

CFL Touching Down Back in Ottawa: Exploring corporate image and brand equity prior to entry

By:
Élise Desjardins

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Faculty of Health Sciences
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Abstract

This mixed method research evaluates corporate image theory and its impact on assets of brand equity. It consists of a single case study of a CFL franchise coming back to a market that has experienced two failed franchises.

The first phase involved the collection of archival material and the execution of semi-structured interviews. Through content analysis, four higher order themes emerged: the importance of Football Tradition, the need for a new Sport Facility, and the importance placed on both Identity and Brand Awareness. These themes denoted the importance of history and tradition for a franchise making its debut in a new, yet pre-existing market.

The second phase involved survey research via an online method. Demographic data was compiled and analyzed to understand the various market segments that this franchise should be targeting as future fans. The findings suggest that this team should find a new name and a new logo.

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List of Abbreviations

CFL	Canadian Football League
OSEG	Ottawa Sports and Entertainment Group
FOL	Friends of Lansdowne

Chapter 1: Introduction

Researchers have been studying sport for many years, and sport marketing has become an important focus for its utility in explaining, among other things, consumers' attitudes and behavioural consumption. According to Shank (2009), sport marketing consists of "the specific application of marketing principles and processes to sports products and to the marketing of nonsports products through association with sport" (p.3). Through sport marketing, organizations who advertise sport directly (e.g. hockey camps) and others who are marketing through sport (e.g. Coca-Cola's Olympic sponsorship) can have access to properties with whom consumers have an emotional connection (O'Reilly & Séguin, 2009). Additionally, the sport industry has grown significantly in the last decades, as it generates over \$200 billion each year (Shank, 2009), which accentuates its importance in the business world. The following study will contribute to the sport marketing literature, by analyzing a particular case in the Canadian Football League (CFL): a CFL franchise coming back to Ottawa. More specifically, through market research, two important concepts in the literature (corporate image and brand equity) will be examined. Notably, this study will look at how these concepts affect the re-branding of the CFL in the nation's capital.

The CFL was officially created in 1958. Prior to that, Canadian football was controlled by the Canadian Rugby Union (O'Brien, 2004). The CFL is considered a tier two professional league, as it "[represents] a high level of professional sport in Canada or North America but not the world" (O'Reilly & Séguin, 2009, p.17). There are currently eight teams that form the CFL: B.C. Lions, Edmonton Eskimos, Calgary Stampeders, Saskatchewan Roughriders, Winnipeg Blue Bombers, Hamilton Tiger-Cats, Toronto Argonauts and Montreal Alouettes (CFL, 2011a). These teams compete every year for a chance to hoist the official trophy of the CFL: the Grey

Cup. This trophy was donated in 1909 by then Governor General Earl Grey (Racicot & Mooney, 1995) and the Grey Cup has grown significantly since then, becoming the biggest sporting event in Canada (O'Reilly & Séguin, 2009). For a number of decades, there was a CFL team in the nation's capital that competed for a chance to win the Grey Cup: the Ottawa Rough Riders.

The Rough Riders called Ottawa their home for many seasons, as they were an original member of the CFL, joining the league in 1958 (Ralph, 2001). The team was crowned as the best in the league on five occasions, having won the Grey Cup in 1960, 1968, 1969, 1973 and 1976 (Bell-Webster, 2008). Following the 1996 season, the team folded due to financial difficulties (Ralph, 2001). A few years later, in 2002, a CFL team was brought back to Ottawa and was known as the Ottawa Renegades. Although this new football team wore the same colours as the Ottawa Rough Riders (red, black and white), its newly acquired name and logo signified a different brand and a new branding strategy for the organization. Since a sport team's name is extremely important and can affect the viability of the brand (O'Reilly & Séguin, 2009), introducing a new name in this pre-existing CFL market had potential consequences for the brand equity of this football team. Unfortunately for Ottawa football fans, the Renegades folded in 2006 after only four seasons, once again due to financial instability (Canadian Press, 2006).

Since 2008, a group of investors, known as the Ottawa Sports and Entertainment Group (OSEG), have been working towards bringing the CFL back to Ottawa. OSEG consists of five businessmen in the Ottawa region who have come together not only to bring back a CFL franchise, but also to revamp Frank Clair Stadium at Lansdowne Park and to establish a North American Soccer League team to Ottawa (Brassard, 2011).

There have been a number of setbacks in this project, more specifically due to the court challenges initiated by the Friends of Lansdowne (FOL), which consists of a group of Ottawa residents who are against the partnership created by the City of Ottawa and OSEG to rebuild Lansdowne Park. In September 2010, this opposing group took OSEG and the City of Ottawa to court regarding the Lansdowne partnership plan that both sides had built to redevelop Lansdowne Park (Dufault, 2010). The court challenges took nearly two years to resolve. On April 30th 2012, the Ontario Court of Appeal announced that it had rejected the Friends of Lansdowne's case and finally, OSEG and the City of Ottawa could go ahead with their redeveloping plans (Reevely, 2012b). Finally, on October 10th 2012, Ottawa City Council voted in favour of the Lansdowne Park Redevelopments, which confirms the reconstruction of Frank Clair Stadium by the City of Ottawa and OSEG (Reevely, 2012c).

The Lansdowne Park Redevelopment Project has been of great importance in the nation's capital since 2010, and ultimately impacts the CFL franchise's return to Ottawa as the franchise requires a new stadium to compete within the league. Although OSEG and football fans were optimistic there would be a professional football franchise playing at Lansdowne Park for the 2013 season, the court challenges advanced by the Friends of Lansdowne group have pushed back the return of a franchise to the 2014 season (Canadian Press, 2012). As demonstrated in Figure 1, the Lansdowne Park challenges with regards to its redevelopment have had a huge impact on the return of Ottawa's CFL franchise. Not only has it delayed the team's return by an entire season, it may have had a significant effect on how the stadium and potentially the team are perceived by fans and individuals in the Ottawa community. In fact, the Lansdowne controversy has attracted a lot of local media attention over the last few years, where the CFL franchise has often been associated to the Park. Although a survey demonstrated that 77.53% of

citizens surveyed were in favour of the court's decision to go ahead with the Lansdowne redevelopments (Ottawa Citizen, 2012), the attention and uncertainty associated with the Lansdowne Park project may have affected the success of this future CFL franchise in a market that has suffered through two failed CFL teams in less than 20 years. Hence, the context where this research was undertaken followed the story within the media, asked questions to stakeholders regarding the stadium's impact on the franchise coming back, and finally, asked questions within the survey format that collected people's perceptions on the Lansdowne development.

Purpose Statement

The purpose of this study was to shed light on the concept that corporate image can influence assets of a sport organization's brand equity. The study wished to gain insight on the branding strategy that should be put in place by the individuals working towards the third attempt at a sustainable CFL team in Ottawa. It also hoped to have a better understanding of the different market segments that this franchise should target, through the execution of market research. In addition, the study sought to add to the literature by contributing to the corporate image theory in an unexplored setting, more specifically from Hatch & Schultz's findings, and help understand how this concept affects the brand equity of a sporting organization. This study looked to understand the demographics of this future franchise's fan base, by identifying the type of individuals (i.e. gender, age, preferred language) the CFL team should target. Finally, it looked to gain insight on how this franchise and the CFL are perceived in the Ottawa community.

Through the collection of archival materials, semi-structured interviews, and a Likert-type Survey, the researcher looked to achieve the purposes mentioned above and help OSEG and the CFL franchise coming back to Ottawa build a positive and suitable brand, which will in theory contribute to the team's success and sustainability.

