnson et al., 2017).

It is argued that the strategies exploit several of the external opportunities. The strategies take advantage of a highly present target group in the Copenhagen area, the high sports attendance rate among the target group, the low concentration of professional handball clubs in the Copenhagen area and the opportunity for creating a different and extraordinary experience. On the other hand, the proposed strategies do not eliminate a number of threats. Threats like the unstable environment, tough competition and the high degree of impact from political and social factors are monitored with the emergent strategy, but not the other threats. Strengths like their good sport results and their great sport industry knowledge lay the foundation for and are to some degree prerequisites for the strategies, but it can also be argued that more strengths could have been capitalized on in the proposed strategies. The strategies do to a high degree remedy KH's weaknesses as they address and enhance the brand awareness, emotional connection, improve the KH experience, develop the marketing communication and improve the facilities. Overall the strategies are evaluated to have a strong suitability.

Feasibility

The second evaluation criteria, feasibility, concerns whether the strategy works in practice, meaning to what extend KH has the resources and capabilities to see the strategies through. Hereby, whether the financial, physical and human resources are available to effectively implement the strategy, and if not whether they can be obtained (Johnson et al., 2017).

A key issue to consider when evaluating a proposed strategy, is the financial aspect and whether the funding required for it is available. KH's budget is not available, and it is therefore difficult to make a truly correct evaluation regarding this. It is made clear that KH is running a deficit and do probably not have a significant marketing budget. The proposed strategies do however not require extensive funding's and many of the recommendations can be performed in-house. Some funding's are of course necessary in order to implement the different initiatives, but they are estimated to be reasonable and probably available.

The feasibility of the physical facilities is concluded to be on a high level, as KH does have the resources required for implementing the strategies. KH does have the required facilities in terms of the arena, room for more work stations as well as excess space in the hall for more food stands and a larger merchandise stand.

The human resources are also evaluated as feasible to a certain degree. Almost all of the employees in KH have previously worked within the sports industry and thereby obtained an important experience within the field. The skills and competences are therefore represented in KH in order to deliver on the strategies. As mentioned before, there is a skill gap between the current employee set-up and the set-up required for proper strategy implementation. There is a need for additional employees as they are lacking expertise and competences within some areas. This gap is outlined in the managerial tactics, and the strategies are build on the argument that KH needs extra resources in terms of an extra employee and an intern in order to do a successful strategy implementation. Recruiting a new employee and an intern with the desired skills is though argued to be very realistic.

Acceptability

Whether the expected outcomes of the proposed strategies meet stakeholders' expectations is evaluated by acceptability. Hence, acceptability indicates the likelihood of the strategy being accepted by the stakeholders, in this case shareholders and employees. A method of assessing the acceptability of the strategies is to look at the level of risk attached to it. The extent to which the strategic outcome is unpredictable with regard to possible negative outcomes needs to be considered (Johnson et al., 2017).

The outcome of the strategies is deemed to be rather predictable, with low risk of turning into a negative outcome. The proposed strategies do not include any major actions or changes that to a wide extent can jeopardize or harm KH. The unstable environment and high influence of external elements can however have an impact on the strategies, which subsequently can pose changes on the strategic outcome. Though, it does not have to be negative changes and may easily be positive changes.

Besides the external factors that might influence the strategies, some organizational factors and changes could possibly also affect the success of the strategies. There is a financial risk of business partners withdrawing, which could potentially mean that there is no funding for the extra employee required for the strategies to be successful. There is furthermore the ever-

present risk of employee(s) leaving which will make the strategy implementation harder as it requires a lot of human resources. These risks are however always present, and is not judged to be higher in the current situation at KH than at other times. The risk of withdrawal of business partners is on the contrary deemed lower due to the sports success of KH last season.

The risk attached to the strategies is concluded to be low, and therefore it is argued that the acceptability is high.

Sustainability

It is necessary to look at to what extent that the strategies can be relied upon, to be relevant and appropriate in the long term. This will be done by assessing the market resources and human capital of KH and the impact on these of the proposed strategies (Sondhi, 2008).

From figure 18 it can be argued that KH is currently placed in box 3, having a position where the market is developing with good potential, but KH does not have the human capital or possess the competencies and people to take advantage of this. The proposed strategies do however ensure more human capital, moving into box 4, indicating that the strategies are sustainable in the long term (Sondhi, 2008).

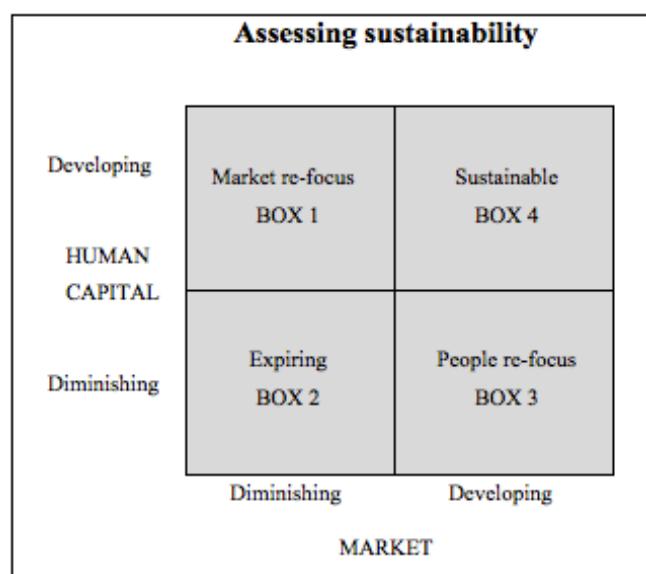


Figure 18: Assessing sustainability (Source: Sondhi, 2008)

Reversibility

the final evaluation criterion, reversibility, refers to the degree to which an organization can give up on a strategic position without large financial losses. It is based on the commitment of resources and investments made for the strategies (Kaplan & Norton, 1996). The reversibility of the recommended strategic initiatives for KH is argued to be high as the demanded investments are not massive and too specific. The needed investments for the proposed strategies are relatively small. Recommendations for

updating the arena are costly and specific making it less reversible. However, the other recommendations, such as extension of staff and social media tactics are not considered large investments. The new investments for the strategies, besides the arena update, are not too specific and can therefore easily be applied elsewhere. As it is possible for them to adjust without major financial losses, the proposed strategies are considered reversible.

Summing up, the proposed marketing strategy for KH is evaluated on a scale from 1 (very weak strategy) to 5 (very strong strategy):

Evaluation criteria	Suitability	Feasibility	Acceptability	Sustainability	Reversibility	Average
KH marketing strategy	4	4	4	5	4	4.2

Chapter 7 - Conclusion

The purpose of this project was to investigate how KH can strengthen their brand equity. In order to answer this question, a number of sub-questions were developed. At first a relevant target group was determined based on past KH target groups and interest in live sport events. The unexploited group of males and females in the age of 20-35 years old living in the Copenhagen area was decided on.

To get an understanding of the current KH customer experience the customer activity cycle for the target group was analyzed based on insights from primary research. The customer activity cycle investigates the pre-, during and post-phase of the customer experience for the target group. The analysis looked at all the elements of the total experience and identified potential value gaps which must be addressed by KH. In the pre-phase the customer is looking for information on events such as a KH game as she is seeking enjoyment. A value gap was identified in this phase as KH experiences low brand awareness among the target group thus lowering the possibility of her buying a ticket for a KH game. An additional gap was identified in the pre-phase as KH's marketing communication were inefficient in reaching the target group which suggested that their current touchpoints were insufficient. In the during phase, the customer attends a KH match. In this phase, certain gaps in the customer experience were discovered. The first gap was discovered upon entrance of the venue, as the entrance facilities were perceived as dull and uninspiring which has a negative influence the experience. Another gap was identified in the arena as there were problems with the seating arrangement causing frustration among the customers as they could not always sit together. A major gap was

identified during the game, as the atmosphere was perceived as dead and boring among the target group. It was argued that there was a lack of unity among the crowds in the stands. In the post-phase the customer leaves the arena and evaluates the game experience, which ideally should lead her to consider buying a ticket for another game. In this phase a gap was identified with their digital touchpoints as they weren't capable of assisting her in engagement with others around the KH experience. It was evident that there was a lack of a KH online community, which influenced the customer experience.

Based on the above analysis of the customer activity cycle, the overall current KH customer experience is concluded to be insufficient and unengaging with excellent opportunities for improvements.

Secondly, the strategic initiatives developed for KH to increase game attendance were defined. An analysis proved that the industry in which KH is operating is quite turbulent which had to be taken into account for the strategic options. A strategic plan was outlined with an emergent element meaning it should be adjusted based on changes in the environment. A concentrated marketing approach was chosen as KH is advised to focus on a specific target segment. A positioning map was developed to outline the desired position for KH in order to differentiate itself the highly competitive industry. The position was defined on the basis of the needs and wants of the target group who valued an extraordinary experience and the social element when attending a handball game.

Finally, the needed tactics for KH to increase their game attendance were outlined. The recommendations had an emphasis on marketing issues but some managerial issues were also included.

Utilizing their social media in a more effective way to increase brand awareness, which indirectly can impact game attendance, is one of the things that KH should focus on. They should engage in collaboration with influencers on Instagram in order to reach a broader target audience in a more meaningful and authentic way. Furthermore KH should make use of the Facebook brand awareness ads, which are only shown to people within the target group. These ads will help KH with reach and attention, which are some of the first steps for increasing game attendance.

The KH experience should be improved along the entire customer cycle to increase satisfaction and strengthen the emotional connection. A recurring Tiger theme should be applied to their digital touchpoints as well as the physical set-up in the arena. Memorability

should be incorporated into the experience through merchandise sales or TigerCups at the concession stands supporting the customers in remembering the KH experience at home. In the arena the actual game experience must be developed through better use of the screens and commentary. Furthermore unique KH game rituals should be created to engage customers in the experience and increase the sense of unity among the crowd. As the social element was identified as a key motivator for attending games, the community around KH must also be strengthened through their digital channels and exploited in their marketing communication and different events.

The importance of creating a strong brand personality was also underlined in order to strengthen the emotional connection, create positive brand associations and foster loyalty. KH must first decide on their brand essence upon which the personality should be build around. The personality should be distributed through social media and they should ensure that it come into play in all their marketing communication. Finally a social media loyalty programme is recommended which should reward and make the customers feel valued so they will return and eventually become loyal customers, resulting in increased game attendance.

Managerial issues were presented and show that the current staff-shortage in KH puts the commercial department under a lot of pressure which must be solved with an staff expansion. The expansion should add needed skills to complete the abovementioned marketing tactics. Furthermore, manual management systems must be replaced with automatic systems resulting in efficiency gains in time spent on activities and generating rich customer data to be applied for customized offerings.

Summing up, KH should strengthen their brand equity by improving the different components that constitute brand equity for a sports brand; awareness, associations, perceived quality, experience, emotional connection and loyalty. All the above stated strategic initiatives and tactics will contribute to strengthening of the brand components leading to a stronger brand equity for KH.

Limitations and future research

This part will look into interesting areas for future research as well as limitations of this project, which should be pointed out.

The sample size for the conducted survey is 147 respondents, which means that the findings in the project are less generalizable due to the somewhat small sample size.

Another limitation is that the new brand equity framework is developed in relation to sports brands, and the findings of how KH should strengthen their brand equity is therefore not applicable to other brands serving a different market. Furthermore does the KH brand provides a service and not a physical product, also meaning that the findings are not applicable for sports brands which core product is physical. Future research could however reveal whether the findings are valid in other markets and for sports product brands.

Finally the marketing strategy is developed to target a specific group of consumers, making it difficult to use for other segments.

This project is limited to the B2C part of KH focusing on increasing brand equity and game attendance. It could be interesting to look at the B2B part of the KH business as their collaboration with various business partners is a major part of their business and funding. By focusing on KH's business partners another angle of brand equity would be relevant. In this project, the financial aspect is left out but in a B2B context it would be meaningful to analyze their financial brand equity.

This project focus on one target group consisting of people aged 20-35 years old living in the Copenhagen area. It would be relevant to look into other segments that might be profitable for KH to focus on. Looking into other segments could be interesting as it might reveal other elements of importance in order for them to attend a handball match. This could result in an entirely different outcome of the analysis and thereby other strategic recommendations.

Carrying out further research, it could be interesting to include an industry analysis and analyze the live sports industry in Copenhagen or the Danish handball industry in order to get a deeper understanding of the competitive situation. In addition, usage of benchmarking to assess KH's performance in relation to competitors would be informative. This could identify potential areas in need of improvements in order to increase KH performance.

Another interesting area for future research would be to identify the importance of the brand equity components, which makes up the brand equity framework from the consumer's point of view. The elements in the new brand equity framework developed in this project, are chosen and included based on relevant theories within the field. It could therefore be interesting to discover if specific brand equity components are more important and influential when building brand equity seen from the consumer's perception, than those applied in this project. If certain

brand equity components are found to be more influential, the framework could serve as an important decision making tool for sports brands. For example if experience is identified as the most influential brand equity component for generating loyalty, management could allocate resources that should focus on developing the service encounter.

Furthermore the interdependence between the brand equity components could be interesting to examine and the outcome of these. The proposed framework could function as a structural model for examining the interdependence between the components. By exploring these relationships, sports managers would gain a better understanding of the direct and indirect effects of the components on outcomes like buying behavior or loyalty.

Summing up, there are several interesting areas to be discovered in future research which could result in important managerial implications for sports brands.

Reference list

- Aaker, D. A. (1991). *Managing brand equity: Capitalizing on the value of a brand name.* New York: The Free Press.
- Aaker, D. A. (1996). *Building strong brands.* The Free Press.
- Andersen, E. A. Hollesen, S., K. Faarup, P., Olesen, S. & Brask, H. (2014). *Moderne markedsføring.* Hans Reitzels forlag.
- Arnould, E. J. & Price, L.L. (1993). *River Magic: Extraordinary Experience and the Extended Service Encounter.* Journal of Consumer Research, 20 (June), pp. 24-45.
- Arnould, P. & Zinkhan, G. M. (2005). *Consumers.* International 2nd edition.
- Berry, L. (2002). *Cultivating service brand equity.* Journal of the Academy of Marketing Science, 28, 128-137.
- Booth, N. and Matic, J. A. (2011). *Mapping and leveraging influencers in social media to shape corporate brand perceptions.* Corporate Communications: An International Journal, Vol. 16(3), pp. 184-191.
- Brakus, J. J., Schmitt, B. H. & Zarantonello, L. (2009). *Brand Experience: What Is It? How Is It Measured? Does It Affect Loyalty?* Journal of Marketing, vol. 73 (May 2009), 52-68.
- Brooks, C. (1994). *Sports marketing: Competitive business strategies for sports.* Englewood, Cliffs, NJ: Prentice-Hall.
- Bridgewater, S. (2010). *Football brands.* Palgrave Macmillan, UK
- Bryman, A. & Bell, E. (2011). *Business Research Methods, Interviewing in Qualitative Research.* Oxford University Press
- Byers, T. (2015). *Contemporary issues in sports management.* SAGE Publications Ltd.
- Christiansen, C. H. (2017, jan 6). *Efter lukning og store underskud: Håndbold er ikke forretning - men en god investering.* DR Sport, retrieved from: <https://www.dr.dk/sporten/haandbold/efter-lukning-og-store-underskud-haandbold-er-ikke-forretning-men-en-god>
- Christodoulides, G., Chernatony, L., Furrer O., Shiu E. & Abimbola, T. (2006). *Conceptualising and measuring the equity of online brands.* Journal of Marketing Management 22.7-8, 799-825.
- Crainer, S. (1995). *The Real Power of Brands: Making Brands Work for Competitive Advantage.* London: Pitman Publishing.
- De Pelsmacker, P.; Geuens, M. & Van Den Bergh, J. (2013). *"Marketing communications: A European perspective.* Fifth Edition. Pearson.

- Dhebar, A. (2013). *Toward a compelling customer touchpoint architecture*. Business Horizons, volume 56, Issue 2. March-April 2013, Pages 199-205
- Egholm, L. (2014). *Videnskabsteori - perspektiver på organisationer og samfund*. Hans Reitzels Forlag.
- Eriksson, P. & Kovalainen, A. (2014). *Qualitative Methods in Business Research*. Second Edition. Sage.
- Facebook Business. (n.d.) Retrieved from:
<https://www.facebook.com/business/goals/build-awareness>
- Fanklub. (n.d.). København Håndbold. Retrieved from <http://kbhbold.dk/fanklub/>
- Frederiksberg-hallerne (n.d.). Om Hal 4. Retrieved from
<http://www.frederiksberghallerne.dk/>
- Ghauri, P. N. & Grønhaug, K. (2005). *Research methods in business studies: A practical guide*. Pearson Education.
- Gladden, J.; Milne, G. & Sutton, W. (1998). *A conceptual framework for evaluating brand equity in Division I college athletics*. Journal of Sport Management, 12, 1-19.
- Grant, Robert M. (2013). *Contemporary Strategy Analysis - text and cases edition*. Eight Edition. Wiley
- Hoffman, D. L. and Fodor, M. (2010). *Can you measure the ROI of your social media marketing?*. MIT Sloan Management Review, Vol. 52(1), pp. 41-49.
- Holbrook, M. B. & Hirschman, E. C. (1982). *The Experiential Aspects of Consumption: Consumer Fantasies, Feelings, and Fun*. Journal of Consumer Research, vol. 9.
- Hollesen, S. (2015). *Marketing Management - A Relationship Approach*. Pearson. Third Edition.
- Horsdal, S. (2017). *De største jernladies - En historie om ti af de bedste kvindelige håndboldspillere*. Lindhardt og Ringhof. 1. E-bogsudgave.
- Louisesvalastogspellerberg. (n.d.). Retrieved at:
<https://www.instagram.com/louisesvalastogspellerberg/>
- Interbrand. (2009). *Best Global Brands 2009 - The Definitive Guide to the World's most Valuable Brands*. Retrieved at: www.interbrand.com
- James, S. W., Kinnear, T. C. & Deighan, M. (2014). *Pharmasim, The Marketing Management Simulation*. Interpretive Simulations.
- Johnson, G., Whittington, R. & Scholes, K. (2012). *Fundamentals of Strategy*. Second edition. Pearson

- Johnson, G., Whittington, R., Scholes, K., Angwin, D. & Regnér, P. (2017). *Exploring Strategy - texts and cases*. Eleventh edition. Pearson
- Johnson, M. (2017, May 4.). Power digital marketing: *Mastering the Art of Instagram Influencer Marketing*. Retrieved on:
<https://blog.powerdigitalmarketing.com/pr/mastering-the-art-of-instagram-influencer-marketing>
- Kaplan, R. S., and David P. N. (1996). *The Balanced Scorecard: Translating Strategy into action*. Boston: Harvard Business School Press.
- Kelemen, M. L. & Rumens, N. (2008). *An introduction to Critical Management Research*. Sage Publications Ltd.
- Keller, K. L. (2013). *Strategic Brand Management - Building, Measuring, and Managing Brand Equity*. Essex: Pearson Education Limited.
- Klubben. (n.d.). København Håndbold, retrieved July 6. from <http://kbhbold.dk/klubben/>
- Kotler, P. & Armstrong, G. (2016). *Principles of Marketing*. Sixteenth Edition. Pearson.
- Kotler, P. & Keller, K. L. (2013). *Framework for Marketing Management: Global Edition*. Pearson Education.
- Kjærgaard, B. (2016). *Beslutning truffet om de nye internationale spilleregler*. DHF.
 Retrieved from:
http://www.dhf.dk/Presse/nyheder/2016/Maj/beslutning_truffet_om_de_nye_internationale_spilleregler
- Kvale, S. (2002). *Interview, En introduktion til det kvalitative forskningsinterview*. København: Hans Reitzls.
- Kvale, S., & Brinkmann, S. (2009). *Interview introduktion til et håndværk*. 2. Edition. Hans Reitzls.
- København Håndbold Fanklub. (2013) Retrieved from
<https://www.facebook.com/KHFanklub/>
- Lampel, J., Mintzberg, H., Quinn, J. B. & Ghoshal, S. (2014). *The Strategy Process – concepts, contexts, cases*. Fifth edition, Pearson
- Lincon, Y.S. & Guba, E.G. (1985). *Naturalistic Inquiry*. Thousan Oaks, CA: Sage.
- Louisesvalastogspellerberg. (n.d.). Retrieved at:
<https://www.instagram.com/louisesvalastogspellerberg/>
- Mahony, D., Madrigal, R. & Howard, D. (2000). *Using psychological commitment to team (PCT) scale to segment sport consumers based on loyalty*. Sport Marketing Quarterly, 9, 15-25.

Mascarenhas, O. A., Kesavan, R. & Bernacchi, M. (2006). *Lasting customer loyalty: A total customer experience approach*. Journal of Consumer Marketing, 23/7 (2006) 397-405.

Merriam, S. B. (2009). *Qualitative Research: A Guide to Design and Implementation*. John Wiley & Sons.

Mintzberg, H. (1978). *Patterns in Strategy Formation*. Management of Science, Vol. 24, No. 9, p. 934-948

Mintzberg, H. (1983). *Power in and around organizations*. Englewood Cliffs, N. J. ; Prentice-Hall

Moore, K. (2011). *Porter or Mintzberg: Whose View of Strategy Is the Most Relevant Today?* Forbes. Retrieved from <https://www.forbes.com/sites/karlmooore/2011/03/28/porter-or-mintzberg-whose-view-of-strategy-is-the-most-relevant-today/#5ffc19a658ba>

Møldrup, K. (2013, feb. 28). Tv2: "Pengemanden: jeg er ikke en ny kasi-Jesper". Retrieved aug. 18 on: <http://sport.tv2.dk/2013-02-28-pengemanden-jeg-er-ikke-en-ny-kasi-jesper>

Nielsen, C.G., Storm, R.K. & Jakobsen, T.G. (2017). *Hvad bringer tilskuerne i hallen? En analyse af faktorerne bag tilskuereførsøgslen i dansk ligahåndbold*, Report, Idrættens Analyseinstitut. Retrieved from <http://www.idan.dk/vidensbank/downloads/hvad-bringer-tilskuerne-i-hallen-107e9ac9-2d2c-434f-b886-a73900a55608>

O'Reilly, N. & Seguin, B. (2013). *Sports Marketing: a Canadian Perspective*. Second Edition. Ontario: Nelson Education.

Partnere. (n.d.). København håndbold. Retrieved from: <http://kbhbold.dk/partnere/>

Patton, M.Q. (1990). *Qualitative evaluation and research methods*, 2nd ed. Newbury Park: Sage

Pedersen, L.H. (2004). *Why is branding so important?*. Retrieved from www.fiba.com/asp_includes/download.asp?file_id=406.

Peirce, C. S. (1974). *Collected papers of Charles Sanders Peirce* (Vol. 5). Harvard University Press.

Phillipsen, D. (2017, may 1). *De nye, vidunderlige vinde over dansk håndbold*. TV2 Sport, retrieved from: <http://sport.tv2.dk/haandbold/2017-05-01-de-nye-vidunderlige-vinde-over-dansk-haandbold>

- Pine II, B. J. & Gilmore, J. H. (1998). *Welcome to the Experience Economy*. Harvard Business Review, 97-105.
- Pine II, B. J. & Gilmore, J. H. (1999). *The Experience Economy: work is theatre & every business a stage: goods & services are no longer enough*. Harvard Business School Press.
- Pine II, B. J. & Gilmore, J. H. (2011). *The Experience Economy*. Harvard Business.
- Reucroft, G. & Reucroft, T. (2015). *Putting Social Media To Work, A practical guide*. England: CreateSpace Independent Publishing Platform.
- Richelieu, A. (2003). *Building the brand equity of professional sports teams*. Working Paper, 2003 – 026, Quebec: Universite' Laval.
- Richelieu, A., Pawlowski, T. & Breuer, C. (2011). *Football brand management: Minor league versus Champions League*. Journal of Sponsorship , vol. 4, No. 2, pp. 178-189
- Ritzau. (2017, jun. 15). Tv2: *FC Midtjylland vil droppe håndboldkvinderne*. Retrieved from <http://sport.tv2.dk/haandbold/2017-06-15-avis-fc-midtjylland-vil-droppe-haandboldkvinderne>
- Ross, S.T. (2006). *A conceptual framework for understanding spectator-based brand equity*. Journal of Sports Management, 20: 22-38.
- Roth, C. (2016, dec. 1). Tv2: "København fortsætter med kæmpeunderskud - men holder fast i CL-mål". Retrieved from: <http://sport.tv2.dk/haandbold/2016-12-01-koebenhavn-fortsætter-med-kaempeunderskud-men-holder-fast-i-cl-maal?cid=tv2.dk:K%C3%B8benhavn%20forts%C3%A6tter%20med%20k%C3%A6mpeunderskud%20-%20men%20holder%20fast%20i%20CL-m%C3%A5l:article>
- Sammenholdet. (n.d.). København Håndbold. Retrieved from <http://kbhbold.dk/sammenholdet/>
- Saunders, M. N.K.; Lewis, P. & Thornhill, A. (2015). *Research Methods for Business Students*. Pearson Education Limited. Retrieved from <http://www.mylibrary.com.esc-web.lib.cbs.dk?ID=819487>
- Schäferhoff, N. (2016). *Sports team branding and how to do it right*. Themeboy. Retrieved 14 July 2017.
- Schilhaneck, M. (2008). *Brand management in the professional sports club setting*. European Journal for Sport and Society, 5(1), 43-62.
- Schultz, D. E., Barne, B. E., Schultz, H. F. & Azzaro, M. (2015). *Building Customer-brand Relationships*. Routledge.

