



**T.C
YEDİTEPE UNIVERSITY
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**GALATASARAY BRAND IDENTITY POSITIONING: CAN IT BE A
MODEL FOR KYRGYZSTAN?**

by

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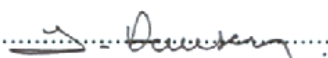
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ABSTRACT

The importance of brand identity and positioning for companies is on rise. In today's me-too market, where competitive environment is becoming strong, business sphere applies to differentiation of products and services. This research focuses on brand identity and positioning of Galatasaray Sports Club and football in Kyrgyzstan and its contribution to the countries' image.

The purpose of this research is to understand the Galatasaray Sports Club brand development and its validity as a brand model for Kyrgyz football and to make a contribution to Kyrgyzstan's image by developing the football clubs in the country.

Beside the literature review, both qualitative and quantitative methods are used. As a quantitative method, questionnaire based survey conducted to explore perceived Galatasaray Brand Identity and Positioning.

Galatasaray became one of the leading sports club in Turkey during its more than hundred years of history. With its sportive and management performance, the club successfully positioned itself in football industry and leveraged its brand name in a global scale. Nevermore, the club's brand identity successfully communicates and utters who the club is.

Football in Kyrgyzstan is also on increase. However, analyzes of Galatasaray Sports Club development stages and application of the same model, can make an important contribution to promote and develop Kyrgyzstan. Thus, Kyrgyz football clubs should communicate and analyze Galatasaray Sports Club very well.

ÖZET

Kurumlar ve şirketler için marka kimliği ve konumlandırmanın önemi gün geçtikçe artmaktadır. Günümüzün piyasadaki çok sayıda şirket ve kurumlara karşın ağır rekabet koşullarında pay kapmak, mal veya hizmetin ne kadar farklılaştırıldığına bağlıdır. Bu çalışmada Galatasaray Spor Kulübü'nün marka kimliği ve konumlandırılması, Kırgızistan'daki futbol ve futbolun ülke imajına katkısı araştırılacaktır.

Çalışmanın amacı Galatasaray markasının gelişimini ve bunun Kırgız futbolu için bir model olarak uygulanabilirliği araştırılarak, futbol kulüplerini geliştirmekle Kırgızistan imajına katkı sağlamaktır.

Çalışmada ikincil el kaynaklarının taranması ile beraber, nicel ve nitel araştırma yöntemleri kullanılmıştır. Algılanan Galatarasaray marka kimliği ve konumlandırmasını ortaya koymak için anket araştırması yapılmıştır.

Galatasaray yüzyılı aşkın kuruluş tarihi sürecinde, Türkiye'nin önde gelen spor kulüplerinden biri olmayı başarmıştır. Kulübün sportif ve yönetim başarısı spor endüstrisinde kendine yer bulmasına ve marka ismini dünya çapında tanıtımına katkı sağlamıştır. Bununla beraber, kulübün marka kimliği Galatasaray'ı etkin bir şekilde anlatmaktadır.

Kırgızistan'da da futbol yükseliş içerisinde. Yine de, Galatasaray Spor Kulübü'nün gelişim süreci çok iyi bir şekilde analiz edilerek, aynı modelin uygulanması, Kırgızistan'ın tanıtımına ve gelişimine çok önemli bir katkı sağlayabilir. Bundan dolayı, Kırgız futbol kulüpleri Galatasaray Spor Kulübü'nü inceleyerek iletişim kurmaları gerekir.

INTRODUCTION

Nowadays, amount and kind of the goods and services, as well as competition between firms producing them, are increasing to provide people needs. Firms, corporations and organizations try to be leader in their range of activities. And, this leadership depends on how better and stronger brand is created. Differentiating themselves from others with name, quality, logo, slogan, design, corporate culture and with other identifying elements are imperatives in today's market. In other words, brand identity and positioning is important in branding. Organizations' stuff, cultures, values and other attributes often associated the brand identity of the company.

Sport industry is the successful example which positioning and differentiation strategies are successfully done. This global game which has been played for thousands of years, has been attracting huge number of supporters, fans and spectators as an entertainment with its unusual complex products and attributes. With commercialization and institutionalization of football clubs, revenue resources are on increase. Branding and sponsorship is the main source of revenue for clubs. Achievement in technology and media supports to leverage the brand globally. Therefore, beside economical, health and cultural benefits, football is also the most important and effective promotion tool of the countries.

Galatasaray Sports Club made a big contribution to Turkey's image abroad. The purpose of this research is to analyze the validity Galatasaray as a sports club brand model for Kyrgyzstan and to make a contribution to the country's image, by developing the football in Kyrgyzstan.

This research consists of four main chapters. The first chapter focuses on the basic concepts of branding and general statement of branding in Turkey and Kyrgyzstan are involved in this chapter.

The second chapter includes: brand Identity and positioning definitions, importance of these concepts; brand identity characteristics and fundamentals; positioning strategies and its implication in sport industry.

The third chapter of this research focuses on general information about football and football in Turkey and Kyrgyzstan.

In the last chapter of this research, Galatasaray Brand Identity and Positioning in Turkey, and its validity as a model for Kyrgyz football is examined.

1. BRAND

1.1. The Concept of Brand

Brand (noun): a trade mark, goods of a particular make: a mark of identification made with a hot iron, the iron used for this: a piece of burning or charred wood, (verb): to mark with a hot iron, or to label with a trade mark (The Oxford American Dictionary, 1980).

Human names, words, figures, letters, numbers and other symbols which differentiate company's product from others are called brand (www.islempatent.com).

Warren J. Keegan and Mark C. Green explain a brand as "a complex bundle of images and experiences in the customer's mind." (Keegan & Green, 2005, p.330). In other words, preferential product, service or concept in customer's mind that usually marketed. According to American Marketing Association (AMA) a brand is a "name, term, sign, symbol, or design or a combination of the goods and services of one seller or a group of sellers and differentiate them from those of competition" (Keller, 2003, p.3).

Brand is the promise, the big idea, and expectations that reside in each customer's mind about a product, service or company. Branding is about making an emotional connection (Wheeler, 2003, p.2). A brand is an aura that surrounds a product or service that communicates its benefits and differentiates it from the competition for the consumer (Elwood, 2002, p.17).

Most of the above cited definitions of brand focus on creating positive image and differentiate product from others. In brief, a brand is a general idea or image about products, services, organizations or people which are identified by concrete symbols such as name, slogan, design scheme and other elements.

1.2. Development of Branding Concept

Branding is one of the most widely-underscored concept in these days. Nevertheless, traces of this concept date back to the ancient centuries.

The practice of marking or branding of goods is over 2,000 year old. The Greeks and Romans, with their sophisticated economic and commercial enterprises, they developed “maker marks” to express the origins of specific goods (Elwood, 2002, p.12).

As, Kevin Keller notes: "The original motivation for branding was for craftsmen and others to identify the fruits of their labors so that could easily recognize them. Pottery and clay lamps were sometimes sold far from the shops where they were made, and buyers looked for the stamps of reliable potters as a guide to quality. Marks have been found on early Chinese porcelain, on pottery jars from ancient Greece and Rome, and on goods from India dating back to about 1300 B.C." (Keller, 2003, p.52).

The reason of need, for the product mark was, about differentiating it from other products. Main root of "branding" concept in English is proof for this function. Peasantry stamped their cows to identify from others, and this process named as "branding" (Uztuž, 2003, p.14).

An English law passed 1266 required bakers to put their mark on every loaf of bread sold, "to the end that if any bread be faultie in weight, it may be then known in whom the fault is" (Keller, 2003, p.52).

The most important progress of branding was the necessity in controlling the market and customers by producers (Uztuž, 2003, p.15). In other words, producers needed to loyal and safe markets to drive their business. Therefore, their companies, products or services also have to be authentic that can keep up the loyalty.

According to Keller's notes, tobacco manufacturers had been exporting their crop since the early 1600s. By the early 1800s, manufacturers had packed bales of tobacco under labels such as Smith's Plug and Brown and Black's Twist. During the 1850s, many tobacco manufacturers recognized that more creative names-such as Cantaloupe, Rock Candy, Wedding Cake, and Lone Jack –were helpful in selling their tobacco products. In the 1860s, tobacco manufacturers began to sell their wares in small bags directly to consumers. Attractive-looking packages were seen as important, and picture labels, decorations, and symbols were designed as a result (Keller, 2003, p.52).

In 1970s producers started to give name, and took patents to their products in order to identify themselves. Through the medium of advertisement, they communicated with customers directly out of wholesalers and retail dealers. It's possible to evaluate these efforts, as a beginning of branding. These are the examples of the brands which are created in those centuries: Levi's (1873), Maxwell House (1873), Budweiser (1876), Coca-Cola (1886) etc. (Uztuž, 2003, p.15).

Changes in U.S. trademark law in 1879, the 1880s, and 1906 made it easier to protect brand identities (Keller, 2003, p.53). Thus, modern product branding started at the end of 19th centuries. As a result of development in advertisement and marketing strategies by industrial revolution, products offered to the markets with an affective names and brands (Uztuž, 2003, p.14).

1.3. Importance of the Brand

As, Alina Wheeler states, a brand is the nucleus of sales and marketing activities which result in increased awareness and loyalty when managed strategically (Wheeler, 2003, p.3). Quacker's president John Stuart says: "If this company was going to divide, I would give all the assets, factories and supplies to you, and take for myself its brands. I would have more lucrative business than you" (Barış, 2003, p.57).

1.3.1. Advantages of strong brands

The brand created in the minds as a strong, favourable and with unique associations, a number of benefits for the brand be realized as follow: (Keller, 2003)

1. *Greater loyalty:* As Kevin Lane Keller states, one characteristic of brands with a great deal of equity is that consumer feel great loyalty to the brand.

By emphasizing on customer satisfaction Iain Elwood says: "Customer loyalty is the key to the long-term success of a brand and business. The promise that the brand offers must be supported by the product offer in use, otherwise the brand will quickly be recognized as a superficial gimmick. Keeping the customer happy is the core of any business vision." (Elwood, 2002).

2. *Less vulnerability to competitive marketing actions and to crises:* A brand with a positive image also is more likely to successfully weather a brand crises or downturn in the brand's fortunes. Especially in sports club there are too many examples, as it happened in Galatasaray Sport Club, club members or supporters help to their team at the stage of recession.

3. *Larger margins:* More inelastic consumer response to price increases, and more elastic consumer response to price decreases. This rule is valid for the brands with positive customer-based brand equity. Loyal consumers do not care about their favourite brand price increases.

4. *Greater trade cooperation and support:* A strong brands always attractive for the retailers and other middleman. Retailers are the most important target groups for producers in order to successfully distribute and increase product selling.

5. *Increased marketing communication effectiveness:* As Kevin Lane Keller states, a host of advertising and communication benefits may result from creating awareness of and positive image for a brand. As Martin Lindstrom signifies, strong brand's brand association is high, even the little part of brand component can recall it, as Coca-Cola's unique bottle parts do (Lindstrom, 2005).

6. *Possible licensing opportunities:* A strong brand often has associations that may be desirable in other product categories. To capitalize on this value, a firm may choose to license its name, logo, or other trademark item to another company for use on their products and merchandise.

7. *Additional brand extension opportunities:* A brand with a positive image allows the firm to introduce appropriate new products as brand extension. An extension allows the firm to capitalize on consumer knowledge of the parent brand to raise the awareness of and suggest possible associations for the brand extension (Keller, 2003, p.11).

8. *Corporate value (premium):* Generally, employees prefer to work for well-known companies, because of the corporate value. Consequently, better value gets more qualified employees for the company. This is the simplest example of the corporate value advantage.

1.4. Everything Can Be Branded

Strong brands have their own characteristics that identify from other products or services. Still, there is no clear explanation and outline of a “brand”. But, it’s clear that brands play an important role in marketing and decision-making.

Today, according to characters of brands, branding is more than products. Here Kevin Lane Keller brought out the things that can be branded in this world.

1.4.1. Physical goods

In this section Kevin Lane Keller considers industrial and technological intensive or “high-tech” products that people use in everyday life. These tangible products have its own brand name, logo, packaging design and brand personality. Avon Cosmetics, Colgate, Coca-Cola, Gillete and Liptons tea are the oldest (1890s) and strongest brand examples of physical goods brand.

People’s day life closely connected with most common brands as Iain Elwood says: “We wake up to Sony (alarm clocks) every morning; have breakfast with Tefal (toaster); drive to work with Saab (cars); Microsoft (computer software) welcomes us to the office each day, and so on.” In other words, people used use particular kind of goods or brands. If these brands satisfied the consumers, they will go on to buy or use it, all the same they share their opinions and offer product to others.

1.4.2. Services

Kevin Lane Keller states that real service branding has accelerated in the past decade. Interband’s Jhon Murphy says: “In the last 30 years, some of the greatest branding successes have come in the area of services.” (Keller, 2003, p.16) As service companies increased, corporate campaigns also enlarged. Consistency of brand equity and identity is difficult to keep in this type of branding. Because, service quality is depends on personals who are serving.

Iain Elwood suggests three important elements to service brands: (Elwood, 2002)

1. Companies in service sector deliver that service through the physical attributes of several elements. For an airline it's the seats, the price, the food and several elements.
2. Second issue is the current focus on customer or consumer driven marketing.
3. Western companies now rely largely on service industries for employment. The workforces are more mature in understanding the need to be service oriented, and have also become more demanding as service customer themselves.

1.4.3. Retailers and distributors

Distribution strategy in business is one of the most important factors. Retailers can also create their own image by attaching unique associations to the quality of their service, their product assortment and merchandising, and their pricing and credit policy. Carrefour, Migros, Boyner and Technosa are examples of retail store brands in Turkey.

1.4.4. People

This kind of branding is focused on person or group of people. Especially singers, famous actors (Martha Stewart,), politicians and sportsmen (Fatih Terim, Beckham) are the example of person brands. Brand management concepts are implemented to various fields in society. Almost, all people accepted that "Fatih Terim is a brand." (Borca, 2002, p.153)

1.4.5. Organizations

Non profit organizations such as Greenpeace, UNICEF, government or other non-government establishments can also be branded.

US Food and Drug Administration (FDA) is one of the most reliable organization in USA that approve all the cosmetic and food components. Most the people in the world follow this organizations report when they are going to buy drugs. (Borça, 2002, p.140)

1.4.6. Sports, arts, and entertainment

According branding concepts most successful brands are sport clubs. Kevin Keller notes: "By building awareness, image, and loyalty, these sports franchises are able to meet

ticket sales regardless of what their team's actual performance might turn out to be. Brand symbols and logos in particular have become important financial contributors to professional sports through licensing agreements.” (Keller, 2003, p.28)

Political parties are managed by the communications consultants. Artists are received professional support in different subjects. In America graduates from marketing departments mostly demanded by NBA, and this shows that sport and marketing are telescoped to each other. (Borca, 2002, p.75)

1.4.7. Geographic locations

Cities, states, regions, and countries also can be branded. Turkey is a good example for this type of branding. In order to increase brand awareness and recognition, Turkish government driving advertising campaigns inside and in other countries. Furthermore, citizens' opinion about their cities and countries is also important.

1.5. Brand Classification According to Characteristics

As in football leagues its possible to classify the brands. The author of the book “Corporate Identity and Image” Mehmet AK states that; as in football leagues happen, brands also fluctuate in their leagues. According to characteristics of brands Mehmet Ak classified in six groups: (Ak, 1998)

- *Leader brands*: Strong brands that control the market and provide against rivals.
- *Famous brands*: Brands made after a long term try. This power gained by effective long term strategies, emphasis on brand, quality, leadership and brand identity.
- *Boutique brands*: Brands that aim to take profit in a short-term (shortly).
- *Indistinct brands*: For these types of brand distribution is most important aspect. They spend most of their budget in order to satisfy retailers.
- *Special brands*: These brands consciously adress the specified target groups who are secure and profitable for them.

- *Global big brands*: The brands that have high brand awareness in a global scale. Coca Cola, Nokia, and Benetton are good examples of global brands.

1.6. Brand Classification According to Market Share

Also, according to their market share, brands classified in three groups; local, national or international and global brands.

- *Local brands*: Brands that has achieved success in a single national market, (Keegan& Green, 2005, p.332) or local markets.

- *International brands*: Offered brands in several markets in a particular region (Keegan& Green, 2005, p.333).

- *Global brands*: Brands that leveraged on a worldwide basis. Jack Trout and Steve Rivkin states that national markets with local companies competing for business has become a global market with everyone competing for everyone's business everywhere (Trout& Rivkin, 2000, p.3).

By emphasizing an importance of positioning the brand Mehmet Ak says: "In generally most of the European companies do not know which brand league they belong. But in Japan most of companies, from director to workers are aware of their league stage. And, they act in order to be strongest in their certain league. This achievement will be a good motivation for the company." (Ak, 1998) The same strategies followed by the clubs. Generally, at beginning of the season sport clubs define their destination for the season or certain period of time. This target can be regional, national or international achievement or just to keep up in the league they exist. Sport clubs determine this according to their position.