Why is this topic important for the CFL franchise coming back to Ottawa?

Corporate image and brand equity are concepts studied by many authors in various fields (e.g., Hatch & Schultz, 1997; Hatch & Schultz 2001; Hatch & Schultz, 2003a; Hatch & Schultz, 2003b; Kowalczyk & Pawlish, 2002; Aaker, 1991; Gladden, Milne & Sutton, 1998) which have been suggested as key aspects to consider for successful organizational marketing. Hatch & Schultz's (2001) findings advanced the importance of having and maintaining a positive corporate image for any organization looking to find success (Hatch & Schultz, 2001). Similarly, Aaker's Brand Equity Model (Aaker, 1991), which emphasizes the importance of four brand assets: brand loyalty, brand awareness, brand associations and perceived quality (Aaker, 1991), is purposed to play an instrumental role in organizations' seeking to build a successful brand. Finally, Gladden, Milne & Sutton have used Aaker's Brand Equity Model by applying it to a sport team framework (Gladden, Milne & Sutton, 1998), which they argued is helpful for any sporting organization who is building its brand from scratch or looking to re-build its brand in order to improve it within their marketplace.

As Ottawa's CFL franchise has a long and interesting history, it is likely that both corporate image and brand equity will play an important role in understanding how this new

team can find success and can become a strong, and more importantly, a sustainable franchise for Ottawa's football fans.

Corporate image has a significant impact on the consumer's expectations for an organization (Robinson, 2006), which emphasizes the importance for the CFL franchise coming back to Ottawa to have a positive corporate image in the eyes of fans and consumers. Furthermore, corporate image plays an important role in the consumer's intent to purchase (Pope & Vogues, 2000), which will evidently be significant if this franchise wants to fill the stands, sell merchandise and find success in Ottawa. In relation to Hatch & Schultz's (2001) findings, an organization's perceived image must be associated with its internal culture. This study is important as it will shed light on the perceived image of this franchise and contribute to selecting the right personnel to build an internal culture that will have a strong correlation with how the team is perceived by its fans and consumers.

Both corporate image and brand equity take time to develop and are related to the long term goals and objectives of the organization (Dowling, 1993; Yoo, Donthy & Lee, 2000; Abratt & Mofokeng, 2001). This emphasizes the importance for this franchise to begin establishing its image and brand early on, even before its first season commences. In a city with many other sport entertainment options (e.g., Ottawa Senators, Ottawa 67's, future NASL team), it is important for OSEG to build a strong corporate image and powerful brand that will stand out and attract the various sport fans in the City of Ottawa. This study will help gain an understanding of the perception of this CFL franchise, which will contribute to building a suitable brand and image for its potential fans.

Research Study

This mixed method research consists of two phases. The first phase is a qualitative analysis, while the second phase consists of the collection and analysis of quantitative data through a survey methodology.

The first phase of research included archival data collection and semi-structured interviews with internal and external stakeholders of the CFL franchise in Ottawa. Internal stakeholders (e.g. investors) were recruited to gain insight on the branding strategies, the intended corporate image and the status of the franchise in Ottawa. On the other hand, external stakeholders from other CFL organizations, from the media, from the City of Ottawa council and individuals involved in the minor football community were recruited as they are all associated to the CFL franchise in Ottawa in a different capacity. These individuals gave the researcher a better understanding of the external perception of the CFL franchise in Ottawa, more specifically, shedding light on how professional football in the nation's capital is perceived, what are individuals' opinions regarding the future team's image, its brand and their sentiments on the necessary steps to be taken to ensure sustainability. It is important to understand how all groups (e.g., media, minor football coaches, City of Ottawa Councillors) perceive the franchise rather than obtaining simply one perspective, as this represents a more generalizable image of the CFL franchise coming back to Ottawa.

The second phase was based on quantitative data, and was targeted at potential consumers of this future CFL franchise who are located in the Ottawa area. This study's objective was to gain knowledge on what individuals in the Ottawa region think of professional football and how they view this future franchise. The researcher recruited potential fans and

consumers of this franchise, which includes individuals who already have an association with football (e.g., amateur football, college or university football), as they are more likely to support this franchise and purchase merchandise (O'Reilly & Séguin, 2009). Not only will this information help the investors implement a branding strategy that will be appealing to the general population, it will give them a better understanding of the demographics of its fan base and help them identify who to target as their loyal fans and which group of fans need to be made aware of this new sport team coming to Ottawa. This distinction is important, as both marketing strategies will differ greatly in creating excitement and awareness for this new franchise.

Review of the literature

Corporate Image

An organization's image, consists of "the outside world's overall impression of the company, [that] includes all stakeholders- customers, shareholders, the media, the general public, and so on" (Hatch & Schultz, 2001, p.131), and can have a significant impact on the company's overall success. Hatch and Schultz (2001) contend that it's important for a company to truly understand who its stakeholders are, although this can be more complex than often anticipated, as companies will often target different markets than the ones they end up reaching. This emphasizes the importance for companies to understand who associates themselves with the company's image and how the organization is portrayed by its stakeholders in its respective market (Hatch & Schultz, 2001).

According to the literature, numerous definitions of corporate image have been used by various authors (Table 1). In their respective market, companies must decide what they want

their core image to be and they must ensure this image is properly communicated to its audience (Bernstein, 1984), in order to certify that it does not contradict what its customers want and need from the company (Hatch & Schultz, 2001). As demonstrated in Table 1, Dowling (1993) stated that, “[...] a corporation’s images are a function of what people are saying about the company” (p.102). Hence, a part of corporate image consists of the external perception of a company by its stakeholders (Berg, 1985; Hatch & Schultz, 1997; Hatch & Schultz, 2000; Hatch & Schultz 2001; Kowalczyk & Pawlish, 2002).

Brand Equity

Brand equity consists of “the value that the brand contributes to a product in the marketplace” (Shank, 2009) and is considered an important concept in the marketing literature. According to Aaker’s Brand Equity Model (1991), there are four brand assets that contribute to the creation of an organization’s brand equity:

- 1 - Brand loyalty: a company’s ability to attract but also to preserve consumers (Aaker, 1991);
- 2 – Brand awareness: the ability of a potential consumer to recognize or recall the brand (Aaker, 1991);
- 3 – Perceived quality: the consumer’s perception of the overall quality of a product or service (Aaker,1991);
- 4- Brand associations: anything linked in the consumer’s memory regarding a specific brand (Aaker, 1991).

These four assets play a very important role for a company’s brand. Evidently, if a brand’s name or symbol changes, some or all of these assets could be affected or lost, which could have a significant impact on the company’s brand (Aaker, 1991). Furthermore, it’s

important for companies to effectively manage their brand, as it gives them a sustainable advantage over their competition. Although the attainment of positive brand equity cannot be achieved in the short term, it is certainly durable and sustainable, and can have long-term benefits for the organization (Yoo, Donthy & Lee, 2000).

As demonstrated by Kim & Hyun (2011), corporate image can have an impact on certain assets of brand equity, more specifically perceived quality, which consequently affects the overall brand equity of the organization. This study looks to add to the literature by emphasizing the direct link between corporate image and brand equity, through the study of the CFL team in Ottawa's third attempt at a sustainable franchise.

Methodology

A single case study of the CFL franchise in Ottawa was achieved to evaluate the rebranding of this new franchise and to gain an understanding of the influence corporate image can have on brand equity. The researcher used a single case study setting, which according to Yin (2009) is appropriate, as it provides an opportunity to achieve direct observations on the events that are being studied and a chance to interview some of the individuals who are involved.