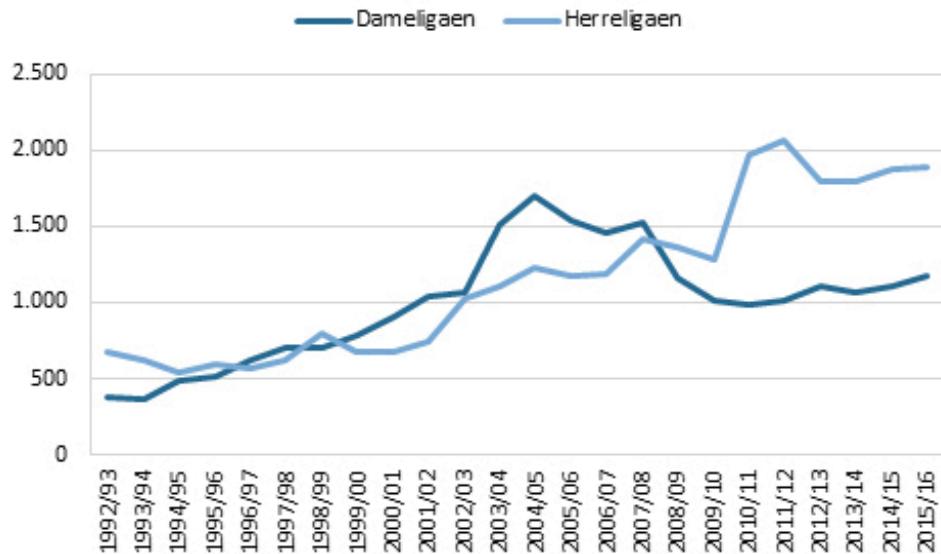
- Sloan, L. (1979). *The function and impact of sports for fans: A review of theory and contemporary research*. In J. Goldstein (Ed.), Sports, games, and play: Social and psychological viewpoints. New Jersey: Laurence Erlbaum Associates.
- Small, S. A. (1995). *Action-oriented research: Models and methods*. Journal of Marriage and the Family, 941-955.
- Smith, E. (2006). *Using Secondary Data in Educational and Social Research*. Maidenhead: Open University Press.
- Sondhi, R. (2008). *Total Strategy*. BMC Global Services Publications, Third edition.
- Sutton, W. A., Mark, A., M., G. R., Milne & John., C. (1997). "Creating and Fostering Brand Identification in Professional Sports". *Sports Marketing Quaterly*, 6 (1), 15-22
- Torres, J. (2015, feb. 23). Entrepreneur: 3 Great Ways to Create an Emotional Bond with Customers. Retrieved on <https://www.entrepreneur.com/article/243195>.
- Underwood, R., Bond, E., & Baer, R. (2001). *Building service brands via social identity: Lessons from the sports marketplace*. *Journal of Marketing Theory & Practice*, Winter, 1 - 3.
- Vandermerwe, S. (2000). *How Increasing Value to Customers Improves Business Results*. Sloan Management Review, Fall 2000.
- Veal, A. J. (2011). *Research methods for leisure & tourism - A practical guide*. Fourth Edition. Pearson Education Limited.
- Vrontris, D., Thrassos, A. & Shuv-Ami, A. (2015). *Contemporary sports club branding: Empirical findings on basketball and value-based conceptual constructs*. *The Marketing Review*, 2015, Vol. 15, No. 4, pp. 503-524 <http://dx.doi.org/10.1362/146934715X14503490536145>
- Yin, K. R. (2014). *Case study research - design and methods*. SAGE Publications, Inc.
- Yoo, B., Donthu, N. & Lee, S. (2000). *An Examination of Selected Marketing Mix Elements and Brand Equity*. *Journal of the Academy of Marketing Science*, 28, 195-212.
- Yoshida, M., James, J. D. & Cronin Jr., J. J. (2013). *Sport event innovativeness: Conceptualization, measurement, and its impact on consumer behavior*. *Sport Management Review*, Vol. 16, Issue 1, p: 68-84.
- Walfried, L., Mittal, B. & Sharma, A. (1995). *Measuring customer-based brand equity*. *Journal of Consumer Marketing*, Vol. 12 Issue: 4, pp.11-19, <https://doi.org/10.1108/07363769510095270>
- Wood, L. (2000). *Brands and Brand Equity: Definition and Management*. *Management Decision*, 662-669.

Østergaard, P. and Jantzen, Ch. (2000). “*Shifting perspectives in consumer research: from buyer behaviour to consumption studies.*” In: Beckmann, S. and R. Elliott (eds.) Interpretive consumer research. Paradigms, methodologies and applications. Copenhagen: Copenhagen Business School Press. Pp. 9-24

Appendix A

The average attendance in the Danish handball leagues - 1992/93 to 2015/16:

[Det gennemsnitlige tilskuertal i de danske håndboldligaer - 1992/93 til 2015/16](#)



Figuren viser udviklingen i det gennemsnitlige tilskuertal til alle kampe i den danske dame- og herreliga i perioden 1992/93 til 2015/2016.

Source: http://www.idan.dk/nyhedsoversigt/nyheder/2017/a953_tilskuerne-under-lup-det-faer-danskerne-ud-at-se-haandbold-i-hallerne/

Appendix B

The total and average attendance in the Danish Primo Tours league in 2016/17 season:

Primo Tours ligaen Grundspil		2016-17		
Total: 141869 (1082) tilskuere				
Rank	Hold	Tilskuere hjemme	Tilskuere ude	Tilskuere total
1	Team Esbjerg	19280 (1928)	10849 (987)	30129 (1435)
2	Odense Håndbold	18431 (1676)	11870 (1080)	30301 (1378)
3	Nykøbing F Håndboldklub	14360 (1306)	13999 (1273)	28359 (1290)
4	FC Midtjylland	14097 (1282)	12147 (1105)	26244 (1193)
5	Viborg HK	13740 (1250)	13528 (1230)	27268 (1240)
6	TTH Holstebro	13198 (1200)	10957 (997)	24155 (1098)
7	Silkeborg-Voel KFUM	12336 (1122)	11414 (1038)	23750 (1080)
8	København Håndbold	11241 (1022)	13559 (1233)	24800 (1128)
9	Randers HK	11081 (1008)	11517 (1047)	22598 (1028)
10	Ringkøbing Håndbold	5233 (476)	11349 (1032)	16582 (754)
11	SK Aarhus	4987 (454)	11612 (1056)	16599 (755)
12	Skanderborg Håndbold	3885 (354)	9068 (907)	12953 (617)

Numrene inde i parentes er den gennemsnitlige tilskuere / kamp.

Source: <http://tophaandbold.dk/statistik/statistikside>

Appendix C

Voksnes deltagelse i udvalgte kulturaktiviteter (Pct. af stikprøven) efter kulturaktivitet, tid og alder og køn

Enhed: pct.

Jeg har været tilskuer ved en sportsbegivenhed på lokalt/regionalt niveau med entre inden for det seneste år (2012)

15-19 årige	20-29 årige	30-39 årige	40-49 årige	50-59 årige	60-69 årige	70 år eller ældre
37	31	22	24	17	12	9

Source: Danmarks Statistik, <http://www.statistikbanken.dk/statbank5a/default.asp?w=1280>

Appendix D

Folketal den 1. i kvartalet efter køn, tid, alder og område

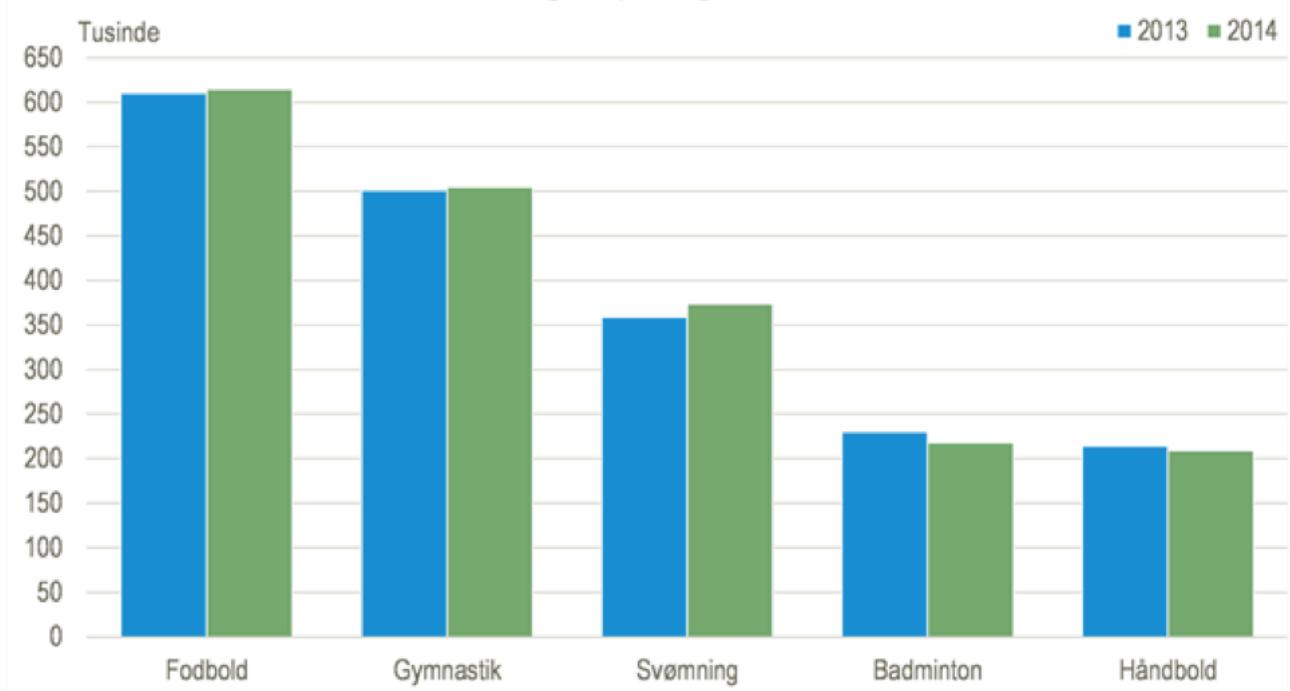
Enhed: antal

		København	Frederiksberg
I alt	2017K2	0-9 år	68801
		10-19 år	47863
		20-29 år	150347
		30-39 år	113308
		40-49 år	79254
		50-59 år	61022
		60-69 år	44054
		70-79 år	28467
		80-89 år	10185
		90-99 år	2673
			11730
			8502
			20127
			17364
			13668
			11388
			9527
			8348
			3347
			954

Source: Danmarks Statistik, <http://www.statistikbanken.dk/statbank5a/default.asp?w=1280>

Appendix E

Antallet af medlemsskaber for udvalgte sportsgrene



Anm.: En person kan have mere end et medlemskab.

Source: Danmarks statistik, <http://www.dst.dk/da/Statistik/nyt/NytHtml?cid=19307>

Appendix F

DIF's medlemstal

Køn All	Aldersgruppering All	Opgørelsesår 2015	Specialforbund All	Medlemsvækst fra 2015 til 2016	Medlemsvækst (%) 2011-16 alder	Køns- og aldersfordelinger
					DIF medlemstal: 1.908.867	DIF foreningstal: 9.045
Specialforbund			Medlemstal		Foreningstal	
Badminton Danmark		79.618			573	
Bueskydning Danmark		3.293			62	
Danmarks Basketball-Forbund		11.428			114	
Danmarks Bokse-Union		10.133			119	
Danmarks Bowling Forbund		5.764			173	
Danmarks Brydeforbund		1.722			27	
Danmarks Cykle Union		32.947			315	
Danmarks Gymnastik Forbund		177.395			450	
Danmarks Ishockey Union		4.275			15	
Danmarks Motor Union		10.265			99	
Danmarks Rulleskøjte Union		3.097			60	
Danmarks Skiforbund		13.004			62	
Danmarks Sportsdanser forbund		15.576			244	
Dansk Amerikansk Fodbold Forbund		4.015			66	
Dansk Arbejder Idrætsforbund		60.229			705	
Dansk Atletik Forbund		40.040			249	
Dansk Automobil Sport Union		8.092			84	
Dansk Boldspil-Union		336.713			1.656	
Dansk BordTennis Union		8.412			228	
Dansk Cricket-Forbund		2.115			41	
Dansk Curling Forbund		858			17	
Dansk Dart Union		2.869			112	
Dansk Faldskærms Union		3.457			21	
Dansk Floorball Union		6.409			131	
Dansk Forening for Rosport		15.126			145	
Dansk Fægte-Forbund		1.462			35	
Dansk Golf Union		152.103			184	
Dansk Handicap Idræts-Forbund		12.270			423	
Dansk Håndbold og Paragliding Union		620			23	
Dansk Hockey Union		744			10	
Dansk Håndbold Forbund		105.567			827	
Dansk Judo og Ju-Jitsu Union		5.592			83	
Dansk Kano og Kajak Forbund		22.077			174	
Dansk Karate Forbund		13.338			139	
Dansk Kegle Forbund		4.494			90	
Dansk Kickboxing Forbund		1.829			24	
Dansk Klatreforbund		6.942			65	
Dansk Militært Idrætsforbund		16.421			43	
Dansk Minigolf Union		1.986			23	
Dansk Orienterings-Forbund		6.890			77	
Dansk Petanque Forbund		3.318			75	
Dansk Ride Forbund		68.934			542	
Dansk Rugby Union		2.261			25	
Dansk Sejunion		51.701			260	
Dansk Skytte Union		35.273			395	
Dansk Skøjte Union		1.870			19	
Dansk Softball Forbund		649			14	
Dansk Sportsdykker Forbund		8.011			150	
Dansk Squash Forbund		5.891			40	
Dansk Styrkeløft Forbund		6.632			50	
Dansk Svæveflyver Union		2.145			31	
Dansk Svømmeunion		183.204			292	
Dansk Tækkwondo Forbund		8.799			114	
Dansk Tennis Forbund		56.842			284	
Dansk Triatlon Forbund		8.901			95	
Dansk Vandski & Wakeboard Forbund		1.354			26	
Dansk Vægtløftnings-Forbund		8.614			48	
Den Danske Billard Union		8.040			182	
Høj- og efterskoler		13.149			92	
KFUMs Idrætsforbund		8.055			56	
Moderne Femkamp Danmark		30			5	
Volleyball Danmark		15.440			333	
Øvrige DIF medlemmer		200.567			1.169	

Source: DIF, http://www.dif.dk/da/om_dif/medlemstal#DIF's medlemstal

Appendix G

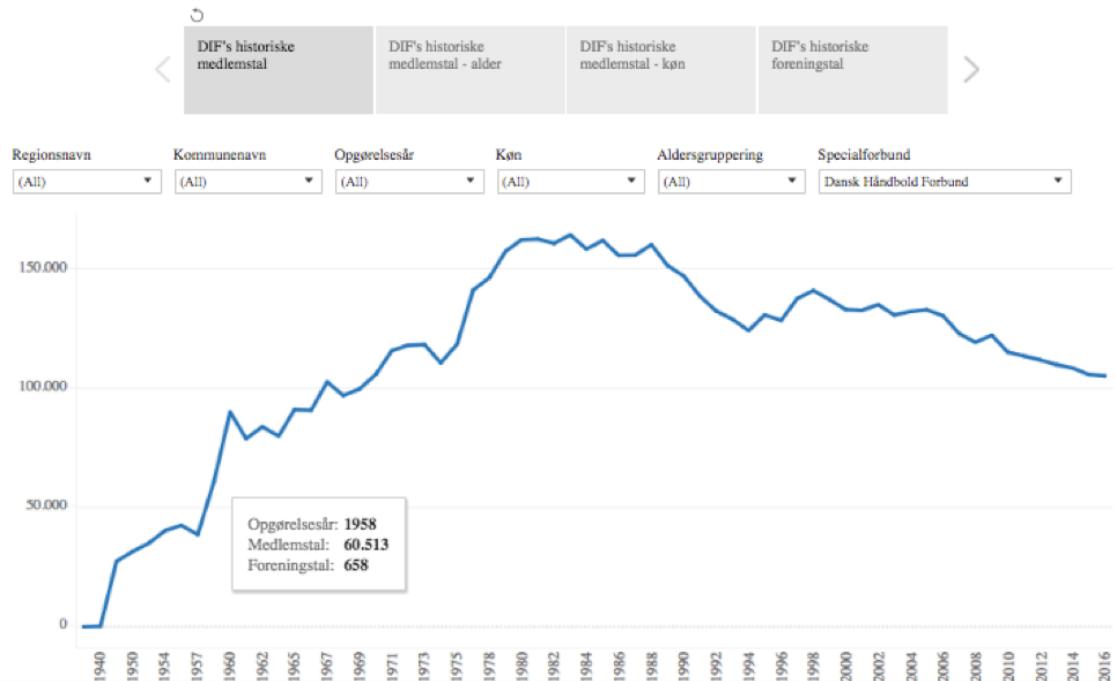
DIF's medlemstal

Køn All	Aldersgruppering All	Opgørelsesår 2016	Specialforbund All	DIF medlemstal: 1.918.257	DIF foreningstal: 8.953
Specialforbundenes medlemstal		Medlemsvækst fra 2015 til 2016	Medlemsvækst (%) 2011-16 alder	Køns- og aldersfordelinger	
Specialforbund		Medlemstal	Foreningstal		
Badminton Danmark		87.157	623		
Bueskydning Danmark		3.639	66		
Danmarks Basketball-Forbund		12.886	118		
Danmarks Bokse-Union		9.716	117		
Danmarks Bowling Forbund		5.450	172		
Danmarks Brydeforbund		1.687	27		
Danmarks Cykle Union		32.345	316		
Danmarks Gymnastik Forbund		190.461	458		
Danmarks Ishockey Union		4.647	17		
Danmarks Motor Union		8.771	97		
Danmarks Rulleskoøjte Union		3.315	58		
Danmarks Skiforbund		13.081	61		
Danmarks Sportsdanser forbund		15.083	229		
Dansk Amerikansk Fodbold Forbund		4.399	67		
Dansk Arbejder Idrætsforbund		56.992	764		
Dansk Atletik Forbund		41.307	269		
Dansk Automobil Sports Union		7.896	85		
Dansk Boldspil-Union		332.131	1.647		
Dansk BordTennis Union		8.309	213		
Dansk Cricket-Forbund		2.174	41		
Dansk Curling Forbund		840	16		
Dansk Dart Union		3.029	118		
Dansk Faldskærms Union		2.988	22		
Dansk Floorball Union		7.725	166		
Dansk Forening for Rosport		15.012	146		
Dansk Fægte-Forbund		1.577	36		
Dansk Golf Union		150.460	182		
Dansk Handicap Idræts-Forbund		12.363	411		
Dansk Hangglidning og Paragliding Union		562	21		
Dansk Hockey Union		805	10		
Dansk Håndbold Forbund		105.033	808		
Dansk Judo og Ju-Jitsu Union		5.411	81		
Dansk Kano og Kajak Forbund		22.163	176		
Dansk Karate Forbund		12.370	140		
Dansk Kegle Forbund		4.380	89		
Dansk Kickboxing Forbund		2.172	26		
Dansk Klatreforbund		7.307	72		
Dansk Militært Idrætsforbund		16.097	42		
Dansk Minigolf Union		1.857	27		
Dansk Orienterings-Forbund		6.816	73		
Dansk Petanque Forbund		3.165	72		
Dansk Ride Forbund		67.030	551		
Dansk Rugby Union		2.124	27		
Dansk Sejunion		51.988	257		
Dansk Skytte Union		31.578	371		
Dansk Skøjte Union		1.974	19		
Dansk Softball Forbund		695	13		
Dansk Sportsdykker Forbund		8.021	145		
Dansk Squash Forbund		5.684	39		
Dansk Styrkeløft Forbund		6.077	57		
Dansk Svæveflyver Union		2.154	31		
Dansk Svømmesunion		184.717	294		
Dansk Taekwondo Forbund		7.844	106		
Dansk Tennis Forbund		56.315	275		
Dansk Triatlon Forbund		8.340	90		
Dansk Vandski & Wakeboard Forbund		1.496	24		
Dansk Vægtløftnings-Forbund		11.043	46		
Den Danske Billard Union		7.871	183		
Højt- og etterskoler		14.067	95		
KFUMs Idrætsforbund		7.612	141		
Moderne Femkamp Danmark		38	6		
Volleyball Danmark		15.500	325		
Øvrige DIF medlemmer		202.511	1.224		

Source: DIF, http://www.dif.dk/da/om_dif/medlemstal#DIF's medlemstal

Appendix H

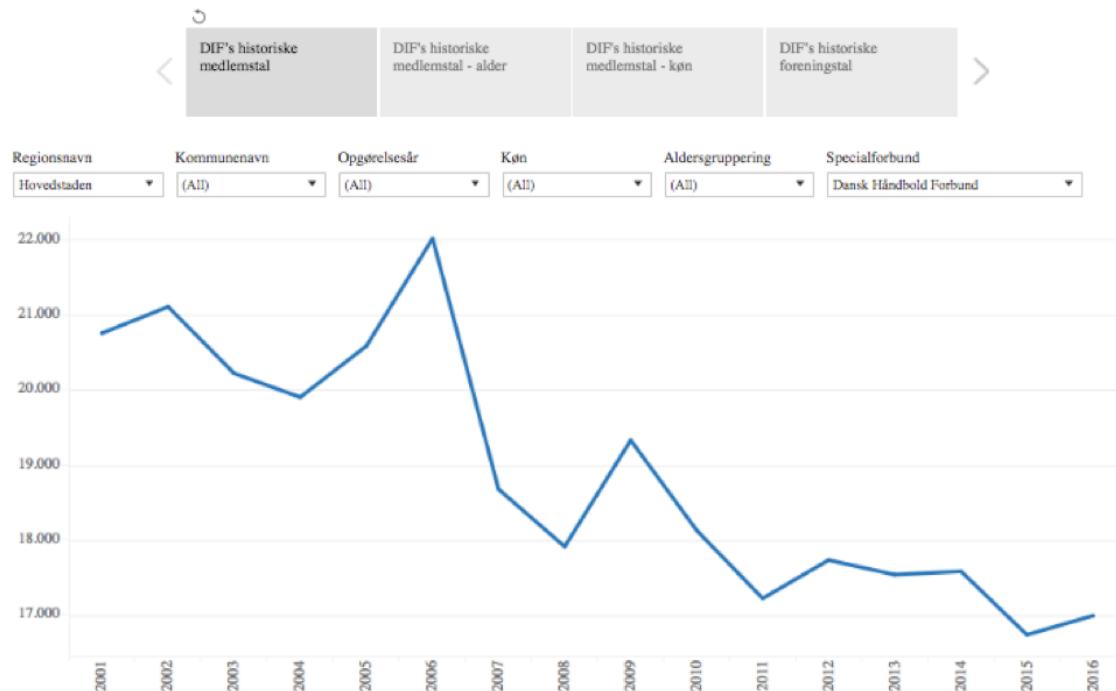
DIF's historiske medlemstal 1896-2016



Source: DIF, http://www.dif.dk/da/om_dif/medlemstal#DIF's historiske medlemstal

Appendix I

DIF's historiske medlemstal 1896-2016



Source: DIF, http://www.dif.dk/da/om_dif/medlemstal#DIF's historiske medlemstal

Appendix J

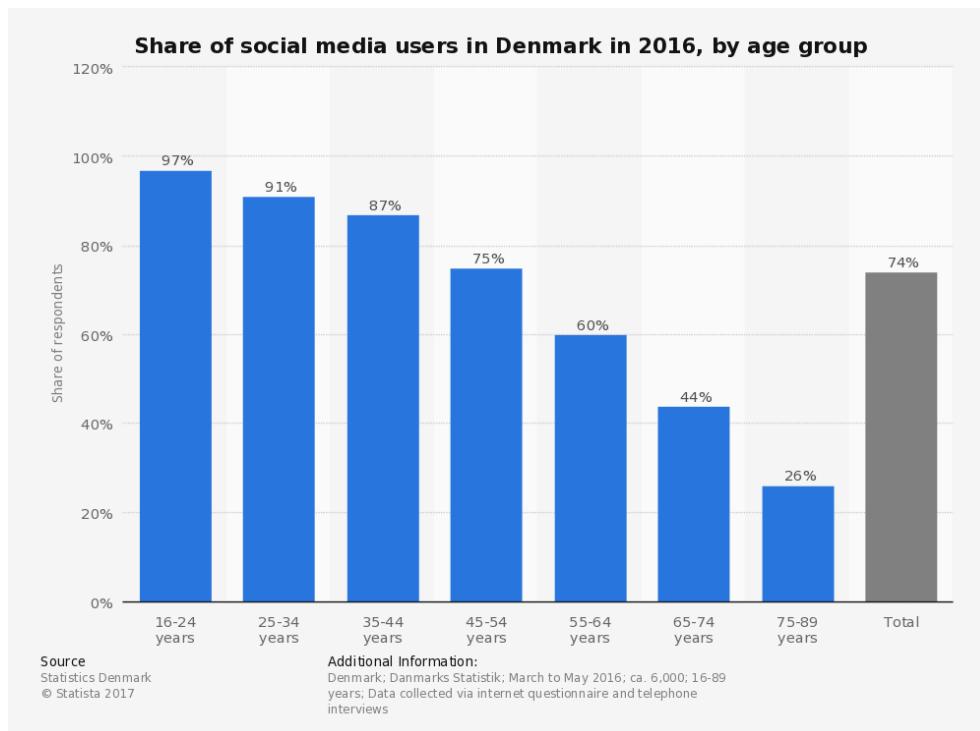
Forbrugerforventninger (netttotal)

Indikator: Forbrugertillsindikatoren



Source: Danmarks statistik <http://www.dst.dk/da/Statistik/emner/priser-og-forbrug/forbrug/forbrugerforventninger>

Appendix K



Source: Statista, <https://www.statista.com/statistics/560994/share-of-social-media-users-in-denmark-by-age-group/>

Appendix L

Customer survey

1. When you hear "Danish female handball" - which clubs first come to mind?

(Choose max. 3)

I haven't heard of any of them
Skanderborg Håndbold
Silkeborg-Voel KFUM
Ringkøbing Håndbold
Odense Håndbold
SK Aarhus
Randers HK
Team Esbjerg
København Håndbold
Nykøbing Falster
FC Midtjylland
Team Tvis Holstebro
Viborg HK

2. Have you heard about "København Håndbold"?

Yes
No
Don't know

3. How well do you know København Håndbold?

(skip if you don't know them)

1. I only know the name
2.
3.
4. I know a lot about the team and the club
I don't know

4. What could make you attend a handball match (more often)?

My friends go to the games
A nice mood/atmosphere at the venue
If I knew I would have an extraordinary experience
Lower ticket prices
Well known players on the team
A strong sense of community with other fans/attendants
The team is performing well
If I had been in contact with the club at different events (outside of the stadium)
Entertainment before/during/after the game
Nice and modern venue facilities
Better food/drink options
Broader range of team merchandise
I dont know

5. If your answers in the previous question was realized, would the likeliness of you attending a handball match during next season rise?