1.7. To Become Leader of the Brand League

Al Ries and Laura Ries by emphasizing the importance of the differentiation in branding, says: "A successful branding program is based on the concept of singularity. It creates in the mind of the prospect the perception that there is no product on the market quite like your product". (Al & Laura Ries, 2006, p.7)

Today, rest of the world markets are crowded by tyranny of products, and customers are coming across huge amount of information everyday. These are the seven important laws of branding that make favourite one between this sea of choices.

1.7.1. Name

First step for branding is to find an available name. Name is most valuable asset for the brand. Al Ries and Laura Ries note that: “In the long run a brand is nothing more than a name. In the short term, a brand needs a unique idea or concept to survive. It needs to be first in a new category. It needs to own a word in the mind.” (Al & Laura Ries, 1998, p.73). Also, Karen Post express brand name as a “the master art’ of the Brain Tattoo: the letters, the sound, the recall, the distinctive nomenclature.” (Karen, 2004).

Global brand Xerox was first product in its category that made it unique from other products. It’s short, unique, and connotes high technology. The most valuable asset of the \$19.5 billion Xerox Corporation is the Xerox name itself (Al & Laura Ries, 1998, p.73). Selpak is also the good example of successful branding. People used to say “Selpak” instead of napkins that, the brand name generated and associated as a product category name.

1.7.2. Quality

In a long term branding strategies quality is one of the important factor, but itself, is not enough to create strong brand. The quality must be built in the mind, not just in the factories. In order to build high-quality perception in the minds Al Ries and Laura Ries brand advise to notice following rules: (Al & Laura Ries, 1998).

- Brand needs better name that give more advantage when it’s in the same position with rivals.
- Brand needs to be positioned in the new category or in its field, must keep away from expansion.
- Having a high price is also another factor in building high-quality perception. This strategy benefits for customers psychic satisfaction. Rolex, Mercedes-Benz, Rols-Roys, Absolut, and Jack Daniel’s are good example who benefited from this rule.

Mehmet Ak states that quality concept differs from person to person. The way to measure it, is making a research on target groups.

1.7.3. Value

Al Ries and Laura Ries say: “A brand is a singular idea or concept that you own the mind of the prospect.” While some products valuable with its price, some of them with its handicraftsmanship, stores, design, location of the store or scarce articles (Ak, 1998). It’s important to determine what kind of value to offer to target group.

1.7.4. Leadership

Branding is not easy issue, it demands patience and hard work for years, and the most importing thing is keep a record, not to be just one time. By emphasizing on it Al Ries and Laura Ries express in this way: “A brand is not build overnight. Success is measured in decades, not years.” (Al & Laura Ries, 1998, p.153).

Today, most of the companies are building research and development (R&D) departments in order to keep its leadership or to be a leader. Staff in these departments working hard to develop higher quality product than other companies do. Most of the original thoughts and discoveries are made in these research and development departments (Ak, 1998, p.125).

1.7.5. Corporate identity

Corporate identity is: essential of branding that perceived in minds; behaviour pattern, structure, system, emblem of the firm and collection of all colors and shapes which used in promotions and decorations (Ak, 1998, p.127). Corporate identity is more than visual expression, and it covers all the target groups and societies opinions about the company. Singapore Airlines is good example which established successful corporate identity.

Mehmet Ak states that successful corporate identity depends on the consistency of these identities as mentioned above. This identity is legalized by the company that using it for a long time for promotions and successful branding. Brand will not lose its power as it will go on to follow that own branding rules. SFX is an entertainment industry which represents some of the biggest names in British football – David Beckham, Michael Owen, Steven Gerrard,

Alan Shearer and David Seaman. SFX Europe's group managing director Jon Holmes says: "We never thought about the short term issues. Our branding is built on long term strategies. In order to brand our sportsman we used long term strategies, and this strategy is structured as a branding process that sportsman playing in his life." (www.marketingturkiye.com.tr).

1.7.6. Brand extension

Strong brands have opportunities for product extension. Most of the marketing oriented big brands are using this advantage to expand the company. Ferruh Uztug states that: "In order to decrease the new product's cost, firms extending the product line by using previous successful brand name." (Uztuğ, 2003, p.56).

But, brand extension, have disadvantages for the core brand too. Al Ries and Laura Ries notes: "One reason 90 percent of all new brands are line extensions is that management measures result with the wrong end of the ruler. It measures only the success of the extension. It never measures the erosion of the core brand." (Al&Laura Ries, 1998, p.82).

Levis Company is a good example which made successful line extension by using its "Levis" successful brand name to create "Dockers" for another segment of target groups.

1.7.7. Promotion and advertising

Mehmat Ak states that branding is an effective communication and promotion strategy. Because, brand is built in the minds by Visual Identity, Advertising and Public Relations issues. According to these issues achievement, brand image will be negatively or positively perceived. If this positive image high, at first it will attract people and then impress them to buy a brand. In the length of time that brand will be a leader. Al Ries and Laura Ries also agree with them according to their explanations about the promotion and advertisement. They believe that brand is built by promotion and needs to advertising to stay healthy (Al&Laura Ries, 1998, p.33).

1.8. Branding in Turkey

Today, the most important economic power of countries is its brands. It's obvious that, who has more global brands are the richest and most powerful countries in the world. Turkey

is also one of the countries, which started to create successful global and local brands after 1980s.

As Guven Borca expresses, the main reason of rearward in branding in Turkey compared with other European countries is that industrialization started to rise later, in 1950s. And he notes the beginning of the branding in Turkey as follow: “Today, our people attaching more importance to be global brand; because grandchild of Ottoman again trying to be successful on worldwide. In 1970s, as television entered to our life, we had a chance to compare ourselves with world. We realized that Olympic games are not just a wrestling. We saw that, we don’t have place in a global popular culture Eurovision competitions. Thus, we are furious to be successful in global base. And our “Europe, Europe Listen to Us” slogans in stadiums are the symbol of this aspiration” (Borca, 2002, p.11-12).

After the changes in the market rules and competition in 1980s, importance of branding is increased in Turkey. Local brands influenced by the international brands which entered to the country. In 1990s, almost in all the categories the brand awareness rose. Faruh Uztug states that in their research done on branding strategies and the abstract meanings set on brands by advertisement in 1997, half (%50) of the advertisement consist of brand identity messages. This results show that, changes in competition, consumption culture and society in Turkey influenced on companies to change and develop their branding strategies (Uztuğ, 2003, p.243-244).

Informative generics	(%1) 2
USP	(%0) 0
Leadership	(%29) 43
Exaggerated	(%0) 0
Transforming generics	(%1) 3
Brand identity	(%50) 71
Users identity	(%5) 8
Users opportunity	(%1) 1
Others	(%12) 18

Table. 1.1. Uztuğ, General Distribution of Advertisement Message Types

Leaders and entrepreneurs (Koc, Sabanci, Eczacibasi), who know society very well, founded the Turkish best brands. While some of the brands disappeared and sold to foreign companies, some of them still rising (Borca, 2002, p.43).

According to Dinar Standart brand rankings, Arcelik, Ülker, Vestel, THY, BEKO, and Tat are the strongest brands of Turkey. (www.dinarstandart.com)

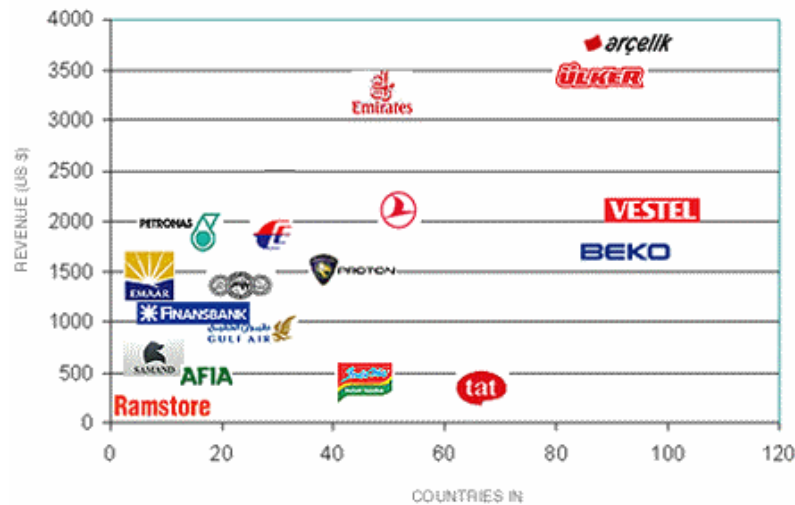


Figure 1.1. DinarStandard, 2006

Vestel today has an impressive 20 percent of Europe's color TV market share. Arcelik is Europe's fifth largest household appliance maker (refrigerators, washing machines, ovens, dishwashers), with its brand repeatedly voted Number 1 in Turkey for the last 11 years by a national survey.

Beko, with its own line of television sets, DVDs, personal computers, and more is the first brand in Turkey ever to export its products under its own brand, with the objective to become a "World Brand."

Ülker was established sixty years ago with a belief that "everyone has the right to a happy childhood no matter where in the world they live." Today it's delivering upon this vision to the world with its well known line of chocolates and biscuits available and marketed in 95 countries.

As the flag carrier of Turkey, Turkish Airlines is serving as a bridge between the Turkish Republics of Central Asia, the Balkans, the Middle and Far East, the Americas, and Europe, with routes to 55 countries.

Güven Borca says: “Instead of dreaming to be best brand of the world, it’s better to position brand regionally. Vestel can not be like a Sony; but with focusing on one of its successful product they can be good position in that field. Galatasaray can’t leverage its brand in America or Australia; because in these countries football is not famous sport; but as a muslim sport club excluding Europe, in Asia or in Africa its possible to promote as a strongest brand.” (Borca, 2002, p.37).

Güven Borca categorizing the brands in Turkey as follow:

I.League	II.League	III.League
Coca Cola	Yedigün	Çamlıca
Beymen	YKM	Sümerbank
Ariel	Tursil	Hes
Selpak	Gala	Nova
Komili	Olin	Salat
Nestle	Tadelle	Olsa
Danone	Ülker	Saray
Algida	Panda	Memo
Pantene	Hobby	Nel
Turkcell	Telsim (Avea)	Aycell (Vodafone)
Volvo	Tofaş	Proton
Arcelik	Profilo	Sanyo
Cappy	Tamek	Meyöz
Garanti	Vakıfbank	Ziraat Bankası
Prima	Can Bebe	Pedo
Lipton	Doğuş	Oba

Table.1. 2. Borca, Brand leagues in Turkey

As we see from the table, in the first league most of them foreign brands. It means, those brands know very well what to do, and also they are the strongest brands in the world. Thus it is acceptable that they are in the first positions (Borca, 2002, p.40).

In consumption culture, products and brands are status symbols, and short way for whom looking for its social status to position. In May 1989, Financial Times reported that,

there is a few countries who can compete with Turkey about brand passion. It's possible too see the social status difference by brand consumption (Uztuğ, 2003, p.254).

1.9. Branding in Kyrgyzstan

During the Soviet Union period people had high passion for foreign products to use. Because of ideological rules, all people had to use same products. There were no brands that could differentiate people from each other, all the industries and services controlled and products manufactured by the government.

As *Al Ries* and *Laura Ries* says some of the marketplaces are filled with line extensions in area where they are not needed and is starved for new brands in areas where they are needed. Today, Kyrgyzstan is also luck of local production. The market is fulfilled by global brands. On the other hand it's better for domestic manufacturers to develop their products or brands. Because, many native entrepreneurs not familiar enough with the market economics and branding. Nevermore, day by day middle sized enterprises by exporting their products to other countries developing their business. But, still there is luck of knowledge about branding and a few companies trying to build a brand and leverage it abroad.

Many of the well known domestic companies are fielding a wide variety of products under the same brand name. And, most of them based on short-term sales. *Azamat Maksudunov* states that, in the transition economies, especially in Kyrgyzstan, companies run business as product and short-term oriented concepts. Thus, short-term marketing concept can be seen more in the less developed counties (*Maksudinow, 2007, p.42*).

Local advertising, public relations and marketing consultant providers do not have necessary knowledge and skill to serve with unique succesfull branding strategies. Most of them focused on visial advertising.

Generally, people give a value for brands by comparing the other existing alternative products. Kyrgyzstan and other Asian countries are good chance to develop a brand for entrepreneurs who can't drive their business in their own countries by reason of high competition. Most of the Turkish manufacturers and companies built and leveraged their brands by using this advantage in Kyrgyzstan.

2. BRAND IDENTITY POSITIONING

2.1. Brand Identity

Alina Wheeler explains a brand identity as a visual and verbal expression of a brand. As tangible elements, that people can see it, touch it, hold it, hear it and watch it to move, brand identity supports, expresses, communicates, synthesizes, and visualizes the brand (Wheeler, 2003, p.4).

Paul Goldstein explains: “In order to steer the brand in the right direction, a written and agreed “brand identity” is needed. Brand identity provides direction, purpose and meaning for the brand, and it is central to a brand’s strategic vision.” (Goldstein, 1999).

Martin Lindstrom believes, as much as brand identity is strong as much as it will be personified and it will be less product oriented (Lindstrom, 2005). For example, Benetton brand identity built so successfully that associated the brand by just a few colors, colorful objects or other element of brand that used in advertisements.

2.1.1. Brand Identity Characteristics

Alina Wheeler notes: “The best brand identity systems are memorable, authentic, meaningful, differentiated, sustainable, flexible, and have value. Recognition becomes immediate across cultures and customs” (Wheeler, 2003, p.5). She defined the characteristics of brand identity as follow:

- *Vision:* New ideas, enterprises, products, foundation and services are created by individuals who have the ability to imagine what others can’t see, and tenacity to deliver what they believe is possible. The challenge to the designer is to translate that vision into a tangible expression and visual language that resonates with all stakeholders.

- *Meaning:* Meaning inspires the creative process because it is an idea that is conveyed through a symbol, a word, or an action. It’s DNA of brand identity, where form is imbued with rationale and signed deeper meaning.

- *Authenticity:* The brand identity must be an authentic expression of an organization-its unique vision, goals, values, voice, and personality. The design must be appropriate to the company, its target market, and the business sector in which it operates.

- *Differentiation:* Brandmark must be created as unique symbol that differentiate the brand from others. Because, targeted markets are filled with brands that compete in the same categories. Differentiation is indispensable strategy between tremendous product choices.

- *Sustainability:* Most of the strong brands have consistent brand image and brand identity in its all steps of production and communication processes. Sustainability is the inherent ability of an identity to have longevity. Thus, trademarks have to be constant that people can easily recognize them.

- *Coherence:* Coherence is the quality that implies that all the pieces together in a way feel seamless to the customer.

- *Flexibility:* An identity must continuously demonstrate an inherent flexibility. Stellar programs easily adapt to a broad range of marketing and communications applications over time to achieve sustainability.

- *Commitment:* A good identity is not enough itself to built strong brand. It's important to have a commitment to quality and to seizing every opportunity to grow their brand.

- *Value:* The main purpose of branding is to create a value. The best brand identities are the most public and widely communicated symbols of that value.

2.1.2. Brand identity fundamentals

Alina Wheeler cited following fundamentals of brand identity (Wheeler, 2003, p.2):

- *Brand strategy:* Brand strategy builds on a vision, is aligned with business strategy, emerges from a company's history and culture, reflect an in-depth understanding of the customer's needs and perceptions. The brand strategy defines positioning, differentiation, the competitive advantage, and a unique value proposition.

- *Positioning:* As Jack Trout and Steve Rivkin defines “positioning” not as what do to the product, but what do to the mind (Trout& Rivkin, 1995). In other words, successful brands created in the minds.

- *Brand architecture:* Brand architecture refers to the hierarchy of brands within a single company. It is the interrelationship of the parent company, subsidiary companies, products, and services.

- *Names:* Names must be meaningful, memorable, future-oriented, protectable, positive and sightly.

- *Taglines:* The tagline is a short phrase that captures a company’s brand essence, personality, and positioning, and distinguishes it from its competitors.

- *Wordmark:* A standardized graphic representation of the name of a company, institution, or product name used in order to identify and to brand.

2.2. Brand Positioning

The number of products as and services increasing, as competition creates infinite choices, as companies merge into faceless monoliths, differentiation is imperative (Wheeler, 2003, p.2). Brand positioning is to create differentiated value that coherent with brand identity elements in the customers mind. On this head, with providing the brand awareness, positioning defines which “identity” and “personality” will be associated with the brand (Uztug, 2003, p.71-72).

Kevin Lane Keller notes: “Positioning is all about identifying the optimal location of a brand and its competitors in the minds of consumers to maximize potential benefit to the firm. A good brand positioning helps to guide marketing strategy by clarifying what a brand is all about, how is unique and how it is similar to competitive brands, and why consumers should purchase and use the brand.” (Keller, 2003)

2.2.1. Positioning Concept

First time positioning concept was used by Jack Trout in his article “Positioning is a game people play in today’s me-too market-place” for *Industrial Marketing* magazine in 1969 (Trout& Rivkin, 1995).

Founder and President of Trout&Partners Baris Topkaya says: “Positioning concept which became a classic and core of the marketing, is most important subject in branding” (Topkaya, 2003, p.19). In marketing, positioning defines the target audience. In other words, positioning strategy shows which market the brand targets. At the beginning of the branding (positioning or repositioning) it’s important to define for whom does company talk to.