As stated by Neuman (2011), case study research involves considerable and detailed data which is both varied and extensive. For this study, an embedded case study design was used, which signifies that multiple units within the organization were studied (Yin, 2009). The researcher recruited individuals from the internal section of the organization (e.g., investors) and the external one (e.g. potential consumers, City of Ottawa councillors, media), which consists of individuals who have an external association with the CFL team. Using a case study method

increases the knowledge about a particular concept, or in this case a particular organization and can often lead to future studies with similar or bigger implications (Fortin, 2010).

As is consistent with case study methodology, mixed method research was put forth to collect the proper data to complete this study. This type of research helps eliminate the weaknesses of both qualitative and quantitative research, as both types complement each other and gives the researcher an opportunity to answer questions that they could not answer by executing qualitative or quantitative studies individually (Plano Clark & Creswell, 2008).

A sequential exploratory design was used, which signifies that “[...] a first phase of qualitative data collection and analysis [was executed], followed by a second phase of quantitative data collection and analysis that *builds* on the results of the first qualitative phase” (Creswell, 2009, p.211). Consequently, the semi-structured interviews occurred prior to the handout of the surveys, as the information acquired from the interviews informed the survey questions.

Case Description

The sport of football has played a significant role in the history of sports in Ottawa. For many years, football fans in the nation’s capital supported a professional football team, one that lived various ups and downs throughout the years. On September 9th 1897, the Ottawa Football Club changed its name to the Ottawa Rough Riders (CFL, 2011c), until 1925 when they became the Ottawa Senators (CBC Sports Online, 2005). That name was short lived as Ottawa’s football team was renamed the Ottawa Rough Riders only three years later (Kelly, 1999). Prior to the introduction of the Canadian Football League in 1958, the Rough Riders were members of the Canadian Rugby Union (O’Brien, 2004).

As of 1909, teams that were members of the Canadian Rugby Union had the opportunity to compete for the Grey Cup, which was awarded to the Rugby Football Champion of Canada (CFL, 2011b). Prior to the introduction of the CFL, Ottawa was crowned champion in 1925, 1926, 1940 and 1951. After the new league was introduced in 1958, the Ottawa Rough Riders found great success on the field, especially during the 1960s and 1970s, when the team won the Grey Cup on five occasions: 1960, 1968, 1969, 1973 and 1976 (Bell-Webster, 2008). Unfortunately, in the 1980s, success wasn't evident in Ottawa, as 1981 was the final year the Rough Riders played in a championship game (CFL, 2011c).

The 1980s and 1990s were difficult times for football in Ottawa. After the team's final appearance in a Grey Cup game in 1981, they did not have a winning season and eventually folded after the 1996 season (CFL, 2011c). Due to financial difficulties, the team's board of directors resigned in 1991, which meant the CFL had to take control of the club. After various attempts at finding an owner that would keep the club in Ottawa, the team officially folded on November 7, 1996. Ottawa football fans were once again given hope on October 17, 2001, when Toronto businessman Brad Watters was awarded an expansion franchise in Ottawa for the 2002 season (CBC Sports Online, 2005).

Ottawa's new CFL team had to change its name and logo as another franchise in the CFL, the Saskatchewan Roughriders, now had the rights to that name. Although they were able to keep the same colours of the previous Ottawa Rough Riders (black, white and red), they became the Ottawa Renegades following a name-the-team contest (CFL, 2011c). Unfortunately for Ottawa football fans, the Renegades only played four seasons in the nation's capital, having to fold after the 2005 season due to ownership and financial issues (CBC Sports Online, 2005).

Ottawa football fans were once again given hope of having a new CFL team to cheer for in March 2008 when CFL Commission Mark Cohon announced that Ottawa would be awarded a conditional expansion franchise; conditional of a new stadium (CBC Sports Online, 2008). The Ottawa Sports and Entertainment Group, led by Ottawa 67's owner Jeff Hunt, is the group working towards bringing CFL back in Ottawa. Joining Hunt are Roger Greenberg, Bill Shenkman, John Ruddy and most recently, Ottawa Fury Soccer Club owner John Pugh. It remains uncertain what the future Ottawa franchise will be called, as demonstrated by one member of the Ottawa ownership group, Jeff Hunt: "The team nickname is still a question mark. A certain segment of our fan base hopes that we will bring back 'Rough Riders' but we recognize that Saskatchewan has some concerns about that" (CFL.ca Staff, 2011).

Another important element regarding the return of a CFL franchise in Ottawa is the stadium where the team will play: Frank Clair Stadium at Lansdowne Park. This has been the home field of Ottawa football for many years but redevelopments to Frank Clair Stadium are necessary if it wants to host events such as CFL home games. In November 2009, the Ottawa City Council voted in favour of a new development for Lansdowne Park (Canadian Press, 2009), which consists of a partnership between the City of Ottawa and OSEG to redevelop Lansdowne Park into a multi-function facility that could be the host of the future CFL franchise, university teams, professional soccer and concert events (Ottawa Citizen, 2009). The reconstruction of the stadium is significant for the nation's capital, as stated by Greenberg: "the Lansdowne project will be 'one of the most challenging construction jobs in the history of Ottawa'" (Butler, 2011). Unfortunately, for OSEG and the City of Ottawa, Friends of Lansdowne (FOL) has significantly slowed down the redevelopment of the Park.

In September 2010, FOL announced it was taking the City of Ottawa to court regarding its plans to redevelop Lansdowne Park, as they opposed the way the City of Ottawa allocated the redevelopment project to a private sector group (Dufault, 2010). It was not until July 2011 that a decision was made and the court decided to rule against FOL and gave the City of Ottawa and OSEG permission to go ahead with its redevelopment plans (Reevely & Cockburn, 2011). The FOL did not stop there, taking the City of Ottawa and OSEG to the Ontario Court of Appeal again in November 2011, appealing the court's decision taken in July that allowed the redevelopment plans of Lansdowne Park to go ahead (CBC News, 2011). Although the court had yet to make a decision on FOL's appeal regarding the Lansdowne Park redevelopments, OSEG revealed the plans for the park in February 2012, which includes residential and commercial buildings, a renovated football stadium and a large park (CBC News, 2012). On April 30, 2012, the Ontario Court of Appeal decided in favor of the City of Ottawa and OSEG's redevelopment plans, allowing the project to (once again) move forward (Reevely, 2012a). In June 2012, FOL officially announced that they would not be appealing the court's decision by taking the City of Ottawa and OSEG to the Supreme court (Reevely, 2012b). Finally, on October 10, 2012, the City of Ottawa council voted in favour of the Lansdowne Park Redevelopment, with a positive count of 21-3, which gave OSEG and the city their final go-ahead with its plans for the new stadium (Reevely, 2012c). Although OSEG and the CFL were hopeful Ottawa's football team would start in the 2013 season, the legal challenges have pushed the debut back at least one season, for a 2014 start (Canadian Press, 2012).

Data Collection and Analysis

The data collection period occurred from March 2011 to October 2012. Archival material was collected throughout, semi-structured interviews were completed (November 2011 until March 2012) and the quantitative data was collected through a survey (March 2012 until April 2012).

The data was collected at a time of high public debate and legal issues involving the proposed redevelopment of Lansdowne Park. Local media played an important role in covering the developments of Lansdowne Park and the effects this could have on the CFL franchise coming back to Ottawa.