1. It would not rise
2.
3.
4. It would higly rise
Dont know

Demographics

Gender

Female
Male

Age group

20-25 years
26-30 years
31-35 years

Place of residence

Jutland
Funen
Copenhagen
Zealand
Bornholm

Occupation

Student
Employed
Unemployed

Appendix M

Focus group guide

Introduktion

- Moderator introduktion og forklaring af research
 - Anonymt
 - Deltagere opfordres til at tale åbent og frit da alle meninger er vigtige og der findes ingen forkerte eller rigtige svar.
 - Diskussion mellem jer → Jeg kommer med emner/spørgsmål I skal diskutere
 - Nogle spørgsmål er mest målrettet til folk der har set en kamp - ikke alle kan svare på det
 - Tager max 1 time.
- Kort præsentationsrunde af alle deltagere

Spørgsmål

Motivation

- Hvorfor går I ind og ser en sportskamp?
- Hvorfor/hvorfor ikke, går I til håndboldkampe?

Associationer og differentiation

- Når vi nævner KH hvad kommer I så til at tænke på?
- Føler I der er en grund til at gå til en KH kamp i stedet for andre?
- Differentierer KH sig fra andre Håndboldklubber? Hvorfor/hvorfor ikke?

Kundeoplevelse

- Hvordan er den nuværende oplevelse til en KH kamp?
- Hvad kan KH gøre for at skabe en ekstraordinær oplevelse?

Følelsesmæssig forbindelse

- Hvordan er jeres følelsesmæssige bånd til KH?

Kvalitetsopfattelse

- Hvad er kvalitet for jer når I tænker på en sportsklub?
- Hvordan synes I at oplevelsen ved KH kampene matcher billetprisen, er I tilfredse?
- Hvordan er kvaliteten af kampene?
- Ser I KH som et "ledende" brand inden for håndbold verdenen i DK?

Loyalitet

- Hvordan vil I beskrive jeres loyalitet overfor KH?
- Vil I anbefale andre at gå ind og se en KH kamp?
- Hvad skal der til for at I bliver mere loyale overfor klubben/klubber generelt?

Kommunikation

- Hvad synes I om KH's kommunikation?

KH tiltag

- Hvad skal der til for at I kan finde på at komme til (flere af) deres kampe?

Appendix N

Semi-structured interview guide 1

Introduktion

- Præsentation af os selv, opgaven og brugen af data. (Fortroligt)
- Primært spørgsmål om kundeoplevelsen, det eksterne miljø, og insights til organisationen.
- En styrer interviewet og den anden byder ind når nødvendigt
- Lydoptages og transskriberes.

Spørgsmål

Kundeoplevelsen

- Kan du beskrive hele kunderejsen?
- Hvad anser du som jeres stærkeste kontaktpunkter? Hvor der fx. skabes mere/meget værdi for kunden?
- På hvilke kontaktpunkter synes du I har de største udfordringer pt? (valuegaps)
- Hvad gør I for at skabe en god kundeoplevelse?
- Er det noget I instruerer jeres medarbejdere, som er i kontakt med tilskuerne ved kampene, i?

Co-creation

- Gør I noget aktivt for at få folk “engageret” i kampene? (skabe larm, sange, kommentator rolle etc.)

Loyalitet

- Er det vigtigt for Jer/tænker I over at skabe et bånd til tilskuere/fans? Evt. hvordan?
- Hvor tæt er samarbejdet med fanklubben?

5 C analyse

Konkurrenter:

- Hvem anser du for jeres nuværende og potentielle konkurrenter?

Kontekst (PEST): macro/eksterne miljø

- Hvilke faktorer i jeres omverden anser du for værende indflydelsesrigtige?
 - Hvilke ændringer kan have ekstra stor betydning for jeres virksomhed?
- Politiske, økonomiske, sociale osv. faktorer der har indflydelse på virksomheden?
 - F.x politiske regulationer, samfundstendenser

SWOT

- Hvad er KH's interne styrker?
 - F.x priser, location, personale, spillerne, fans, brand?
- Hvad er KH's interne svagheder?
- Hvad anser du som de største eksterne udfordringer for sportsindustrien?
- Hvad anser du som de største eksterne muligheder for sportsindustrien? /håndbold?

Appendix O

Semi-structured interview guide 2.

Introduktion

- Primært spørgsmål om strategi og KH som organisation
 - En styrer interviewet og den anden byder ind når nødvendigt
 - Lydoptages og transskriberes efterfølgende
-

Spørgsmål

- Hvad betyder jeres samarbejdspartnere for jer? Hvad får I ud af det? Nogle udfordringer ved dette?
 - (forskelse på sponsorer og partner)
- Anser du den danske håndboldindustri for turbulent eller stabil?

MOST

- Hvad er KH's nuværende målsætninger (for næste sæson)?
 - Finansielle, organisatoriske, markeds...
- Hvordan følger I internt op på jeres målsætninger?
 - Monitorering, hvor ofte, fleksibilitet i dem

Strategi

- Hvad er KH's nuværende strategi? (Hvad forsøger I at opnå?)
- Hvad gør I i KH for at opnå dette?
- Hvordan konkurrerer KH?
 - Hvordan håndterer I konkurrencepresset?

Struktur

- Hvordan er KH struktureret?
- Hvordan tilpasser medarbejderne sig strategien?
- Hvordan bliver information delt (formelle og uformelle kanaler) på tværs af organisationen?
 - (Hvordan er kommunikationen?)

Systemer

- Hvad er de primære forretnings- og tekniske systemer, der driver organisationen? (F.x HR eller finansielle systemer).
- Er der nogle interne regler og processer medarbejderne følger?

Fælles værdier

- Hvad er de grundlæggende værdier, som organisationen blev bygget på?
- Hvordan spiller værdierne ud i den daglige arbejdssdag i KH?

Stil

- Hvordan er ledelsesstilen i KH?
- Hvordan reagerer medarbejderne på ledelsen og stilen?
- Belønner ledelsen gode resultater og opgaver?
 - Hvis ja, hvordan?

Personale

- Hvilke stillinger, ressourcer og kompetencer er repræsenteret i KH?
- Ser du nogle huller i KH i form af nødvendige kompetencer eller ressourcer?
 - Hvis ja, hvad er planen om at imødekomme disse behov/huller?

Færdigheder/evner

- Hvilke færdigheder bruges til at levere kerneprodukter/services? Er disse færdigheder tilstrækkeligt til stede og tilgængelige?
- Hvad er jeres stærkeste færdigheder/kompetencer?
- Hvad er KH kendt for at gøre godt?

Appendix P

Figure 1

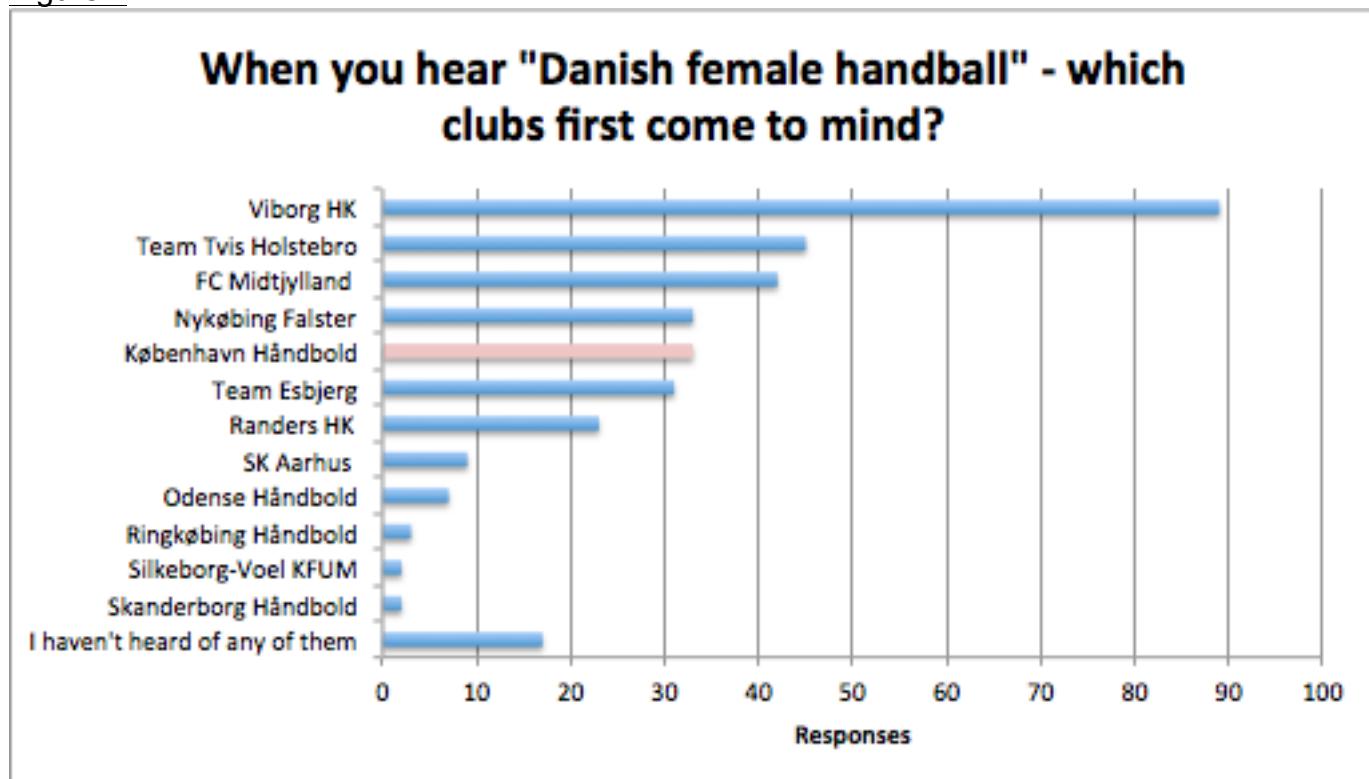


Figure 2

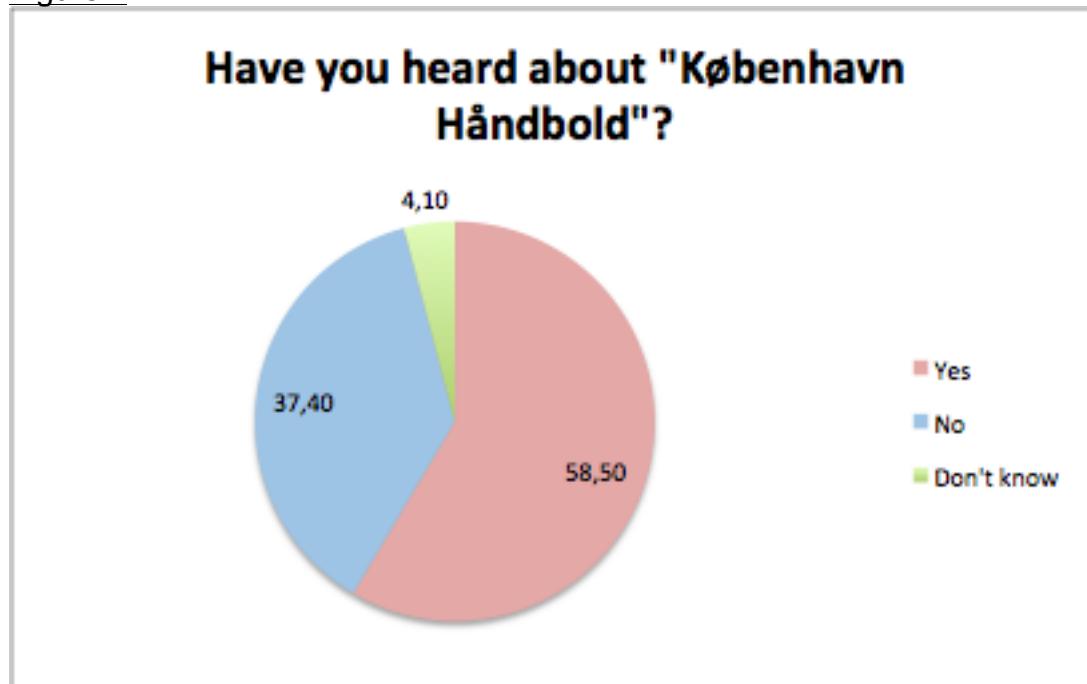


Figure 3

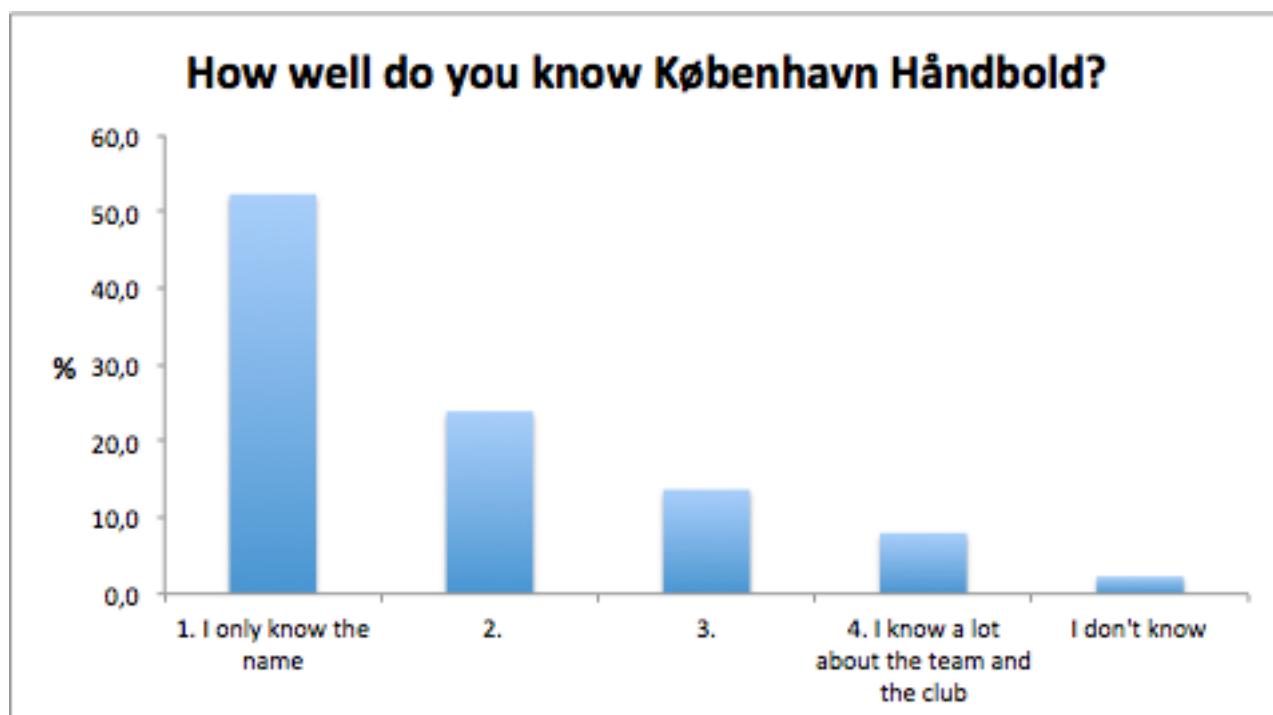


Figure 4

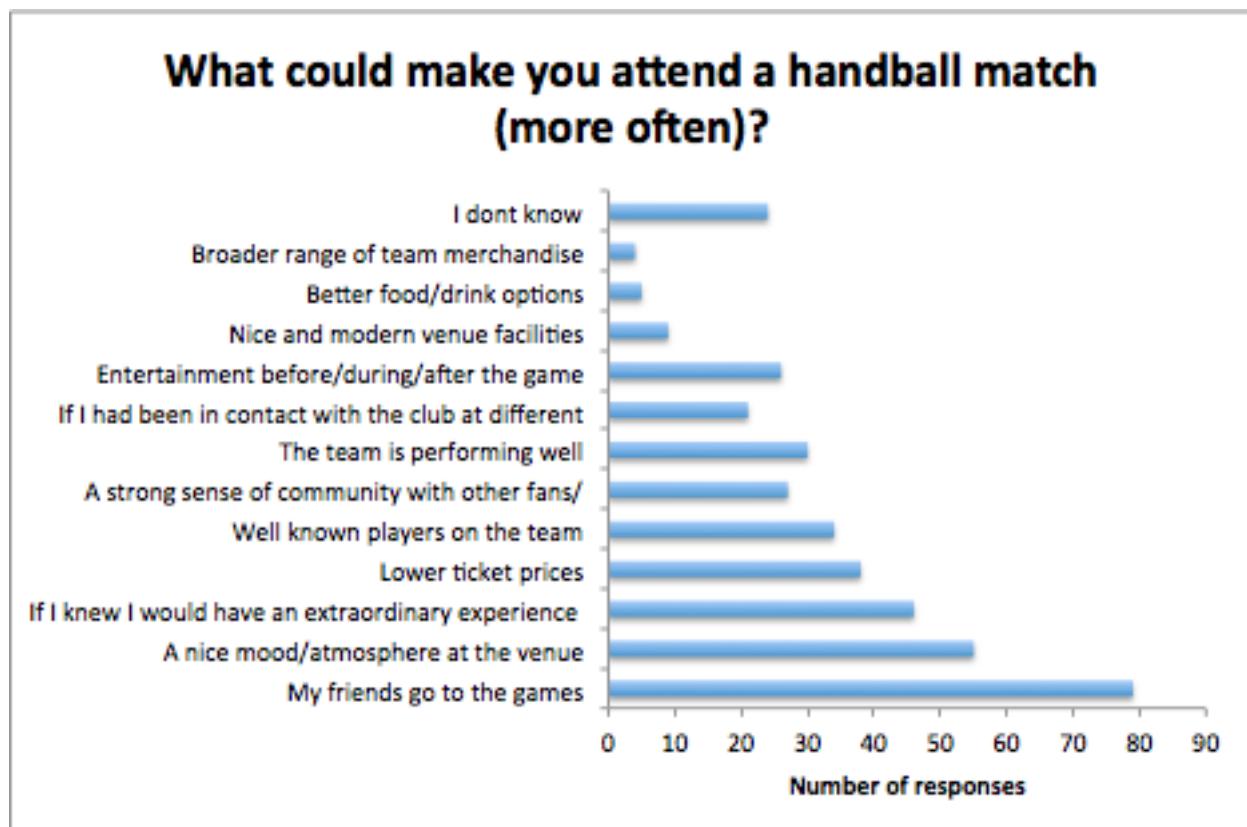
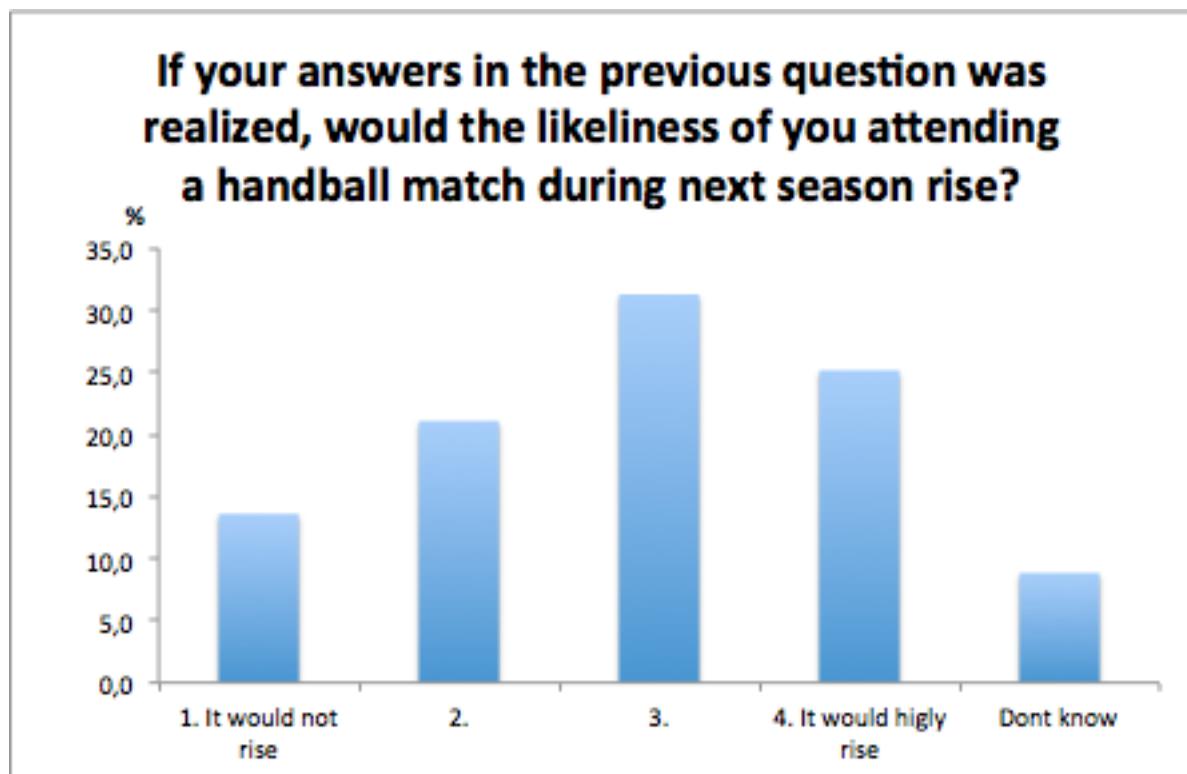


Figure 5



Appendix Q

PRICE SURVEY FROM FOCUS GROUP

Hvor villig er du til at købe en billet til en København Håndbold kamp?

- Billetpris: 40 kr.

1. Slet ikke villig	2.	3.	4. Meget villig

- Billetpris: 60 kr.

1. Slet ikke villig	2.	3.	4. Meget villig

- Billetpris: 80 kr.

1. Slet ikke villig	2.	3.	4. Meget villig

- Billetpris: 100 kr.

1. Slet ikke villig	2.	3.	4. Meget villig

- Billetpris: 120 kr.

1. Slet ikke villig	2.	3.	4. Meget villig

Hvis du skal betale 80 kr. for at komme ind og se en sportskamp. f.x fodbold, ishockey el. lignede, hvor meget vil du være villig til at betale ekstra for at komme ind og se en København Håndboldkamp?

Betale mindre	Betale det samme	Betale 10% mere	Betale 20% mere

Appendix R

Transcript of focus group number 1

The focus group consisted of 6 people of different age:

- Participant A: Female, 26 years
- Participant B: Female, 26 years
- Participant C: Male, 25 years
- Participant D: Male, 23 years
- Participant E: Female, 27 years
- Participant F: Female, 25 years

Moderator: Hvorfor går I ind og ser en sportskamp?

A: For underholdningen

B: Også intersemæssigt. Der er nogle sportskampe jeg f.x syntes er mere interessante end andre. F.x håndbold syntes jeg er rigtig rigtig spændende. Jeg ser f.x alle Danmarks kampe fordi det er noget man kan relatere til. Jeg kan reglerne, det kan jeg ikke i fodbold – jeg kan følge med, det gør det spændende.

D: Det er også for at få en anden oplevelse end man kan i fjernsynet. Men kan fornemme stemningen og mærke intensiteten på banen meget anderledes når du er til selve kampen.

Moderator: Hvorfor går I ind og ser Håndbold?

E: Jeg går ind og ser det fordi jeg kender profilerne på holdet. Kender reglerne som B siger.

B Det er bare en spændende sport – der bliver scoret nogle flere mål, der er en hel anden intensitet i håndbold end der f.x er i håndbold. De får nogle slag på banen og der bliver scoret en del mål og det gør det rigtig spændende.

A: Og så er de bare meget bedre til håndbold i DK end så mange andre sportsgrene. Det bliver sjovere at se håndbold når de kan finde ud af det.

E: Ja vi vinder faktisk noget

B: True that.

Moderator: Når jeg nævner KH hvad kommer I så til at tænke på, hvad associerer I det med?

E: FCK håndbold, hvis jeg ikke lige vidste bedre.

F: Jeg tænker faktisk Kolding-København, mændene. Er der ikke der hvor de har lavet et samarbejde med Kolding? Spellerberg og alle dem.

B: Jaaa nu ved jeg ikke lige om jeg er den største håndboldnørd, men jeg er en del af Sammenholdet som er KH's fanklub inde på nettet. Så det er også en grund til at jeg interesserer mig for lige præcis den klub. Jeg følger dem på Instagram og jeg har måske lidt mere en samhørighed med klubben og er inde at se de fleste kampe i hvert fald – jeg prøver at følge med. Så det kan også være derfor jeg har et andet forhold til det.

A: Jeg tror ikke jeg kender KH så godt, men det er fordi jeg er fra Jylland. Så jeg er vokset op med Viborg og Ikast.

D: Jeg kender dem lidt som underdogs. De er kommet sådan lidt de seneste par år, de var ikke særlig store, og var heller ikke i den bedste danske liga og så rykkede de op og er blevet bedre og bedre og fik 2 pladsen sidste år i de danske mesterskaber.

F: Altså jeg tænker altid når det er i forhold til København at der altid er nogle penge – der er større mulighed for at nogle vil sponsorere dem end f.x andre mindre klubber i Jylland. Så der har de måske nogle flere muligheder.

B: Også for at prøve at tiltrække nogle flere profiler, nu er Anne Mette der jo ikke mere, men så er Louise der så i stedet for som alligevel også har mange følgere.

C: Jeg tror også jeg tænker, så ikke lige kun med KH håndbold, men med kvindehyndbold generelt, jeg syntes det har haft sådan en tilbagegang de senere år, hvis man kan sige det sådan. Der er det ligesom herrehåndbold der har taget over – nok også fordi de har skabt større resultater på landsholdet og sådan. Så derfor syntes jeg ikke der er så stor fokus på det, heller ikke i medierne og det er jo der man ligesom hører om det og tænker, at det er det man da skal ind og se en kamp hvis de havde lidt mere fokus på det, men jeg syntes meget at det ligger på mændenes side for tiden.