2.3. Positioning Strategies

In branding, positioning is more than those mentioned above. According to Jack Trout, brand positioning is to locate the brand in the customers mind. He defines eight strategies of brand positioning (Trout, 2004).

- **Strategy is all about survival.** Good strategy is about survival between tyranny of choices and strong competitor environment. By the day, product and service number is getting more and more. If customers don’t have any idea exactly which brand to buy, they are spending more time in the supermarkets or markets to choose a product between too many alternatives. In order to be most-preferred Jack Trout emphasizes on simple and continuous strategy. Customers have to think about the product or service before entering to the market. This is the successful strategy and brand that positioned in their minds.

- **Strategy is all about perceptions.** Differentiation of the brand from other competitors is the important strategy in branding. As Jack Trout notes, its about to take right position against the rivals. He explained five important items in his book *The New Positioning: The Latest on the World #1 Business Strategy*, to understand the positioning very well and to be successful in business.

Minds are limited. People cannot store all the information which received. According to psychologists %80 of these information will not be stored in the minds for a long time.

Between high amount of information people are selective. They are paying attention just for categories of information that they are interested in. Jack Trout believes that: “If people think you have got an important message to convey, generally they will open their eyes or ears long enough to absorb what you have got to say”.

Minds hate confusion. Nowadays, in information society, oversimplified and obvious messages are important for successful branding. In this over communication society, people are blocking out more and more information, as a self-defense mechanism against the rising tide of information, unless, if you can successfully position your product.

As Jack Trout and Steve Rivkin state, the best way really to enter minds that hate complexity and confusion is to oversimplify brand’s message.

Minds are insecure. Most of the people buy what others buy. Jack Trout states that “Things that a lot of people are doing are right” opinion is general reason of this behavior.

This how sport clubs creating their fan clubs. Noell-Neuman in his Spiral of Silence Theory addresses these assertions: (West & Turner, 2004, p.412)

- Society threatens deviant individuals with isolation; fear of isolation is persuasive.
- This fear of isolation causes individuals to try to assess the climate of opinion at all times.
- Public behavior is affected by public opinion assessment.

Minds don’t change. There are too many examples of brands which spend a lot of money in order to change minds in the marketplace and faces with unexpected result.

Coca-Cola failed when they tried to offer new product. Coca-Cola blew both prestige and money in an effort to convince the market they had better thing than the Real Thing. No one bought their New Coke. (Trout& Steve, 1995, p.34)

As Coca-Cola did, too many companies experienced after long efforts to change the brand image or itself. As Jack Trout states, it’s impossible to change minds with 30-second commercial add.

Minds can lose focus. Most of the big brands were clearly perceived by their customers. The customers already have an idea what brands were all about. Some of the brands look at the brand economic point of view, and tries to expand the brand. But, this product or brand line extensions cause loss of focus. As much as you lose focus, as much your brand will become weak. In other words, trying to be everything damages the core brand.

This is the lesson of Levi's that how successfully made line extension by identifying the new category with different name. While the jeans division concentrated on what it did best, making denim jeans, Levi's Menswear Division developed a new brand called Dockers (Trout& Steve, 1995, p.46-47).

- **Strategy is all about being different.** Jack Trout and Steve Rivkin in their book *Differentiate or Die* note "If you are advertising a product, you ought to give the consumer a reason to choose that product". Brand needs to talk about its difference from others. If, in the past products mostly differentiated by its physical characteristics, today it's more than quality and other physical characteristics. Ferruz Uztug also agree with it and says: "In today's market, there is no big difference between products. In this case, differentiating tool is a brand, and this differentiating idea must be acceptable, realistic and appropriate with people's thoughts and livings" (Uztuğ, 2003, p.21).

- **Strategy is all about competition.** Today, to drive a business is not about the good product or good service, its about battle. Jack Trout explains the importance of competition by this example: In the National Football League skillful and best 11 players can lose against worse 12 players. As in the war, it's important to learn rival's strong and weak points in order to plan successful tactics or strategies.

- **Strategy is all about specialization.** In today's market, even the small entrepreneurs have advantage to compete against big companies by specializing themselves in one area. Customers or target groups choose the experts in that field of business categories. If the specialized brand tries to extend the brand, it will lose its expert image in the customers mind.

- **Strategy is all about simplicity.** As is known, minds hate confusion. Successful business also needs to use obvious and simple kind of communication. In 1998, Pepsi introduced a new cola called Pepsi One. But Pepsi One product failed because of poorly defined positioning. Consumers could not get clear enough that what Pepsi One is and how it's differentiated from other drinks. After they changed the slogan into "True cola taste. One calorie", Pepsi had achieved a mere 0.8 percent market share in the carbonate soft drinks category (Keller, 2003,).

- **Strategy is all about leadership.** Jack Trout and Steve Rivkin mention, "Human tends to equate "bigness" with success, status, and leadership". Thus leadership is most powerful way to differentiate a brand.

Brand world is first and seconds' world. (Borca, 2002) Al Ries and Laura Ries states: "When you don't have a leading brand, your best strategy is to create a new category in which you can claim leadership". (Al& Laura Ries, 1998)

- **Strategy is all about reality.** Companies or brands need to act according to market realities. Most of them fail in business by wrong expansion trap. Al and Laura Ries signify that the power of a brand is inversely proportional to its scope (Al& Laura Ries, 1998).

2.4. Brand Identity and Positioning in Sport

As in the other industries, sport clubs also positioned and differentiated by names, club logos, colors, slogans, corporate cultures, fans, economic powers, regions, ideology, football team, playing styles and etc.

Brown and Wash gives Barcelana Football Club example for sport brands identity: "Closed down twice by the military for its Catalan, as opposed to Castilian or spanish identity, Barca is a symbol of Catalan "national" pride: under Franco's attempts to "unify" spain the Nou Camp was one of the places that Catalans political value in its local context which is unique." (Brown & Walsh, 2001, p.94). Namely, owners or managers try to identify their companies from others by using their free liberty action in managerial and implementation decisions within in the framework of of the company missions and purposes (Kırdar, 2007, p.7).

As Kahle and Riley state, team identification is not for the team branded image, but also serves the equities of players, broadcasters, and team sponsors (Kahle & Riley, 2004, p.275). Most of the companies make sponsorship contracts with the clubs that suits with company identities. Traditionally, Opel cars were considered unimaginative, boring but reliable; the association with Bayern Munich and these outstanding tennis players is mean to generate an image of a dynamic, innovative, and successful car producers (Armstrong& Giulinanotti, 1999, p.52).

3. SPORT CLUBS AND FOOTBALL

3.1. Sport

Sport is an activity that requires physical exertion and competition within the framework of the fixed rules. It occupies the: special areas where usually done this activity; people who are engage themselves, lay out physical effort and skill; spectators who enjoy from this activity and motivate their favorite sportsman or teams; organizations that regulate this activity and turn into entertainment.

According to Dieter Voigt the origin of the word sport is derived from Latin. 11th century "Sport" comes into English from the old French *desport* meaning "leisure". In English sport impressed as to waste time, amusement, hobby and fun. From there outspread to all over the world. (Voigt, 1998, p.86)

Sport, as the most attractive entertainment with its unpredictable result and profit, is fastest growing industry in world. Advertising and sponsorship signage, sporting goods, magazines, books, and video games and ticket sales, licensed merchandise, event management, media broadcast rights are main revenue sources of sport industry that increasing day by day. And, the most valuable type of the sport industry is football.

3.2. Football as a sport

Football's importance, of course, is not only economic, but also social and cultural. The level of interest is reflected not only by the several million people who attend matches in person each season, but also by the million more who watch matches on television and follow its fortunes through coverage in the media. (Dobson& Goddard, 2001)

The objective of the Football for Hope movement is to bring together, support, advise and strengthen sustainable social and human development programs in the areas of peace promotion, children's rights & education, health promotion, anti-discrimination & social integration, and the environment. FIFA President Blatter emphasized the creative and connective functions of football and states: "In green grounds, have nots, the rich people and representatives of all nations playing in equal levels." (www.fifa.com)

As Dobson and Goddard states, at grassroots level, football's popularity as a participant sport generates benefits for the health of the population. At the highest level, international or European success generates intangible benefits for the nation in the form of prestige and goodwill (Dobson& Goddard, 2001, p.XV).

3.3. History and Development of Football

In history there were too many nations all around the world that played games resemble like a football. The first of them dates back to the second and third centuries BC in China.

The Chinese game of CuJu was played during neolithic times (Armstrong & Giluiianotti, p.3). The Han Dynasty forebear of football was called Tsu' Chu (it was originated in the Shandong Province of Linzi) and it consisted of kicking a leather ball filled with feathers and hair through an opening, measuring only 30-40cm in width, into a small net fixed onto long bamboo canes (www.fifa.com) Chinese Emperor Huang-Ti, ordered to play Tsu' Chu for military as an exercise in 2697s BC. (Kirdar, 2007, p.18)

Armstrong & Giluiianotti notes: "The indigenous peoples of North and Central America played ball games as sport of their fertility rites. In medieval Europe, French peasants practiced the violent ball game of soule; the Florantine Renaissance men performed calcio; the Scots and English played various "folk football" games in towns villages." (Armstrong & Giluiianotti, 1999, p.3).

The modern game of association football originated in the English public schools during the middle of the nineteenth century. In fact in England people started to play football in 12th century. This game, which played by aimless and crowded groups of people, was forbidden for six hundred years by Kings. In 1860s, in Cambridge University school representatives modified definite rules of the game. In the same year, these rules implemented for school leagues. The world's first club Nottingham County was established in 1862 in England (Kirdar, 2007, p.19).

After 1863s, football opened out from the British Isles. Many workforce of companies was sent from Britain to another countries. By the outbreak of the First World War, football had secured its position as the global game for the twentieth century. British sailors, educationalists, traders and workmen brought it to all corners of the world (Armstrong & Giluiianotti, 1999, p.3).

After Second World War II, cinema and, television grew. These achievements influenced on sport industry that increased the revenues. After this period, football became more than the weekly activities that engaged people watch. Including with its scenes (stadiums), actors (footballers), work of art (matches), magazines (news about private life) and dreams (to be star) it turned into big tremendous entertainment (Kırdar, 2007, p.10).

As Harald Dolles and Sten Soderman states, today the objectives of the vast majority of professional football clubs in Europe include both promoting football as a sporting activity and running a business. Many clubs also include broader community objectives in their list of objectives. Beside the financial contribution, football is used as most affective way of promoting the countries, cities and cultures.

3.4. Football in Turkey

Turkey is the country where football passion is extremely high. This kind of sport is nearly part of life for citizens. Can Kozanoğlu defines the football in Turkey by asking this question: “Can another place be found where intellectuals, workers, peasants, ‘yuppies’, the rich and the poor, power elites and ordinary people spend so much time engrossed in football, and where around significant fixtures the whole country speaks only of football for days?” (Kozanoğlu, 1999, p.117).

Football was brought to Turkey in the latter decades of the 19th century by English merchants who played the game informally on the meadows of Istanbul and Izmir. The first Turkish team was established in 1901 with an English name-the Black Stockings (Kozanoğlu, 1999, p.117). In 1901 two Englishmen living in Istanbul, James Lafontaine and Horace Armitage, founded Kadikoy Football Club consisting of Greek and English players (www.galatasaray.org). The match was played between this team and the team formed by

Greeks at Papazın Çayı (literally Priest's Meadow) in 1901 was the first match played by a Turkish team (www.tff.org.tr).

Can Kozanoğlu states: “In the decade 1905-15, Turkish teams began to establish themselves; Galatasaray, Fenerbahçe, Beykoz, Vefa and Besiktas in Istanbul, and Karsiyaka and Altay in Izmir. Towards the end of Ottoman state in 1918 with Istanbul under the military occupation of the Allies, Turkish victories (particularly those of Fenerbahçe and Galatasaray) against British forces teams helped popularize the game among Turkish people. Particularly notable was the establishment, in 1923, of the Turkish Republic and the establishment of the Turkish Football Federation and football league competitions in Ankara and Izmir.” (Kozanoğlu, 1999).

Turkey applied to FIFA for membership and became FIFA's 26th member on 21 May 1923 (www.tff.org.tr). A Turkish national team played its first ever game (against Romania) and by the 1930s football had become Turkey's most popular sporting attraction (Kozanoğlu, 1999).

As a FIFA member, the Turkish National Team played their first international match against Romania at the Istanbul Taksim Stadium on 26 October 1923, only three days before the Republic of Turkey was declared. The match ended with a 2-2 draw. Later, Billy Hunter of Scotland was hired to prepare the Turkish National Team for the 1924 Paris Olympic Games. Hunter was the first coach to introduce Turkish footballers to modern football and train them systematically (www.tff.org.tr). Turkish sport and football clubs could not be successful with their own sport-football knowledge. This condition forced Turkish clubs to follow strangers (Sert, 2000).

Footballers started to play football as a professional at the late 1940's, after their status recognized officially in 1959. From then on players began to attain the status of republic heroes, attendances at matches grew and Turkish players were in demand from European teams (Kozanoğlu, 1999). Mahmut Sert note that social change 1950s, influenced in football development too. In September 1951, Football Federation officially accepted the professionalism in football and 1951-1952 was structured three professional leagues in Istanbul, Ankara and Izmir (Sert, 2000).

Most of the big strong Turkish clubs (Fenerbahce, Galatasaray and Besiktas) preferred to employ foreign coaches. Despite the high interest in football both national and club teams were not successful in international competitions. After Jupp Derwall's arrival to Galatasaray, who turned the team playing football into with a certain system, in Turkey was one of the indicators showing that something were about to change (www.tff.org.tr).

Through the 1980's, Turkey experienced very rapid economic, social and cultural changes under the political aegis of the New Right.

Can Kozanoglu notes: "Perhaps the clearest reflection of the Turkish national identity in football emerges in the attitude towards Europe. The pressure to prove itself against the West, the desire to be accepted by the West is clear "national" charactersitic of Turkish football." (Kozanoğlu, 1999, p.121).

The restructuring in world football industry influenced also the Turkish teams to restructure and to increase financial sources. In 1989, Malatyaspor was the first team which established Malatayaspor A.Ş. and developed the football branch to that commercialized company (Kırdar, 2007, p.13).

Turkish National Team Coach Fatih Terim says: "Turkey is a footballing nation in every way. The approach, love and passion for this sport are empowered by the young people of our country. Football goes beyond entertainment and has become a passion for our country. Clubs are growing financially and the footballing economy is on the rise as well." (www.fifa.com). Turkey has a big advantage and opportunities in this area. It has important sport clubs that known world-wide and succeeded in international competitions. These are the sport club brands as Galatasaray, Fenerbahçe, and Beşiktaş. Trabzonspor and Kayserispor are also developing teams which making an important contribution for Turkey image. Generally, for all the Turkish clubs, the main purpose is to promote the country, and to be winner in the international competitions.

3.5. Football in Kyrgyzstan

In history, Kyrgyz nation was nomadic society. Kyrgyz people attached more importance to horse and traditional horse-riding sports and wrestling. These games have been

played especially in weddings and festivals. After joining to the USSR, people started to play also other games like football, and established new sport clubs for reserve soldiers and other people to make exercise (www.ffkr.kg).

3.5.1. Kyrgyz football during the USSR

First football match in Kyrgyzstan was played in 12 March in 1921. The match played between Bishkek city team and team from Verniy (Anikin,1999).

In 1925, in Kyrgyz SSR sports clubs number increased to 26, and more than 1200 people was exercising in these places. Other Russian Soviet Federative Socialist Republic cities and Czech community “Intergel’po” were supporting to develop sport in Kyrgyzstan (Kyrgyzskaya SSR, Ensiklopediya, 1981, p.5). Until the official league started, most of the teams used to play friendly matches for about one decade.

Official First Championship Kyrgyz SSR in Kyrgyzstan started in 1936. 10 teams participated to this competition and champion of this league was the team of students from Pedagogy Institute. At the same year, first football clubs like “Spartak”, “Dinamo” and “Buravestnik” played friendly matches with other countries city teams. After a few years in 1940s, organized first official matches of USSR Cup. But Kyrgyz SSR Cup winner “Dinamo” lost against team from Harkov (Anikin, 1999).

At the middle of the twentieth century, just after the Second World War, a few teams from Kyrgyzstan (“Trudovie Rezervi”, “Iskra”, “Shahter” – Osh, “Alay” and “Spartak” teams) tried to run up to USSR Leagues. Among other skillful teams from Russia and others, it was too difficult to win the cup. However first success against stranger teams gained by the “Trudovie Rezervi”, that they finished the USSR Championship in the second place.

In 1960, a new period started for Kyrgyz football. Kyrgyz SSR representative team “Spartak” renamed as an “Alga”. “Alga” first time in Kyrgyz football run up to Division “A”. After one decade, new professional coach of USSR Artem Grigorevich, paid attention to local young football players (V. Anikin, 2006, p-9-10). Most probably, it was an important contribution to Kyrgyz SSR national team. In 1972, Junior National Team was second in the USSR Championship.

The successful performance of “Alga” in the USSR leagues attracted thousands of fans in Kyrgyzstan as the glory of Kyrgyz SSR. Most of the Kyrgyz fans know well about the legendary players like Almaz Chokmorov, and professional coach Boris Podkaritov from “Alga”.