Phase One: Qualitative Data

Archival materials, such as information in local media, were utilized to gain insight on the history of the CFL in Ottawa, the Lansdowne Park Redevelopment and other relevant information for this study. The information gathered from the archival data was used to build the semi-structured interview questions and to keep the researcher informed on the developments involving the CFL franchise coming back to Ottawa.

Semi-structured interviews were used to collect the qualitative data for this study. The researcher interviewed 21 stakeholders of the CFL franchise in Ottawa in the hope of gaining a better understanding of these individuals' perception of CFL football and the new CFL franchise coming back to the nation's capital. The interviews focused on the participant's association with

professional football in Ottawa, corporate image theory and the brand equity of this future franchise.

Semi-structured interviews were chosen as they provide “the [researcher] the opportunity to guide a conversational partner in an extended discussion [with] each interview an occasion for the participants to provide more information on the matter” (Rubin & Rubin, 2005, p.4). As is consistent with all data collection tools, there are certain strengths and weaknesses to executing semi-structured interviews. Although this tool is very dependent on the interviewer’s skills (Aaker, Kumar & Day, 2001) and can involve certain bias due to poorly articulated questions (Yin, 2009), they are relatively inexpensive (Fortin, 2010), they provide the researcher with a large degree of comparison between interviews (Hesse-Biber & Leavy, 2006) and give the interviewer an opportunity to focus on the study’s purpose and research questions (Yin, 2009),

In total, two members of OSEG were recruited to participate in semi-structured interviews, five members of local and national media, two members of a non-profit football organization, two City of Ottawa Councillors, four members of other CFL teams, two members of the CFL office, two members involved with minor football in the Ottawa region, one future staff of the CFL franchise in Ottawa and one member representing the FOL. Thirteen interviews were done in person and eight were done by telephone. The interviews lasted between ten minutes and fifty minutes, they were executed in both French and English, and were then transcribed using Express Scribe. Afterwards, the researcher asked participants to verify their transcripts and provide feedback or additional information if they deemed necessary. Finally, the data was used for analysis.

Phase Two: Quantitative Data

The quantitative data was collected through a Likert-type survey, on a 7-point scale. There were two different parts to the survey, which compiled a total of forty questions. As this research consists of a sequential exploratory design, the data collected in the semi-structured interviews informed the survey questions, along with concepts from the corporate image and brand equity literature. There are 370 subjects who completed the survey. The researcher used Survey Monkey, a web-based survey program, to build the survey, which was pilot-tested, in both French and English, by ten individuals prior to uploading to Survey Monkey.

The survey was built to inform the researcher about the perception of the CFL franchise in Ottawa. The individuals recruited are potential fans of the franchise, including individuals who already have an association with football. These participants were recruited through snowball sampling, as the researcher solicited specific individuals who are currently associated to football and they provided the contact information of other individuals who have an association to football. By recruiting individuals from the Ottawa region, the researcher was hoping to gain information of this future team's potential consumers, as is consistent with market research (McQuarrie, 2006).

There are significant advantages and disadvantages to using an online survey that cannot be ignored. First, the costs of online surveys are very low and they eliminate biases and errors that could occur during interviews, therefore the researcher has more control on the data (Aaker, Kumar & Day, 2001). Surveys are also a quick and easy way to collect data from a wide range of participants and they protect the anonymity of the participants (Fortin, 2010). On the other hand, subjects are unable to ask further questions to the researcher when filling out the survey, there is

no method of controlling unanswered questions during the completion of the survey and there is no guarantee that the subjects truly represent the targeted population (Fortin, 2010), which are slight disadvantages to using this tool to collect quantitative data.

Thesis Format

This thesis is presented in the paper base format. As this study consists of a sequential exploratory design, the qualitative phase will be presented first (e.g. data from semi-structured interviews, qualitative findings) followed by the quantitative phase (e.g. survey data, statistical analysis). The final chapter will present the conclusion of this study and opportunities for future research.

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Chapter 2: How corporate image can shape success of an organization according to key stakeholders

Researchers have noted that corporate image has a significant impact on business success (e.g. Hatch & Schultz, 2001; Hatch & Schultz, 2003b; Kowalczyk & Pawlish, 2002). In order for organizations to succeed in their respective markets and ensure customer satisfaction, it's important for them to have a strong and clear corporate image (Bridson & Mavondo, 2011). Corporate image has been shown to play a significant role in consumer's intent to purchase (Pope & Vogue, 2000), which in the case of the CFL franchise coming back to Ottawa, can vary from purchasing tickets to attending games to buying team merchandise.

Recruiting internal and external stakeholders to ascertain their perceptions of corporate image is considered to be an important area for management to focus. Researchers contend that the perception of an organization's image should be well balanced between the internal and external aspects of the organization (Hatch & Schultz, 2001; Hatch & Schultz, 2003a; Davis, Chun, Vinhas da Silva & Roper, 2004). This balanced view encourages the researcher to evaluate both sides of the organization and ensure there is consistency between the stakeholders' perceptions of the CFL franchise's corporate image.

As demonstrated previously, CFL football has a strong history in Ottawa, and has lived many ups and downs throughout the years, including two failed franchises. The unstable history of football in Ottawa could negatively affect image, which emphasizes the importance for the organization to create positive associations with the new franchise and ensure football is well perceived by individuals in the Ottawa market. Restoring the corporate image of an organization can take a long time to achieve (Dowling, 1993) and for a new franchise with two failed attempts

previously, selling football and sustaining the market is an uphill challenge. Arguably, it is important for this new franchise to begin creating its image as early as possible, even before it officially begins its new chapter as an Ottawa CFL franchise.

This phase of research looks at how internal and external stakeholders perceive the CFL franchise in Ottawa, which can play a key role in helping the organization build a strong corporate image in a timely fashion. The chapters consist of a review of the corporate image literature and a brief review of the brand equity literature, followed by the methodology applied by the researcher, the results and discussion and finally, the various opportunities for future research.

Review of the Literature

Corporate Image

The concept of corporate image has gained importance in the organizational and marketing literature, being studied by various authors in many different contexts (Dowling, 1993; Hatch & Schultz, 2001; Kowalczyk & Pawlish, 2002; MacIntosh & Doherty, 2007). When studying corporate image, there are a number of aspects to consider, such as organizational culture, organizational identity and corporate reputation. As demonstrated in Figure 2, which consists of Hatch & Schultz's Model of corporate branding (as cited in Kowalczyk & Pawlish, 2002, p.170), corporate brand entails all of these concepts, including corporate image, and they all have an important relation that is significant for the success of any organization (Hatch & Schultz, 2001).

Although corporate image consists of the external aspect of an organization, the internal aspect, which consists of organizational culture and organizational identity, must be considered when understanding corporate image (Hatch & Schultz, 2001; Hatch & Schultz, 2003a; Hatch & Schultz, 2003b; Kowalczyk & Pawlish, 2002; MacIntosh & Doherty, 2007). In this regard, the key to success for any organization is ensuring that there are no gaps between the internal and external elements and that a good balance is maintained between these two sides of the organization (Hatch & Schultz, 2001; Hatch & Schultz, 2003a; Davies, Chun, Vinhas da Silva & Roper, 2004), as the “relations and roles between internal and external stakeholders are becoming more intertwined” (Schultz & De Chernatony, 2002, p.108). For that reason, it’s important to consider the internal aspects that could influence an organization’s corporate image, as the internal elements of a company can have a significant impact regarding outsiders’ perception of the organization (Hatch & Schultz, 1997; Schultz & Ervolder, 1998; Kowalczyk & Pawlish, 2002; MacIntosh & Doherty, 2007).