B: Ja det giver jeg dig helt ret i. Mændene har kørt mest frem og sidst man sådan rigtig sad foran fjernsynet, det var da Slagelse var oppe på deres højeste og bare kørte som Anja Andersen's stjernehold.

C: Ja og så havde vi jo også for lang tid tilbage også 3 OL hvor vi bare vandt det hele. Jeg syntes det har haft en tilbagegang faktisk sådan i mange år efterhånden. Nu er det herrerne der er i fokus.

B: Ja det er jo faktisk ret synd, for vi jo en ret god liga i det hele taget i Danmark og så specielt på kvindeområdet. Men man kan også godt se på det seneste at der ikke har været så mange til f.x KH's håndboldkampe. Nu er der kommet lidt mere og jeg tror også at der kommer lidt mere næste år.

Moderator: Syntes I at KH en klar brand personality og i så fald hvordan vil I beskrive den? (specifikke dimensioner/træk unikke til brandet)

B: Jeg syntes de prøver at skabe en samhørighedsfølelse. F.x hvis man følger dem på Instagram, så var det Louise som lagde billeder op på sin sidste ferie med familien, så man også føler sådan et personligt samhørighedsforhold med spillerne, så det ikke kun bare er nogle navne, men jeg syntes så ikke at de måske på deres hjemmeside, der har de så den næste hjemmebane kamp stående, det er fedt de har den stående på forsiden så man hele tiden er opdateret, men jeg syntes ikke at de markedsfører nok at de har fået en ny hal ved siden af FIF hallen. Altså sådan nogle ting kunne man godt brande lidt mere. Der var lige et billede hvor de var ved at gøre rent og klar til sæsonen, men det fortæller måske ikke helt så meget.

Moderator: Føler I der er en grund til at gå til en KH kamp i stedet for andre?

D: Så skal det kun være fordi de har præsteret så godt det sidste år. Så netop hvis man har fulgt dem og ser de kan leve resultaterne, så ved man også at man får en god oplevelse hvis man går ind og ser en kamp og deres niveau er sådan forholdsvis højt, i stedet for hvis de f.x var i bunden af ligaen.

B: Jamen måske hvis det, altså nu er det gratis at være en del af Sammenholdet, så hvis de måske brandede det lidt mere, så måske lidt flere bliver medlem af det og man får nyhedsbrevene, så kan det også være med til at tiltrække folk, fordi man måske ikke er

opmærksom på hvornår der er hjemmekamp og det kan jo egentlig være i nabolaget for mange der bor i KBH, altså Frederiksberg ligger jo ret centralt. Så der skal ikke så meget til hvis man bare er klar over det.

F: Ja jeg vidste ikke engang at det blev spillet på Frederiksberg.

A: Nææ det vidste jeg faktisk heller ikke. Så det ville måske også være hvis det lå geografisk tættere på

F: Men det er jo egentlig sjovt fordi man ser sådan når man cykler forbi Kgs. Nytorv, nu er der sådan den her forestilling,... Og jeg cykler faktisk ret meget rundt i byen, men jeg syntes ikke at de er specielt tydelige- f.x Experimentarium har åbnet et eller andet og det hænger da sådan ved Fælledparken.. Der er godt nok ikke særlig meget fra dem, og jeg er ikke sådan en der ikke holder øje med ting, så det syntes jeg er undrende...

C: Jeg tror også det er sådan en kultur vi har, f.x når FCK og Brøndby spiller fodbold, altså hele byen er jo fyldt med fans og Parken er et kæmpe stadion. Altså hvis man har været inde i den hal, så kan man godt se at det ikke er sindssygt mange tilskuere der kan være inde i den, det er igen ikke blevet fremvist nok på medierne – der er ikke kommer den der interesse for det. Så hvis der ikke er nogle der ved at den ligger derude og kommer ud og ser der, så bygger de selvfølgelig ikke en større hal hvis efterspørgslen ikke er til det.

E: Måske også promovere nogle af deres store profiler.. Altså jeg ville gå ind og se det hvis jeg kendte nogle og havde nogle jeg holdt med og ja kendte spillerne også på det mere personlige plan.

B: Så tror jeg også mere at for os der kommer der jævnligt, at man ikke skal have en hel picnickurv med når man kommer... Du kan få en hotdog og en sodavand, det er ligesom det – der måske selvfølgelig også det man forbinder med en sportshal, men der er mange andre steder hvor der også er blevet gjort en del andre initiativer, så fansene og tilskuerne har det rart når de er der.

Moderator: Differentierer KH sig fra andre Håndboldklubber?

B: Hmm, altså ikke udefra set hvis man ikke kender klubben eller er involveret eller er medlem, så tror jeg ikke der er så meget der differentierer dem andet end når man ser dem i de forskellige ligaer.... Men de har da helt sikkert nogle gode fantilbud i forhold til mindre klubber, men det kunne da godt være bedre.

D: Det er lidt svært hvis man sammenligner dem med andre større klubber, FC midtjylland, Viborg – de har ligesom været der i rigtig lang tid så de har fået en meget større fanbase og været på toppen i rigtig lang tid. Så på den måde er det måske også lidt svært at konkurrere på det niveau, hvis man skal sammenligne klubberne og hvordan de differentierer sig.. KH er måske lidt mere upcoming.

F: Jeg syntes tendensen har været de sidste par år at man høre bare mere om at de er i pengeproblemer mange af klubberne, man hører ikke sådan andre historier. Så har der også været alle de der problemer med damelandsholdet og jeg tror at når der er et problem på landsholdet, så afspejler det sig også i klubberne. Når Klavs Bruun Jørgensen så taler dårligt om nogle spillere så kan det på en eller anden måde påvirke de andres brand.

B: Jeg tror det er rigtig vigtigt det der med historie, man ved at viborg er den der solide gode klub som bare har været der dengang de også kæmpede med Ikast. Man ved at det var dem der kom ind i de grønne trøjer og så har de Skov der står på stregen i forsvaret som bare er en kæmpe altså

F: Men så alligevel ikke fordi jeg kender Louise Burgaard og hun måtte så skifte klub til FC Midtjylland fordi de ikke havde råd til at have store profiler, så kommer der storytelling, de har noget positivt og så bliver det lige pludselig til noget negativt fordi mange klubber har pengeproblemer.

A: Men der er vel heller ikke så mange penge i kvindehyndbold....

E: Ikke i forhold til mænd vel?

D: Bare generelt til andre sportsgrene, specielt fodbold i hvert fald... det kan ikke rigtig sammenlignes på noget plan

B: De skal måske bare gøre noget mere for at få de gode historier frem så de ikke bliver ødelagt af de knapt så gode

F: De skal være mere gennemtrængende

Moderator: Hvordan er den nuværende oplevelse til en KH kamp?

D: Jamen altså vi har jo været derinde sammen (kigger på B), og det var fint, jeg tror ikke det var en af de dage hvor der var flest tilskuere, men det var en af de sidste kampe i sidste sæson, og der kunne man da godt mærke at tilskuerne var ved at komme med, men det var også fordi intensiteten var ved at blive større i og med at de spillede om noget der var interessant og spændende, så der var det super fedt og man kunne virkelig mærke at folk var med, men igen så er det ikke plads til så mange fans så det er selvfølgelig også begrænset i forhold til når man ser en Brøndby – FCK kamp hvor hele byen bliver væltet af hooligans. Men jeg syntes det var en god stemning

B: Jaaa altså der er jo de der trofaste fanscout fra fanklubben der altid laver en masse larm og prøver at få folk med. Hvis der er mange af dem er der rigtig god stemning, men hvis der ligesom ikke er så mange af dem til at få stemningen gjort bedre og højt humør så kan det måske godt falde lidt til jorden i hvert fald på nogen tidspunkter

D: Men det er jo også noget der bliver koordineret mellem klubben og fanklubben så der ligesom er nogle trommer, der er nogle der ligesom skal gøre nogle ting, men selvfølgelig så kræver det jo også folk, det hjælper ikke at der sidder 4 mand sammen. Så dem der kommer ikke helt har den samme oplevelse.. Men jeg føler ikke at KH håndbold har været så gode til at udlove billetter for at tiltrække flere... De har ikke rigtig annonceret nogle steder f.x radiostationerne og forskellige steder.

E: Det er også sjovt fordi ligesom hvis man tager Slagelse så er det byen Slagelse der støtter op om deres håndbold hold hvor det er det ikke rigtig i København – de kunne godt gøre det til Københavns Håndbold hold for dem der er interesserede i håndbold som jeg er. Jeg gad godt at have den der tilhørsfølelse til KH håndbold, i forhold til hvis man boede i Slagelse eller Ikast, der har man mere den der fornemmelse af at det er byens hold og at man står sammen. Men jeg tror at det er meget sværere at skabe i København. KH ville jo have en kæmpe chance for at få en masse følgere og faste støtter, fordi de er i KBH som er en kæmpe flade at nå ud til.

F: Tror I ikke at det var det de prøvede på da KH og Kolding satte sig sammen? Ved at tage Koldings brandværdi og KBH's sponsorer.

D: Jeg tror mere det var et økonomisk stunt de lavede der

B: Jamen tror I ikke at det ville få jer til at gå ind til kampen hvis I havde fået nogle gratis billetter?

E: Jo helt sikkert, så ville jeg 100% gøre det.

B: Altså ligesom nu så jeg lige TV2 havde lavet en ny app – reklamebingo, der kan man vinde billetter til Flying Superkids, what!!! Så vil jeg da hellere have billetter til KH

håndbold. For mig der har Flying Superkids mindre værdi for mig end håndboldbilletter, så jeg tænker ikke det er så svært at give nogle billetter.

D: Det er også det til fodbold, jeg har arbejdet i en sportsbutik, hvor vi ofte har fået gratis billetter til FCK kampe, hvor man bare kan give dem med til kunderne og hvis man ligesom kunne gøre det på den måde rundt omkring i forskellige sportsforretninger og få lavet en aftale med Sportmaster, Intersport, så folk har mulighed for at komme ind og se en kamp, og så kan det være de syntes det er meget fedt, og så tager de måske derind selv næste gang.

A: Eller lave nogle konkurrencer hvor man kan oddse på kampene og hvis man oddser rigtigt så vinder man en billet...

D: Jaaa så tager man jo også venner med, og så kan det være at det sker igen.

Moderator: Har I nogle tanker omkring underholdning i pauserne, før og efter kampen?

B: Altså det har ikke så meget værdi for mig altså... Fordi jeg bruger mere pauserne til at fyde op eller gå på toilettet...

D: Det retter sig måske også mere til den yngre generation.. De ting de laver, så det er måske de rette personer der bliver valgt ned til det, hvor de yngre bliver inviteret ned på banen hvor der er en masse bolde og sådan.... Altså de yngre især fra samme klub syntes det er mega fedt at komme derned og have det lidt sjovt og lege i pausen.

Moderator: Hvad kan KH gøre for at skabe en ekstraordinær oplevelse?

A: I fodbold syntes jeg det er meget sjovt at de altid har bolde de kaster ud til publikum, den der vogn der kører rundt og skyder dem ud. Det er en mega lille ting men det er meget sjovt. Så bliver det også en kamp om hvem der kan fange dem og sådan.

C: Det er nok også bare de fysiske rammer der bare gør at man ikke kan få den der helt vilde føde oplevelse--- nu har jeg været til håndbold i meget større arenaer hvor der har været meget mere show og lys og musik og alt muligt, det er jo meget rammerne derude der ikke udfordrer så meget og indbyder til det helt vilde store fordi der netop ikke er så meget plads.

F: Altså mine forældre er meget med fodbold, og det er meget det der med, især for min mor der giver det værdi at spillerne bagefter kommer ud og snakker og sådan siger hej og går i blandt publikum.

E: Det er præcis det samme jeg ville sige.. Måske ikke med alle, men fokusere på nogle, så man får den der oplevelse af at man har oplevet – måske hvis man er fan – eller at man kommer lidt tættere på sit idol, på den måde at man får en oplevelse af at det har været noget andet end bare at se det hjemme i fjernsynet og se hvad der sker bag ved kulissen eller hvad man siger.

F: Og så få nogle snacks.....

E: Jaaaa, altid free stuff hahaa

F: En lille pose med peanuts eller et eller andet..

B: Jaa altså de har jo super mange samarbejdspartnere, andre er måske mere værd en andre, men de har jo f.x chokoladefirma de arbejder sammen med som også sponsorerer dem og sådan noget. Få nogle smagsprøver fra dem eller sådan.

B: Ja altså hele oplevelsen, måske lave et tættere samarbejde med fanklubben. Jeg syntes at det er super rart at man kender nogle af de andre... men jeg kan godt se til FCK – Brøndby kampen lige inden de blev mestre, det show fanklubben lavede det er jo for

sygt altså, man kan jo nærmest bare gå ind og se en kamp bare for at se det, det var virkelig en oplevelse.

A: Kommentatorrollen har også en stor betydning..

B: Nåå jaaa

A: Altså hvis kommentatoren kan få folk med til at sige efternavne og alle de der ting man nu gør.

F: Altså jeg var på et tidspunkt nede og se fodbold i Hamborg, og der fik vi deres flag med logo og så viftede man med det, altså jeg var 10 år eller sådan noget, men det kan jeg stadigvæk huske. Det har været et godt brand for Hamburg fodbold.

B: Ja altså også kommentatorrollen, det er jo ikke alle spillerne der er helt så kendte så tit når man kommer ind som nu kunne jeg forestille mig at man tænker at når så beder de om nr. 10, men kunne måske godt starte med at nævne spillerne så alle har en chance for at være med

F: Skulle man så ikke prøve at personliggøre spillerne noget mere. Altså sådan ja Louise har spillet i xx år, altså give lidt mere information i stedet for det der standard information. Lav noget mere storytelling.

B: Ja alstår det tror jeg bare er svært sådan mundtligt, så skulle de give noget brochure værk eller noget mere information i hallen omkring dem, for det ligger jo på hjemmesiden.

E: Eller i pauserne på storskærmen

B: Nåå jaa god idé...

D: Man kunne også lave – altså mange gange får de der pap-nogle man kan klappe med, der kunne man jo kombinere det med at give noget information om spillerne eller nogle profiler. Så kunne man starte med at læse det, og så folde den sammen og lave larm med den under kampen bagefter.

B: Jaaa og så tror jeg også bare de sociale medier er super vigtige... at de kommer mere ud både på Instagram og Facebook. De har lige stående på hjemmesiden at de er på de forskellige medier, men ikke noget der bliver brandet mere.. De har billeder liggende derinde på deres galleri, men det er ikke tydeliggjort at det er fra deres Instagram, så det er heller ikke fordi man tænker at man kan følge dem. Live snapchat – det er så populært!

Moderator: Hvordan er Jeres følelsesmæssige bånd til KH? Har I nogen tilknytning til klubben?

E: Det er igen helt klart, at jeg kan huske jeg levede og åndede for Slagelse, jeg kendte alle spillere, jeg vidste hvor de var fra, hvor de boede.... Og det var fordi jeg engagerede mig, det er ligesom herrehåndbold, der kender jeg alle og jeg researcher hvor de spiller henne og det er det jeg syntes der gør det sjovt at følge med, det er at jeg kender spillerne og ved hvilken klub de normalt spiller i eller har spillet og lidt deres historie, og det gør bare at jeg holder med dem i stedet for det bare er et eller andet hold, hvorfor skulle jeg bare holde med et eller andet hold? Jeg holder med spillerne – det er det jeg godt kan lide ved det. Jeg var også helt besat af Tour De France på et tidspunkt fordi jeg kendte alle rytterne...

B: Ja det er helt rigtigt, specielt også nu er det så spillerne i KH man har en association til og vi syntes at det var en trist dag dengang Anne Mette forlod klubben og der kunne man godt mærke at det var ikke sjovt, fordi man følger med og man er bange for hvad der nu skal ske.

D: Også det at hun har været i klubben i mange år, og har været forbillede i klubben og været en stor spiller og deres profil og været hende der ligesom har båret holdet frem og

hele vejen til finalen sidste år, hun var deres største spiller og hende der skulle ind og afgøre det, og nu er hun der så ikke rigtig mere, det er også hende der går forrest. Ligesom i andre klubber hvor der har været en spiller i mange år, man kender den der ene spiller og ved hvad de står for, så er det bare fedt at man kan følge med på den front. B: Også igen Spellerberg, det er jo også at det gør at man går ind og følger med i den klub, nåå jaa det var der... Nu kommer jeg jo fra Sønderjylland hvor Flensborg holdet altid har været populært på mandesiden og var hele det danske landshold på et tidspunkt... Det gjorde da også bare at for det første var vi stolte over at komme derfra og for det andet så gav det igen en samhørighedsfølelse og så var man ovre at se det fordi man kendte alle spillerne og vidste hvad de var gode til

Moderator: Så det følelsesmæssige bånd er mere til spillerne end til klubben og brandet?

E: Jamen det er svært fordi hvis man er sådan en 50 årig mand der bare havde fulgt det i 20 år og spillerne kommer og går, så der det måske mere klubben man har et forhold til... Men hvis man har været fan i 20 år og man gerne vil fastholde de nuværende fans, så det måske at brande selve klubbens historie og være god ved sine nuværende medlemmer, men hvis man skal ud og fange nye, i hvert fald hvis det var mig, så skulle det være spillerne.

F: Men hvad så hvis Bojana Popovic forlod Slagelse, ville du så stadigvæk holde med dem

E: Hmm så holdt jeg stadigvæk med Slagelse... Men jeg kan da huske at da Camilla Andersen og også Anja forlod klubben og alle de store så holdt jeg lige pludselig ikke med dem mere, der var det spillerne der gjorde det og hele teamet og sammensætningen

C: Det har jo nok også noget at gøre med, altså nu er jeg fra Kolding, og da jeg var yngre der gik jeg også til håndbold og gik meget mere op i det og der havde herrerne den der bølge de red på, så der havde man sit sæsonkort og så tog man derind hver weekend de spillede kamp, man havde en hel anden tilhørsforhold til dem og rejste også nogle gange rundt i landet når de spillede udekampe og sådan noget.... Jeg tror også det har noget at gøre med at København er en stor by så det er måske svært at få det der netværk derude...

F: De skal ikke føre samme strategi

C: Ja altså det ved jeg ikke, men i små byer der får man lettere en tilhørsfølelse til sit håndboldhold fordi man bliver lidt stolt i mindre byer syntes jeg

A: Det er også det at når man kommer fra en lille by, så er det de samme tilskuere der kommer til kampene så man møder folk, så det er lige så meget det sociale blandt publikum, der ser du kendte ansigter. I KBH skulle det så være noget med at man kunne mødes med sin omgangskreds der.. Det er alligevel begrænset hvor meget man gør det i KBH i forhold til små byer.

D: Nu når det netop ligger på Frederiksberg så kunne man jo starte med det som den lille base og så kunne man rette sig med det og det område omkring for at skabe det der....

B: Ja i hvert fald med nye medlemmer... For jeg tror helt klart at det var spillerne jeg havde en samhørighed med i starten, men nu når man er blevet involveret og har lært de forskellige at kende, så bliver det ligeså meget klubben, så selvom at de store profiler ville forsvinde, så tror jeg ikke at jeg ville ændre fanklub.... Altså hvor mange hepper ikke på AGF selvom de stinker til fodbold? De har været gode engang og kommer man fra Århus så hepper man på dem og sådan er der... Ja altså nu er det klubben, men jeg tror helt sikker at det er spillerne for mange til at starte med.

Moderator: Hvad er kvalitet for jer når I tænker på en sportsklub? Oplevelse, resultater, gode kampe, spillerne,

C: Altså jeg tror at selvom man tænker om det går godt eller skidt for f.x AGF, det at man vinder nogle kampe og det går godt, det tror jeg alt andet lige har en betydning. Det tror jeg ikke man kommer udenom.

B: Nej præstation helt klart

A: Også sådan noget med atmosfære i hallen, og om man kommer ind i en iskold hal og skal sidde på små kolde bænke hvor man får ondt i røven efter 5 min, altså bare sådan nogle små ting

E: Ja det med at de har gjort noget ud af det når man har betalt nogle penge for det

B: Gode faciliteter, altså også når man kommer ud på toiletterne at dørene ikke er ved at falde halvt af og ikke blev malet for 20 år siden og det er helt gult og ulækkert, det er jo ikke særlig tiltalende.

Moderator: Hvordan synes I at oplevelsen ved KH kampene matcher billetprisen, er I tilfredse? Får I det I forventer?

B: Altså jeg syntes faktisk det er en OK pris, også i forhold til andre sportsgrene, når man går ind og tjekker på FCK og ser hvad det koster at se en kamp og sådan nogle ting. Men igen jeg har også klubkort....

A: Kan man egentlig få rabat hvis man spiller i en anden klub, altså på Frederiksberg?

D: Du skal spille i selve klubben

B: Eller noget studierabat kunne heller ikke være dumt. Alle steder der er studierabat det er lækkert!

Moderator: Hvordan er faciliteterne og servicen til kampene?

B: Jeg synes de er OK, det er selvfølgelig ikke de mest moderne og nye faciliteter og det hele kunne da godt få et lille "løft", men det er heller ikke sådan at jeg tænker det er dårligt derude. Ift. til servicen er den også helt fint... Det er ikke sådan en ekstraordinær god service, men absolut heller ikke dårlig...

D: Nej de er sådan meget standard. Hallen er godt nok lidt lille, og det er ikke det helt store udbud af mad og drikke... Servicen har jeg ikke rigtig tænkt over, så den er nok meget normal når jeg ikke rigtig har tænkt over det...

C: Ja som nævnt tidligere er det en lille lidt fesen hal. Der er ikke så meget plads derude.. Men når der er kamp derude, kommer der en del sponsorbannere og sådan op på gulvet, væggene som gør at det ser lidt mere professionelt ud.

Moderator: Hvordan er kvaliteten af kampene og deres performance?

B: Jamen den er super go'. Jeg syntes at det der god håndbold man får, og det er spændende og sjove kampe. Især den sidste sæson syntes jeg der er sket en rigtig god udvikling. Så kigger man udelukkende på deres performance, må man jo sige at det er god kvalitet.

D: Ja også nu når de var med i slutspillet og blev nummer 2, var det rigtig god håndbold og højt niveau. Nu spiller jeg jo selv og det er jo ikke det samme som herrehåndbold, men stadigvæk helt klart værd at tage ind og se. Det er håndbold på højt niveau. Når det går

godt og de vinder får man da også mere lyst til at gå ind og se en kamp, end hvis man bare vidste at de altid ville tabe med 10 mål.

Moderator: Ser i KH som et “ledende” brand inden for håndbold verdenen i DK?

A: Nej

D: Nej

B: Jeg tror det kan blive det hvis de fortsætter i den dur som de gør nu. Men det er jo stadigvæk også en ung klub, så jaaa

F: Jeg syntes lidt indenfor herresiden har de positioneret sig

Moderator: Hvordan er jeres loyalitet over for KH?

B: Jamen jeg syntes da jeg er loyal, og D du har ikke været med så mange gange men du har da været med inde og se nogle enkelte, og syntes du ikke der er en god stemning? Man får da lyst til at tage derind igen

D: Jo helt klart, og ligesom vi snakkede om tidligere om det er spillerne eller klubben man kommer for. Nu har du jo så fået et andet forhold til det end jeg umiddelbart har fordi du har været mere involveret, så på den front føler jeg mere det er spillerne jeg kommer for især profilerne så er de jo smuttet, Anne Mette Hansen, så hvis jeg fik at andet tilbud om at komme til en anden kamp, så ville jeg måske vælge det i stedet for, fordi de står mellem de spiller de har og selvfølgelig også den kvalitet de leverer på banen.

B: Ja det tror jeg da også man kan se. Man kan da også se at hvis det skulle være en enkelt gang at Louise ikke spiller, det er jo skæbnesvært.

Moderator: Hvad skal der til for Jer for at blive loyale?

A: Vide hvornår de spiller kampe i hvert fald, så man ved hvornår.

E: Jamen føle at man er med i klubben og har et tilhørsforhold. Altså at man ikke bare betaler for noget hver måned, og så er det bare det. Det ville betyde meget hvis jeg kendte andre fans, så man var loyale sammen med andre. Det at have et specielt fanbånd med andre omkring den samme klub.

D: At man føler sig lidt speciel til kampene, at man har nogle fordele eller der er noget anderledes i forhold til hvis man tog et andet sted hen. Så man føler man får lidt mere, value-for-money, at man får lidt mere når man kommer end et andet sted til samme pris. Det skal være et eller andet ekstraordinært der ligesom kan tiltrække folk som også får tilskuerne til at føle at det var det værd at komme.

Moderator: Vil I anbefale andre at gå ind og se en KH kamp?

B: Altid.

D: Ja det vil jeg også sige. Det er så i takt med deres præsentation sidste år. Altså det er ved at være værd at tage ind og se de kvaliteter deres spillere viser. Det er fedt at se i forhold til andre, det er sjovere at se.

E: Men jeg vil også sige at det er et godt tidspunkt hvis de skal ud og brande sig lidt mere, når det går så godt for dem i forhold til tidligere sæsoner, de har noget at have det i.

Moderator: Hvad syntes I generelt om KH's kommunikation?

C: Jamen det er nok igen, hvis man er inde på de sociale medier og har hørt om dem fra andre, der er jo nok ikke lige sådan noget man selv går ind og opsøger hvis man ikke kender nogle der er meget inde for klubben. Og det er igen at medierne heller ikke har så meget fokus på det – kvindehåndbold i det hele taget. Og det er jo derfra det spreder sig kan man sige.

B: Jaa også det vi snakkede om tidligere, de er ikke så synlige i billedet. Altså de har hjemmebane på Frederiksberg, men det kan man så ikke se. At de måske blev lidt mere synlige på busstoppestederne og også i parkerne og på den måde fik gjort nogle ting og så kan de sociale medier fantastisk meget i dag og det kræver ikke super meget at få lavet noget SEO så de bliver mere tilgængelige på google eller at de selv har ansat en der ansøger folk på Instagram andre steder, folk der spiller håndbold for at skabe noget interesse for sig selv. Så jeg tror man kan gøre meget på de sociale medier og jeg tror det vil rykke rigtig meget. Også bare på Facebook, du kan jo indsnævre det bare til KBH og dem der går til håndbold

A: Ligesom på Frederiksberg får vi også sådan en avis en gang om måneden, jeg tror faktisk er gratis, der kunne de jo annoncere lidt...