By the twenty first century, a few clubs being more modernized than before. In the past most of the sport clubs denominated with similar names like “Dinamo”, “Spartak” or long names like “SKA PVO”. All the teams are regulated and established by the government agencies, organizations, armies, or other industries. In Soviet Union period, football industry was a result of government and workers initiatives. But, today, a few football fan businessmen and football players who really love football took the initiative to develop this industry in Kyrgyzstan.

Minister of Defence of the Kyrgyz Republic and President of the SKA PVO Sport Club, Esen Topoev says: “Sport and serve in army are interconnected concepts. Thus in Kyrgyz armies we make much of sports. Despite limited financial opportunities, our Ministry of Defence consider important sports like football, volleyball, handball and other kinds of big sport” (Anikin, 2001, p.4).

Even, the deep social and economic changes and problems could not disincline the fans from football in Kyrgyzstan. Thus, with the concerted efforts, Kyrgyzstan can solve financial problems, coach talented young players and turn back the fans to the stadiums. In order to work out these problems, Kyrgyzstan needs well educated and extraordinary thinking real patriots who popularize the football against bad habits like drug addict and others (Anikin, 1999).

3.6. Commercialization of Football

As it is known, today sport is also most popular and one of the biggest global industry. In parallel with globalization, its attracting more and more spectator all over the world.

Abram Sauer notes about popularity of football and World Cup: “An estimated 578 million people watched each televised game of the 1998 World Cup in France. Compare that to the one-time 72 million (Nielsen rated) who watched the opening ceremonies to the 2002

Winter Olympics (an all-time high) or the now laughable, 20-odd million (Nielsen-rated) who watched the sixth game of the 1980 Major League Baseball World Series (the most-ever watched baseball game).” (*Fifa goal*, Abram Sauer). These statistical information shows that, football is more popular than any other sports in the world.

First time in the world, British football clubs started drive business as an enterprise. After 1991, Manchester United, Arsenal, Celtics and Tottenham Hotspurs established as commercial corporations in different sizes, and they are pioneer of this industry (Kırdar, 2007, p.14).

Harald Dolles and Sten Soderman notes, “A professional soccer club (European football or henceforth football) in a league from a smaller country is like a small commercial or medium-sized enterprise (SME) in terms of turnover and number of employees. The big difference is the image and general acknowledgement of such a club, which has fans and members of extraordinary loyalty. The image leads to special exposure and the club will therefore be closely examined by the fans in way which seldom or never is the case for an ordinary small company. The team, players and trainers are always monitored or “accountable everyday to the fans” (Dolles & Soderman, 2005, p.5). Thus, transparency of the club is important to successfully communicate with its fans and other target groups.

While other industries and organizations make efforts to promote themselves in today’s competitive markets, contrary to this football clubs used as promotional tools for those advertisers. But, not all the clubs could use these advantages in football industry.

Like ordinary SMEs, football clubs are strongly dependent on a qualified management. However, football clubs have been managed in the past by the volunteering enthusiasts associated with poor management. The success or failure of football clubs nowadays is the result of a professional or a less competent management although in the football business it is not always clear who really is the management (Dolles & Soderman, 2005, p.5). After buying the Chelsea, owner of the club Abramovich, transferred one of the successful chief of the Manchester United, Peter Kenyon to increase marketing and sporting competitiveness of the club.

3.6.1. Products of football

Keegan and Green define product as a good, service, or idea with tangible and/ or intangible attributes that collectively create value for a buyer or user. (Keegan & Green, 2005, p.329)

In order to compete and carry on their activity, football clubs also need to profitable business. (Kirdar, 2007) Especially European best football clubs' successes are about their effective marketing and branding strategies. These clubs trying to drive their business not only in their native countries, but also looking for markets from rest of the world to attain more revenue.

Progressively, top sport clubs have strongly expanded the range of commercial features, merchandizing and facilities on offer to supporters and expanded the range and scope of their commercial operations. (AIB, 2005)

According to Harald Dolles and Sten Soderman football evokes more than services, experiences and entertainment. Its really hard to identify the product, even football managers have difficulties clearly identifying it. Harald Dolles and Sten Soderman consider the following "offerings": (A)team (i.e. top performance team); (B) sporting competitions (i.e. league structures); (C) organization (i.e. the club); (D) event and arena (i.e. the football game); stars (i.e. top players as assets); and (F) merchandise.

- **Team.** A sport team is a group of people including all players and managers who play a sport together against other groups. Paul Goldstein states: "Traditionally, clubs have only considered their core product, the team. This, after all, is the key revenue driver and the prime motive for supporting a club. It is the team that earns millions in sponsorship deals and gate receipts and it is the capability of the team that predominantly determines TV rights." (Paul Goldstein, 1999, p.10). Team success affects economical success of the club, better team loyalty and rise in product sales.

- **Sporting Competitions.** In most of the countries organized many kinds of competitions and leagues in order to determine the champion. This is the core product of football that attracts millions of people as an entertainment.

The month of football in Germany captivated not just the 3,359,439 spectators attending matches in the 12 magnificent stadiums (and Fan Fest millions) but also an estimated worldwide audience of more than 30 billion people. All looked on as a cast list incorporating 32 teams from Angola to the USA conspired to excite, enthral and occasionally exasperate during a 64-match, 147-goal marathon (www.fifa.com). Football as an entertainment leading more and more people in the world, expanding and developing day by day. Globalization and new technologies creating an opportunity to serve the matches outside the home country and to attract millions of spectators. At the present day, Turkish Super League teams play around 50 matches annually.

- **Organization.** Hosting a winning team has a dual meaning for professional sports organizations. Not only must the players on the sporting team able to give their utmost to the cause of winning, but the financial and organizational structure behind it must also work closely to ensure that its business goals will be achieved (Hamil, 1999).

- **Event and Arena.** A sporting event is produced and consumed by the spectators in the arena at the same time, mostly with a strong emotional commitment from the fans. In Turkey, sporting events especially football matches used as a product for long time. Almost all the televisions and other mass media have programs that analyzing the events for a long time, before and after the matches.

Such mediatized events affect even the stadium or arena they are attached to, attaining the power to transform ordinary places into special sites. Arenas of the top clubs represent the state of the art in sports-leisure multiplex architecture. They are equipped with the most sophisticated video and audio transmission technology and huge TV screens. (*AIB, 2005*)

- **Stars.** Dolles and Soderman states: “Players and their development are also of prime concern to football managers. Football clubs send out their scouts to discover young players in the region and to sign contracts with them, as some of them might later find their way to a professional team. For example, David Beckham first signed a trainee’s contract with Manchester United in 1991 and made his League debut in 1995, aged 19. In 2003, he signed contract with Real Madrid of Spain, potentially worth up to 35 million EUR.”

- **Merchandise.** Football merchandise, means goods held for resale but not manufactured by the football club, such as flags and banners, scarves and caps, training gears, jerseys and fleeces, footballs, videos and DVDs, blankets and pillows, watches, lamps, tables, clocks and signs, etc.

In order to continue development and expansion, clubs need to contest in the international competitions. In these cases it's not easy to provide for the club this huge amount of necessary budget. It's obvious that, to solve this problem they will run other sources. Consequently clubs aim is to increase their revenues by founding companies in different areas. The main purpose of these activities is to turn club names and colors into revenue. (Kırdar, 2007)

3.6.2. Consumers of football

Football as a brand that producing above cited products, football clubs have their target audience. On this head, it's necessary to bring out who are their consumers. Football is much more than the matches and winning. As a versatile commercial corporations, Harald Dolles and Sten Soderman states that sport clubs adressing (1.) the spectators and supporters, (2.) the club members, (3.) the media, (4.) the sponsors and (5.) local communities.

- **Spectators and Supporters.** The high level of loyalty in football is differentiating the football from other conventional industries. In the other words, club fans are the main motivating and financially supporting consumers. According to Gary et al, fans may feel a strong sense of ownership (it's our club) of wishing to actively input into the club or of craving recognition for their loyalty.

- **Club members.** The football club as a host of their teams wants to have stock of members which certainly requires an iterative approach between the product and the customer. Such approaches are covered in the vast literature on "interactive marketing" and on "customer driven product development"

Harald Dolles and Sten Soderman define two distinct groups, by focusing on club members who "buy football" through its membership: *active members* who make an exercise and play football on team, and other *passive members* who support their favourite team.

- **Media.** The importance of football for the media business can be seen in the increasing amounts of money paid for broadcast rights to the national league or to events like the FIFA World Cup, as well as the growth in the number of sports-oriented radio talk shows and sports oriented TV networks. This may be result in strange outcomes such as in the Italian league, where there are often empty stands in the stadium, but the media is still willing to pay a lot for broadcasting.

SFX Europe's group managing director Jon Holmes says: "It's very important to have successful communication skill with media. How to present and express himself... conceive the system inside... Because branding is created by using media in order to target larger mass." in his interview for Marketing Turkiye magazine.

- **Sponsors.** A large size of fan base of the sport clubs is attractive aspect to sponsor. Masteralaxis et al. states, those sport organizations that can be best meet the needs and objectives of companies, and deliver on their promises, will be the ones that are most successful in attracting and retaining sponsorship partners. (Masteralxis et al, 2005)

- **Local Communities.** The Japanese professional football (J-League) started with a clear belief that the only way to get the general public support which the league needed in the beginning was to create a true "home-town" system with a close mutual commitment between the football club and the local people.

According to Harald Dolles and Sten Soderman football is firmly rooted in the local setting and a vital part of the cultural and social make-up of local communities, and as a result community funds or pooled resources could be justifiably spent to keep those clubs in business.

3.7. Brand Loyalty in Football

Generally, football fans', who are becoming one of them main financial resource, aim is to be involved with their favourite football club. In order to utilize an opportunity, clubs need communicate successfully with fans, and understand the characteristics and demands of the target groups.

Supporters may be split by their differing value to the club, their differing loyalty, their differing psychological and physical needs from the club and their geo-demographic characteristics. Hunt et al. suggest a number types of sports fans, albeit from US perspective. (AIB, 2005)

- *The temporary fan:* A fan for a specific period who reverts back to normal patterns of behaviour.
- *The local fan:* This fan's motivation for supporting a sports team, event or player is geographically based, suggesting that if this person moved to another area then the original identification with the team would significantly reduce.
- *The devoted fans:* Remains loyal to the team despite time or geographical boundaries.
- *Fanatical fans:* Allmost obsessive type of support of a team or individual, but where at least one aspect of their lives provides identification that is stronger than being a fan. According to Gary et al, fanatical fans also split into two main groups, those who had a strong identification with the club itself (club lovers) and those with a deep passion for football generally (football lovers).
- *Dysfunctional fans:* Those individual who gain their main source of self identification from their object of support. Hooligans reside in this category.

Harald Dolles and Sten Soderman propose two different fans by introducing the international dimension: (1.) local fans and (2.) international fans. While strongest clubs target the both local and international fans, in the other side some of them targets just local fans. As those big clubs maintain their success in the international arena, both local and international fans continue to support them.

Most of the young fans start to attach choose their favourite club at 13-15 ages. (Dolles & Soderman, 2005) Türkiye Gazetesi Sport Writer Emre Bol in his interview to Sports Marketing journal states that, children between ages 8-12, choose their favourite team which is successful in that period. In 2000, during the successful period of Galatasaray when the club

won UEFA Cup, number of Galatasaray fans increased. But, today this advantage belongs to Fenerbahce (Sports Marketing, p.53)

In the past, people used to tell stories to their children about epics and heroes in history. But, nowadays, most of the parents tell story about matches, championships, and football players who have played in those important matches. Today, legend means football stars who saved the goals or scored goals in the important matches or the team which has been champion. Thus, by emotional story telling, football club loyalties are always ready to enhance the brand (football club).

Harald Dolles and Sten Soderman mention that the fans are of many different types. Many of them do not contribute financially since they don't buy any merchandise and only watch the matches on TV. Other fans buy everything from shirts to expensive items including transportation fares and tickets for far away matches and spend a lot of the time in the branded world. (Dolles & Soderman, 2005)

3.7.1. Football fans in Turkey

In Turkey almost all the team has its loyal fan groups. Turkish big club as Galatasaray, Fenerbahce and Besiktas fans established their independent fan groups as Ultraslan (Galatasaray), Genc Fenerbahceliler (Fenerbahce) and Charsy (Besiktas). These fan communities writing songs about their favourite club, figuring the stadiums with cartoons and slogans. These supporting images of fans, changing the match into carnival atmospheres.

One of the old Members of the Executive Board İbrahim Altınsay told about Besiktas fan as follow: "One of the criterions of building successful brand is to create a community. We are already that unshakeable community consist of American, Asian, African, black, white, young, old, rich and poor people who feels the same feelings when our team scores. These fans do not buy Fenerbahce or Galatasaray shirts when they disapprove Besiktas shirts. They come to us and complain if products are poor quality or expensive." (Altınsay, 2003, p.46).

Football as a connective field, now, fans in Turkey trying to be more identified by their club that support. Thus, clubs need to be more transparent, need to express financial positions openly. (Kırdar, 2007)

4. GALATASARAY BRAND IDENTITY POSITIONING: CAN IT BE A MODEL FOR KYRGYZSTAN?

4.1. History of Galatasaray Sports Club

Galatasaray football club was established during the Ottoman Empire by Ali Sami Yen and 5th class students' initiative in Makteb-i Sultan-i (Galatasaray Lisesi) in 1905. In this period there were no laws for associations so the club could not be registered officially. In 1912, after the adoption of Law of Association, the club registered legally. (www.galatasaray.org)

Mahmut Sert notes, that “organic” connection between the club and students is still continuing. In Galatasaray's match of Turkish First League Championship in 1998-1999, fans putted up “Makteb-i Sultan-i” written banner. This is the same school tradition as in British Cambridge and Eton schools (Sert, 2000). Today, who are not from the school, embraced the club as their favourite team and personal identity. This is the result of pride of nation and success against stranger teams.

As it today, one of the Makteb-i Sultan-i's function was to bring up educated person for the government. Thus, to be fan of “Galatasaray” football team meant differentiating identity for students who study in this school. For other fans outside of the school, to support the club that brought up person for the government and educated the country governors, is perceived as “extraordinary fan” (Sert. 2000).

The founder of the Galatasaray Sports Club Ali Sami Yen noted: “Our aim is to play together like Englishmen, to have a color and a name and to beat the non - Turkish teams.” At the beginning, Galatasaray Sports Club colors were red and white, the colors of the today's Turkish flag. By the repression of that period administration, they had to change the colors into yellow and red. The research man Cem Atabeyoglu states that the club named as “Galatasaray” after the first winning match against Greek team where spectators called the team as “Lords of Galata Saray”. At the beginning, there were discussions about the clubs name, in which some suggested *Gloria* (victory) and others *Audace* (courage). The football club founders embraced “Galatsaray” and decided to give this name (www.galatasaray.org).

4.2. Globalization of the Galatasaray Sports Club

As founder Ali Sami Yen stated, the main purpose of the Galatasaray Sports Club was to be successful against non Turkish teams. They have beaten Greek and English teams in Turkey. Moreover, after 1911, Galatasaray started to present Turkey against stranger teams in international competitions.

1984-1988 year were important period since Galatasaray infrastructure was developed by the new German coach Jupp Derwall. In these years important contribution was made for the future of the Galatasaray Sports Club (www.galatasaray.org).

Up until now, the club's most successful period was at the end of 20th century. In 2000, Galatasaray won the UEFA Cup and European Super Cup. It was the first Turkish football team that brought a European trophy to Turkey and made a big contribution to the country's image as well. Also, this success contributed to self confidence of Turkish national team which took 3rd place in The World Cup.

Can Kozanoglu states: "The words 'football' and 'Europe', when combined, touch a sensitive nerve for Turkish society, because success on the football field were recurring at the same time as advance in public organizations at the European level... One slogan chanted incessantly at both international and European games symbolically explained many issues: 'Europe, Europe listen to us / These are the footsteps of the Turks'." (Kozanoğlu, 1999, p.121).

Perhaps the clearest reflection of Turkish national identity in football emerges in the attitude towards Europe. The pressure to prove itself against the West, the desire to be accepted by the West is a clear 'national' characteristic of Turkish football (Kozanoğlu, 1999, p.121).

According to these football characteristics of the nation, it's possible to say that, Galatasaray was right club, at the right time and right place. In other words, the club had a big chance to enhance its brand by successful positioning strategy and achievements.

Sports clubs international success on-field leverages club name and its products in local and global context. That means raise of club's brand awareness. Galatasaray is one of the successful football clubs against non Turkish teams, that promoting Turkey outside.

4.3. Commercialization of the Galatasaray Sports Club

Before 1990s, until the commercialization of the club, financial sources were just ticket sales and sponsorships. Today, these sources of income are increasing rapidly. Achievements in technology, creating global audience that attract huge amount of revenue from advertisers and sponsors.