Organizations should not focus all of their attention on satisfying their stakeholders (external) and neglect the individuals who work for the company (internal) (Hatch & Schultz, 2002), as there is a direct relationship between the employees of an organization and its corporate image (Bridson & Mavondo, 2011). According to Hatch & Schultz (2002), this type of behaviour consists of hyper-adaptation, as organizations focus too much attention on the external aspect of the organization and neglect the internal one. By doing so, “organizations may risk paying too much attention to market research and external images and thereby lose the sense of who they are” (Hatch & Schultz, 2002, p.1010), which can have negative consequences on the organization’s culture and identity. On the other hand, companies must not ignore their

stakeholders and only consider their employees' needs, which Hatch & Schultz (2002) consider to be organizational narcissism. As argued by these authors:

Organizational self-absorption parallels organizational narcissism in that both give evidence of discrepancies between culture and image. Instead of mirroring themselves in stakeholder images, organizational members reflect on who they are based only in cultural expressions and this leads to organizational (or industrial) self-absorption and/or narcissism. (Hatch & Schultz, 2002, p.1009-1010)

In order to ensure both the internal and external elements of the company are looked after in an equal manner, organizations must ensure there are no gaps between both sides of the organization (Hatch & Schultz, 2001; Hatch & Schultz, 2003a; Davies, Chun, Vinhas da Silva & Roper, 2004). To achieve this, the company's management must compare what its employees are saying about the organization with the thoughts of its consumers and stakeholders (Hatch & Schultz, 2001). By determining the external image that is perceived by stakeholders and comparing it to the internal culture, Hatch & Schultz (2001) believe an organization will find more success if there is an evident correlation between these two elements. This signifies that an organization must practice what it preaches in order to avoid affecting its external image negatively in the eyes of its stakeholders.

It's important to note that the internal and external perception of a company can change at all times, as it is not permanent. For that reason, preserving a positive corporate image is not always an easy task and a company's top management must consistently consider these changes in order to stay competitive in its respective market (Hatch & Schultz, 2001). As the population's general interest and attention changes through time, so will its perception of various companies.

There are many explanations for these types of changes, such as the development of new technologies, the emergence of new fashion trends, etc. (Hatch & Schultz, 2003b). When this happens, and a company's corporate image is negatively affected by change, it's the organization's responsibility to make various modifications in order to rebuild a corporate image that is attractive for all its stakeholders, as corporate image is a key driver for customer satisfaction (Bridson & Mavondo, 2011). This concept emphasizes why it is so difficult for companies to maintain a positive corporate image, as they must always find ways to adapt to the changes of interest that are taking place within the population (Hatch & Schultz, 2001). In the event that an organization's corporate image is negatively affected, it's important for management to take the necessary time and steps to properly restore the company's image. As mentioned by Dowling (1993), "images take a long time to develop and a long time to change so it is best to avoid the 'quick fix' approach to image management" (p.108).

It is also important to ensure that there are no gaps between the company's corporate image and its organizational identity. According to Hatch & Schultz (1997), "organizational identity refers broadly to what members [of an organization] perceive, feel and think about their organizations. It's assumed to be a collective, commonly-shared understanding of the organization's distinctive values and characteristics" (p.357). In order to achieve success, companies must ensure that the perception of consumers corresponds with the way employees of the organization perceive themselves within the company, which emphasizes the importance of maintaining a good correlation between organizational identity and corporate image (Ravasi & Schultz, 2003). In writing about this essential relationship (as demonstrated in Figure 2), it is evident that one influences the other. Hatch & Schultz (1997) emphasize this with the following statement:

Culturally embedded organizational identity provides the symbolic material from which organizational images are constructed and with which they can be communicated. Organizational images are then projected outwards and absorbed back into the cultural system of meaning by being taken as cultural artefacts and used symbolically to infer identity: who we are is reflected in what we are doing and how others interpret who we are and what we are doing. (p.361)

As demonstrated in this statement, Hatch & Schultz (1997) consider organizational culture in the influential relationship taking place within an organization. Along with organizational identity, organizational culture, which consists of another internal concept, can have an impact on external elements of the organization (Hatch & Schultz, 2002; Kowalczyk & Pawlish, 2002; MacIntosh & Doherty, 2007). In fact, according to Doherty and Chelladurai (1999):

It should be noted that the organizational culture perceived by the individuals is not necessarily the organizational culture preferred by those individuals. It is simply a measure of what they understand and accept about the way things are done in the organization. (p.294)

For that reason, employees of an organization will not necessarily see eye to eye with the organizational culture of the company they work for (Doherty & Chelladurai, 1999), which could be problematic because the way employees accept the values of the organization will demonstrate the strength of the organizational culture and will guide these individuals' behaviours within the organization (Doherty & Chelladurai, 1999), which as mentioned above, could have an influence on the organization's external perception.

An organization's culture, along with its identity and corporate image, are all intertwined. For that reason, when one of these concepts is affected, other concepts within the organization will suffer or benefit as well (Hatch & Schultz, 2002). These findings are important, as they strongly relate to another concept to consider when analyzing an organization's corporate image: the concept of corporate branding. In fact, Hatch & Schultz have executed various studies on this concept (Hatch & Schultz, 2001; Hatch & Schultz 2003a; Hatch & Schultz 2003b), which has greatly contributed to the corporate brand literature. These authors have also emphasized the importance of integrating the concepts of organizational culture and corporate image when studying corporate branding.

Corporate Brand

According to Hatch & Schultz (2003a):

Corporate branding efforts generally involve projections of the company's distinctiveness by using the total corporate communication mix to impress external audiences, who are thereby encouraged to perceive and judge the company and its multiple offerings as attractive and desirable. [...]. We argue that successfully managing the corporate brand also involves reaching inside the corporation to better project and communicate organizational values to external stakeholders. (p.1049)

A company's employees will evidently play a significant role in the promotion of its corporate brand (Hatch & Schultz, 2001; Hatch & Schultz, 2003a; Hatch & Schultz 2003b; Schultz & De Chernatony, 2002) and the internal and external elements of the organization must

be included in order for the company to fully benefit from their corporate brand strategy (Hatch & Schultz, 2001; Davies & Chun, 2002; Kowalczyk & Pawlish, 2002). As demonstrated in Figure 2, Hatch & Schultz's (2001) findings regarding corporate branding emphasize "that a company must align three essential, interdependent elements to create a strong corporate brand: vision, culture, and image" (p.130).

An organization's corporate brand can also play a significant role in relation to its marketing value. In fact, the literature states that organizations should spend their money on marketing their corporate brand, rather than marketing individual products (Hatch & Schultz, 2001; Hatch & Schultz, 2003a; Olins, 2000). This concept has been proven to improve an organization's chances of creating a strong corporate brand, which can ultimately increase its market value (Hatch & Schultz, 2001). Hatch & Schultz (2003a) have also identified significant differences between *corporate branding* and *product branding*, which can consist of the time dimension (product branding is short-term, whereas corporate branding is more long-term), the targeted audience (product branding targets the customers, whereas corporate branding targets multiple stakeholders), and its main focus (product branding will focus on the product itself, whereas corporate branding will focus on the company in general), only to name a few. These differences demonstrate why corporate branding has become such an effective marketing tool for organizations and although it can be complex, it can definitely lead to positive results for an organization.

Another concept that can play a role in increasing the marketing value of an organization is brand equity (Aaker, 1991). Influenced by Aaker's Brand Equity Model (1991), the concept of brand equity has gained importance in the literature and is significant for this phase of research.