F: Det er egentlig sjovt i forhold til Anne Mette Hansen, de kunne virkelig have en kæmpe mulighed under OL hvor hun spillede skide godt og de kunne have udnyttet det mere dengang da det var en af deres store profiler, men det er bare ja..... Jeg boede da også i KBH dengang men så da slet ikke noget

Moderator: Hvad skal der til for at få jer til at gå til en KH kamp? Hvad kan tiltrække jer?

F: I første omgang gratis billetter

E Ja gratis billetter eller et godt tilbud hvis man får du ved en billet f.x får en øl og snacks eller et eller andet med så det bliver en oplevelse

A: Ja eller 2 billetter for 1's pris

B: Ja og for fansiden tror jeg det er at blive ved med at forny deres klub og de tilbud de har og de ting de gør. Og måske også merchandise mæssigt, altså det er begrænset hvad du kan få.

E: Jaa og hvis de gerne vil positionere sig på de sociale medier og hvis man så går ind og liker deres profil så få en gratis øl eller hotdog til kampen eller et eller andet.

F: Der er også mange der er begyndt på det der med at checke ind, så hvis man checker ind at man er der så får man et eller andet, som f.x at få refundert sin billet eller noget

A: Eller lave biografspil bare til håndboldkampene i stedet for

E: Jaaa det er også meget sjovt.

Appendix S

Transcript of focusgroup number 2

The focus group consisted of 6 people of different age:

- Participant A: Male, 29 years
- Participant B: Male, 33 years
- Participant C: Female, 28 years
- Participant D: Male, 25 years
- Participant E: Female, 29 years
- Participant F: Female, 27 years

Moderator: Hvorfor går I ind og ser en sportskamp, håndbold eller andet sport?

B: Det er jo stemningen, den der oplevelse. Det er derfor jeg skal ud og se Brøndby-FCK (Fodboldkamp, red.) her d. 6 august, det er jo fordi man synes det er fed stemning at komme ud på stadion, masser af mennesker. I stedet for at sidde hjemme i sofaen og se det.

E: Det giver noget man ikke bare kan få ved at se det i fjernsynet. Jeg synes det er sjovt at være i hallen.

C: Jeg er enig.

A: Også ved en håndboldkamp, det er den der stemning, når der er for eksempel EM eller VM, kæmpe stemning. Man føler man er en del af suset.

D: Det er også sammenholdet, alle står der og hepper på det samme hold. Man er i en slags symbiose med de andre.

E: Så er der også det sociale i det. Hvis man nu er ude at se en kamp med sine venner og så lige får et par fadøl og sådan.

A: Jeg tror det sociale har et stort aspekt, for man tager jo aldrig ind og ser en håndboldkamp eller fodboldkamp alene. Så det der med at tage af sted nogle flere, og nemlig lave en tur ud af det, det er jo noget som får folk til at tage til sådan noget her. Og hvis der er nogle specialarrangementer før, under eller efter kampen, det får jo også folk til at ville det mere i hvert fald. Altså underholdning i takt med det man nu skal se, det tror jeg spiller meget godt sammen.

F: For mig er det også klart det sociale som betyder noget. Jo jeg er rigtig vild med at følge med i sport, og især håndbold. Men nej man tager jo ikke ud og ser en kamp selv, det er kun med sine venner eller familie. Ellers så ser jeg den jo bare derhjemme i tv. Det er primært de lidt mere interessante kampe, som ex. Champions League, som gør det fedt at gå til kampene. Der kan man virkelig mærke stemningen.

Moderator: Når jeg nævner KH hvad kommer I så til at tænke på, hvad associerer I det med?

B: Hvor gammel er det Københavns Håndbold er?

E: Den er sådan 3 år gammel, den har været med de sidste tre sæsoner.

B: Okay.

E: Så ja, jeg kommer til at tænke på at de stadig er sådan meget nye, så en ny klub. Der er ikke så mange som kender dem endnu, ligesom eksempelvis Viborg HK som har været der i årtier.

C: Jeg tænker på tigrene. Københavns Tigre. Det er det jeg bedst husker fra jeg var ude at se kamp derude.

A: Når jeg tænker København Håndbold, så tænker jeg at det bare er et eller andet brand så Sjælland bare vil have et eller andet håndboldhold. Og Københavns Håndbold er jo vist eneste håndboldhold på Sjælland, som spiller i ligaen i hvert fald. Så jeg tror bare det er sådan en Sjællandsk kultur som tænker nu skal vi også have et hold, og derfor spytter man penge i. Så er det blevet i København, og så har man taget licensen fra FIF og kaldt det København Håndbold. Fordi det er noget folk kender. Man vil aldrig nogensinde kunne få et ligahold til at hedde FIF som folk vil kende, tænker jeg.

F: Jeg forbinder det meget med noget dansk. Jeg synes de har en dansk profil, med mange danske, især unge, spillere på holdet. Det gør dem lidt unikke i forhold til andre hold i ligaen kan man sige.

Moderator: Føler I der er en grund til at gå ind og se lige netop en København Håndbold kamp i stedet for andre kampe?

B: Så er det da fordi det ligger tæt på.

E: Og det er det eneste hold i ligaen.

C: Ja det er bekvemt. Hvis jeg skal ind og se KH håndbold, så er det ihvertfald også fordi det er tæt på.

D: Ja enig, hvis jeg skulle ind og se det, så er det meget godt at det er i København.

E: Ja præcis, ellers er der kun Nykøbing. Så skulle man til at køre halvanden time til Nykøbing for at se en kamp.

A: Det har jeg gjort en gang. Jeg har været i Nykøbing og se en kamp. Der var til gengæld virkelig stemning.

F: For mig var det også fordi det var det eneste hold tæt på i starten. Men efter at jeg har været der flere gange de sidste par år, så betyder klubben da noget mere nu. Jeg vil sige jeg faktisk holder ret meget med dem.

B: Jeg tænker nu i takt med, at de er blevet nummer to, så følger der vel også europæisk håndbold med. Nogle modstandere fra Europa, hvor man tænker det er europæisk man skal ind at se. Det er som det er meget vigtigt, i stedet for det er mod sådan et lille hold ovre fra Jylland. Som man kan sige ikke har samme værdi.

A: Jeg tror billetpriserne også spiller en stor rolle. Man tager ikke ind og ser det hvis det koster 150 kr. kontra 50 kr. Det er nemmere at slippe 50 kr. for en eller anden dansk håndboldkamp. Jeg tror billetpriserne har en stor ting at skulle have sagt.

B: Igen, det kommer også an på hvor god modstanderen er.

E: Ja det tror jeg også.

B: Altså kampen, hvad handler den om; er det en slutspilskamp, en europæisk kamp eller bare en overlevelseskamp. Men ja jeg tror også billetpriserne har rimelig meget at sige.

Moderator: Føler I, at København Håndbold differentierer sig på nogen måde fra andre håndboldklubber i Danmark?

F: Igen synes jeg, at de har sådan mange danske spillere hvilket gør dem specielle. Det hænger jo nok sammen med, at de ikke har så mange penge at de går efter at hente danskere i stedet for udenlandske spillere.

A: Altså jeg kan for eksempel huske dengang Slagelse var der. Det blev jo nærmest lavet som et show hver eneste kamp. Ligesom om Slagelse var sådan et dream team. Det var

jo selvfølgelig fordi Anja Andersen ville prøve at skabe et dream team hold. Det er jo klart at hvis det nogensinde bliver sådan her i København, så bliver det da specielt.

E: Men de har nok ikke en tydelig nok profil endnu til at de sådan skiller sig ud med noget.

Moderator: Hvordan vil I beskrive den nuværende oplevelse til en København Håndbold kamp?

C: Jeg synes når man kom ind, så virkede det lidt som om jeg lige så godt kunne være taget op i den lokale hal i Snertinge, hvor jeg kommer fra. Altså der var ikke noget hvor jeg tænkte at det her var rent faktisk en lidt større klub. Det var bare sådan, at man kommer ind i det her lille rum og så er der nogle boder, som virker som om de nærmest lige bare har sat bordene tilfældigt op. Der mangler et eller andet så man føler man faktisk er til en stor kamp.

E: Enig. Det var sådan fransk hotdog, sodavand og så kunne man købe deres trøje. Det var meget et lille set-up.

A: Jeg har også været inde at se dem, og der mangler stemning inde i hallen. Det er kedeligt og dødt. Og ja bare fransk hotdogs.

F: Jeg er enig i, at set-uppet virker en smule småt. Men ved nogle kampe har det været anderledes. Jeg var blandt andet inde at se en af slutspilskampene i år, hvor der var langt mere stemning.

Moderator: Har I nogle forslag til hvad København Håndbold kunne gøre for at skabe en mere ekstraordinær oplevelse?

B: Det er jo ligesom det der med, at set-uppet skal være bedre. Det skal være mere indbydende at tage derhen. Og man tænker, at man får også lidt en oplevelse. I stedet for, at det er fransk hotdog og at man tænker, at man ligeså godt kunne tage til en håndboldkamp nede på Lolland et sted. Det må gerne piftes lidt op. At man eksempelvis kunne vinde ting eller billetter. Der er en grund til at man gerne vil tage til en håndboldkamp – hvis det er en fed oplevelse.

A: Jeg tror også det har noget med hele kvaliteten at gøre, niveauet som helhed. Hvis det danske landshold begynder at vinde noget igen som de gjorde for flere år siden, så tror jeg også der vil blive mere fokus på kvindehyndbold igen. Og så ville København Håndbold også blive bedre brandet i takt med det. Jeg tror det er et dårligt tidspunkt de har valgt at starte på, fordi kvindehyndbolden bare har været dårlig de sidste år. Så højere niveau tror jeg også kunne trække flere til.

C: Og så som sagt en lidt større fest ved hver kamp.

E: Ja det tror jeg også. Der mangler sådan lidt liv på tribunerne. Der er simpelthen ikke nok larm i hallen, det virker til tider faktisk lidt dødt. Og det er i hvert fald ikke det jeg forbinde med at se en sportskamp, eksempelvis når man er inde at se fodbold i Parken.

Moderator: Hvordan er jeres følelsesmæssige tilknytning til København Håndbold? Eller hvis I har et bånd til andre klubber, hvad er det så der gør det?

C: Jeg tror min følelsesmæssige tilknytning nok ville være at det er mit hold fordi det er min by. Så altså hvis jeg skulle være fan, så skulle det være fordi jeg er fra København og det er min by.

A: Jeg tror også grunden til at jeg har været inde at se nogle kampe er fordi jeg har en svigerinde, som spiller i Viborg. Så når de kommer til København, så er vi inde at se kampene. Så det er mere den vej igennem, at jeg har en tilknytning til København Håndbold. Mit følelsesmæssige bånd til klubben er helt ærligt ikke til stede hvis jeg skal sige det.

B: Nu er håndbold ikke det jeg mest ser. Jeg fulgte med for nogle år tilbage, men de senere år har jeg ikke. Hvis jeg skulle ind og se en håndboldkamp i dag, så skulle det være fordi en lige hev mig med og sagde det er en fed kamp dén der. Måske en lokalkamp der virkelig tænder nogle følelser.

A: Det er rigtig nok det du sagde med Slagelse Dream Team. Dengang tog folk jo også fra København til Slagelse for at se en kamp. Det var fordi de var gode og fordi de vandt.

E: Der havde de også bare mere et brand.

A: Ja bestemt.

E: Det var virkelig fedt. De kunne bruge Anja Andersen og hendes navn. Det er bare ikke så kendt, København Håndbold. Det tror jeg lidt er det, som afholder folk fra at gå ind og se deres kampe.

B: Og det er jo egentlig sjovt hvorfor der ikke er et stort København håndboldhold. Fordi mange klubber i Jylland de kan lave et godt håndboldhold, som folk virkelig kender til. Så hvorfor kan København ikke det?

E: Ja, det er lidt mærkeligt. Der burde da virkelig være et marked for at man kunne lave et stort håndboldhold.

F: Jeg tror også det har noget at gøre med, at det stadig virkelig ikke er særlig kendt. Jeg synes jo jeg kender holdet rimelig godt efterhånden, men det er der jo ikke særlig mange af mine venner der gør for eksempel. Så hvis de kunne blive lidt mere kendte, ville det nok også betyde at flere gik til kampene. Men jeg føler da bestemt jeg kender spillerne og man begynder da at få sine favoritter... jeg vil da sige at jeg da har fået en form for tilhørsforhold til spillerne og klubben efter sidste sæson, men det betyder stadigvæk ikke at jeg er inde at se alle kampe!

Moderator: Hvordan synes I kvaliteten er når I er inde at se en kamp med København Håndbold?

C: Jeg ville nok, hvis jeg havde betalt mere, have tænkt at de godt kunne have gjort lidt mere ud af det. Det virker bare virkelig ligesom om det lige så godt kunne være en håndboldkamp i ens lokale klub når man kommer ind især. Det virker ikke som om man er i sådan en etableret klub. Men til de penge, på den anden side, var det ikke sådan at jeg tænkte, at det her er for dårligt.

E: Jeg var inde at se dem spille slutspilskamp, det var faktisk rigtig spændende. Hvor de slog Midtjylland. Her havde de gjort noget ekstra ud af det kunne man mærke. Alle tilskuere fik en t-shirt og sådan en pap ting til at slå og lave lyd med. Så var der også nogle sange, men det var ikke nogle sange man kendte. Det var anderledes fra de andre kampe jeg har været inde at se med dem.

F: Jeg var også inde at se slutspil, så godt nok finalen mod Nykøbing. Og under hele kampen blev hallen overdøvet af Nykøbing Falsters medrejsende fans. Det siger måske lidt om hvordan stemningen er derude. Men de spiller jo godt, det er god håndbold!

C: Ja der kunne godt blive gjort noget mere for at man kunne lave noget larm derude. Der var de der pap vifter, men ellers ikke.

A: Men det siger måske også noget om at nede i Nykøbing, som ikke er sådan et stort område, der er folk mere sammenholdt. Som i Jylland, der er også nogen steder hvor det er en lille by på 20-50.000 mennesker, det er et sammenhold som er svært at have på samme måde i København. Der er jo tusindevis af andre ting at give sig til i sådan en storby.

E: Nej, man møder ikke lige nogen man kender ude i hallen til en København kamp.

C: Det var også en lidt mærkelig oplevelse med den der fanklub til kampen jeg var inde at se. De opførte sig så voldsomt og intenst, og de var måske sådan ti mennesker som stod ovre i et hjørne og slog på trommer og smed deres trøjer. Og det var bare lidt underligt når der ikke var andre som var med på den. Så blev det bare lidt sært, og man blev lidt skræmt væk fra at være med, fordi de var så meget mere end alle andre. De var faktisk næsten det modsatte af det de skulle være.

A: Man kan jo sige, at det har været en klub i sådan sportslig fremgang fra år til år, nu hvor de nåede til slutspillet i år. Så når man lige er startet, kan man jo også sige, at det kan være svært at starte en fankultur op sådan lige med det samme.

E: Ja det kan jo være, at det kan blive noget andet om fem år.

A: Men jeg synes så stadig, at noget af det som manglede da de var i slutspillet, det var at man ingenting hørte om det. På trods af de blev nummer to. Hverken i regionalnyhederne på tv eller i radioen eller lign. Nogle radiospots eller noget, det er hvad de mangler. Men det er jo nok bare i takt med at der bare ikke er så mange penge indenfor kvindehåndbold. Så har de ikke råd til det. Men det kunne være en måde at øge fokus i hvert fald lidt.

B: Det blev da vist ikke engang nævnt i Lorry?

A: Jo, det kan da vist godt være. Men det var jo ikke sådan noget, hvor man virkelig forsøgte at få folk i hallen i hvert fald. Det er bare lidt dødt i hallen, og så får man ikke den helt store lyst til at komme igen.

Moderator: Hvad så med faciliteterne og servicen til kampene?

E: Altså selve hallen og sådan er lidt lille... Men noget jeg faktisk syntes der var ret dårligt til bl.a kampene i slutspillet, var at 2 gange har jeg oplevet nærmest ikke at kunne få plads, og heller ikke ved siden af F som jeg var inde og se kampen med, fordi billetterne ikke er nummererede. Der syntes jeg måske godt personalet kunne være lidt mere tydelig og hjælpe med at rykke sammen.

F: Ja helt enig, det er for dårligt, og kan gøre at jeg ikke gider at komme til den næste kamp hvis jeg ikke er garanteret at sidde sammen med dem jeg tager derind med.

C: Ja det lyder da helt mærkeligt, man tager jo ikke ind og ser en kamp med sine venner f.x hvis man så alligevel ikke kan se den sammen, så er det jo ligemeget!

A: Nej man tager jo derind for at få oplevelsen med sine venner.

Moderator: Ser i København Håndbold som et ledende brand indenfor håndboldverdenen i Danmark?

C: Nej

D: Nej

B: Nej, men det kunne det jo godt. Man kan da sige, at de har potentialet til det i København til at blive stort.

D: Ja man skulle tro det, nu hvor det er i København. Men af de håndboldhold jeg kender, der siger det mig absolut ingenting, desværre.

Moderator: Vil I anbefale andre at tage ind og se en København Håndbold kamp?

C: Ja, det var da sjovt. Og det var jo også billigt.

E: Hvis man tog derind sådan en lørdag eftermiddag med sine venner, så klart ja.

D: Jeg vil også sige, når det er så billigt lyder det da som noget man godt kunne gøre for at lave noget anderledes.

F: Jeg har flere gange overvejet at købe sæsonkort til København Håndbold. Det er en helt okay pris, og vil rigtig gerne ud og se flere af deres kampe. Men det kræver lidt at nogle af mine veninder også har et sæsonkort, og derfor har jeg så ikke købt det endnu.

E: Jeg vil sige, at det også kommer lidt an på tidspunktet for kampene. Jeg tror for eksempel ikke, at jeg gad tage derud en tirsdag aften.

C: Nej sådan har jeg det også.

E: Det er mere sådan en weekend-ting med ens venner.

Moderator: Føler I nogen loyalitet overfor København Håndbold?

C: Igen så er det fordi det er byen. Så hvis jeg skulle vælge en klub, så ville det blive dem fordi jeg bor i København.

D: Det vil jeg også sige. Hvis jeg skulle se en kamp med dem eller nogle andre, så ville jeg også vælge dem, fordi det er København.

C: Ja, helt sikkert.

F: Jeg føler mig efterhånden en smule loyal overfor København Håndbold synes jeg. Nu har jeg været til flere kampe i hallen og kan sagtens forestille mig at komme der oftere. Så jo jeg er nok en smule fan også.

Moderator: Hvad skulle der så til for, at I skulle blive mere loyale overfor København Håndbold? Eller generelt overfor en sportsklub?

C: Hvis jeg var fan, tror jeg.

A: Jeg tror også det er fankulturen som skal op i gear. Ikke at jeg vil stå forrest på nogen måde, men bare det der med at komme ind og opleve en fankultur og opleve at der faktisk er nogen som går ind for det. Det synes jeg er sjovt. Og det kan gøres intenst i en hal fordi det er ikke ret meget, som skal til før det larmer i sådan en hal. Så en eller anden fankultur

C: Men det kan altså også blive lidt afskrækende synes jeg. Hvis der kun står fem råbende mænd i bar overkrop. Der manglede ligesom at alle var med på den.

E: Der mangler lidt mere til at få folk med. Hvis du for eksempel er inde at se en FCK kamp, så kender man sådan råb og sange. Der er ikke rigtig noget fællesskab ved de København Håndbold kampe jeg har set, og hvis F.C.K og KH spillede samtidig, ville jeg tage ind og se F.C.K.

F: Jeg tror jeg bliver mere loyal jo flere kampe jeg går til af dem. Men så ville det helt sikkert også have betydning hvis ens venner havde det på samme måde, eller man blev en del af et fællesskab omkring klubben. Det synes jeg i hvert fald at jeg mangler lidt.

B: Altså jeg tror hvis København Håndbold havde et eller andet dream team, hvor man kunne fornemme det ville nok komme på et eller andet tidspunkt. Indenfor 2-3 år ville der ligesom blive bygget noget dream team agtigt håndboldhold op, jamen så tror jeg da helt

sikkert der stille og roligt ville komme en fankultur. Hvis de altså er gode til at brande sig selv. Det var jo lidt det som skete ude i Slagelse. Altså først kommer en af verdens bedste både træner og spiller, og så kunne man se at der lige så stille blev bygget et eller andet. Og så kommer der lige pludselig nogle forskellige rigtig dygtige spillere til. Det var ligesom om der groede noget. Men det er klart, der skulle ligesom komme en person eller noget, som skulle skyde nogle penge i det. Og så sker der noget

C: Jeg tænker lidt på, om der er en speciel grund til at de skal være tigre? Så virker de bare sådan lidt som FCK's lillesøster. Vi kunne ikke rigtig være løver, så nu er vi bare tigre. Jeg troede helt klart at de havde noget med FCK at gøre. Det virker sådan lidt dumt, for jeg synes det gør som om, at de er lidt mindre værd i min tankegang. Det ved jeg ikke om de har gjort sige nogle tanker om, da de valgte at være løverne.

Moderator: I forhold til deres kommunikation; hvor godt føler I jer opdaterede på, hvad der foregår i og omkring klubben? Og er I stødt på dem? Hvordan vil I vurdere hele deres tilstedeværelse på kommunikationsfronten?

D: Nej, jeg er faktisk ikke stødt på dem noget sted.

C: Jeg så faktisk en reklame for dem den anden dag da jeg cyklede ved Frederiksberg. Den hang på sådan en stor skærm hvor det skiftede. Det var sådan en reklame for holdet, og kom-ind-og-se-os agtigt. Men jeg tror jeg lagde mærke til den fordi jeg har været derinde og se en kamp, for det skiftede ret hurtigt væk igen. Det er det eneste jeg har set.

E: Jeg har aldrig set en reklame for dem må jeg inddrømme. Og jeg er egentlig heller ikke stødt på dem i sociale medier, medmindre man selvfølgelig selv er gået aktivt ind og opsøgt dem. Jeg fandt billetter og information om kampe via deres egen hjemmeside i stedet for. Men faktisk da jeg var inde at se en kamp prøvede de lidt at opfordre til at man brugte deres sociale medier. De havde sådan et hashtag man kunne bruge hvis man tog et billede derinde, og så kunne det så blive vist på storskærmen i hallen.

D: Det er da egentlig en meget god ide

E: Ja præcis, for så kom man nemlig derind på deres Instagram side.

A: Det er jo mest de store kendte klubber som Team Esbjerg, Viborg og FC Midtjylland som man hører om i medierne. Det er primært dem der bliver nævnt først. Der tror jeg ikke rigtig København er endnu, men det kan de jo selvfølgelig komme.

B: Jeg synes også mest det er de holds kampe som bliver vist i tv'et. Men nu ved jeg selvfølgelig ikke om København Håndbolds kampe også bliver vist.

F: Jo, jeg har set flere af deres kampe i tv. Men ja jeg er enig i, at man ellers ikke hører meget fra dem, medmindre man selv opsøger det aktivt. Der er ikke som sådan noget reklame for klubben

Moderator: Hvad skal der til for at kunne få jer til at gå til en kamp med København Håndbold?

A: Jeg tror det er det der igen med, at man skal forsøge at gøre en håndboldkamp lidt mere til en fest.

D: Ja enig, måske med noget musik med i pausen. Prøve at gøre det til et event.

F: De har jo faktisk noget danseshow og lignende når der er timeouts i løbet af kampe. Men dette kunne bestemt godt blive gjort mere interessant, og også gerne henvendt mere til vores målgruppe. Jeg synes det er lidt mere for de yngre.

E: Enig, de sidste gange jeg har været der var det børn som dansede. Der kunne jeg måske godt tænke mig lidt anden form for underholdning. Og i pausen synes jeg slet ikke der var noget.

C: Så var der ret meget kaos hvis man ville ud og have noget i pausen. Det synes jeg godt de kunne prøve at gøre noget ved. Vi ventede rigtig længe på toilet og så bagefter på mad og drikke. Så vi gik faktisk glip af en del af kampen på grund af det kaos.

E: Jeg var faktisk rigtig træt af at der ikke var nummer på sæderne ved de kampe hvor der var stor interesse. Den ene gang kunne jeg jo ikke engang komme til at sidde sammen med min veninde. Det var rigtig kaos for folk med siddepladserne der.

C: Man kunne prøve at skabe noget opmærksomhed omkring kampene. Måske dele nogle flyers eller lignende ud

D: Ja klart skabe mere opmærksomhed omkring det. Sælge det lidt bedre.

C: Et bedre set-up til kampene. Så det føles lidt mere eksklusivt at være til en kamp på en måde. Noget man ikke bare kunne få i sin lokale hal. Så måske nogle konkurrencer, folk vil altid gerne vinde noget.

B: Det er jo sådan rimelig nemt at komme til på Frederiksberg, men det er klart, det er den der oplevelse som der virkelig skal satses på. Der skal skabes noget mere atmosfære i hallen.

Appendix T

Transcript of first interview with København Håndbold's commercial director Janni Møller Thomsen

M1: Det første vi skal ind på er kunderejsen og kontaktpunkter. Hvis du kort kan forklare om kontaktpunkterne før, under og efter kampene?