Galatasaray Sportif Sınai ve Ticari Yatırımlar A.Ş. (Galatasaray Sportif) was established in November 1997 as a specialized marketing management company to oversee marketing operations of the Galatasaray brand. (www.galatasaray.org)

Football Economist Turgul Aksar says: "To be a local sport brand is not enough to gain sponsorship revenues. Important thing is to leverage the brand awareness and equity in a global scale. Thus the club can sell its shirts in Japan, Brazil and in the other countries." (Sports Marketing, p.21)

Between 1996 and 2000 Galatasaray Professional Football Team experienced phenomenal successes that surpassed anything comparable in Turkey. However, these achievements were not satisfactorily reflected in the Club's commercial revenue. As a result of this discrepancy a professional brand marketing company was established, enabling a more adequate commercial manifestation of the team's performance. (www.galatasaray.org)

CEO of German BBDO Consulting Udo Klein-Bolting states that, football clubs also had to be managed professionally. Since, today football clubs have to position themselves as strong brands more than before. Marketing efficiency is very important for the clubs, in order to use their potential and to be more attractive for potential partners and investors. (Sports Marketing, p.47)

As football clubs institutionalize and players become brands, almost all the part of the clubs, starting from shirts to stadiums turn into important advertising channels. And today, Galatasaray's key resources of income are media broadcasting rights (27.4 million dollars,

2007) and sponsorships (7.3 million dollars, 2007), also advertising revenue estimated as 3.9 million dollars in 2007. (www.galatasaray.org)

4.4. Research Problem

Nowadays, football industry represents a big share in the world market. Day by day, enlarging its market and getting more popular. Today, all the people agree that football is the most popular sport industry that attracts billions of people all over the world.

Football clubs and national teams always try to achieve better position in world football. These football organizations and clubs are not just the commercial enterprises that gain revenues, but also the most effective promotion tools of regions and the countries.

In Turkey, football is the most popular sphere where Turkish society set a high value on it. This interest is improving the football clubs position and raising the competition between them. Most of the football clubs in Turkey, became a challenger in the world competitions and enhancing the country's image and getting known brands of the country. One of them is Galatasaray Sport Club.

In order to build successful strong sport club, coherent and strategic positioning and brand identity is needed. Thus, most of the clubs which are aware of this, differentiated themselves by unique names, logos, slogans, colors, corporate culture, history, ideology which became holy for their supporters. This research examines Galatasaray Sports Clubs' football clubs brand identity positioning across the rival teams such Fenerbahce, Besiktas, Trabzonspor and others.

In Kyrgyzstan football is not as much popular as in Turkey. But, day by day, people showing more interest in this game. So, football clubs in Kyrgyzstan have much work to do in order to improve and to make the football industry useful for country's image. This research, by explicating the Galatasaray Sports Club, which made a big contribution to Turkey's image, intends to make contribution in promoting and building positive image about Kyrgyzstan through configuring football industry in the country.

The research looks for answers to following questions:

1. How has process of Galatasaray history evolved?
2. What is the image of Galatasaray in Turkish society?
3. What is the Galatasaray Sports Club identity?

4. How Galatasaray brand has been created?
5. What are the main factors of Galatasaray's achievements?
6. What kind of advantages Galatasaray's achievements has provided for the club?
7. What was the contribution of Galatasaray in promoting Turkey abroad?
8. What is the condition of football industry in Kyrgyzstan?
9. What is the role of football industry in promoting Kyrgyzstan abroad?

4.5. Importance of this research

In business, creating a strong brand, differentiate it from others and creating a brand loyalty is the most important strategy for long-term oriented companies. And, maybe sometimes unconsciously, but most of the sport clubs are successful industries. Thus, football clubs are not only the practicable examples for clubs, but also the best models for other industries.

As football is great financial resource and important tool of promoting the country, it is important to understand, how to build a strong club and to brand and to position it in the right way. Thus, more effective way is, to explore and gain a skill from the best football clubs models. Since Galatasaray Sports Club has a big success in national and international competitions, this research focuses on the Galatasaray Sports Club brand model to analyze the validity as a model for Kyrgyz football. Moreover, information and researches about branding, sports club branding and marketing are needed in Kyrgyzstan.

4.6. Research Methods

Both qualitative and quantitative methods are used in this exploratory research.

Sport articles, team documents, media articles and other type of documents were consulted for the purpose of this research.

In order to explore visual brand identity of Galatasaray, in-depth interview was made with the head of Ulkutay&Ulkutay Design Studio.

Face-to-face interviews, case analyses were carried out with sport journalists, club managers, executives from Kyrgyz Football Federation and football players.

Interview by telephone made with the head of the Giresunspor Fan Group, in order to discover Kyrgyzstan image abroad and contribution of the football to the countries image. One of the Kyrgyz football players joined to this club last year.

Kyrgyz football clubs, matches and stadiums were observed in Kyrgyzstan to analyze the validity of the Galatasaray brand model to the Kyrgyz football. Also, Galatasaray Store, and Ali Sami Yen were observed in Istanbul.

Online questionnaire survey carried in order to expose perceived Galatasaray brand identity and positioning. Randomly, 104 respondents who are both fans and the people who don't support the teams replied to the survey.

Questionnaire consists from self-administered questions posted to the web site. The link of the questionnaire was putted on the forums in Turkey, in order to increase the number of respondents.

Question types: 1 and 3 are simple-dichotomy questions; 2, 4, 5, 6, 8, 9, 10, 11, are determinant-choice questions; 7 and 12 are Likert scale questions; 13 and 14 are open ended questions.

Demographic characteristics of respondents are as follow:

- 88 (85%) men, 16 (15%) women;
- 26 (25%) under 20 years old, 65 (62%) between 21-30 years old, 13 (13 over 30 years old);
- 62 (60%) of the respondents live in Istanbul, 42 (40%) are from other cities of Turkey;
- While 6 (6%) of the respondents support Besiktas, 75 (72%) Galatasaray, 12 (12%) Fenerbahce, 2 (2%) Trabzonspor, 4 (4%) other teams, and 5 (5%) of them do not support team.

4.7. Findings

4.7.1. Contemporary Kyrgyz football

Since the independence of Kyrgyzstan, football industry has changed. Hereafter, league structures, club conditions and shapes has been changed. As USSR collapsed, independent countries started to establish their own leagues and tournaments.

Football Federation of Kyrgyz Republic founded in 1992, one year after independency. At the same year FFKR became temporary member of FIFA. After two years FFKR affiliated to FIFA and Asian Football Federation as a permanent member.

The President of Football Federation of Kyrgyz Republic Amangeldi Muraliev states that the national football team success depends on Kyrgyz football clubs performance. Thus, there is a big function for clubs in order to promote Kyrgyzstan.

Dordoi-Dinamo was the most important team that made big contribution to Kyrgyzstan image. By Winning the AFC President Cup they promoted our country to the rest of the world. Despite the huge amount of expenditure President of the Dordoi Association and Football Club Askar Salimbekov, as big a football fan is still making efforts to develop this industry in the country.

Through endeavour of trainers and supporters, this big game is developing in the country. The President of Dordoi Association Askar Salimbekov says: "I think, everybody must have passion, but not for casino, passion, in order to be inveterate fan." His association supports football and other sports as well.

Currently, FIFA supporting the Kyrgyz Football Federation in order to develop football industry in Kyrgyzstan. Presently more than forty thousands of young football players are training in junior clubs. Most of the footballers training and playing in the football clubs, because they love football (Anikin, 1999).

Presently, 2560 football players are playing in Kyrgyz Leagues. Because of the financial problems, most of the Kyrgyz league teams leaving the competitions. One of the best

footballers of Kyrgyzstan and Dordoi-Dinamo Valeriy Berezovskiy says: “There are a few clubs in Kyrgyzstan that can pay salary for the players. Others can not.”

Nowadays, the strongest Sport Clubs are Dordoi-Dinamo and Abdish-Ata. Two times AFC President Cup Winner Dordoi-Dinamo regulated and running as a hobby, Abdish-Ata as an entertainment, promotion and business.

First time in the Kyrgyz Republic Abdysh-Ata Football Club started to transfer their players for fees. They sold talented youths of club such as Emil Kenjersariyev (Kazakhstan), Anton Zemlyanuhin (Giresunspor). The Head of the Giresunspor Fan Group Suleyman Potur tells: “Before Anton’s arrival to Turkey, citizens of Giresun didn’t have too much information about Kyrgyzstan. After his 5 years contract signing and success in Giresunspor, all people started to search about him and Kyrgyzstan. Fans of the club opened special web sites for Anton as a favorite player of the club. This positive image about the young footballer is also image about the country. In other words, Anton is ambassador of Kyrgyzstan in our city.”

Abdysh Ata Football Club Manager Bahtiyar Salamov says: “As it is known, to promote the alcoholic drinks are restricted in Kyrgyzstan. Thus, with football industry we have opportunity to promote our brands.” Abdysh-Ata Company has five teams that named by their company product names.

Football is business that brings in millions of dollars. But you have to make an investment on youth for 10-20 years. They need too much investment for their tournaments, clothes, and other expenditures. But most people do not understand this in our country. Businessmen think that business is like a cow that feeds in the morning and gets milk in the evening. They prefer business that brings in profit shortly (Gaparov, 2000, p.9). Poor communication between sport clubs, firms, government and other organizations is needs to be solved in order to develop football industry. Under these conditions it’s obvious that, clubs need to create affective marketing and branding strategies to attract sponsors and fans.

Football fans in Kyrgyzstan

During USSR Kyrgyz clubs competed against other nations club. In these matches, most of the fans supported their favourite clubs like “Alga” and others as a pride of Kyrgyz

Republic. Manager of the Dordoi Football Club Murat Duyshenaliev says: “Stadiums are filled with around 10 000 fans and spectators only in national, international matches or in derby between Dordoi-Dinamo and Abdysh-Ata teams”. The Head of the Sport Department in “Shookum” Magazine Bolot Islamkulov argues: “Definitely, interest of the society in football will increase and this interest and involvement of the society will be main factor causing the growth the football industry in Kyrgyzstan.”

The President of Shoro Company and Football Club Shoro SKA Tabyldy Egemberdiev says: “Interest in football in Kyrgyzstan is increasing day by day. We have to coach youths.” By coaching the youth talents, Kyrgyzstan can develop this industry and quality of the matches. In this way, it’s possible to attract spectators and fans. As Murat Duyshenaliev states, spectators and fans are the main factor in gaining sponsorship revenue. Sponsor companies are not inclined to sign sponsorship contracts unless there is high interest in football matches.

As General Secretary of FFKR Kilichbek Berdibekov states, highly attractive football matches of world best football clubs, negatively affect on local football like in Kyrgyzstan. Those matches are broadcasted by professional media and directors. Football fans, who compare these two completely different qualities, losing interest in local league matches.

4.7.2. Galatasaray Brand Identity and Positioning

Galatasaray became one of the leading sports club in Turkey during its more than hundred years of history. With its sportive and management performance, the club successfully positioned itself in football industry and leveraged its brand name in a global scale. This successful brand identity and positioning of Galatasaray defined in three parts: brand as product; corporate brand; brand symbols of the club.

4.7.2.1. Galatasaray brand as product

Football clubs products' has distinctive shape and color that characterizes the brand personality and identifies from others. In these products clubs use their brand elements which carry out more than just a product, but a sentimental value.

Most of the people try to identify and express themselves by their favorite brands. Sport clubs' fans aim is also to express and identify themselves by supporting and buying their favorite club's products. In Turkey, these products sales rate depends on football team performance. If the club managed professionally, sportive performance generally turns into financial profit.

After the signing with Galatasaray Sportif A.Ş in 2002, the club started to produce product under the brand name of "Galatasaray". Galatasaray offering wide range of product types such men's, women's, children and baby clothing, shirts, household textiles and props, to satisfy fans' needs. Currently, Galatasaray Sports Club owns 27 "Galatasaray Stores" chain, 2 shop mobile truck, 1 mobile shop, 2 online shopping web-sites and 250 shopping points, where clubs' products are sold. Galatsaray's brand elements such as; yellow and red colors, and logo, exist almost in all these products.

Galatasaray football club as an unusual complex product with many attributes, currently generates revenue from granting licenses for the production and sale of items that contain the Club's name, image, emblem or logo, including brochures, posters, books, toys, games, computer games, balls, audiotapes and CDs, videos, textiles, garments, food, drinks and similar products.

Football clubs fans are so loyal to their teams that they do not prefer rival team products from the same city or country. This differentiation can be seen obviously from advertisements of sport newspaper “Fanatik”. Nevertheless, sometimes football fans may support or buy the other regions or countries’ club products which have the same brand identity with their own.

As it is known, in the other industries too many of the big companies, organizations or brands are failed with different kinds of reasons. But, sports clubs are like a live organisms that living hundreds of years by fans’ and other’s supports. Fans are becoming a loyalty to their club stores as much as their team is successful.

According to research result, more than 75% of the respondents who support Galatasaray, buy Galatasaray products at least once in a year. 20% of the respondents do shopping from Galatasaray Stores once in a week.

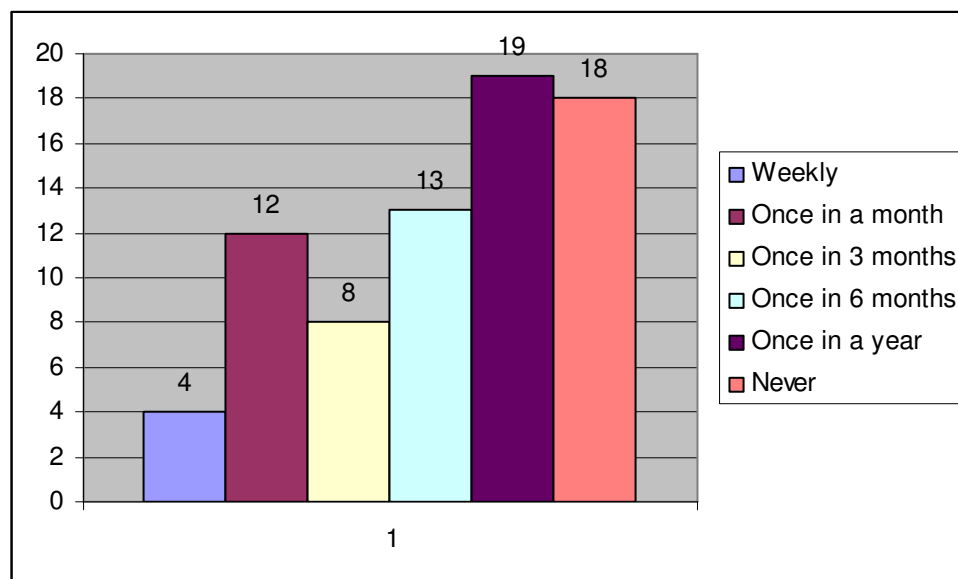


Figure.4.1. Galatasaray Products Purchase Rate

Galatasaray brand purchase motives. Most of the supporters want to be associated with success. Thus, generally fans buy the clubs products just after the important winning games. According to research, quality, design and variety of product, and international sportive success are important in purchasing the clubs products.

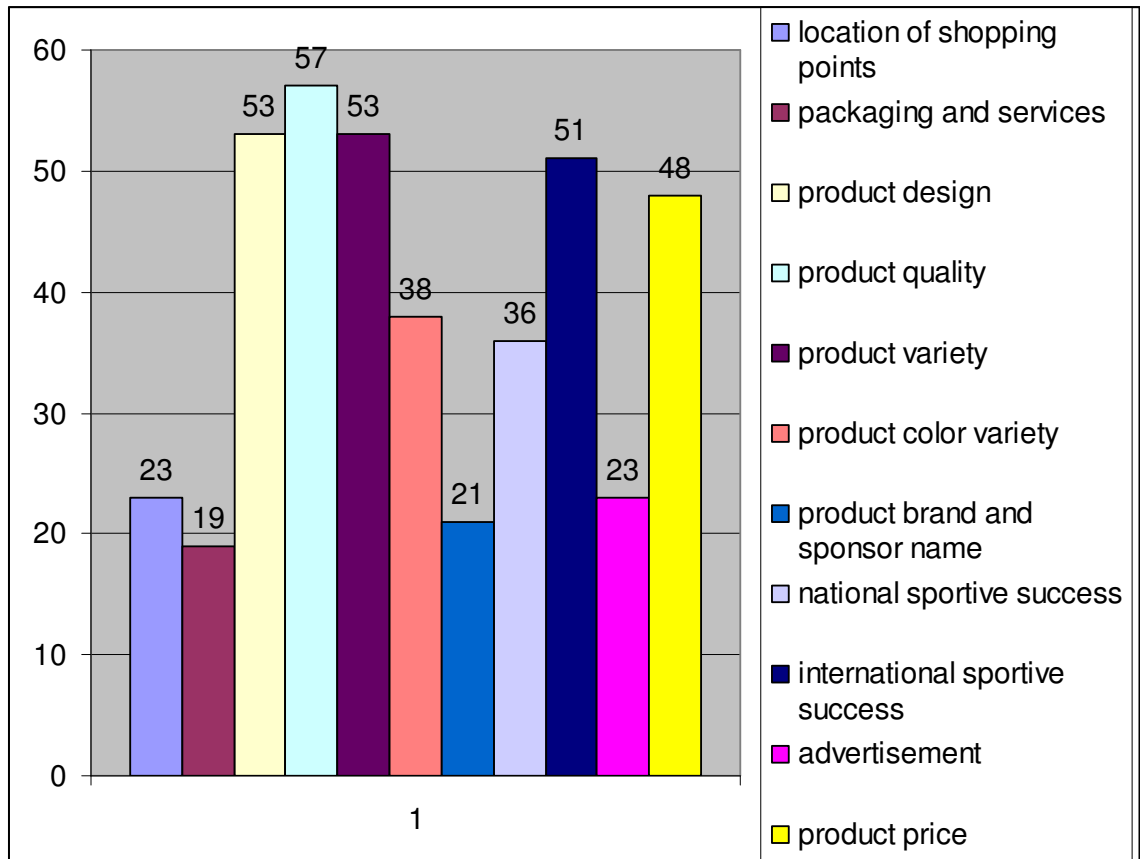


Figure.4.2. Galatasaray Products Purchase Motives

Owner of the Ulkutay&Ulkutay Design Studio Nejat Ulkutay says: “Galatasaray as a brand targets all the segment groups of public. Creating the subbrand (men, women, children and baby clothes) products will give more advantage to the brand. When the brand addresses children, brand itself is not enough to be successful. Thus we are offering both brand and brand character concept. Generally, most of the people associate mascot beside the brands, but what we are offering to Galatasaray products by creating family character is more than this.”