The following section will shed some light on the concept of brand equity through a brief analysis of the literature.

Brand Equity

Aaker's Brand Equity Model (Aaker, 1991), presented in Figure 3, has been applied to organizations in various fields, including sporting organizations. In fact, the brand of a sporting organization is important, as there are strong emotions attached to sport (O'Reilly & Séguin, 2009), which may influence the emotional connection between the fan base and the franchise's brand (Berry, 2000). Additionally, the leadership group of an organization is vital for the brand creation of the organization, as the first step in building the brand is establishing the vision for the organization, which the leadership group must do (Parent & Séguin, 2008). Furthermore, when selecting a brand name, "marketers must consider a number of aspects or risks affecting the long-term viability of the brand and the equity it could generate" (O'Reilly & Séguin, 2009, p.154). Other concepts an organization must consider when building its brand are the four assets of brand equity, which consists of brand awareness, brand associations, perceived quality and brand loyalty (Aaker, 1991).

Brand awareness means the likelihood that an individual will recognize the brand of an organization (Aaker, 1991), therefore the organization will want to get the attention it requires from its targeted population (O'Reilly & Séguin, 2009). Organizations should strive to reach high levels of awareness, which can be achieved with a particular symbol or slogan (Aaker, 1991), seeing that it can lead to other benefits, such as attracting sponsors who want to be associated with the organization's brand (O'Reilly & Séguin, 2009).

Another important asset for organization's wanting to build strong brand equity is the brand's associations, which consists of "anything 'linked' in memory to a brand (Aaker, 1991, p.109). For a sporting organization, brand associations are strongly based on the consumer or the fan's experience when attending or when watching a game or an event (Gladden, Milne & Sutton, 1998).

A third asset, the perceived quality of an organization's brand, can play a large role in the organization's success. This asset signifies the perception of consumers on the company's brand, which in sport, is often defined by the team's on-field success (Gladden, Milne & Sutton, 1998). Research has demonstrated that corporate image can impact the perceived quality of an organization (Kim & Hyun, 2011), which emphasizes the value of having a strong corporate image.

Finally, brand loyalty is the asset that measures how likely an individual will purchase a product or service from another brand, which consequently evaluates the consumer's attachment to the brand (Aaker, 1991). This concept is particular as it can only be measured if an individual has already made a purchase from that organization, which influences the consumer's experience (Aaker, 1991). Finally, brand loyalty can play a significant role for organizations, as it is less expensive to keep customers than to attract new ones (Aaker, 1991).

The concept of brand equity has been applied to team sports by Gladden, Milne and Sutton (1998), more specifically through the study of college athletics. These authors suggest that the unpredictable outcomes of sport lead to the "high intangible nature of the business" (Gladden, Milne & Sutton, 1998, p.4). Their framework proposes that brand equity consists of a cyclical process, where certain antecedents must be present, which leads to consequences. These

antecedents are team-related (success, head coach, star player), organization-related (reputation and tradition, conference and schedule, entertainment package/product delivery), and market-related (media coverage, geographic location, competitive forces, support).

By applying these concepts, the researcher hopes to shed light on the marketing strategy that should be put in place by the ownership group in order to ensure a sustainable football franchise, and have a better understanding of the different market segments that this franchise should target within the Ottawa region.

Methodology

Two qualitative methods were used to collect the necessary data to complete this phase: qualitative content analysis of archival material and semi-structured interviews. Both methods are important to fully understand the rebranding of the CFL franchise in Ottawa and its perceived corporate image. The summary of the data collected is presented in Table 2.

Numerous newspaper articles have been collected from various local and national newspapers between March 2011 and October 2012 (e.g. *le Droit*, *Ottawa Citizen*, *La Presse*, *The Globe and Mail*). Furthermore, various websites (e.g. City of Ottawa, CFL, Friends of Lansdowne) were utilized to expand the researcher's knowledge on Ottawa's history with professional football, the implications of the City of Ottawa with this franchise, the importance of Lansdowne Park's redevelopments, and others. Qualitative content analysis signifies "a technique for examining the content or information and symbols contained in written documents or other communication media (e.g., photographs, movies, song lyrics, advertisements)"

(Neuman, 2011, p.49). This type of information is often used for descriptive purposes, which is the case for this research, but can also be used for other types of studies, such as exploratory or explanatory (Neuman, 2011). This type of documentation is helpful in understanding the history of a phenomenon and should be analyzed with other types of documentation (Fortin, 2010).

Consequently, the researcher used another qualitative method: semi-structured interviews.

Semi-structured interviews were conducted with twenty-one participants from November 2011 to March 2012. Thirteen interviews were done in person, whereas eight interviews were conducted over the telephone. The individuals recruited consist of various internal (e.g. investors) and external stakeholders (e.g. media, City of Ottawa council, CFL staff) of the CFL franchise in Ottawa, as they are all associated to this organization in some way. Questions, such as “What do you feel is important for the CFL to communicate to fans/consumers?” and “Do you believe the new logo and name of the CFL franchise in Ottawa will affect the way the team is perceived by fans/consumers?” are examples of questions posed to the participants as part of the semi-structured interviews. Appendix E presents the full semi-structured interview guide.

By questioning internal and external stakeholders of the CFL franchise, the researcher obtained valuable information about the internal and external perceptions of the franchise. By doing so, the researcher was hoping to determine whether the franchise’s internal identity and external corporate image are aligned or if they contradict each other (Hatch & Schultz, 2001). As it is important for organizations to properly communicate its image to its fans and consumers (Bernstein, 1984), conducting semi-structured interviews from both sides of the organization can contribute to building and maintaining a positive and consistent image for all stakeholders of the CFL franchise in Ottawa.

The semi-structured interviews were the appropriate method to use to answer the researcher's questions, as this tool consists of a "series of questions designed to elicit specific answers on the part of respondents" (Fraenkel & Wallen, 2000, p.509). This type of interview also gives the interviewer an opportunity to include unexpected facts or approaches brought forward by the participants (Aaker, Kumar & Day, 2001), as the order of the questions are not predetermined (Fortin, 2010). As stated by Hesse-Biber & Leavy (2006), "... while the researcher does try to ask each respondent a certain set or questions, he or she allows the conversation to flow more naturally, making room for the conversation to go in new and unexpected directions" (p.126). Therefore, the semi-structured interview is very dependent on the interviewer, as their skills will guide the interview (Aaker, Kumar & Day, 2001) and ensure there are no bias in the way questions are asked (Yin, 2009).

In order to obtain the necessary data, the researcher needed to recruit individuals who have an association with the sport of football and/or more specifically, the CFL and the Ottawa franchise (e.g., members of OSEG, local and national media, members of the City of Ottawa council, individuals association with the minor football community in the Ottawa region, individuals associated with other CFL franchises). The recruitment of these individuals was significant, as their perception of football, the CFL and this CFL franchise already exists. In addition, they have the knowledge and expertise regarding football, the CFL, the City of Ottawa's procedures, other CFL organizations and/or the minor football community in Ottawa. It's the combination of the participants' expertise that gives the researcher an opportunity to gain information that will shed light on the CFL franchise that is coming back to Ottawa, its corporate image and aspects of its brand equity.

Snowball sampling was used to recruit the twenty-one semi-structured interview participants who meet the selection criteria. Snowball sampling, which consists of recruiting participants through a network, more specifically, starting with a small sample that grows through the links made with the initial participants recruited (Neuman, 2011). This type of sampling consists of a two-step process, as certain individuals were initially recruited to participate (e.g. investors) and then guided the researcher by providing the names of other key internal and external stakeholders who met the selection criteria and that could contribute to the research (Fortin, 2010). This type of sampling was appropriate as the researcher needed to reach a small and specialized population to collect the proper data (Aaker, Kumar & Day, 2001).