J: *I principippet er der to ben, da der er vores business segment som kommer fra VIP'en, som har en oplevelse. Og så er der de almindelige tilskuere, som er dem I fokuserer på. Der hvor vi forsøger at få den første kontakt med folk og forsøger at skabe noget awareness omkring at der er en håndbold i det hele taget. For København har jo ikke tradition for at have et ligahold, og slet ikke et professionelt ligahold. Da vi overtog licensen fra FIF tilbage i 2013, havde de 272 tilskuere i snit. Og da det var FCK Håndbold med Anja Andersen og Flemming Østergaard havde de 232 tilskuere i snit til hjemmekampene. Så vi var godt klar over sådan helt til at starte med skulle have en kendskabsgrad, vi skulle ud og have fortalt folk at vi er her. Der er vi jo meget privilegerede af, at sådan noget som TV2 og TV2 Sport er kommet til sidenhen og dækker os ret massivt. Og i vores helt spæde opstart i 2013 der kunne vi jo ikke nyse uden at der var interesse for det og klubben. Så vi har været lidt privilegerede i forhold til mange andre start-up virksomheder, at vi rent faktisk har haft en mediebevågenhed fra dag 1. Så dem som egentlig interesserer sig for sport og håndbold, dem har vi egentlig haft en eller anden form for kendskab hos, men hvad var vi for en størrelse. Men det får jo ikke folk i hallen og det får jo ikke folk til at gå ind og tjekke hvornår der så er kamp. Vi har strategisk arbejdet med, at vi skal have lavet en lokalforankring i alle håndboldklubber i hele hovedstadsregionen, hvilket nærmest er blevet hele Sjælland. Her har vi samarbejdsklubber, fordi vores mål var at alle U10 og U12 piger i hele hovedstadsregionen skulle vide hvem København Håndbold var. Så når de skulle ønske sig en trøje til jul, så skulle det være en København Håndbold og ikke en anden klubs. Så det var et mål vi havde for tre år siden, at vi ville være rigtig gode i lokalmiljøet. Vi ville være en afholdt samarbejdspartner og ikke sådan en man sad ude i klubberne og frygtede for, at ville komme og stjæle deres talenter. Pt. har vi 24 eller 25 samarbejdspartnere. Så det var ligesom den ene af vores kontaktfader. Vi har lavet nogle billige billetter til vores kampe, som de kan sende ud til deres medlemmer, sådan at vores kostpris pr billet i principippet er dækket ind, men billetten er billigere end hvis man køber den anden vej. Vi har også de her indløbsbørn til kampene, som får en billet. De tager så mor, far og bedsteforældre med til kampene. Den sektion hvor de billetter er til bliver rigtig hurtigt udsolgt, da alle jo skal have en forælder med ind til kampene. Så det har været strategien for at få skabt noget loyalitet ungt og for at ramme et kontaktpunkt som vi på forhånd ved interesserer sig for håndbold.*

Den anden del har været et strategisk samarbejde med Zoologisk Have, som er et stort etableret dansk brand som alle kender. Vi havde et skilt ude ved dem og de lavede noget ved os. Vi fik lavet en rigtig god aftale, så vi fik noget eksponering den vej og noget brand awareness. Også fordi vi har tigeren i vores logo, og vi kunne fortælle den her historie om tigeren. Vi fik et fag ude i Zoologisk Have, hvilket ingen anden sportsklub nogensinde har haft. Det var en meter i butikken, hvor vores spillertrøje hang og så var der lavet en lille tigerbamse, hvor 20 kr. fra salget af denne gik til tigrenes trivsel. Så man kunne lave en

story-telling, som rigtig mange faktisk syntes var rigtig fint. I samme forbindelse lavede vi noget på vores sociale medier, hvor vi fortalte nogle gode historier om det. Den tredje del var live sign blandet andet. Det er jo begrænset hvilke muligheder man har som lille nystartet klub uden et stort markedsføringsbudget. Så vi har byttet os til meget. Eksempelvis har nogen fået et banner inde i hallen og så har vi fået et banner på busser eller en annonce i lokalavisen. For simpelthen at gøre opmærksom på os. Så har vi brugt vores spillere rigtig meget. Eksempelvis Louise Svalastog som havde været med i "Vild med Dans", havde allerede rigtig mange følgere grundet dette. Og Instagram er jo blevet stort mens vi har været her. Så spillerne er en stor del af vores markedsføring, hvor de bl.a. deler vores kamp-events på Facebook. Vi har også byttet os til meget eller gennem PR samarbejder. Det er sådan ligesom vores sociale medier og lokalavisen. Men man har jo ikke her på samme måde som i Jylland, hvor lokalaviserne altid gerne vil skrive om sport. Men sådan en avis har vi ikke på samme måde her, og der findes ikke ét medie, som alle københavnere læser. Så på den måde, så er der ikke det der sted hvor du kan gøre opmærksom på dig selv eller hvor du ved der sidder altid en journalist fra det her medie tilstede. Så det er lidt en anden virkelighed at være i Hovedstaden fremfor at være i Jylland, hvor der er en helt anden kontaktflade. Og så er der jo et enormt udbud af kulturtildbud, så det er svært at vide hvor ens kampagne skal ramme og hvem skal den ramme. Så det vi har gjort rigtigt var virkelig at få fat i håndboldklubberne, hvor der var den interesse og begejstring for håndbold i forvejen.

M1: Er det så også jeres primære målgruppe i de håndboldklubber?

J: Det er lidt svært at definere en primær målgruppe, fordi den er faktisk også todelt. TV2 og TV2 Sport har jo en persona for hvem det er vi rammer, hvem er det som ser og interesserer sig for håndbold. Og den målgruppe er ikke særlig attraktiv, fordi det hedder en 55+ årig jysk kvinde, som går op i hånd- og havearbejde. Hun er ikke særlig attraktiv for virksomhederne, men når man er bevidst om det, så kan du gå ud til de virksomheder som det segment rent faktisk interesserer sig for. Jeg har haft en god dialog med blandt andet STOF2000, som var meget overraskede over at en sportsklub tog fat i dem for første gang. Det var jo bare lige ned i vores målgruppe, og STOF2000 er nærmest placerede i samtlige jyske byer med over 5000 indbyggere. Det giver jo rigtig meget mening. Så på den måde må vi strategisk arbejde med at det er den målgruppe vi har i hvert fald tv-mæssigt. Så må vi jo forsøge at knuselske dem fremfor at lave den om. De er jo meget loyale i det her segment og de tænder trofast for fjernsynet når der er håndbold. Den anden side det er hallen herude, hvor vores publikum er væsentligt yngre. Det tror jeg er fordi vi har satset meget markant på at vi vil have fat i de unge. Vi kender jo fra os selv, at der hvor man havde sin første gode sportsoplevelse, det er dem man holder med. Så meget længere er den ikke. Jeg holder da stadig med de hold, som jeg havde gode oplevelser med da jeg var lille. Så vi vil have skabt det der tilhørsforhold. Vi gør det meget i at sende spillerne ud og lave børnetræninger ude i vores samarbejdsklubber. Vi kan bare se, at det er de piger som kommer igen. Spillerne har billetter med ud til børnene, og så tager de så mor og far med herind til vores kampe. Og så kommer de igen, fordi vi har formået at få skabt en fed stemning, kulisse og hjemmebane. Det er ligesom det vi lever på.

M1: I forhold til de her kontaktflader, hvilke anser du for jeres stærkeste kontaktpunkter som virkelig giver værdi til kunderne?

J: Det er svært, da det er meget individuelt fra kunde til kunde. Jeg tror det håndbold kan, som er en stor styrke versus meget andet sport, det er nærheden. Fordi hvis du er til hvilken som helst fodboldkamp i Superligaen, så kan du ikke komme i nærheden af spillerne. Du kan ikke komme ned og få en autograaf medmindre du står i kø udenfor stadion i timevis. I håndbold er du til gengæld tæt på banen, det går stærkt og du kan efter alle vores kampe, både som barn og voksen, gå hen og få autograaf eller selfie med spillerne. Eksempelvis Anne-Mette Hansen stod troligt i timevis og skrev autografer og tog billeder med fansene efter kampene. Så jeg tror helt klart det er der hvor der er en helt anden nærhed med kunderne, og du får en meget mere tæt-på oplevelse. Hvis man er nede i arenaen er man tæt på spillerne, og man får nærmest deres sved i øjnene når de løber forbi dig. Så der er en eller anden form for nærhed, som du ikke har i fodbold, ishockey eller anden sport. Her dyrker man det ikke på samme måde. Det tror jeg helt klart er hvor "the magic happens". Det er der hvor kontaktfladen er vigtigst.

M2: Så der sker meget efter kampene?

J: Man kan sige, at op til kampen der er spillerne og trænere enormt fokuserede. Vi åbner dørene en time før til kampene. Her er der så normalt en kamppartner som har en bod med noget sampling i forhallen sammen med de obligatoriske pølseboder og merchandiseboden. Spillerne varmer op ca. tre kvarter før kampen, hvilket du kan sidde og følge med i. Der er du allerede med. Der er musik og der bliver kørt lidt konkurrencer på storskærmen. Der er vi egentlig allerede i gang. Så en halv time før kampstart det er her folk rigtig begynder at ankomme. Her intensiverer vi så noget af alt det gøgl som foregår, vi kører nogle ekstra konkurrencer på storskærmen. Vi bygger hele tiden op til, at om lidt så sker det. Så bliver spillerne sendt ned i omklædningsrummet ca. et kvarter før kampstart, og så bliver der bygget op. Lyset bliver slukket og der bliver kørt intro oppe på storskærmen. Udebaneholdet kommer på banen og der bliver buhet. Så kommer hjemmeholdet og alle rejser sig op. Der er kommet de her ritualer og på den måde så bliver folk indhyllet i det. Nu klapper vi alle sammen. Så hvis man ser spillerne som produktet, så er kontaktfladen der faktisk først efter kampen. Altså man sidder selvfølgelig og ser dem før og under kampen. Men ser man det at gå til håndbold som produktet, så bliver du faktisk allerede når du kommer ind mødt af det. For der bliver du mødt med sampling, eller vil du købe en håndboldtrøje eller det sorte flag du skal vifte med under kampen. Så på den måde kommer det lidt an på hvad man tænker produktet er.

M1: Er der nogen steder du tænker at I har nogle udfordringer i kontaktfladen?

J: Hvis jeg skal kigge isoleret på det, så har vi udfordringer med kroner per tilskuer. Vi ville meget gerne have flere som gik ind og betalte fuld pris for produktet. Vi har kun eksisteret fire sæsoner, hvor vi de to første bliver nr. 9. I tredje bliver vi syver, hvor vi lige misser slutspillet. Der var der lidt en lunken stemning omkring os, da vi tabte en del. Vi ophører der samarbejdet med cheftræneren og laver en ny strategi med det nye trænerteam i front. Der beslutter vi os også for, at noget af begejstringen og entusiasmen skal også komme fra banen. For hvis en spiller scorer og kun jubler til sine holdkammerater eller træneren og ikke til arenaen, fungerer det ikke. De skal føle du kigger på dem, det behøver ikke være andet end en løftet hånd. De skal være med til at sprede noget af begejstringen og skabe noget af stemningen. Der skal komme lige så meget begejstring fra banen til bænken som omvendt. På den måde har vi arbejdet rigtig meget med at få skabt en

begejstring omkring det at gå til håndbold, som smitter af fra spillerne. For hvis du ikke føler at spillerne alligevel sætter pris på du er der, hvorfor skulle du så komme der? Man går jo til en sportsbegivenhed live fordi man gerne vil støtte sit hold.

Så på den måde har vi forsøgt at gøre mange ting anderledes i år. Vi har på intet tidspunkt haft gratis billetter liggende nogen steder, for så devaluerer man sit produkt. Hvordan skulle vi nogensinde få nogen til at betale for noget som alle kan få gratis? Det er der jo ingen der gider. Vi har selvfølgelig lavet de her billige links til samarbejdsklubberne, men der har stadig været en betaling for det. Så for mig er den største udfordring er, når der er 1400 mennesker herinde, hvor mange har så reelt betalt kostpris på billetten. Vi vil rigtig gerne have flere sæsonkortholdere, fordi du ved de er upfront betalt. Der er en god loyalitet, da du ved de nærmest altid kommer til kampene. Så der er lidt forskellige udfordringer i det. Men helt klart det der med, at der ikke er den der avis.

M1: Er der ikke nogen lokal Frederiksberg avis?

J: Der er lokalavisen på Frederiksberg, som udkommer en gang om ugen, og så er der Frederiksberg Bladet.

M2: Har du en opfattelse af at I har fat i Frederiksberg?

J: Nej. Jeg kan gå ind og se postnumre på dem som køber billetter og sæsonkort. En del af dem som kommer fra Frederiksberg er det ældre segment, som oftest køber deres billetter direkte i døren. De er ikke helt trygge ved at købe billetterne online. Nu er vi ved at flytte vores kontorer til Frederiksberg, hvilket vil gøre det muligt for dem, at komme et par dage før og købe billetterne direkte hos os. Det tror jeg kan hjælpe med til at få lidt flere fra Frederiksberg til kampene. Vi har okay godt fat i håndboldinteresserede på Frederiksberg, men erhvervslivet kommer stille og roligt med nu hvor vi er begyndt at levere gode resultater. Vi fik jo sølv sidste år, hvilket har givet noget andet. Derudover måtte vi melde udsolgt til fem kampe sidste år flere dage før kampene. Det var rigtig fedt, og det var der jo ikke nogen som havde forventet. Så folk begynder at tænke at man skal have et sæsonkort for at være sikker på at man kan komme ind og se kampene. Vi har i år solgt flere sæsonkort end hele sidste sæson. Vi har pt. solgt 80 styks, hvor vi sidste år lå på omkring 60 styks. Og der er over en måned til vi spiller den første ligakamp. Så der er kommet en hel anden interesse for klubben. Men det er jo også sådan det er, for alle vil jo være en del af en succes. Der er jo ikke nogen som gider være en del af et taberhold. Det gælder både sponsorer og fans. Så på den måde har det gavnnet os og awareness og kendskabsgrad positivt. I løbet af vores første år havde vi kun en tv-kamp, hvilket var en udebanekamp mod Randers. Det var det eneste vi havde. Så kom TV2 Sport til, hvilket har været en gave for os. Sidste år havde vi omkring 17 tv-kampe, hvilket jo bare er en anden flade end 1069 i snit herude i hallen. Så det er jo med til at brande og påvirke kendskabsgrad, og med til at skabe en vild stemning. Det bliver jo enormt intenst i så lille en hal med 1400 mand som bare står og brøler. Det giver et eller andet, og det er sådan noget folk gerne vil betale for at komme ind til. Uanset hvor dygtigt et hold det er, så gider de ikke komme hvis ikke der er nogen stemning. Det kunne man se under FCK tiden. De vandt hele tiden, men der kom ingen tilskuere, da der ikke var nogen stemning. Der er ikke noget show.

M1: Gør I noget aktivt for at få folk engageret i kampene? Og hvor tæt er samarbejdet med jeres fanklub?

J: Altså vi har jo en lille fanklub, som gør det fremragende. Og vi støtter og hjælper dem det vi kan. Nogle af vores sponsorer har givet dem en check i løbet af året til at lave flere tifos, fordi de synes det er så fedt. Fordi det er så vigtigt for stemningen, at der står nogle med en tromme og som synger for. Forrige år lavede vi en lille video med en sang, som ifølge os selv var en lille genistreg. Den var ret nem og simpel, så alle kunne synge med på den. Det var en melodi vi alle kendte, og joken var så, at det er rigtig godt at vi spiller håndbold, nu da vi ikke kan synge. Det var rigtig sjovt indtil vi så tabte de første syv kampe i træk. Det at vi brugte den på vores sociale medier og på storskærmen, det gjorde faktisk at når vi bare satte melodien på, så begyndte publikum faktisk at synge den. Der er storskærm og musik jo et enormt effektfuld virkemiddel samt de sociale medier. Det gjorde også, at til årets finalekampe, der begyndte publikum at stå og synge den af sig selv. Og hallen var med fordi alle kendte den. Det er igen, hvordan får man bygget noget op og hvem er det, som går foran? I modsætning til rigtig mange andre sportsbegivenheder man går til, der er VIP'erne ikke dem som står op og klapper. Men herude ved os, der er det VIP'erne som er helt tossede og går foran og skaber stemning. De spurgte i foråret om de måtte have trommer oppe ved dem og ikke kun ovre ved fanklubben. Det eskalerer for dem. Det tror jeg det gør grundet den her nærværdighed som jeg startede med at tale om. Til andre sportskampe eksempelvis i Parken eller på Brøndby stadion, der har jeg ofte mærket en negativ stemning mod spillerne hvis det går dårligt. Men her, fordi alle partnerne er på fornavn med trænere og truppen, så er der ikke den her negative stemning mod spillerne. Så jeg tror nærværdigheden gør en kæmpe forskel i at man har lyst til at tage et ejerskab og bække pigerne op, fremfor man står inde et eller andet sted uden en relation til spillerne. Så i forhold til stemning, så tror jeg det er det vigtigste at man får skabt en fankultur. Uanset om det så er ti glade tosser i en tigerdragt. Men hvis du ikke har nogen til at slå tromme og råbe an, så får du ikke skabt stemning. Så kan du have nok så meget lys og røg.

M2: Du nævnte, at spillerne er i kontakt med tilskuerne efter kampene, er det noget I aktivt instruerer dem og evt. andre medarbejdere i? Dem som er i kontakt med tilskuerne til kampene.

J: Ja altså uanset om vi har vundet eller tabt så skal de ud og snakke med Tv2 og alt det her. De får lov til at gå ned og runde af, Klaus har altid et eller andet og sige, nogle gange mere end andre og har vi tabt så er det klart at humøret er lidt anderledes end når vi har vundet, men hos os er det altså bare en del af gamet. Så når Klaus har fået lov til at sige lidt, om hat har skældt ud eller har sagt godt arbejde, jamen så er der nogle der skal til Tv2 og resten skal ret hurtig tapes eller behandles eller hvad de nu skal, og så er det altså op på banen og få skrevet autografer og få taget de her selfies og få sig taget tid til deres fans og så er det op i VIP'en bagefter hvor der også er mad til pigerne, hvor partnerne også er. Få et lille glas og få rundet dagen af sammen.. Så der er faktisk en hel klar procedure om at det skal man, ved mindre man er den der har brændt det afgørende straffe eller et eller andet. Så får man lige lidt længere snor i forhold til hvornår man skal op på banen, men man skal op på banen og så skal man op i VIP'en bagefter og spise og laver sponsorpleje, og det er sådan det er.

Altså grunden til at det har været helt vildt vigtigt for mig er at da jeg startede ovre i Esbjerg i 2008 som journalistpraktikant, der stod jeg før en kamp hvor spillerne kom, bl.a nogle af profilerne som har spillet der siden de var helt små og havde fået udbetalt deres løn helt fra da de var unge spillere bl.a af Kurt Skov fra Blue Water. Da de kommer, så kommer de over og hilser på mig, kigger knap på Kurt, Frank siger sådan hej og går videre. Og så siger han, tror du de ved hvem jeg er? Så siger jeg; nej det ved de ikke. Så siger han: er det ikke foruroligende når jeg har betalt deres løn i så mange år? At de ikke ved hvem jeg er? Jeg er den største sponsor.... De ved ikke hvem jeg er. Det er ikke fordi at de skal komme og kysse ham på numsen, men bare de hilser ikke engang, eller ved hvem han er... Det sad ret stærkt i mig, at det er dem der er med til at betale gildet vi skal bære rundt på hænder, det er sku da ikke spillerne... Og det har jeg tænkt meget over siden at man ikke havde den der relation egentlig fra spillerne som er dem de kommer for at se og dem de støtter, og klubben selvfølgelig, men i bund og grund går rigtig mange af pengene i sport til spillerlønninger... Og den har sidtet rigtig meget i mig at de ikke havde den der forståelse for.... Og derfor var det vigtigt for mig da jeg fik mulighed for at være med til at bygge en ny klub op at skabe en ny kultur og værdisæt, at det skulle vi..... vi skulle vide hvor pengene kom fra og vide hvem der er. Men man skal udvise respekt for dem alle sammen, for man ved ikke hvem der er hovedsponsor. Vi er ikke noget uden vores omgivelser. Du kan skabe et nok så dygtigt et hold, men får du ikke skabt en entusiasme omkring det. Der er ikke nogen der gider at spille for tomme haller, der er ikke nogle sponsorer der gider at være sponsorer der hvor der ikke nogle tilskuere, for det er dem de gerne vil eksponeres overfor, så den der respekt for at vi ikke bare er et hold der skal koncentrere os om at spille håndbold, men vi er et kommersIELT produkt og det skal vi være en aktiv del af.

M1: Hvad gør I for at skabe et bånd til tilskuerne og skabe loyalitet?

J: Altså vi har lavet en gratis loyalitetsklub, Sammenholdet, som i princippet er, hvis man skal sige det lidt rough, så er det en mailliste hvor vi sender nogle mails ud med tilbud, nogle nyheder de får før de andre så man kan føle sig sådan lidt vigtige. Så man kan føje, jamen okay jeg fik nyheden før de andre. F.x en ny spiller-kontrakt, nåå ja den fik jeg lige 10 min før de andre, og før Tv2 breakede den. Så man føler sig opdateret på din klub og man føle sig værdsat. Man får tilbud på udebaneture, man får bl.a til finalerne som en del af sammenholdet mulighed for at købe billetter til de finalekampe som er udsolgt som early bird, en time eller to før andre, eller man får en rabatkode til Ringkøbing kampen. Sæsonkortholderne får mulighed for at tage en ven med. Sådan nogle små ting hvor vi gør noget for dem som er loyale. Det samme også for dem på Facebook og Instagram der følger os tæt, de skal sku også have lidt ekstra.... Og ved at vi har de her on-going samarbejdsrelationer med vores samarbejdsklubber så giver det også lidt mere loyalitet den vej, de får altid en spiller ud når de beder om det.. Og så tror jeg sæsonkortholderne får nogle procentsatser hos nogle af samarbejdspartnerne, sådan så man også får bundet samarbejdspartnerne og netværket sammen med den almindelige tilskuer, så hvis man skal købe chokolade, så går man i Chokolade Paradis i stedet for Summerbird.

M2: Hvordan syntes du jeres sammenspil er mellem jeres digitale platforme?

J: Vi kører jo en strategi for dem hver og vi har en meget klar opdeling på hvad der kommer på hvad. Egentlig primært fordi modtagergrupperne er lidt forskellige. Facebook

skal have en eller anden form for informativ funktion. Det skal ikke bare være sådan, her er et billede for morgentræning. Det kan godt være nogle ville like det og syntes det var ganske fint, men så skal det være fordi at på den morgentræning var der noget specifikt der gør at du skal komme til kampen på lørdag. Det skal helst have et eller andet formål, for vi gider ikke at spammes 8 gange på vores Facebook, for så trykker vi unfollow. Der har Facebook skiftet karakter fra hvad det var, også pga. Algoritmer og sådan noget, så på Facebook er vi sådan lidt mere at det skal helst være et link til en artikel eller til billetkøb, en eller anden form for information.

På Instagram – go ahead, de liker det hele. Det er unge mennesker de liker det hele. Det er vores mest trofaste følgere de liker det hele. Og der kan du også være lidt mere loose omkring indholdet, det behøver ikke at være så fancy eller det ene eller andet – bare afsted med det.

På vores Twitter, vi ved godt alle sammen at Twitter er meningsdannere og journalister der sidder i den anden ende.. Der er ikke ret mange ”normale” mennesker der sidder på Twitter, fordi det er bare jaaaa.... Men Twitter bliver hardcore brugt til at droppe nyheder for det jeg gerne vil have journalisterne samler op. Så det er egentlig primært der hvor twitter bliver brugt, eller hvis jeg har lavet en opstarts artikel med træneren, så ryger den ud der og så grabber din den ret hurtigt og bruger citaterne og så kører det den vej. Så har vi jo snap og det bruger vi primært til kampe og træningslejre hvor pigerne laver take-over og sådan, men jeg tror snart vi udfaser snapchat igen når der er Instagram stories og det der.... Det var sjovt men jaaa, igen ressourcer og hvad skal man lige bruge. Så har vi vores youtube kanal, hvor vi har lagt egenproduktioner og vi lavede også nogle videoer en overgang , men det står ikke helt til måls med indsatsen, og nu hvor nærmest Tv2 dækker alle vores kampe så er det sådan lidt. Folk går jo ikke ind og kigger, de vil have den der umiddelbare redaktion og den får de jo også på tv, så går man jo ikke ind bagefter og søger en redaktion fra en anden. Så det er også en lille smule nedprioriteret. Vi har brugt riktig mange ressourcer på at lave de her ting, og når det ikke har en kæmpe kontakt eller eksponeringsflade, så bliver det lidt hvorfor gør vi det, er det alt tiden værd. Så har vi jo vores LinkedIn som primært er vores business rekruttering og hvad er den sidste ting vi har... jeg syntes vi har en ting mere..... Det kan jeg ikke lige huske.

M1: Hvem anser du for jeres største konkurrent/konkurrenter?

J: *Altså kommerscielt?*

M1: Jaa, altså også sportsmæssigt?

J: *Altså sportsligt, så er det top-6 holdene i DK. Det ville være Odense, og Odense ligger også et sted hvor at vi også geografisk kan være lidt i konkurrence med hinanden, det samme med Nykøbing, de er selvfølgelig også en spiller. Det samme med Ajax, de har et meget ungt hold, nyoprykker, for ellers ville man også sige at de også er en konkurrent og det er de også, men måske mere kommerscielt CSR, at der er flere der vil støtte arbejderklubben ude fra Sydhavnen, så hvis jeg sådan skal sige sportsligt, så er det mere Viborg, Esbjerg, Midtjylland, Randers også, i år er det jo de 8 bedste der går i slutspillet, Odense, Nykøbing ryster også lidt med posen og vil gerne være med. Århus United helt nyt hold, meget ungt hold, men vil også være nogle på sigt tror jeg som også vil gøre sig gældende, men skal nok lige have nogle år. Så helt sportsligt er det dem. Kommerscielt er jeg jo stort set i konkurrence med alle sportsklubber i hele hovedstaden,*

men ikke kun sports også alle kulturelle og kultur foretagende. Som Carsten Thygesen har fortalt mig ovre fra Skjern håndbold, når de spiller håndbold ovre i Skjern bank arena, så er der ikke andet end håndbold i Skjern. Når vi spiller håndbold her, er der fodbold, der er zoo, comedy zoo, der er sikkert noget i teateret og operaen. Der er en milliard andre ring der foregår og jeg ved godt at der er mange flere mennesker her, men det er virkelig svært at finde tragten til så at komme igennem og ramme det menneske der siger at jeg vil da lige så gerne til håndbold som jeg gider i operaen eller bare skifte ud med vild med dans i tv'et. Så kommercielt er vi jo, på sponsordelen i konkurrence med alle, helt fra serie 6, fordi alle vil gerne have nogle sponsor kroner og for underholdnings delen for at få folk i hallen, jamen der er vi jo i direkte konkurrence også med Nyhavn, for hvis solen skinner er der ligeså mange der gerne vil ned i Nyhavn en september aften som at gå indenfor, hvis det nu er den sidste solskinsaften vi har.