As Nejat Ulkutay states, family character will leverages and communicates the brand actively. The main messages of the Galatasaray brand will be given by created family character members (king, mother, child, sister, and baby lion) relations and conversations. He expresses that lion family brand character is more than corporate identity, and this brand project will give following advantages for Galatasaray:

- Effective way of communicating with children who are the most important target group in the future
- Opportunity to attract fans in an early ages
- Effectively communicates the purposed brand messages.
- Thus it will give more advantages for Public Relations departments by creating additional opportunities
- Opportunity to gain additional financial profit by holding a licence of brand characters

Today Galatasaray Sports Club is using some of these offered brand characters. The club should consider above cited advantages and by applying them to the whole brand project, Galatasaray can effectively differentiate itself from other rivals.

4.7.2.2. Galatasaray as corporate brand

In football, corporate culture, corporate image, club's ground and other range of activities impact upon the brand. It is the corporation defines the brand's personality of the club.

Four big football clubs in Turkey identifying their stores with different names, while Fenerbahce "Fenerium", Besiktas "Kartal Yuvasi" and Trabzonspor "TS Club", Galatasaray named its store as "Galatasaray Store". As we see, all the clubs tried to differentiate their stores from each other.

According to research most of the respondents expressed the Ali Sami Yen Stadium as a "hell, impressive, old and historical place".

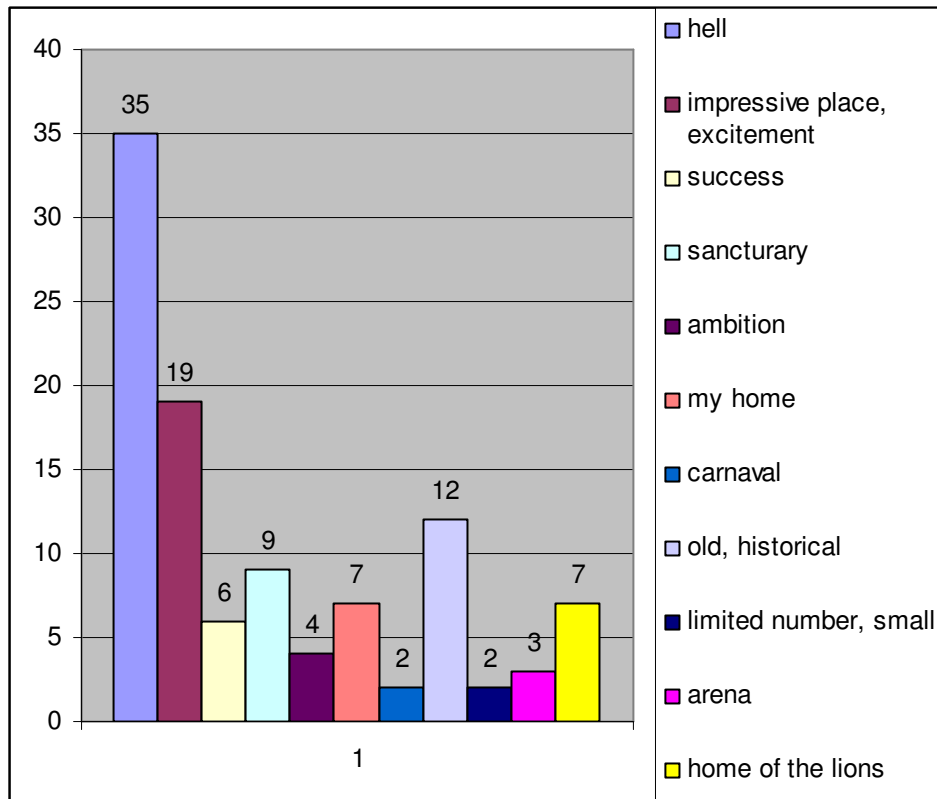


Figure.4.3. The Image and Association of Ali Sami Yen Stadium

British Sports Media Agency made research about Europe’s noisiest and best atmosphere stadiums. As the best three stadiums were found Mestalla (Valencia), Anfield (Liverpool), and Stade Velodrome (Marseille). Galatasaray’s stadium Ali Sami Yen is in the forth place and defined in research result as: “‘Welcome to Hell’ read a string of banners that adorn the Ali Sami Yen Stadium and few would disagree. Galatasaray’s ground is a cauldron of hate and despite its meagre capacity of 22,500, the noise and intensity of the spite spitting from the stands is deafening” (www.setanta.com). Galatasaray fans pressure and design of the Ali Sami Yen stadium recall the ‘hell’ for rival teams.

Brand awareness of the club. Kevin Lane Keller notes: Brand awareness is the value of brand recognition and brand recall performance. Sport clubs are passion brands with their natural emotional associations. Galatasaray is also one of the passion brand that supported by millions of people in Turkey and abroad. The leadership and international success increased

the brand awareness of the club. Leadership is the most important factor that makes the brand number one.

Research result shows that, 70% of the respondents agree with that the Galatasaray is global brand.

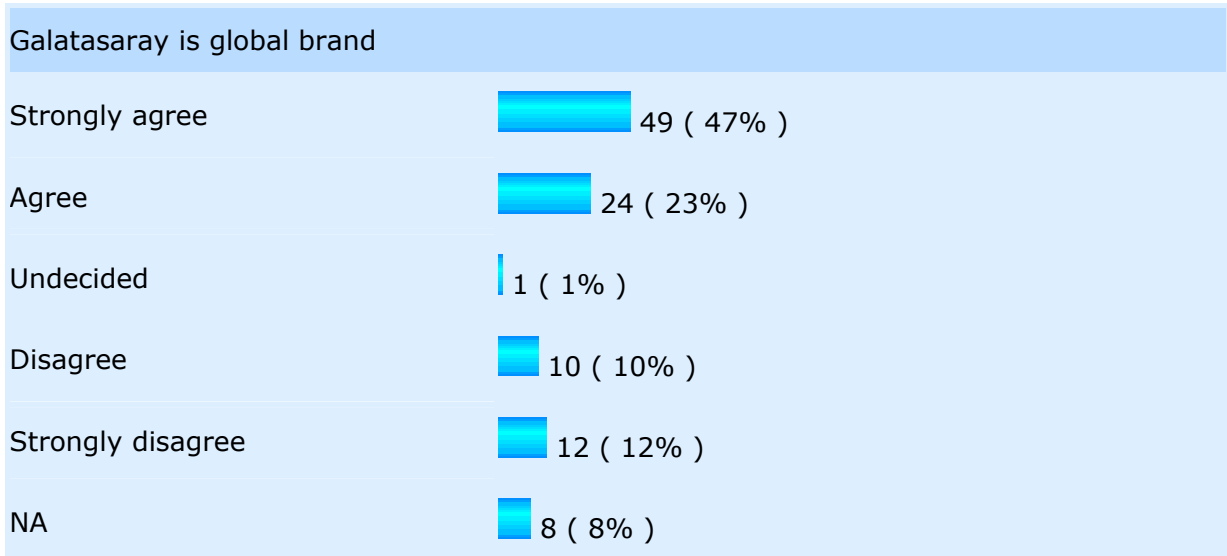


Figure.4.4. Galatasaray Brand Awareness

Brand personality. The brand personality is the chosen character that the best communicates the brand proposition to the target audience. Global success, winning, ambition, and bravery are important identities in Galatasaray’s brand positioning. Also, the club’s symbol “lion” support this positioning.

Attacking football style always has been an attracting product in football industry. Most of the statistics show that Galatasaray tries to adopt principle of attacking football style. Thus, it makes the club more attractive.

In football, team or the club members create an additional value for the brand equity. Galatasaray’s legend football players Metin Oktay and Hakan Sukur are called as “King” because of their records in Turkey and international competitions. This is also additional association and value for Galatasaray.

This research results show that, Galatasaray means “successful, ambitious, hard working, dependable, cultured and aggressive” to fans in general.

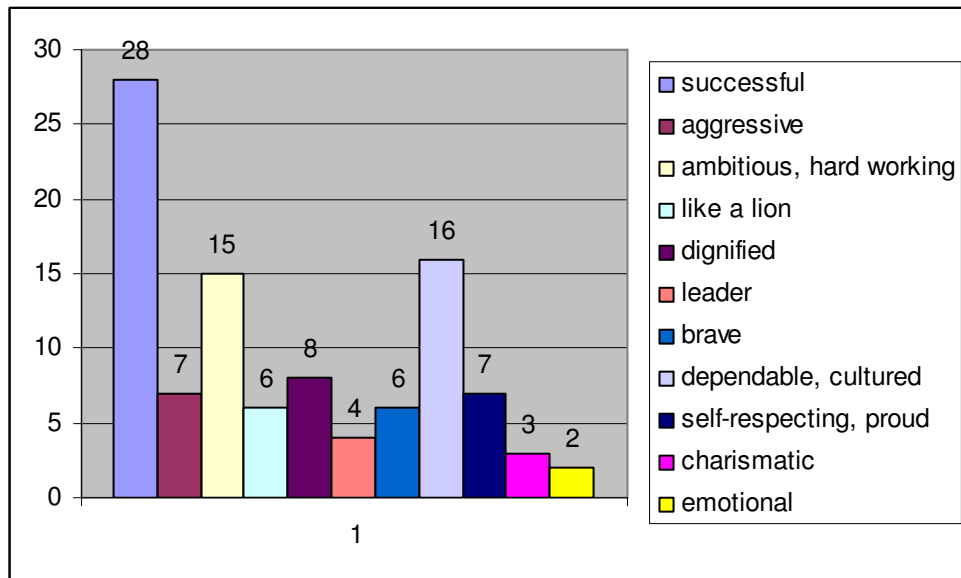


Figure.4.5. Galatasaray Brand Image and Associations

4.7.2.3. Galatasaray brand communications

Besides the marketing, sport has communication and promotion sides. As is known, fans always demanded more information about their club. Internet and other media tools are enabling the successful communication between clubs and fans. In order to build strong sport brand, successful communication with fans is needed. Thus, highly skilled communication professionals are demanded in sport clubs.

Galatasaray has television, magazine and web-site in order to meet fans' needs for more information on the club. Both television channel and magazine carry the name of the club. Galatasaray TV that established with the agreement between the club and Dogan Grubu, started to broadcast in 21 January 2007. The channel broadcast live before and after matches of the club teams. (www.galatasaray.org)

The club started to publish magazine "Galatasaray" in 2002 to get across with Galatasaray fans and supporters.

Web-site is great tool to reach the local and international fans. Galatasaray Sports Club's modernized official web-site (www.galatasaray.org) delivers up-to-minute information

about the club, players, training, etc. Also, the web-site offers online-shopping opportunity to Galatasaray’s customers.

Sponsor relationships. With commercialization of the football, Turkish clubs revenue is increasing. Generally, big piece of sponsorship revenues are shared the leader teams of the league. Galatasaray is also one of the dominant and leader team in Turkey. Thus, the club has sponsorship contracts with big companies that suitable to its brand identity and positioning. Both Avea and Adidas are consistent big companies. These big brands make sponsorship agreement with clubs which have potential to attain international success. Beside the sportive success, healthy and planned structures are important criterions for the sponsor companies.

With their support and “technical sponsorship” agreements sponsors try to be part of the team. In this way, companies try to establish emotional relationship with fans.

33% of respondents prefer Adidas brand which is also the sponsor of the Galatasaray Sports Club. Sports clubs have big advantage to leverage its brand all over the world by signing a sponsorship contract with globally positioned company.

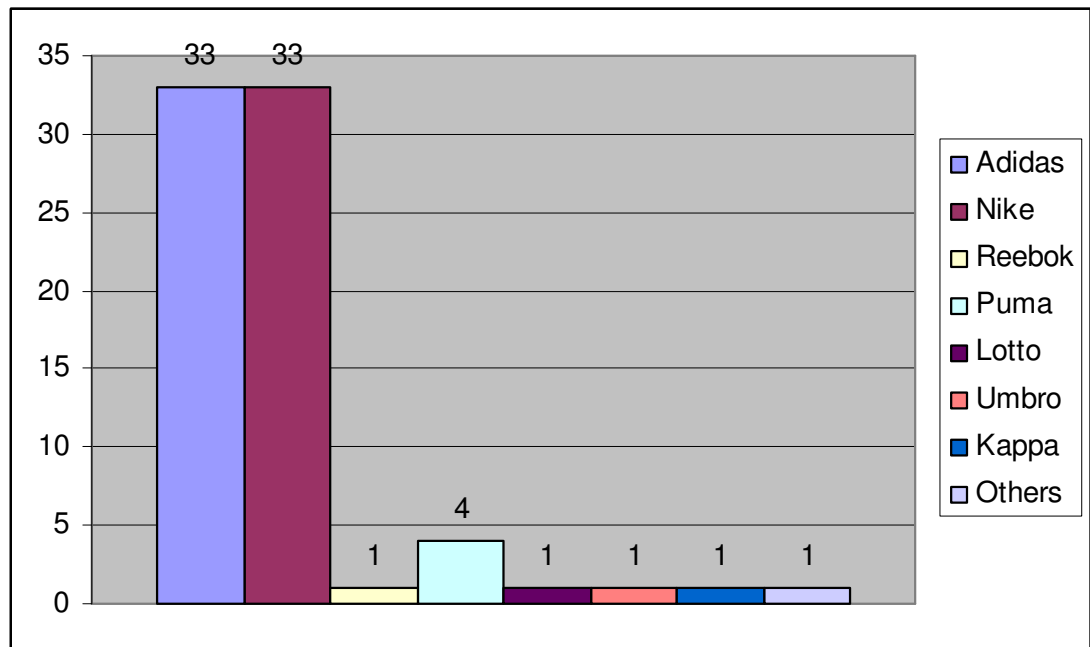


Figure.4.6. Brand Purchase

Brand-loyalty relationships. In order to be successful brand, beside the sportive, marketing and other achievements, clubs need to creatively and positively communicate with its fans. Football clubs must deliver a sense of ownership to their customers. Galatasaray Sports Club President Adnan Polat says: “I think people can make healthy and right decision, if they have enough information. We will be insofar as transparent club.”

Sometimes, Galatasaray announce to its fans to design their product themselves. Also, the club puts and renews periodically its supporters’ pictures on its web-sites, magazines and in the club’s other communication tools. These are important loyalty factor to the club.

Identifying fans (brand loyalty) is important because different fans have different perceptions about football and football brands. By understanding the loyalty very well, it will be easier to manage the brand and relationship with fans. According to research, %64 fans choose their favorite team at an early age under 8 years old. Key influences on this decision are family history of support, clubs’ local and international success always influenced on young fans.

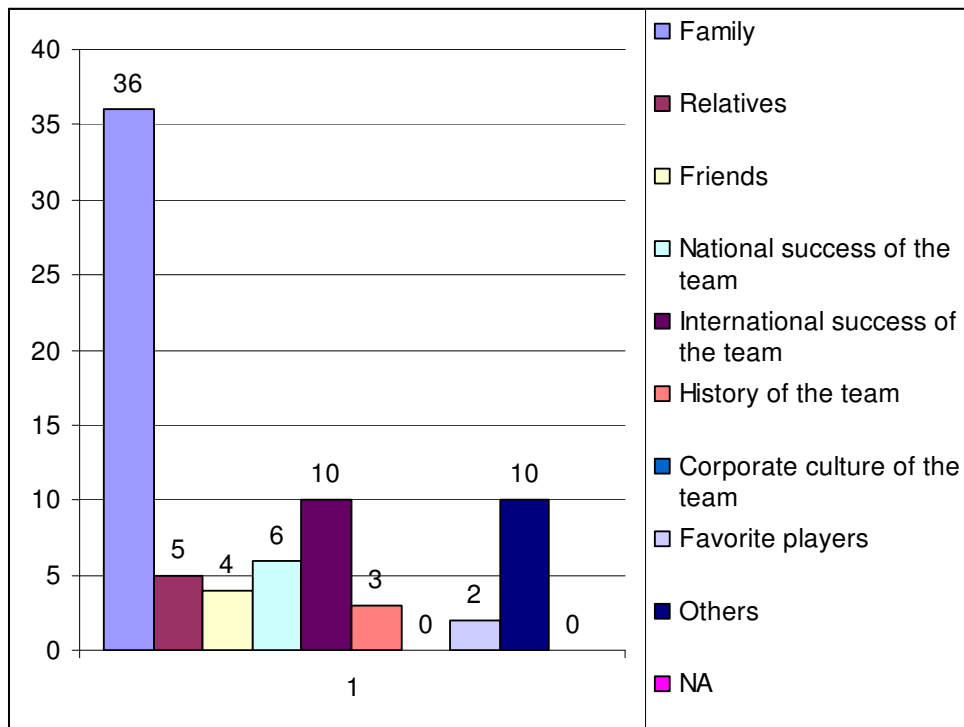


Figure.4.7. Key Factor in Choosing Favorite Team

Fans help the club to improve this show or entertainment to be more attractive. Fan groups prepare for the matches with their cartoons, songs and etc. Children taken by their parent to the stadium are injected to become loyalty of that club by these excitement shows. Galatasaray fans are also organized under the UltrAslan fan group organization, to support their team better.