Data Analysis

Archival material was collected over the course of one and a half years to help the researcher keep up to date with the media discourse. The material informed the researcher on the various developments around the Lansdowne Park Redevelopment Projects, which was significant to understanding the status of the return of the CFL franchise. Further, the material collected provided insightful information regarding the history of football in Ottawa, which helped understand the importance of football in Ottawa and the challenges that OSEG could face when bringing CFL football back to the nation's capital. Figure 1 demonstrates the developments of both the CFL franchise and Lansdowne Park from 2006 to 2012. The material was content analyzed to produce emergent themes that were then used to help inform the semi-structured interviews (e.g., questions on stadium developments, questions on name, logo of team, ticketing prices etc.).

Once the semi-structured interviews were completed, the data collected was transcribed and used for analysis. The data was analyzed by using qualitative coding, which consists of “[coding by organizing] the raw data into conceptual categories and [creating] themes or concepts” (Neuman, 2011, p.510). Regardless of the tool used to collect qualitative data, the process for coding is generally consistent, as it means “organizing the data into themes and then refining and drawing links between the themes” (Neuman & Robson, 2009, p.337). The researcher then finds patterns by reading through the data and sorts it into various categories (Creswell, 2009), with its objective being to formulate analytical concepts (Hesse-Biber & Leavy, 2006).

Three types of codes were generated through the analysis of the qualitative data: open codes, axial codes and selective codes. As an initial step, the researcher executed open coding, which signifies having a first glance at the data and condensing it into preliminary codes (Neuman, 2011). This is the first phase of the analysis and is necessary to avoid chaos and confusion (Creswell, 2009). The second phase consists of axial coding, where the researcher takes a second glance at the data and groups the codes into analytic categories (Neuman, 2011). While the researcher analyses the actual data during open coding, they focus on codes and grouping them into categories for the second phase (Neuman, 2011). The first and second order codes generated through this analysis are presented in Table 3. The third and final type of coding executed by the researcher consists of selective coding, which “involves scanning all the data and previous codes, looking selectively for cases that illustrate themes, and making comparisons after most or all data collection has been completed” (Neuman, 2011, p.514). The selective codes for this research are presented in Table 4.

In order to reduce potential bias and ensure consistency of the data, the researcher used triangulation. Triangulation consists of analyzing the data in multiple perspectives to improve its accuracy (Neuman, 2011), which improves its quality. This is used to increase the credibility of the analysis (Hesse-Biber & Leavy, 2006), as different individuals may view or interpret the data in different ways (Creswell, 2009) and “when a conclusion is supported by data collected from a number of different instruments, its validity is thereby enhanced” (Fraenkel & Wallen, 2000, p.506). The coding of the qualitative data resulted in four main themes, which will be presented in the following section.

Results

Four themes were identified through coding of the qualitative data collected from the semi-structured interviews: 1) Football Tradition; 2) Sport Facility; 3) Identity; and 4) Brand Awareness. These themes will be described in the following section and supported by quotes from the various stakeholders who participated. More specifically, the participants include individuals from the CFL franchise coming back to Ottawa, participants from the national and local media, members of the City of Ottawa council, members of FOL, individuals involved in the minor football community in Ottawa, members of a non-profit football organization and members of the CFL organization and other CFL teams.

Football Tradition

Football tradition represents Ottawa’s history with football, more specifically with the CFL, along with the football culture in Ottawa and the impact of football on the Ottawa community. Various participants demonstrate the importance of football’s tradition in Ottawa by

emphasizing how it will have an impact on the new CFL franchise when it makes its debut in 2014.

As mentioned by a participant from another football organization: "... they have such a rich tradition with the Russ Jackson's and the Tuckers and the Toni Gabriel's and this was a great franchise that was very successful." Another member of a CFL football organization supports this by stating: "... just the history in the walls and those traditions, I think that's what's going to be the cornerstone of a successful renewal franchise." Another member of another CFL franchise stated that "I think they got the tradition and the history which I think is key." Further, a member of the national media emphasizes the rich history of football in Ottawa by saying: "they really have a lot of pleasant memories of CFL football when it existed there about 30 years ago. So I think you really have to re-invent it."

This theme also represents the football culture that has always been significant in Ottawa, as stated by an involved member in the minor football community:

I think in Ottawa, there has always been a big football culture with the Rough Riders for many years and I always thought that in general, Ottawa fans were excellent fans because there were not many winning seasons with the Ottawa franchises [...], and the stadium was always full of fans because there was a sense of pride for the Rough Riders and people could identify themselves with the Rough Riders in Ottawa (translated from French).

A member of the national media also demonstrates the presence of the football culture in Ottawa by mentioning that "you've got a lot of football players and football fans. It's a good

football city grassroots wise, high school wise, college or university wise. There are a lot of people connected to football in that city.”

Finally, the importance of having and maintaining a community involvement through football is emphasized by participants and appears to be a big component for all current CFL teams, as demonstrated by a member of the CFL organization: “I know that all of our teams are very community involved; very, very much so!” To support this statement, members of various CFL football organizations stated the importance of being involved in the community by mentioning their own team’s involvement: “we pride ourselves as the community team. We are out there more than 400 times a year in the community...we’re always helping charitable causes.” Further, “[our guys have to be] the guys these young players or young kids can look up to as mentors, and for us as an organization, I want us all to be mentors. I want us to continue doing what we do in the community and grow to be the best and give back to [our city].” As emphasized by individuals from other CFL organizations, the Ottawa franchise must also be involved in the community: “[they must] be involved in the community, get [their] players exposed and out with minor football and school groups and those kinds of things.” Another individual says:

Ottawa should really get involved in the community because kids are the future players and we have to promote the sport because sport can really help kids on the athletic and academic levels, therefore it’s very important to get involved
(translated from French).

As demonstrated by an individual who is greatly involved in the minor football community: “There’s a huge football community [in Ottawa] that Jeff Hunt is smart enough to

know that if it gets tapped right, it'll happen and he'll do well." Additionally, the same individual comments that "the [new franchise] has to take an active interest in local community football because it's the kind of community that if you show us some love, it will show you more love back, it really will!" In addition, as stated by another active member in the football community:

There is a pyramid of football where the Rough Riders or the Renegades or whatever their name might be are at the top. From there, you have an incredible pyramid of football development. They have to be present at all levels of this pyramid and they must recruit their fans at all levels and must be involved with all of those individuals (translated from French).

Sport Facility

The theme 'sport facility' represents three components: 1) the challenges that have been presented by the Friends of Lansdowne regarding the Lansdowne Park Redevelopment Project, 2) the accessibility and/or location of the stadium and, 3) the impact that the sport facility can have on the City of Ottawa and the CFL franchise.

With regards to the challenges presented by the Lansdowne Park Redevelopment Project, a member of the City of Ottawa council comments: "The delays in getting [the Lansdowne redevelopments] going is that it's a much more complex project than ever the proponents of it thought it would be." To add to this statement, a member of the local media mentions that "there have been designs of the park and iterations of what it can look like but some of the main developments in the past year have been the court challenges on the redevelopment."

Additionally, this theme represents the concerns regarding the accessibility and/or location of the stadium, which is emphasized by the following statements: "So the challenge with

Lansdowne is that it just doesn't have good buses" and "for anyone to imagine they're going to get one of the 150 [parking] spots that might be available that day, you know is madness."