Derfor er det meget bredt og super svært at definere. Konkurrentanalysen er fuldstændig hjernedød fordi den har så mange aspekter.

M1: Hvilke faktorer som f.x politiske, økonomiske har indflydelse på klubben?

J: Der er masser af sportspolitik, sådan noget som IHF, det internationale forbund, EHF, det europæiske håndbold forbund, DHF, det danske håndbold forbund, at være en del af en verden som er fyldt med så mange egne interesser og modstridende interesser, og divisions of spillerforeningen, der er så mange aktører og det er kæmpestort politisk. Hvis der bliver gjort noget herovre, så er der helt sikker blevet kompenseret herovre. Så er der bredde forbundet, elite forbundet, Dommerforbundet, det er helt crazy. Så er der i øvrigt også landsholdene vi også skal tage hensyn til. Hvornår skal de ligge... Det er helt vanvittigt politisk på den sportslige side.

Så er der også den udfordring i at vi har haft cvr. Nr. I KBH's kommune, men vi spiller ik Frederiksberg kommune.... I Viborg f.x der får de et markedsføring bidrag fra kommunen, vi kender alle sammen Viborg KH, det var dem der vandt hele vejen op gennem 90'erne, det var en hæderkronet klub, og ej hvor var de gode – og det var de, så de får et markedsføringsbidrag, vi får ikke noget. Og vi betaler markedsprisen når vi lejer hallen, når vi lejer omklædningsrum nede i kælderen, når vi lejer det her lokale, så betaler vi markedsprisen. Det gør man også i jylland, men så får man et markedsføringsbidrag af sin kommune, det får vi ikke. Så på den måde er der helt vildt mange aspekter i det politiske. Man indførte 2 timers parkering zoner herude, det har en kæmpe betydning for foreningslivet of for KB håndbold. Jeg kan ikke afvikle en håndboldkamp på 2 timer, og det ødelægger også pigernes træning, de skal ud og sætte p-skiven midt i det hele, ellers skal de købe en Frederiksberg licens dem som ikke bor her. Vores frivillige f.x som ikke får en krone for at være her, de skal huske at gå ud og sætte deres p-skive, ellers får de en bøde på 750 kr. For at have været her og give os en hånd. Der er en masse med haltider og fordeling af haller.. der er så meget politisk, at jeg næsten ikke ved hvor jeg skal starte. Men både forbund, internationalt og TV2, hvordan fordeler vi overhovedet pengene. Den TV aftale der er kommet fra Tv2, hvorfor skal håndbold forbundet have så stor en del af kagen, når det egentlig er klubberne og er landsholdet egentlig det værd når det er klubberne der leverer.

I forhold til det med samfund og sådan noget, der tror jeg måske at, altså der er positiv og negativ afsmitning. Og når f.x landsholdet præsterer, så smitter det også af, og når de ikke præstere, så smitter det også af. Samtidig er vi også i den situation at Dansk Håndbold

Forbund også skal have nogle sponsorer. Og jeg var meget privilegeret at jeg har arbejdet målrettet med Anne Mette Hansen og skabe hende som brand som den her solide piger med gode værdier, og god familie og ikke så meget pis med hende eller Bendtner attitude, hun var bare solid. Og når hun så i løbet af november og december måned kører på alle kampagner for DHF, på fun saftevand, på marmeladen, på Heart of Handball og det ene, det andet og det tredje, så er hun udhulet som produkt, så er der ikke nogle saftevands- eller læskediksproducenter som jeg kan sælge hende ind til i løbet af foråret. Så det er jo både godt og skidt med den her profilering, og mere de sociale faktorer... og jeg tror at det er godt for alt kvindesport at der er den her fokus på kvindelandsholdet i fodbold, det tror jeg også er godt, lidt skidt det er fodbold og ikke håndbold, men stadigvæk så tror jeg det er positivt også at vi har fået diskussionen om kvindesport igen og ulighed og sådan noget.

M1: Hvad er jeres interne styrker?

J: Altså jeg tror...uden at lyde selvfed, så tror jeg noget af det der er en styrke hos os at vi faktisk er så nye som vi er. At vi har en organisation og en bestyrelse der bakker det op at vi skal prøve nogle ting af. Vi er i et andet miljø end alle de jyske klubber. Vi har været nødt til at skabe vores identitet, vi er ikke en traditionsklub, der altid har gjort tingene på en måde. Vi har været nødt til at prøve nogle ting af. Vi ser os selv lidt som den frække pige i klassen og vi tør godt udfordre de eksisterende rammer. Vi har fjernet det gamle papir kampprogram og lavet det digitalt i stedet for, fordi så skal vi ikke samle 800 stykker papir op når kampen er færdig og mange læser det ikke alligevel. Fordi vi er lidt dynamiske og kan gøre mange ting uden at skulle spørge en bestyrelse om lov det tror jeg gør vores hverdag nemmere og meget mere smidig og fleksibel, dynamisk er måske det rette ord. Så er vi et meget ungt team, som måske lægger lidt flere timer end vi behøver, men vi brænder for det, og mange af os har ligesom været med til at bygge klubben op. Der er lidt sådan en iværksætter ånd, og det tror jeg også virkelig er en af vores styrker. Vi er vant til at træffe nogle lidt hurtige beslutninger, og så må vi tage de tæsk det giver. Så har vi mange af os en baggrund i fodbold. Og også hockey og basket for mit vedkommende, hvor man har taget nogle af de gode elementer med, vi vil gerne være best in class, og gøre tingene ordentligt. Vi er så også via vores ejerstruktur blevet besøgt at SKAT nogle gange. Det kender vi alle sammen, vi har lidt samme ejerforhold som en dygtig forretningsmand som ejer, så har de selvfølgelig lidt fokus på os i forhold til at vi nu gør tingene ordentligt i vores skattemæssige papirer. Så der er styr på tingene, lønnen bliver udbetalt til tiden, der er ikke nogle lokumsaftaler, så på den måde ser jeg det også som en styrke, at vi vil være ordentlige og gør tingene rigtigt. Og så kan vi jo alle sammen lave fejl og der kan være ting vi ikke er klar over i forhold til DHF og sådan, men vi vil gerne være best in class i de ting vi gør og stiller store krav til os selv og hinanden. Og så tror jeg det der med at vi er et ungt team, er også en styrke for os.

M1: Hvad er så jeres svagheder?

J: Det er så også det her med at være ung og ny. Men jeg tror også en svaghed er at vi ikke har den er stærke virksomhedskultur, og alle ved hvad vi står for og det er de her dyder, og det er det her der er klassik. Så man kan godt blive shaky når man har bygget sin identitet op og vi vil være et top 6 eller top 4 hold, og man ikke bliver det. Nåå, hvad er vi så? Og vi vil være tigeren, det var den legesyge dræber, så vi ville gerne være sådan

nogle der spillede noget lækkert håndbold, men slog til når det var. Og når vi så heller ikke gør det, hvad er vi så der? Den der identitet, det er jo noget man bygger op over tid, og man bygger loyalitet og fanbaser op over tid, så ligeså meget som det er en styrke i forhold til dynamikken, lige så meget kan det også være en shaky ting ik.

M1: Hvad anser du som de største eksterne udfordringer for sports industrien?

J: hmm altså en ting er jo at der er en eksponering overflod, fordi der kommer den ene sportskanal efter den anden. Vi har problemer med, heldigvis ikke os, vores tilskuere og statistikker er gået den rigtige vej, men vi kan jo heller ikke udvide så vi kan jo ikke få flere, så vi skal jo blive ved med at holde fast i det vi har, det bliver så vores udfordring. Men jeg tror industrien, fordi der er så meget sports på Tv bl.a, så begynder man at underbyde hinanden. Og i mange år, bl.a den tv aftale der blev lavet med superligaen, snart 6 eller 7 år siden, den udløber nu her, og der fik man kassen dengang fordi markeder var anderledes og pengene sad løst på træerne, det gør de ikke nu. Så man har fået bygget en økonomi op som på et eller andet tidspunkt punktere lidt, og det kan give nogle krak. Så jeg tror at der hvor man virkelig skal passe på i industrien, det er ikke at få skruet op for omkostninger og lønninger på et niveau hvor vi er så afhængige af at omverdenen vil os så meget og give os så mange penge ind den anden vej at man simpelthen ikke kan løbe det i gang. Vi så det i damehåndbold for nogle del år siden med krak i Vejen, og Skive trak deres håndboldhold, og Tvis har skruet ned for ikke at gå konkurs og de her ting. Så jeg tror det er meget vigtigt at man tager det i nogle forsigtige skridt, og finder sit naturlige lejde, for man er meget meget afhængige af millionerne, i hvert fald i fodbold, fra de europæiske ting. I damehåndbold der koster det penge at spille i Europa, det kan man ikke lave økonomi på, kun hvis man spiller i Final Four og Champions League, og det er der måske 1 dansk hold der gør hvert 3-4 år hvis det kan gøre det. Så jeg ser hele tiden at man underbyder hinanden på eksponering delen, og at LED er sindsygt billigt til salg og seertallene bliver jo færre og færre fordi at man ikke kan se 6 kampe samtidigt. Så på et eller andet tidspunkt er der en mætning af det. Vi er meget privilegeret af at danskerne faktisk godt kan lide sport, og er der ikke lige andet vi gider at se i Tv, så slår vi over på sport og det er jo super fedt. Men dermed ikke sagt at man sidder med den her (smartphone) samtidigt, fordi det tror jeg er det næste, vigtigheden af at få integreret den her (smartphone). Vi sidder rigtig tit med den her uanset hvad vi ser, vi er nødt til at integrere den som en aktiv del af det, for der er den vi kommer til at konkurrere med.

M2: Så den der overeksponering er vel især en udfordring for live sport?

J: jaaa, fordi der er jo ikke nogle der går ind og ser en kamp der er afsluttet. Selvom den kommer på play eller et eller andet. Du ser sport live, du gider ikke at se den en halv time efter den er spillet. Så går man jo ind og tjekker resultatet og ser højdepunkter et sted ik. Men jeg tror også at en anden udfordring er at der stadigvæk rigtig mange steder sidder amatører... at administrationerne og organisationer er det ikke folk der er uddannet til at sidder der. Der sidder mange... Tage han sidder på økonomien, fordi tage altid har siddet på økonomien siden vi startede nede i 3. Bedste række til lige pludselig så sidder man i superligaen og så er han blevet økonomidirektør eller et eller andet. Og det tror jeg ikke så meget i de øverste ligaer på fodboldsiden, der er de ved at være ret godt med, men i håndbold, og mange steder i håndbold, især sådan lige i de næstbedste rækker, der er det folk der af en eller anden grund er endt i direktørstolen eller som kasserer, og det tror jeg

er en udfordring at vi simpelthen ikke er dygtige nok. At vi ikke helt formår at forstå den trend og den vej tingene går, at vi sover i timen og så kommer bagud.

M1: Hvilke muligheder ser du for sportsindustrien?

J: Altså det sport kan og som rigtig mange få andre kan som vi konkurrerer med er følelserne, og skabe det der miljø. Og at du aldrig ved hvordan det ender. Folk der går i teatret ved som regel at det ender med godt eller skidt, der er ikke så meget... men har som regel en eller anden ide om hvad man går ind til. Altså det sport kan er den her uforudsigtelighed og følelsesregisteret, du kan være bagud 3-0 og så vinder du 4-3, eller omvendt så taber du 7-0 og hold kæft det er en skidt eftermiddag, så skal du da i hvert fald have en pølse på vejen ud, ellers har det været helt af helvedes til. Men sport kan skabe fællesskab, sport kan skabe en fælles referenceramme og sport kan røre noget i os når man ser de her udøvere der har kæmpet sig igennem en eller anden kamp og taber den og snot og tårer i et og det modsatte med den der jubel der ingen ende vil tage. Så det tror jeg bliver vores styrke på lang sigt. Det er er hvor sporten består, fordi det er det den kan. Den kan samle, den kan skabe fællesskab og den kan røre noget inde i os, bl.a det der med kvindelandsholdet. Jeg vil vove den påstand at 80% af dem som sidder og hepper nu, de har aldrig set kvindefodbold før, aldrig. Lige pludselig så kender de Pernille Harder og Nadim ik. Så den der nationalfølelse der lige pludselig opstår. Og vi oplevede en lokal stolthed også fra moderklubben og fra vores herreafdeling i FIF som pludselig også lige kom på en helt anden måde og bakkede op. Der var en lokal stolthed over at KBH har fået et lokalt hold som markerer sig. Øst DK, det var den øst-danske finale og det kan man mærke at det sådan rykker lidt, det er det sporten kan, den kan skabe det der, ligesom det var i Hobro, altså hele den der hype omkring den her lille by, hvor mange på den her side af storebælt vidste hvor Hobro var før. Men nu ved man da trods alt at det var der Tom Kristensen kom fra og de havde vidst nok et superliga hold som vidst gjorde det ganske godt. Så det kan jo skabe noget awareness, noget følelse, noget historie og sætte nogle ting lidt på landkortet som man måske ikke ellers havde.

Appendix U

Transcript of second interview with København Håndbold's commercial director Janni Møller Thomsen

M1: Måske du har haft tid til at kigge på spørgsmålene inden..

J: Jo det har jeg. Vi har jo lige lavet denne her omstrukturering, så noget af det er jo noget som i principippet først effektueres fra på fredag [1. September 2017], når jeg træder ind som administrerende direktør. Der er nogle ting som har været uhensigtsmæssige, som vi har forsøgt at rette op på. Så der er i hvert fald nogle ting man gerne vil lave om. Så der er nogle strategier for dette, men de er slet ikke færdigudrullede. Så svarene vil blive derefter.

M1: Hvordan vil du vurdere jeres markedsandele til at være?

J: Lige præcis det med markedsandele er lidt svært, da vi for at vurdere det, er nødt til at definere hvem er det samlede marked. Hvis vi siger det samlede marked er damehåndboldligaen, hvis vi gør det så snævert som det, så har vi jo i principippet i hvert fald en tolvtedel. Der er vi jo på lige konkurrencevilkår. Men hvis vi kigger på økonomierne og dykker ned i de tolv klubbers økonomier, der er der jo nok Nykøbing, Odense, Esbjerg, Midtjylland, Viborg som har større økonomier end os. Men hvem er så det samlede sponsoermarked som vi har en andel i? Det er derfor virkelig svært at definere hvad vores markedsandel er. For man kan også sige hvis man så skal kigge på hvad vi ser som vores marked, jamen det ser vi i principippet som alle virksomheder på Sjælland som har en eller anden interesse i at indgå i et partnerskab med en sportsklub i Danmark. For vi er jo også i konkurrence med Fc København, og de har jo helt klart nogle større markedsandele end vi har.

M1: I forhold til jeres samarbejdspartnere, er der nogen forskel på at være sponsor eller samarbejdspartner?

J: I KH har vi valgt at sige, at ordet sponsor i gamle dage betød en som kom med en stor pose penge som du skal forvalte efter bedste evne. Men der er ikke nogen længere som kommer med en pose penge til mig og siger, at den skal jeg forvalte efter bedste evne. De kommer fordi de vil have noget value for money. De vil enten have noget eksponering, en plads i netværket, en aktivering. De vil noget helt andet i dag end man ville i gamle dage. Så derfor så arbejder vi slet ikke med sponsorbegrebet, andet end at der er ligasponsorer, som er os pålagt oppefra. Så hos os er alt samarbejdspartnere, og selvfølgelig er de delt ind i kategorier alt efter hvor stort et beløb de skyder ind.

M1: Hvilken betydning har disse samarbejder for jer? Altså udover at I får nogle penge?

J: Jamen vores samarbejdspartnere er jo klubbens eksistensgrundlag. Uden samarbejdspartnere havde vi ikke nogen klub. Selvfølgelig har vi også en ejer som hvert år smider et ret stort ejertilskud i, men meningen er jo også at dette på sigt skal blive mindre og mindre. Vi skal jo kunne løbe rundt på et nul med de samarbejdspartnere vi har. At vi på et eller andet tidspunkt bliver et så attraktivt produkt og får udsolgt til fuld pris på

alle hylder, at vi ikke behøver ejertilskuddet. Så de er vores eksistensgrundlag. Det de også gør er at de er vores naturlige fødekæde. De er rigtig gode til at invitere gæster med til netværksmøderne, som vi så efterfølgende kan kontakte. De giver os jo gode priser når vi skal have lavet et eller andet. De er med til at reducere vores omkostninger, ved at de kan trykke deres netværk lidt på maven. Nogen af dem har vi jo aftaler med, så de eksempelvis sørger for at der er service når der er kampafvikling. Så undgår vi en omkostning ved at skulle ud og leje det. Så på den måde er de der jo på flere forskellige niveauer. Og så er der jo hele den digitale tilstedeværelse også, hvor de er med til at dele og like. Det betyder rigtig meget ALD eller Sparekassen Kronjylland som har rigtig mange følgere på Facebook, går ind og deler at nu skal vores hold spille kamp igen. For vi har selv omkring 8000 følgere, så når nogen som har omkring 120.000 følgere deler, så rammer det lige pludselig nogen vi i hvert fald ikke selv ville ramme. Så på den måde er der flere niveauer. Men helt grundlæggende så er de vores berettigelse og vores eksistensgrundlag.

M1: Ser I nogle udfordringer i disse samarbejder?

J: Det svære er jo at holde alle glade. Ligesom det er for os selv som forbrugere i en kunderelation, så har vi allesammen nogle behov som vi gerne vil have opfyldt. Det er ikke alles ønsker og behov jeg kan opfylde, uanset hvor gerne jeg end vil. Jeg har nogle fysiske rammer i Frederiksberg Hallen. Jeg kan ikke vækste mere i vores VIP afdeling, for jeg har ikke mere end 200 pladser derinde. Jeg har ikke flere tilskuerpladser eller bannerpladser, jeg har kun 65 minutter på vores LED skærm. Jeg kan ikke bede vores træner om at holde en ekstra timeout, fordi jeg har en sponsor som ikke er blevet vist på skærmen. Så på den måde er der jo nogle udfordringer i, at det er et samspl. Og det er et lidt uligevægtigt samspl, fordi jeg er virkelig afhængig af mine kunder. Det er der rigtig mange virksomheder der er, men jeg har bare en konfrontation på en helt anden måde. Der er også resultaterne, som er den eneste faktor jeg overhovedet ikke kan påvirke. Jeg kan skabe nogle rammer for holdet i form af harpiks, tøj, træningstider, busser og mad. Jeg kan sørge for rammerne, men jeg kan ikke påvirke resultatet. Og det er jeg faktisk afhængig af. De første tre år hvor vi sportsligt slet ikke præsterer i forhold til vores målsætning, der smitter det jo af. Det var sjovere i år at gå ud med en sølvmedalje og bede om fuld pris for sponsoratet næste år, end det var efter endnu en skuffende sæson. Så en af udfordringer er det her X, den ubekendte, som man egentlig er ret afhængig af, men ikke har nogen indflydelse på. Det er nok en af de største udfordringer.

M2: Har det så givet bedre muligheder i år med tanke på, at I blev nr. 2 sidste sæson?

J: Både og. Hvor udfordringen før lidt hed sig; "kom igen når I er et top-6 hold", så hedder det mere nu "kom igen når I har bevist, at I ikke er en døgnflue". Men hvad så når vi har vundet noget to år i træk? Hvad hedder det så? Det er svært at lukrere på en kortvarig succes. Jeg tror det er vigtigt for KH at vi kommer til kontinuerligt at ligge i toppen af dansk og europæisk håndbold. At vi både i pokalturneringen Santander Cup og i HTH Go ligaen er med fremme, for så er det man får bevist at vi er her. Vi har ikke bare sagt at vi vil være her på det lange seje træk, men vi rent faktisk er her. Det er femte sæson, vi skal ingen steder. Vi vil blive ved med at udfordre den jyske håndbold mafia.

M1: Anser du den danske håndboldindustri for værende turbulent eller stabil?

J: Den er meget turbulent. Hvis man kigger historisk set på det. Den er turbulent af flere årsager. Hvis man kigger på de interesserter der er, så er vi helt vild afhængige af, at der er nogle som vil putte nogle penge i det. Afhængig af hvor de penge lander i de tolv klubber i dameligaen, jamen så ændrer klubernes styrke sig. Den kan ændre sig med dags varsel hvis der lige bliver smidt fem millioner ind igennem en kapitalindsprøjtning. Så kan man lige pludselig hente nogle helt andre spillere, så er man lige pludselig en magtfaktor, hvor man overhovedet ikke var det før. Eksempelvis Nykøbing som i to år røg ud af ligaen, så kommer de tilbage og får den her pengeindsprøjtning og så vinder de det danske mesterskab. På de fire år vi har eksisteret, der har Skive trukket deres damehold, Nykøbing er kommet retur efter de var rykket ud og Vejen EH er gået konkurs. Nærmest hver sæson er der nogle som har svært ved at overleve hvis ikke de får de her penge. SK Aarhus som valgte at stoppe, som så bliver løftet af Aarhus United nu. Så på den måde vil jeg sige, at den er super turbulent, fordi vi er afhængig af andre end hinanden og afhængig af hvor pengene lige pludselig kommer ind henne. Og så skifter magtfaktoren. Altså hvis der er en klub som går konkurs, så har det jo massiv påvirkning på alle andre. Og omvendt, så hvis der pludselig kommer den der pengeindsprøjtning, så er det også betydningsfuldt. Den er stabil på den måde, at vi ved at hvert år når vi starter, så er der tolv hold med. Men den er super turbulent, ikke mindst hvis man bare kigger på alle interesserterne. Der er så mange udefrakommende faktorer der har betydning. Der er ting som bliver dikteret oppefra, som har kæmpemæssig betydning for spillet og os, men som vi ikke er herre over. Så klart turbulent, der er ikke meget stabilitet.

M2: Kan du uddybe jeres målsætninger for næste sæson? I forhold til det finansielle, sportslige, organisatoriske..

J: Det hele er lige nu en smule turbulent, og det er noget vi arbejder rigtig meget på lige nu. Vi har fået nogle budgetter udstukket på hvad der skal laves af indtægter. Og det er en fordobling af hvad vi lavede i sponsorindtægter sidste år. Der er et klart stykke vej endnu. Det er i hvert fald på det finansielle. Der skal vi vækste med tre millioner i forhold til sidste år tror jeg det er. Og det mener vi jo blandet andet skal være muligt på baggrund af sportslig succes, kontinuitet. Vi har hentet nogle dygtige spillere. Sportsligt er der jo også en målsætning om, at vi skal i top-4. Vi skal så langt som overhovedet muligt i Europa. Trækker man en af de der hold som lige akkurat har misset Champions League, så ved vi også godt at det bliver rigtig svært, fordi vi er i gang med en opbyggende proces. Men målet er også at vi skal i Final Four i Santander Cup, som er pokalturneringen. Organisatorisk har vi nogle interne mål for os medarbejdere i forhold til trivsel, så der er nogle ting internt som vi skal leve op til. Derudover har vi hver især nogle KPI'er på salg.

M1: Har I et mål i forhold til tilskuertal?

J: Vores mål er at vi i principippet skal være over tusinde i snit til kampene, helst aldrig under. At snittet i hvert fald skal være over tusinde. Og så skal den første kamp på hjemmebane d. 8. September være udsolgt. Det har man aftalt med alle ligaklubber, at de første to kampe skal være udsolgte. Det bliver klart en udfordring. Når solen Skinner, så tænker man jo ikke håndbold. Så hvis fredag d. 8. September viser sig at være den sidste solskinsdag i år, så bliver det svært. "Vild med Dans" starter også igen, som man jo også

er i konkurrence med, selvom man tænker det jo ikke har noget med os at gøre. Så vi satser på at vi i år kan kontinuerligt kan komme over de tusinde, det er i hvert fald målet.

M1: Hvad er jeres nuværende overordnede strategi?

J: Vi lancerede jo en 2021 strategiplan sidste år, hvor det jo hedder sig, at KH senest i 2021 skal være i Final Four i Champions League. Og alt hvad der så bliver lavet af handleplaner, også på det økonomiske og salgsstrategier, skal støtte op om at det kan lade sig gøre. For det er klart at det kræver noget økonomi at komme op at spille Champions League. Det kræver nogle flere penge i spillerbudgettet og det skal der bygges på løbende i takt med at vi får nogle flere penge ind. Så alt hvad der ligger nu af strategier, handleplaner, målsætninger arbejder alt sammen hen imod, at vi skal kulminere senest i 2021 med Champions League Final Four deltagelse. Så alt hvad der bliver lavet organisatorisk peger mod det. Derfor bliver vores assistenttræner Troels også ansat nu på fultid, for der er også nødt til at være nogle flere ressourcer i den rent sportslige del for at nå derhen.

M1: Hvordan konkurrerer I og håndterer konkurrencepresset?

J: Det vigtigste jeg tror vi gør, det er at vi forsøger at eliminere alle de andre. I stedet kigge på hvad er det vi er gode til. Det ved man selvfølgelig også kun ved at kigge på de andre, men vi har haft meget fokus på, hvad det er der gør KH og håndbold unikt i forhod til alt det andet. Noget af det vi oftest bliver stillet op imod, er hvad det er vi kan tilbyde som de andre ikke kan. For at vide det, er man selvfølgelig nødt til at vide hvad de andre tilbyder. Det håndbold kan, det er nærværelse og intimitet, som de andre ikke kan. Du kan efter en håndboldkamp gå ned og få et selfie med eller en autograaf af vores største stjerner. Det kan du i hvert fald ikke inde i Parken eller på Brøndby Stadion. Noget af det vi også slår os på, at vi er gode til, det er aktivering. For det er den retning jeg ser trendsene går. Folk køber ikke længere bare en bande, for det er ikke det som får folk ned i butikken. De gør de hvis du har aktiveret dem. Det er især dagens kamppartner som kan gå all-in på aktivering ved kampene. Vi gør rigtig meget i at tale aktivering med vores samarbejdspartnere. Jeg vover at påstå, at på aktiveringsdelen der er vi bedre end de andre. Vi kan ikke tilbyde den eksponeringsflade som eksempelvis Parken kan, fordi vi ikke har så meget tilskuerkapacitet. Men vi kan garantere, at de tilskuere der har været her rent faktisk kan huske hvilken kamppartner der var. Derudover tror jeg ikke at håndboldligaen og sportsindustrien generelt bliver stærkere af, at vi bliver ved med at forsøge at nappe hinandens sponsorer. Jeg tror vi strategisk skal ud og arbejde på nogle af dem som ikke er i sporten i dag. Og få dem med ind i sporten og gøre den samlede industri større. Det ville gavne os alle hvis jeg kunne gå ud og høre nogle helt nye med ind i den samlede biks. Det er meget bedre for hele ligaen at jeg har hentet nye ALD ind, som aldrig har gjort sig i sport før. Det er der vi gør det anderledes. Vi forsøger at nærme os nogen som ikke gør sig i sport. Få dem ind og få dem gjort begejstrede for hvad det er sport kan.