UltrAslan is established by Galatasaray fans in 2001. The group took its name from famous fan groups from Europe “ultras”. UltrAslan has local and international representatives in different regions. In Turkey the group has its subgroups as UltrAslan UNI, UltrAslan BH, UltrAslan Karşı, UltrAslan SULTANS, UltrAslan Tayfa, UltrAslan Best, UltrAslan CURVA, UltrAslan Hell, UltrAslan Ölümüne, UltrAslan PARÇALI, UltrAslan UĞRUNA.

Generally in Turkish football, even if the club owns best opportunities, football players, stadiums, sport projects and impassioned fans, if the team is unsuccessful, nobody will remember all of these excellences.

The research result shows that, football fans satisfied from the Galatasaray’s corporate culture, playing style, and sponsorship choices. They suggest the club to improve the quality of the team and the way of managing.

Media Relationships. Today, sport industry and football is under the control of mass media. Because, football is not played just in fields, but also outside the field, before and after the matches.

As technology develops, football’s entertainment attribute is arising more than sportive activity. Millions of people watch in an excitement, and schedule their life according to this game, especially, during the “four big teams” (Besiktas, Galatasaray, Fenerbahce, Trabzonspor) European Champions League and international matches.

In the past communication tools were limited to contact with the target groups. But today, sports clubs have more opportunity to reach greater number of stakeholders. Also, the number of media companies increased, and they are important organizations that deliver the clubs’ messages to the public. Hence, healthy communication is needed to promote the brand

in positive way. Most of the Turkish big clubs' official spokesmen are professionals who had a career in media companies.

It's traditional for Galatasaray and other sport clubs, to organize parties and football matches between the club members and journalists to strengthen their relationships. It's the media companies and journalists who leverage the brand to wide audience.

In fact this mutual healthy relationship is important for both clubs and media companies. Especially in Turkey, football clubs and players are the most important sources for news.

4.7.2.4. Galatasaray brand name, logo, and symbols

The name of the club "Galatasaray" comes from the high school where it has been established. Three big teams' names (Besiktas, Galatasaray, Fenerbahce) in Turkey are more differentiated than others, and they have long history that put a value on it.

Brand logo. The logo protects the brand against counterfeiting and can be used where language or words are not appropriate. Suat Başar tells that, the first Galatasaray's logo was designed by Galatasaray high school students in 1923. (www.galatasaray.org). Then, the logo changed into latin from Arabic and simplified. It created advantages in developing the brand in global scale.

Brand symbols. Sport Club colors are the most important identifying element for the fans. Fans differentiate themselves by their favorite team colors. Today, for some reasons other sport brand symbols can change by time, but the colors are difficult to be changed.

Ali Sami Yen stated, "We were imagining the yellow - red fire glint over our team and dreaming that it would carry us from one victory to another." (www.galatasaray.org) Galatasaray yellow and red brand colorful image associated with symbol of "lion" which appears strong, leader and brave.

Fotomac Newspaper Sports Writer Bülent Tuncay explains the history of "lion" symbol association as follow: "Its very interesting that all the symbols of the clubs are comes from the footballers. Galatasaray symbol of "lion" comes from footballer Aslan Nihat. He was

the player and director of Galatasaray. He made big contribution to the club. Thus, this nickname “Aslan” was embraced by the club.” (www.uzamntv.com)

CONCLUSIONS

In today's me-too and hard conditions of competition markets, products and services are needed to brand. Because, branding adds additional value and advantages in competitive environment, and promises more than ordinary product to customers. By differentiating and identifying, companies create loyalty and passion for the products. Most of the big and strong companies and organizations are successfully identified and positioned brands.

Coherence between created brand identities and positioning is important. Since carefully planned and investigated strategies are required for building long-term based brand. From this point of view, sport organizations and clubs have more advantages and are more successful compared to other industries.

Sport Clubs in developed countries, created their own permanent and coherent symbols that differentiate them from others. These symbols are well-known by wide range of public and associated with the club. Beside these, football clubs are identified themselves by corporate culture, football player characteristics, playing styles, products and other elements. With all these strategies and success, great brand loyalties are created as strong passion for those symbols and brands.

Sport clubs have large capacities to gain revenues as passion brand. With commercialization and institutionalization of the clubs, as an entertainment, promotional tool and passion brand, they are increasing its sponsorship, merchandising and broadcasting rights revenues and product sales. In case of Turkey big piece of this revenue is shared by four strongest clubs: Besiktas, Galatasaray, Fenerbahce and Trabzonspor.

Galatasaray is one of the favourite sports club in Turkey that acquire more than 20 million fans and supporters. Its local and international success on fields increased the brand awareness and passion to the club.

Development of the Galatsaray brand can be explained as follow:

1. Galatasaray Lisesi: From the first established years of the club, the core of the brand identities and positioning are modified by the school members Ali Sami Yen and his school friends.

2. Galatasaray Football Team: Also, the sense of belonging and ownership was generated by the school members. The success of the football on the fields, attracted more fan outside school too.

3. Ali Sami Yen Stadium: The stadium have always been where the passion for the club planted and emotions shared by the huge amount of public groups. Fans associated the Ali Sami Yen Stadium as a “hell, ambition, sanctuary, old and historical” place.

4. Globalization of the club: European Champions League was an arena where global brand awareness of the football clubs created.

5. Local and International Fans and Supporters: International success of the Galatasaray, as a pride of nation, attracted more fans and supporters not only from Turkey, but also from all over the world.

6. Institutionalization and Commercialization of the Club: The club success and the rise in numbers of fans and supporters, have influence on institutionalization and commercialization of the club. In modern football sport industry, it’s important to turn these achievements to the financial performance to maintain strong and passion brand.

The research results show that Galatasaray brand identities successfully communicate and utter who the club is. Perceived personality of Galatasaray is “successful, ambitious, hard working, dependable, cultured and aggressive” brand.

Galatasaray prefer more aggressive football players in order to build football team, adapted to attacking style of football, which is attractive entertainment for spectators. Coaching and attaching more importance to young talent players is another difference of Galatasaray Sports Club. The club differentiated its stadium Ali Sami Yen as an arena and hell.

The “lion” which symbolizes “leadership and aggression”, and yellow-red colors also support above cited identities. Coherence between perceived brand identity symbols’ meanings is high. Created lion family character (king, mother, child, sister, and baby lion) makes easier to leverage and becomes additional value for the Galatasaray brand.

Creating a differentiating symbols and characters would make football more attractive for spectators and fans. As it is known, understanding the branding in sport brings enormous benefits for the sport clubs. Sport journalists and managers of the clubs in Kyrgyzstan express that, the knowledge and skill about sports marketing, fans relation management and branding are needed. As a long-established, skillful, young talent players oriented, attractive and favorable football club, Galatasaray brand identity and positioning is applicable model for Kyrgyz football. Thus, it's important to: educate the football specialists; attract the young talent players to football clubs and develop young talent policy; increase qualities of the matches; develop local football and fan groups; develop sponsorship and marketing in Kyrgyzstan.

Attracting and maintaining loyalties is the main purpose for the football clubs in Kyrgyzstan. As the club managers expressed, without fans it's hard to attract the sponsors and to gain revenue from sports industry. Still, there is lack of major shirt and other sponsorship contracts in Kyrgyz football clubs. "Success against stranger teams" oriented clubs attract more fans as a pride of nation.

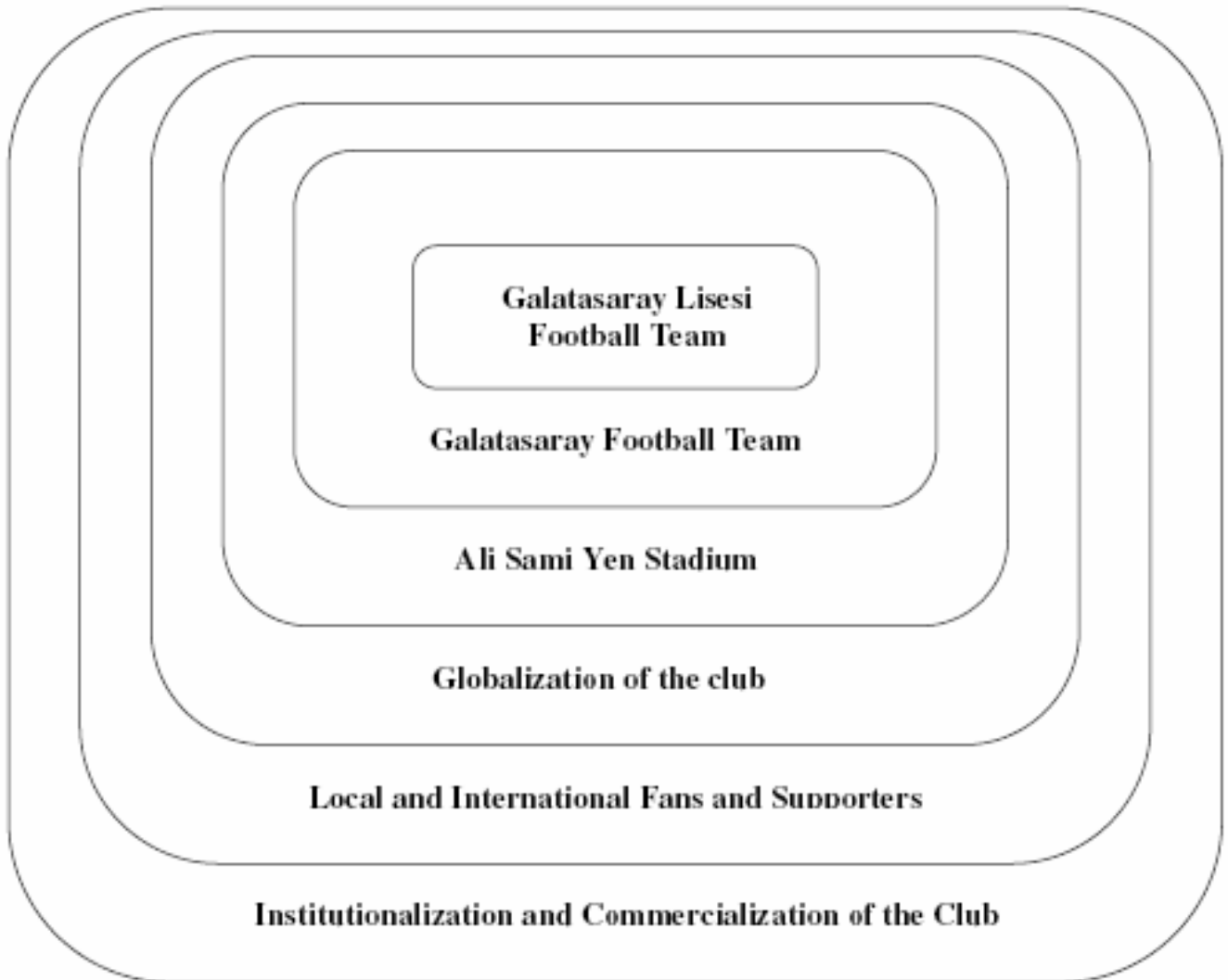
Football clubs which have good infrastructure to coach young talent players are more applicable model for Kyrgyz football. Financial status of Kyrgyz football clubs are weak, it's difficult to bring star and skillful players from other countries.

Kyrgyz football clubs should position themselves to be successful brand at international competitions as Galatasaray Sports club does. Because, global success positioned clubs are not only important for the image of country, but also create an advantage for the local companies who try to leverage their brand abroad. By sponsorship contracts these companies can be promoted globally. Nevermore, sport clubs achievement and promotion on the international stage can be associated with "healthy nation" image of origin country.

In conclusion, football in Kyrgyzstan is on increase. Nevertheless, analyzes of Galatasaray Sports Club development stages and application of the same model, can make an important contribution to promote and develop Kyrgyzstan. Thus, Kyrgyz football clubs should communicate and analyze Galatasaray Sports Club very well.

APPENDIX A: DEVELOPMENT OF GALATASARAY BRAND

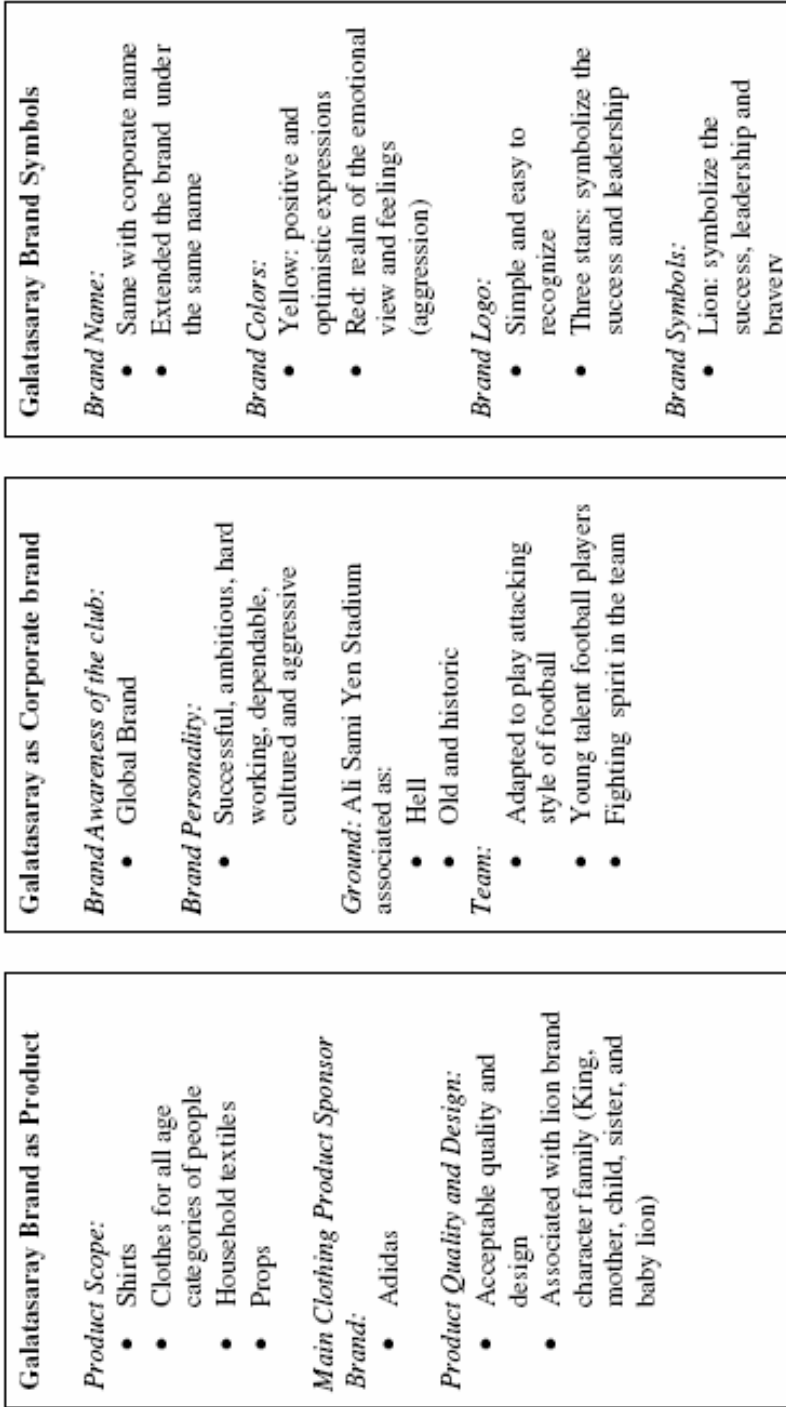
DEVELOPMENT OF GALATASARAY BRAND



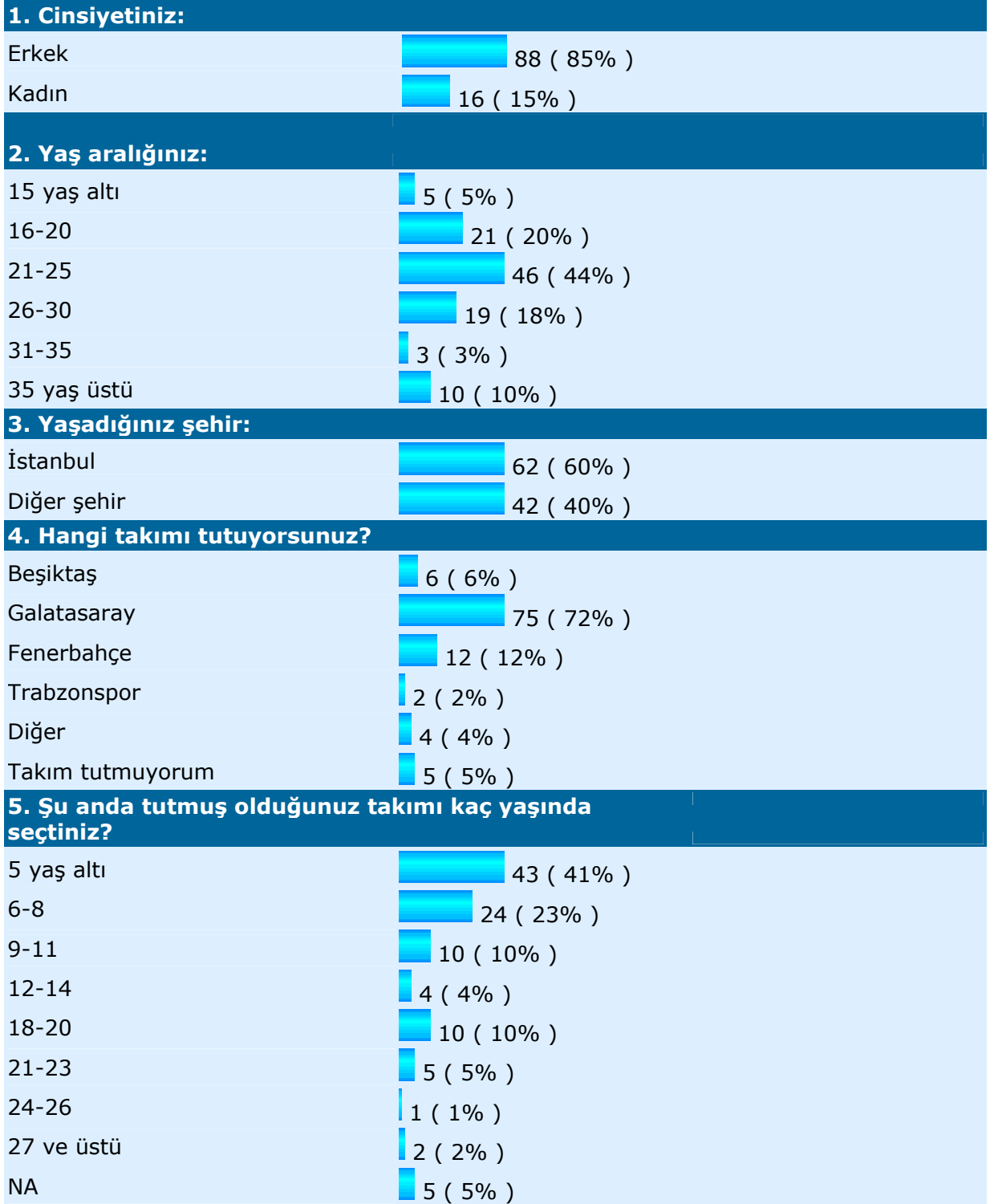
APPENDIX B : GALATASARAY BRAND IDENTITY AND POSITIONING

GALATASARAY BRAND IDENTITY AND POSITIONING

Galatasaray Brand Identity and Positioning



APPENDIX C : SURVEY REPORTS



6. Takım seçmenizde sizi en çok etkileyen unsur nedir?

Ailem	47 (45%)
Akrabalarım	6 (6%)
Arkadaşlarım	9 (9%)
Takımın ulusal başarısı	6 (6%)
Takımın uluslararası başarısı	11 (11%)
En köklü kulüplerden biri olması	3 (3%)
Kulübün kurum kültürünü beğendiğim için	4 (4%)
Beğendiğim veya sevdiğim oyuncunun o takımda olması	4 (4%)
Diğer	11 (11%)
NA	3 (3%)

7. Galatasaray kulübü ile ilgili düşünceleriniz.

Galatasaray yerel bir markadır

Kesinlikle katılıyorum	49 (47%)
Katılıyorum	24 (23%)
Kararsızım	1 (1%)
Katılmıyorum	10 (10%)
Kesinlikle katılmıyorum	12 (12%)
NA	8 (8%)

Galatasaray global bir markadır

Kesinlikle katılıyorum	53 (51%)
Katılıyorum	26 (25%)
Kararsızım	11 (11%)
Katılmıyorum	6 (6%)
Kesinlikle katılmıyorum	5 (5%)
NA	3 (3%)

Galatasaray çok gelişmiş bir kurum kültürüne sahiptir

Kesinlikle katılıyorum	47 (45%)
Katılıyorum	26 (25%)
Kararsızım	21 (20%)
Katılmıyorum	2 (2%)
Kesinlikle katılmıyorum	6 (6%)

NA 2 (2%)

Galatasaray kurum kültürünün oluşumunda ve gelişiminde Galatasaray lisesinin önemli etkisi vardır

Kesinlikle katılıyorum 32 (31%)

Katılıyorum 33 (32%)

Kararsızım 21 (20%)

Katılmıyorum 11 (11%)

Kesinlikle katılmıyorum 3 (3%)

NA 4 (4%)

Galatasaray kulübü yeterince kaliteli, çeşitli ve çok iyi tasarlanmış ürünler sunmaktadır

Kesinlikle katılıyorum 18 (17%)

Katılıyorum 31 (30%)

Kararsızım 32 (31%)

Katılmıyorum 14 (13%)

Kesinlikle katılmıyorum 5 (5%)

NA 4 (4%)

Galatasaray kulübü sponsor seçiminde başarılıdır (ör: Avea, Adidas markası Galatasaray ile uyumludur)

Kesinlikle katılıyorum 26 (25%)

Katılıyorum 37 (36%)

Kararsızım 27 (26%)

Katılmıyorum 5 (5%)

Kesinlikle katılmıyorum 5 (5%)

NA 4 (4%)

Galatasaray heyecan verici futbol oynayan bir takımdır

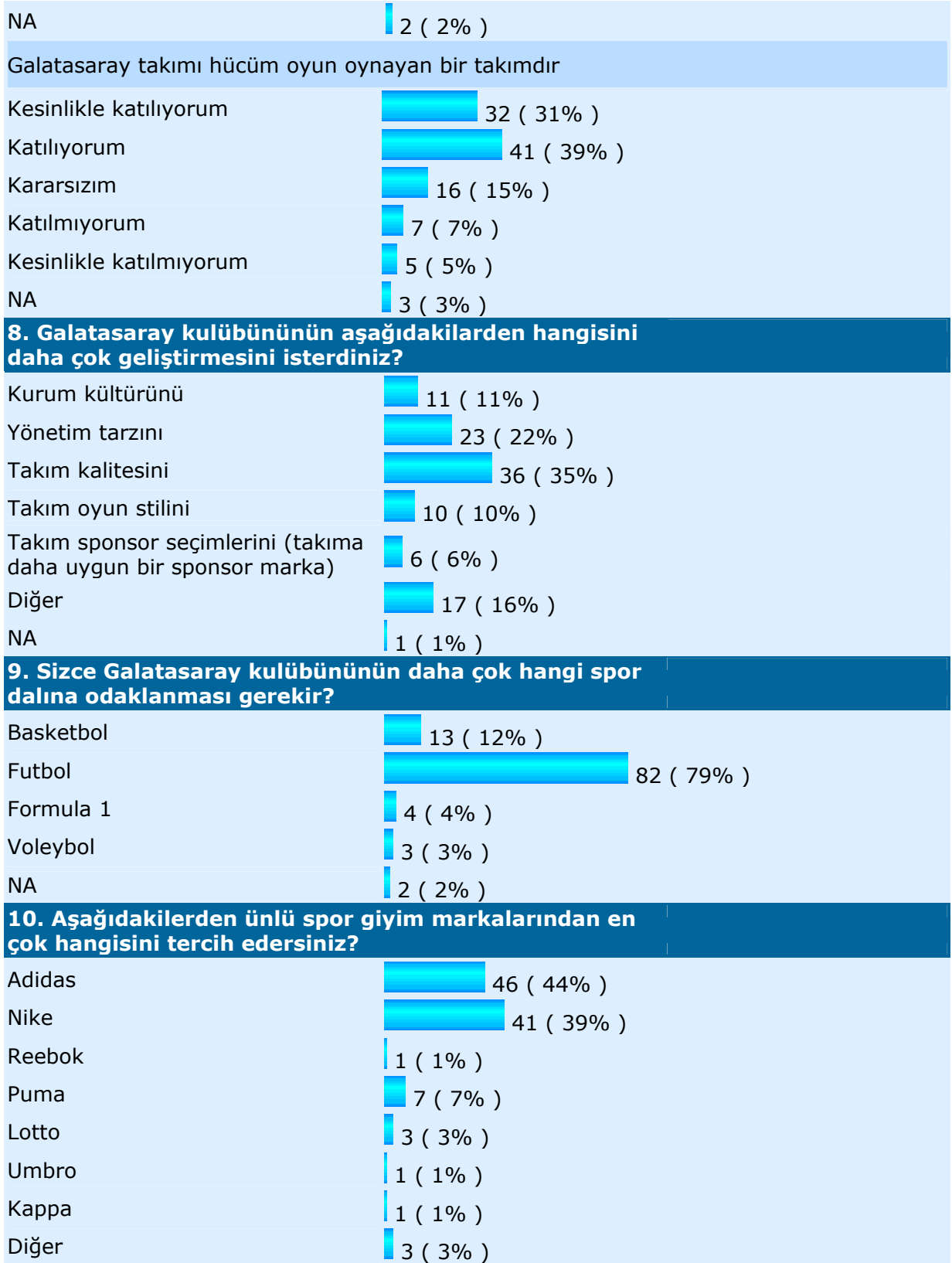
Kesinlikle katılıyorum 38 (37%)

Katılıyorum 32 (31%)

Kararsızım 18 (17%)

Katılmıyorum 11 (11%)

Kesinlikle katılmıyorum 3 (3%)



NA 1 (1%)

11. Galatasaray ürün mağazalarından ne kadar sıklıkta ürün alırsınız?

Haftada 1	4 (4%)
Ayda 1	12 (12%)
3 ayda 1	8 (8%)
6 ayda 1	13 (12%)
Yılda 1	23 (22%)
Hiçbir zaman	43 (41%)
NA	1 (1%)

12. Galatasaray ürünlerini satın alıp almamanızı etkileyen unsurların önemlilik derecesini belirleyiniz?

Ürün satış noktasının yakın olması

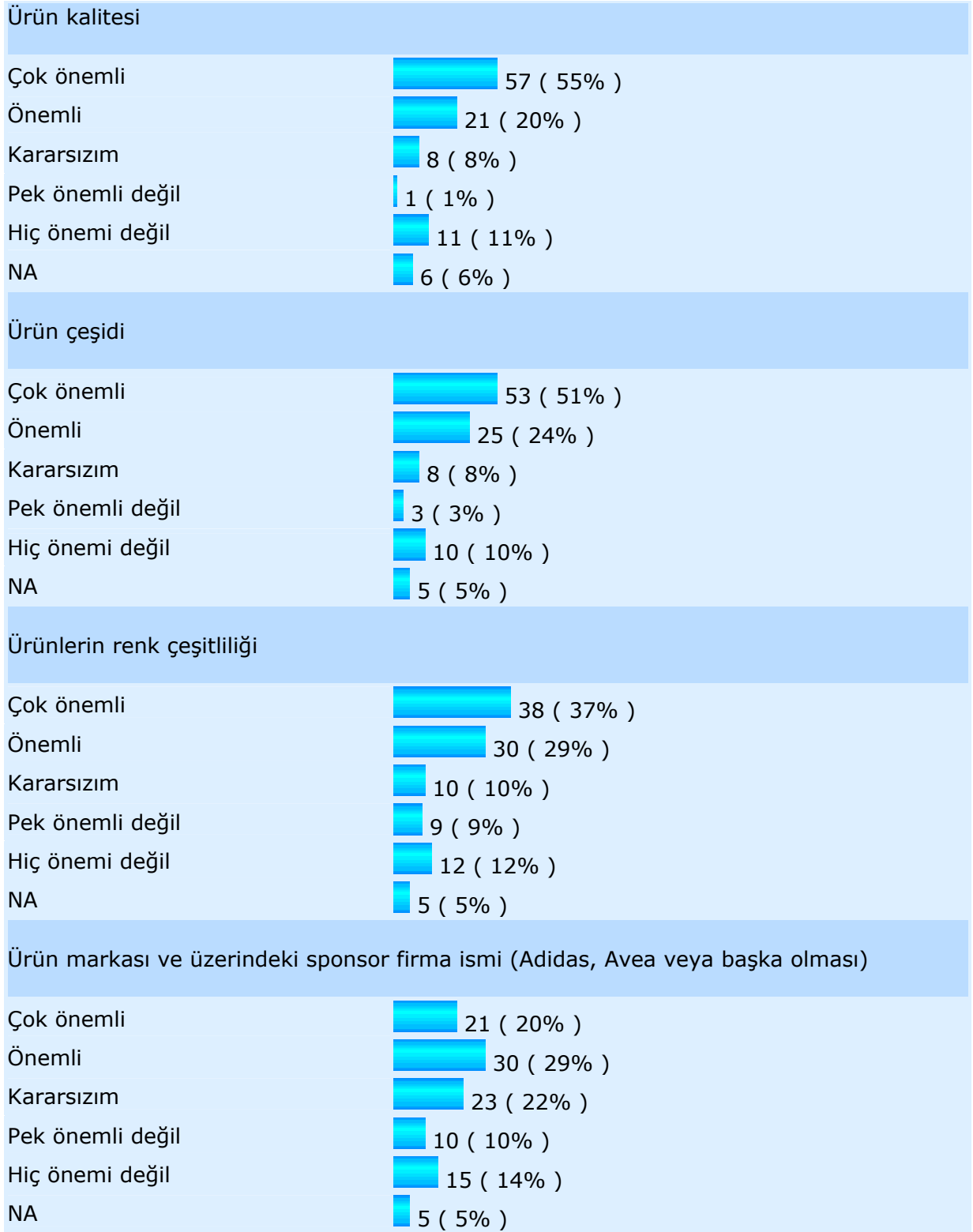
Çok önemli	23 (22%)
Önemli	35 (34%)
Kararsızım	10 (10%)
Pek önemli değil	12 (12%)
Hiç önemi değil	18 (17%)
NA	6 (6%)

Ambalaj ve ürün servis hizmetleri

Çok önemli	19 (18%)
Önemli	41 (39%)
Kararsızım	10 (10%)
Pek önemli değil	11 (11%)
Hiç önemi değil	17 (16%)
NA	6 (6%)

Ürün tasarımı

Çok önemli	53 (51%)
Önemli	26 (25%)
Kararsızım	5 (5%)
Pek önemli değil	3 (3%)
Hiç önemi değil	11 (11%)
NA	6 (6%)



Ulusal sportif başarı

Çok önemli	36 (35%)
Önemli	35 (34%)
Kararsızım	9 (9%)
Pek önemli değil	4 (4%)
Hiç önemi değil	15 (14%)
NA	5 (5%)

Uluslararası sportif başarı

Çok önemli	51 (49%)
Önemli	24 (23%)
Kararsızım	6 (6%)
Pek önemli değil	4 (4%)
Hiç önemi değil	13 (12%)
NA	6 (6%)

Reklam

Çok önemli	23 (22%)
Önemli	24 (23%)
Kararsızım	17 (16%)
Pek önemli değil	14 (13%)
Hiç önemi değil	18 (17%)
NA	8 (8%)

Fiyat

Çok önemli	48 (46%)
Önemli	19 (18%)
Kararsızım	12 (12%)
Pek önemli değil	8 (8%)
Hiç önemi değil	11 (11%)
NA	6 (6%)

13. Ali Sami Yen stadyumunu 3 kelime ile tanımlayınız. (Size neyi çağrıştırmaktadır?)

14. Sizce Galatasaray bir kişi olsaydı nasıl birisi olurdu? En fazla 5 kelime ile tanımlayınız.

APPENDIX D : INTERVIEWS

- Nejat Ulkutay- Owner of the Ulkutay&Ulkutay Design Studio
- Suleyman Potur -The Head of the Giresunspor Fan Group
- Bahtiyar Salamov- Abdysh-Ata Football club Marketing Manager and The Head of Fan Group of the club
- Murat Duyshenaliev- Manager of the Dordoi Football Club
- Kadyr Chynybekov- The Head of the Match Organizations Department in Kyrgyz Football Federation
- Kubanychbek Atabekov- Commentator and Sports Journalist in Kyrgyz National TV and Radio Company
- Mirlan Aytaaly- Sports Journalist in Kyrgyz National TV and Radio Company
- Kabyl Makeshov- Sports Journalist in “Liberty” Radio Company
- Bolot Islamkulov- The Head of the Sport Department in “Shookum” Magazine
- Tabyldy Sydygaliev-Sports Journalist in Zaman Kyrgyzstan Newspaper
- Football Players from Abdysh-Ata and Dordoi Dinamo Football Clubs

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