M1: Hvordan er KH struktureret?

J: Den er lidt svær. Den er ret flad, for vi er jo en lille organisation. Vi har alle så mange kasketter på i organisationen. Men i det nuværende set-up som ændres fra på fredag [d. 1

september 2017], der har vi på toppen bestyrelsen. Derunder er der vores ejer Kim Mikkelsen, som også er direktør. Så er der den sportslige og den kommercielle sektor. I den sportslige sidder vores cheftræner Claus Mogensen, som har Troels som sin assistent. Herunder er der så vores sundhedsstab, hvor vores fysioterapeut Line har ansvaret for Kasper og Chris, men Troels er egentlig alle tres leder. Men det er egentlig Line som leder sundhedsstaben. Så er der så de to holdledere Line og Mie. Og så har vi vores målmandstræner Marie Møller, som er egentlig er konsulentansat, men som alligevel er en del af teamet. Ovre i den kommercielle sektor hvor jeg er kommercial direktør, der har jeg under mig Karina, som er strategisk salgschef. Så har jeg Nicklas som også er under mig. Og så er der Line, som er lidt et mærkeligt sted, da hun også fungerer som holdleder i den sportslige sektor, men så er hun også administrativ medarbejder. Så det hele er en lidt svær størrelse, og det er det vi er. Så har vi fra tid til anden en praktikant, men det er svært når de oftest kun er her i 3-4 måneder. Derudover har vi en kæmpe flok frivillige, som jo også er her et sted. De er ikke økonomisk i organisationen, men de er her jo også. Efter på fredag, så er planen jo, at bestyrelsen fortsat sidder oppe, men så rykker Kim Mikkelsen op i toppen som ejer. Så bliver jeg administrerende direktør under bestyrelsen. Så er der salg, drift og afvikling af kampe herovre med Karina og Nicklas. Ovre i det sportslige med Claus og Troels, hvor Troels så bare er gået op i fuld tid. Troels får så alt ansvaret i forhold til alt hvad der hedder medarbejdere, fordi Claus skal have fokus på spillertruppen. Noget af det har jeg noget at skulle have sagt og noget af det er Claus' ansvar. Så er der jo så Line som stadig har en fod i begge lejre. Og det er det der er. Så i principippet mangler der to hænder fremadrettet. Men ham bestyrelsesformanden skal allokere 10-20 timer om ugen til at understøtte forretningen og mig primært.

M1: Hvordan træffes der beslutninger i organisationen?

J: Det er meget forskelligt alt afhængigt hvad det er. Jeg tror rigtig meget på frihed under ansvar og jeg tror på, at dem som sidder med det, træffer de bedste beslutninger. Hvis de er usikre på om de kan træffe sådanne beslutninger, så starter de med at gå op til mig. Og hvis jeg er i tvivl, så må jeg lige gå et skridt højere op og få rygdækning fra Kim Mikkelsen. I dagligdagen ville det blive en flaskehals hvis alt skulle igennem mig. Og jeg har helt vild stor tillid til de her mennesker, som jeg også selv har ansat. Jeg har tillid til, at de træffer de rigtige beslutninger. Jeg prøver at sige til dem, at i alt hvad jeg og de gør, der skal vi bare have det for øje, hvad der er bedst for KH. Ikke hvad der er bedste for sig selv, men hvad der er bedst for KH. Og hvis man har ræsonneret sig frem til, at det her er den bedste løsning for KH, så bakker jeg dig op. Du skal kunne argumentere hvorfor du har valgt som du har. Jeg vil hellere have at de handler. Så det er meget decentralt, men det er klart at i situationer som kan give noget virak udadtil, så er det selvfølgelig længere oppe i systemet at beslutningen træffes. Men indenfor et vist niveau så er der rigtig meget frihed under ansvar med det i mente at de arbejder ud fra hvad der er bedst for KH.

M2: Hvordan bliver information delt? Hvordan er kommunikationen?

J: I modsætning til mange af de andre klubber, så har vi jo 2 strategier, altid. Vi har en intern og en ekstern kommunikationsstrategi. I det daglige har vi jo en Facebook gruppe hvor vi kan skrive: hej piger. På fredag er der månedligt netværksmøde, hvem kan komme? Eller der er desværre sket det her med Mødrup's knæ, så I ved lige hvordan hun

står.... Vi har sådan et dagligt feed, fordi det kan være der er nogle der ikke er her til træning af den ene eller anden grund, så der har vi en facebook gruppe hvor vi kommunikere internt. Og så har vi en gruppe der hedder rundt om holdet, som er alle os der ikke er spillere. Fordi der kan være nogle ting, noget information som spillerne ikke skal have. Så ikke for at spamme dem, og også have et forum hvor man kan diskutere ting, det kan være en konflikt eller også en god situation, og hvordan får vi formidlet det her bedst muligt. Eller det kan være Tv2 begynder at ringe rundt for at få et eller andet, så kan vi lynhurtigt informere, så kan vi se hvem der har læst det og tænkte, nå ja jeg skal have fat i Sval inden ham for Tv2. Så på den måde kommunikere vi interne på den måde der. Og på kontoret, vi har et åbent kontormiljø, så på den måde er det relativt nemt, og ellers har vi sådan en alle mail hvor vi også lige kan informere. Så er det så den eksterne strategi, jeg gør jo rigtig meget i bl.a på fredag når vi har månedligt netværksmøde, og jeg bliver administrerende direktør - Tv2 kommer nok og følger mig og vi præsentere et nyt bestyrelsesmedlem, så har jeg lavet en run down til hvordan forløber morgenen, hvad er det der skal ske, der er et budskab papir og en q&a. Der vil helt sikker være nogle der siger: når er Kim Mikkelsen så færdig med at betale for gildet, eller forsøge at finde hullerne i østen. Og kvag min baggrund som journalist, så ved jeg da godt hvad de vil og tænker. Så for mig er det vigtigste altid den interne kommunikation. Jeg har været i forsvaret og der er ikke noget værre end når der sker noget og du sidder som medarbejder og skal forsvere det der er sket, men du ved faktisk ikke helt hvorfor og hvordan det er sket, og alle spillerne de er ansigter, de er repræsentanter for klubben og hvis vi gør et eller andet der er lort, så skal de også forsvere det og det skal de være klædt på til. Så vi kører i to spor.

M1: Har I nogle tekniske eller forretningssystemer der driver KH? F.x HR systemer, finansielle systemer?

J: Altså vi bruger jo de systemer som alle bruger til fakturering og sådan nogle ting. Dem er man jo ret afhængige af, og at man får en opfølgning på at der er betalt, ellers står man om et år og siger hov, det glemte vi.. Vi har arbejdet på at få 3 forskellige CRM systemer faktisk, men det er rigtig svært at få et der kan det vi kræver, med det lager vi i principippet har. Vi har sindssygt mange varegrupper, vi har eksponering tid ved kampene og der er 65 min. LED tid, og nogle køber sig ind på en kamp, nogle på en sæson, nogle køber sig ind på ligaen, nogle på den europæiske liga osv. Så er der tøjet, netværk, hospitality delen, og hvordan får man alt det her til at spille sammen, så man også kan nulstille det igen. Fordi hvis der er en der har købt 30X10 sek til en kamp, så skal det automatisk være tilbage på hylden til det næste. Så der er et kæmpe administrativ hurdle efter hver kamp, og som det er nu, så er der ikke noget system der kan løfte det for os, og vi har prøvet at udvikle det med nogle, men der har ikke været succes med det endnu. Vi kører i dag i et Dropbox system hvor vi kører rød, gul, grøn farver. Hvor rød er solgt og underskrevet, gul reserveret osv.... Og det kræver at alle hele tiden er skarpe, fordi hvis du glemmer at gå ind og taste at L1 er solgt, så kan du risikere at Camilla ringer om en time og siger hun har solgt den, og det er noget lort for vi har ikke flere. Også fordi vores er specifikke, man har ikke bare købt en gulvreklame, man har købt G11, og så er det fordi man vil ligge der, og ikke bare et eller andet sted på gulvet. Det er meget specifikt, og selvom der er 15 gulvreklamer, og man kan give ham en anden, men han vil ligge Forrest her, og den er solgt - og det er noget lort. Så på den måde vil jeg ønske at vi havde et stærkere system, for risikoen for at lave fejl på den her måde er rigtig stor. Og det gør jo også at vi en gang

om måneden har mappen ude og har en praktikant eller administrativ medarbejder til at gå den igennem og se om alt er i de rigtige farver..... For det er hamrende irriterende at stå på en kampdag og så blive overfust af en der spørger hvor er min bande reklame henne?

M1: Har I nogle interne processer og regler I følger?

J: ja det er noget jeg har indført også i takt med at vi er blevet flere. Da det kun var mig der lavede salg, så vidste jeg jo bum bum bum så gør man sådan her. Men jo flere vi bliver og jo flere der er ude at sælge, jo vigtigere er det også at procedurerne er helt skarpe. Og der er det simpelthen at det ene regneark kan man se hvad der er solgt, ledigt og reserveret. Så hvis jeg har en der helt vildt gerne vil have den der profil der er gul, så kan jeg ringe til Karina fordi hun har skrevet KL, og hører hvor sikker hun er på at få den i hus, for ellers har jeg et salg. Så det er ligesom det ene regneark. Og der er man forpligtet til at taste det ind inden du tager fra arbejdet. Du er forpligtet til at taste og reservere varen fordi ellers giver man ikke sine kollegaer en ærlig chance. Når man så kommer hjem med en underskrevet kontrakt, eller sender et tilbud ud så er den selvfølgelig gul som du allerede har gjort det, når kontrakten så kommer underskrevet, så bliver den lagt over til Line, og så gør hun det rødt. Så kan vi se okay nu er den solgt, så er der ingen grund til at forsøge at luske den lige ud med noget andet, eller hvis nogle spørger til den så ved du at den er væk. Samtidigt opretter hun dem på vores hjemmeside, partnerliste, mailliste, sådan at vi sikrer os at de får invitationer til V.I.P arrangementer og alle de der ting.... Så det er der kommet en helt slavisk procedure for, fordi risikoen for at vi alle sammen lige skal huske det med den hverdag vi har, så har vi måske lige 5 kontrakter der ikke lige er blevet ekspederet, og de har ikke fået invitation, det er sindssygt ærgerligt. Og vi skal ikke sidde på kontoret, vi skal ud og sælge, så hende der sidder på kontoret - det er hende der har den. Så der ligger sådan en bum bum bum, fra trin 1 til 13 eller sådan noget.

M1: Hvad er de grundlæggende værdier KH er skabt på?

J: Altså overordnet set så hedder vores værdier loyalitet, innovation og respekt. Og det er jo 3 ting som er svært at være uenige i. Men de betyder faktisk rigtig meget i vores daglige arbejde forstået på den måde at vi skal være loyale overfor hinanden og vi skal have hinandens ryg altid udadtil. Så kan vi skændes og være uenige bag lukkede døre, og det skal vi være, for ellers er der nogle der ikke siger deres mening. Men loyaliteten overfor klubben og hinanden, den må vi aldrig sværte på. Innovationen, de griner lidt nogle gange af mig i divisionsforeningens regi når jeg siger et eller andet vi skal. Jeg har implementeret unikke hashtags, og folk de grinede deres røv i laser da jeg satte der på trøjerne, men når man kigger på dameligaen i dag og Nykøbing Falster igår, så havde de tro på det på ryggen. Der er flere der er begyndt at arbejde med det, fordi du kan sælge det og tjene penge på det hvis du kan integrere det rigtigt. Vi har også turde at lave et digitalt kampprogram i stedet for det på papir, fordi der er ikke nogen grund til at skulle samle 400 papirer op bagefter og smide ud.. Så innovationen er en vigtig del af os, at turde at gøre nogle nye ting og gøre noget anderledes. Og respekten, den er så essentiel, fordi hvis man ikke respektere hinanden og klubben og dens vision og mission, så skal man ikke være i klubben. Hvis man ikke respektere hinanden, så har vi mistet alt, fordi det er det det hele handler om. Så i rigtig meget at det vi gør, der er der ligesom det der gennemsyrer...

M1: Så det er nogle meget stærke værdier?

J: Jeg tror ikke det er noget vi tænker over, men det ligger meget implicit i kulturen, og vi har snakket om det meget i forhold til spillerne. Altså nu er truppen meget ny og altid når vi starter op på sæsonen, så giver jeg lige sådan kort, at det her er KH og det sådan vi gør. Jeg har altid inden kontrakten bliver underskrevet med pigerne, haft en snak med dem om hvad det vil sige at være KH håndboldspiller. Men det betyder alle de her ting, og vi har alle de kommercielle rettigheder til dig, så du lægger ikke et billede op hvor du står i Adidas og tagger: "I love my new outfit", når vi har Salming som hovedsponsor. Det gør du ikke, det er ikke sådan det fungerer. Du er repræsentant for klubben, også på dine sociale medier også når du er ude i virkeligheden. Jo stærkere vi får dem brandet, jo stærkere ambassadører er de og forbilleder er de, og jo sværere bliver det at gemme sig. Så jeg tror egentligt, altså vi starter med de her 3; loyalitet, innovation og respekt, og de 3 forbogstaver giver lir. Og det giver sådan, altså vi vil gerne være et show når folk kommer ind og ser kampen og oplever os, der må gerne være lidt lir, der må gerne være lidt kant. Det skal ikke være ligesom Nykøbing Falster, for det er et cirkus, der vil vi helst ikke være en del af det, men der skal være lidt lir også, for det er det der er med til at sælge os og skabe overskrifter.

M1: Hvordan er ledelsesstilen i KH?

J: Altså der er jo nogle ting der bliver nødt til at være sådan lidt strengt, men som sagt før så er det meget frihed under ansvar. Det er ikke fordi det er laissez-fare, og jeg læner mig ikke tilbage og har også snuden i noget. Men jeg er Kims mellemlæder på det kommercielle hvor Claus er det på det sportslige, og så er han ligesom overordnet på det sportslige. Og Kim har det mere tilbagelænet stil, sådan mere jeg tror på at du løser opgaven, så der er totalt tillid og frihed fra ham og ned. Og det syntes jeg egentlig der er hele vejen ned gennem organisationen, altså Claus er jo ikke nede og tjekke pigerne når der står individual styrketræning på programmet, så ligger han jo ikke rundt på lur og ser om de er inde i fitness world. På den måde tjekker vi jo ikke op eller du skal stemple ind... Så det er lidt svært fordi den har lidt af det hele, det er svært at sige hvilken stil det er, og Kim arbejder på en måde og jeg på en anden, meget mere struktureret og procedure og vi skal have skrevet nogle ting ned og være enige om hvordan vi gør tingene. Og vi skal have planlagt og ikke slukke brande, vi kunne faktisk måske lige prøve at komme lidt foran. Jeg arbejder lidt mere med checklister. Kim, jeg og Claus har lidt hver vores stil. Men overordnet handler det rigtig meget om tillid og det er tillidsbaseret ledelse. Jeg tror rigtig meget på at man kan fremelske positivt adfærd ved ros frem for at tæske nogle ting igennem. Det skaber ikke glæde eller motiveret medarbejdere tværtimod. Og det har vi om noget brug for, og som I kan se er vi ikke særlig mange... så hvis vi løber i hver vores retning kan det godt være vi kommer frem, men vi kommer ikke frem sammen eller i det tempo vi kunne have gjort det i, hvis vi løb samme vej.

M1: Bliver gode resultater og adfærd belønnet?

J: Altså igen så er vi to ben. For det sportslige giver sig selv at det gør det. Men faktisk har et af mine mantraer været siden jeg tiltrådte som kommerciel direktør, at vi skulle være bedre til at fejre vores sejre. Fordi især i de perioder hvor det ikke går særligt godt på det sportslige, der er det sindssygt svært at holde dampen oppe, og hvis du har været på fra kl. 8 om morgenens til midnat og du går herfra og vi har tabt, det kan de ikke bekendt - men

det var ikke med vilje. Men hvis man ikke er bedre til at fejre, fuck hvor fedt nu var vi igen over 1000 tilskuere, eller nu fik vi det her salg hjem eller nu har vi rundet det her antal millioner eller vi nåede vores KPI'er, hvad det nu måtte være. Der skal vi være bedre til at fejre vores sejre. Men i så tætpakket en hverdag vi har så drukner det nogle gange og det kan også blive en belastning og det må det jo heller ikke være. Altså vi skal sætte os ned og have kage fordi nu har vi gjort det her... jamen for helvede så skal jeg sidde her en time ekstra i eftermiddag og jeg vil faktisk bare gerne hjem til min familie. Så det er hele tiden en balancegang, men vi tror rigtig meget på teambelønning og ikke individuel belønning, og derfor sætter vi også fælles målsætninger op, fordi jeg kan ikke nå mine tal hvis ikke Line og Nicklas præstere, og omvendt. Så på den måde tror jeg rigtig meget på team og teambelønning og når vi så har nået nogle af de der del-mål, så går vi ud og spiser på firmaets regning eller gør noget sammen.

M2: Synes du der mangler nogle nuværende kompetencer eller ressourcer?

J: Altså der er jo ikke nogen tvivl om at det vil man altid som leder sige at man godt kunne bruge nogle flere hænder, og det kan jeg også godt. Vi er sindssygt pressede og det er man fordi vi i principippet hver gang vi får flere penge ind bruger dem ovre i den sportslige sektor fordi man igen er gensidigt afhængig af præstationen derover for at kunne sælge noget herovre. Der hvor jeg helt klart tænker at vi kunne bruge nogle flere er i salgsøjemed, kunne jeg få sådan en pistolsælger der bare kunne køre ud og hive en masse små sponsorater ind så ville det være perfekt. Men der er ikke særlig mange af den type sælgere i markedet. Og vores organisation er heller ikke lavet til det, vores set-up med at vi tror på menneskelige relationer og samarbejde og alt det her. Der er en pistolsælger bare heller ikke lige det rigtige, så vi mangler noget power på salgsfronten og det er det sted vi bestemt skal kigge på at sætte ind. Eller man kan sige at Nicklas står med kamp afviklingen og alt det i arenaen, og det tager meget tid at koordinere med lyd og lys, LED bander, billet salg. Så skulle man ansætte en som skulle stå for kampafviklingen og alle vores arrangementer i netværket for vi har jo 30-45 arrangementer i løbet af et år.. De 15 af dem er tastet ind som kampe, og i år hvis vi går hele vejen er der i mellem 22-26 kampe på hjemmebane. Så Nicklas har jo ikke 100% tid til at sælge som også er det han skal... Så enten skal man ansætte en sælger eller ansætte en til at lave event og kampafvikling og arrangementer, så Nicklas' tid kan gå til salg. Og så mangler vi jo, altså alt det jeg har sidset med indtil nu med sociale medier og markedsføringsmateriale, det har jeg jo selv sidset og lavet i Indesign, alle de der ting bliver jo sværere for mig at nå, fordi de kompetencer har jeg ikke henvедe, så det bliver også noget.... Skal man måske have en kommunikationspraktikant fra journalist højskolen som kan understøtte Nicklas i noget af hans arbejde, som kan lave noget materiale som kan frigive noget arbejde fra mig. Så de kan bruge mere tid på at sælge... Altså hvad er det for en type medarbejder vi skal have? Fordi budgetterne er jo lagt, og der er jo ikke lige 30.000 kr. Men kan personen så tjene sig selv ind? Så skal jeg nok også få tilgivelse den anden vej rundt. Så er der helt sikkert nogle ting der skal arbejdes på i det set-up vi har nu. Vi har fjernet Kim som ikke er her 100% fordi han har 7 andre virksomheder, men han har jo lavet et kæmpe stykke arbejde i KH og det forsvinder jo, som jeg skal tage over på, og det er klart at der mangler nogle hænder, men lige præcis hvad det er, det er lige præcis sådan en der har nogle flere kasketter.

M1: Er der nogle steder hvor I er stærkt repræsenteret med ressourcer og kompetencer?

J: Altså jeg syntes især i den sportslige sektor... altså når man har været i en periode hvor tingene ikke har fungeret, så når nu man oplever at der er så stærk en ro, at det er hyggeligt og rart. Der er så mange gode kompetencer i det sportslige. Vi har nogle dygtige spillere, en fantastisk sundhedsstab, 2 enormt dedikerede holdledere, og så har vi det her trænerteam som supplerer hinanden super godt. Claus er den her sindssyge nord som bare har den her, jeg kan lige se at hende der skal lidt mere på kant, men ser måske ikke lige at hende derovre hænger lidt med snuden fordi han er så fokuseret på at hun skal løbe udenom til venstre fordi der er hullet på team Tvis eller whatever. Der er Troels den her føle-pølle som sådan er totalt, ej hvad er der med dig idag? Og der supplerer de bare hinanden helt fantastisk.. Troels har den der menneskelige egenskab, og det er ikke fordi Claus ikke vil, men han er bare ikke lige den type. Vores sportslige del har jeg kæmpe stor tillid til og er fortrøstningsfuld for nok skal blive ved med at løfte sig til de mål vi har. Så er spørgsmålet om vi andre kan følge med i succesen.

M1: Hvor mange medarbejdere er I i KH?

J: Jamen på kontrakt har vi 18 spillere, og det er varierende fra deltid til fuldtid. Så er der 11 "på kontoret", så små 30... Mellem 28-30. Vi ville jo gerne være færre spillere, for 18 er jo mange, men vi har Ann-cecilie Lacour som er gravid, så hende har vi hentet en erstatning for, men hun er stadigvæk på kontrakt, og betaler stadig løn for.

M2: Hvad er KH kendt for at gøre godt?

J: Vi får rigtig meget ros for vores kampafvikling, og at vi har formået at trække mange tilskuere til efter FIF. Så har vi fået ros for vores ydmyghed, at vi ikke er sådan her kommer vi og vi skal bare vinde det hele og så er det ligemeget hvordan det hele ser ud bagefter. Vi har taget noget socialt ansvar og de her ting. Så har vi fået rigtig meget ros for, vi bliver altid fremhævet når det gælder det digitale og det der med at tjene indtjening på click. Fordi det er der ikke rigtig nogle der har knækket koden til hvordan man skal gøre. Det er en kæmpe udfordring generelt, ikke kun i sport. Så vi bliver tit fremhævet for at være det gode eksempel på det. Så er vi begyndt at få lidt genlyd for det her med aktivering, de jyske klubber er sådan, hvad er det lige du gør? Jeg vil gerne hjælpe mine kollegaer, men jeg vil heller ikke give dem en fordel. Vi kæmper jo i bund og grund om de samme penge også. Så har jeg et fantastisk samarbejde med nogle af klubberne, som også gerne vil give mig noget igen. Og så er der nogle jeg ikke kunne drømme om at hjælpe. Jeg har et skide godt samarbejde med Skjerns ledelse og hører hinanden hvad gør du med det her... de er helt vildt gode til Europa afvikling som er sådan nogle ting vi lige skal til at skærpe os på her... de er til gengæld så ikke så stærke til det digitale og det vil jeg gerne hjælpe dem med. Men jeg tror helt klart at det vi er blevet kendt for er 1. Kim og vores ejerforhold, det er det de vil sige derude når ja det er jo ligesom Kasi projektet.... Nå, den historiefortælling skal vi lige have gjort lidt skarpere, men jeg tror vi er blevet kendt som det lidt friske pust og den som genindsatte håndbolden på landkortet på Sjælland.

M2: Omkring jeres fanklub. På jeres hjemmeside henviser I til deres facebook gruppe, men der har ikke rigtig været aktivitet de sidste 2 år... Har i sådan en anden måde at.....?

J: Altså vi kommunikerer direkte med ham der er deres fanklub formand. Udover at det er sindssygt svært at få folk til at bruge tid og kræfter på at stå og råbe og skabe sig tosset, har vi bare fundet ud af hvor vigtigt det er at der står nogle der vil slå trommen an, for så skal resten nok komme med. Vi har gjort rigtig mange ting. Vi har bl.a hjulpet dem med investering til en tromme, tifo flag, og sådan nogle småting... Udebaneture; hvis vi alligevel har en bus som er blevet finansieret af en sponsor, så har de måske fået 15 pladser gratis fordi det er så vigtigt at der står nogle som ikke er blege for at skabe lidt larm. Så de har fået skabt et godt sammenhold de der 15-20 mand imellem sig, så vi næsten altid er sikre på at der er en 10-15 mænd, og det ville være fedt hvis det var 100-150 men det kræver endnu mere af dem som organiserer det. Vi ville ønske og elske at det ligesom blev mere, men det kræver at der er nogle der rent faktisk har tiden til at sætte sig ned og organisere en fanklub, så det ikke bare bliver nårh ja vi 15 kender hinanden, så organisere vi det bare i en lukket facebook tråd i stedet forinden på gruppen...

M1: Ja det kræver jo også tid at bygge en fanbase op.

J: Ja, altså sportslig succes er altså bare et krav for at du får den der spirende fankultur, for alle vil gerne være en del af en success... Altså vi lavede jo en strategi om at alle unge U10-U12 piger i hovedstaden der spiller håndbold skulle kende KH, og noget af den indsats og det vi gør med vores samarbejdsklubber er jo ikke kun for vores blå øjnes skyld og gøre pigerne glade. Det er jo også fordi vi gerne vil skabe noget awareness og få folk til at komme ind og se noget håndbold og finde ud af at det kan man også, og dermed forhåbentlig på sigt skabe loyale tilskuere og fans som også kommer når nederlagene kommer.