Another statement suggests that "the city created a report in which Lansdowne was rated 5th as the best location for a new stadium."

Finally, this theme highlights the impact of the sport facility on the City of Ottawa and on the CFL franchise. As demonstrated by a participant from the local media, the stadium can be very positive for the city: "I think the location of Lansdowne Park is ideal... it is a promotional tool for a city because your events are broadcasted, so it's not just for football." And, as demonstrated by an individual from national media, a newly renovated sport facility can have a positive effect on the football franchise: "I think one thing they can really do to change the experience and change the brand [of the team] is change the stadium."

Identity

The 'Identity' theme includes the stakeholders' perception of football, the CFL, and the CFL franchise coming back to Ottawa, the opinions regarding the name and logo of the franchise and the impressions regarding the owners' reputation. Various perceptions of this franchise have emerged, including positive and negative views. As demonstrated by one individual from the City of Ottawa:

More people imagine themselves being Rough Riders fans than will actually pay to buy the tickets and to come out. So, I fear that a lot of effort will go into bringing back [a team] and getting them launched and it will go the same way as the previous ones.

On another note, most participants have a more positive perception of the CFL franchise, as demonstrated by an individual involved with a non-profit football organization: “I think the league and the infrastructure and the resources available in the Ottawa community with the leadership of the investors in place... it is built for a sustainable franchise.”

Identity also looks at the stakeholders’ perception of the CFL, as demonstrated by an individual from another CFL franchise who said that “the importance of the CFL is to promote that it’s our game, it’s Canadian”, and that “[the CFL] is an exciting game, it’s great value for money and a good family activity.” These statements are consistent with those of members of the CFL organization, who state that “[the CFL’s] key brand pillars are around these three factors of being affordable, authentic and accessible.”

In addition, the identity theme includes the opinions regarding the name and the logo of this new franchise. A number of opinions have emerged about the name and logo, as demonstrated by an internal stakeholder who states that the name Rough Riders is important in Ottawa: “The Rough Riders name has an enormous amount of history in the city.” A member of another CFL organization also has a positive opinion about maintaining the link with the name Rough Riders: “the Rough Riders name is very strong in Ottawa: Grey Cup victories, a lot of popularity, big players that have played for that shield and that logo so I think there’s a value to that.”

There are other individuals who don’t believe the CFL franchise in Ottawa should have ties to the former names and logos, such as an individual in national media: “I think you really have to re-invent it.” Additionally, most people believe it’s important to keep ties to the history but re-invent the brand of this franchise, such as an individual from the local media:

There is a way to keep the same colours, exactly the same colours and keep the 'R' that was on the helmets, but with a new name that starts with 'R', that is not the Renegades, and that is not the Rough Riders (translated from French).

Finally, the identity theme includes the overall perception of the new ownership group (OSEG) of this new franchise, which is emphasized by a participant from another CFL organization: "...the people that are going to be representing the brand are Canadian and they're Ottawa folks and I think that's going to overcome all the negativities of the previous owners. I think there will be an increase in confidence." Other members of other CFL organizations support this opinion by commenting: "they are local people and they're interested in reviving the strong roots, the traditions of the Ottawa football franchise", and saying:

Their reach and knowledge in the community is a lot easier than strangers coming in and trying to do it from new. No question about it, they have a better chance and I'm really confident that they'll do it the right way.

Brand Awareness

Brand awareness, which consists of the probability that individuals will recognize the brand of an organization (Keller, 1993), has been identified as another major theme in the semi-structured interviews. In this case, brand awareness is a theme that includes advertizing the franchise's brand in various markets, engaging the fans and creating awareness for the franchise in the Ottawa community.

As demonstrated by a participant involved in minor football in the Ottawa region, it's important for the franchise to advertize the team differently in various markets: "You don't address former fans the same way that you address fans that got burnt or future fans that will be

the future of this franchise (translated from French).” In addition, a member of another CFL organization believes that “you’ve got a missed generation that hasn’t seen football there; you’ve got to get them back,” which supports a statement from a participant who works for the national media and comments:

I think [they must] capture that group of people that don’t know this is something that they want. They have to realize that this is something they want... [the Renegades] weren’t able to capture that general sport fan that didn’t know they wanted a CFL team.

This theme also represents the importance of creating awareness for the CFL franchise and its brand in the Ottawa community, as stated by an internal stakeholder of the franchise:

One of the things that we believe is important is for us to get the name and the brand early so that by the time we kick the first football here, it’s a year and a half later. The name is already resonated, settled in, people have gotten used to it, it’s not the buzz anymore, it’s not what people are talking about anymore.

Finally, brand awareness involves the engagement of fans to create awareness for the franchise. An internal stakeholder emphasized the importance of engaging fans by stating: “Eventually we’re going to go out into the market with a ‘name-the-team contest’.” Additionally, a member of the CFL organization comments: “My initial thought [would be] of just addressing and maybe getting feedback from fans and understand what their impressions are of the pending new team in Ottawa.”

The themes identified in this section (Football Tradition, Sport Facility, Identity and Brand Awareness), were supported by quotes from the semi-structured interviews. Participants

provided important information for the CFL franchise in Ottawa and what OSEG and football fans could look forward to in the next few years. The next section presents the impact of such findings and how they can be utilized by the CFL franchise in Ottawa to benefit the organization.

Discussion

This phase of research identified four major themes that are important for the CFL franchise coming back to Ottawa: football tradition, sport facility, identity and brand awareness. By applying corporate image theory and associating it to certain aspects of brand equity, important findings have emerged that will help build a branding strategy suitable for this franchise that is arriving in a new, yet pre-existing market.

There are key findings that have emerged from the semi-structured interviews. Tradition and history have proven to be significant in the eyes of both internal and external stakeholders, as these individuals believed it is key for this franchise to make ties with history and celebrate the good moments that have occurred in the past. Furthermore, the importance of having and maintaining a strong community involvement appears to be vital for the success of this franchise, and finally, the impact of the Lansdowne Park Redevelopment Project has proven to be a key component for the return of football in the Ottawa region. These findings will be reviewed in the following section and associated to the literature to gain insight on how they can impact the success and sustainability of this future CFL team.

External stakeholders emphasized the importance of associating this new franchise with the history and the tradition of CFL football in Ottawa. For example, they mention the importance of bringing back the colours worn by the two former teams (red, black and white)

and the big white 'R' on the players helmet that fans associated themselves with during the Rough Riders years. Making these associations can be significant in the sporting world, in order to create an emotional connection between the consumer and the brand (Berry, 2000). A good example of this is the Montreal Alouettes CFL franchise. After folding and leaving Montreal without football for a few years, the Alouettes made their second attempt at a sustainable CFL franchise in Montreal by keeping their name and more importantly, making ties with the history and tradition of the former Alouettes' franchise, which proved to be significant in their found success (O'Reilly & Séguin, 2009). Participants also emphasize the importance of celebrating the great achievements (e.g., the Grey Cups won by the Rough Riders in the 1960s and 1970s) and the star players that played and succeeded in Ottawa, such as Russ Jackson and Whitman Tucker. Both success and 'star players' have proven to be key antecedents for building strong brand equity (Gladden, Milne & Sutton, 1998), which can be associated to this future franchise when building its brand. Additionally, the strong associations the fans make with these historical components demonstrated the positive feelings they have kept from watching and/or attending games, which is consistent with Aaker's findings, as brand associations can give a consumer a positive feeling towards a brand (Aaker, 1991). These findings are then important for building strong brand equity and for the perception of this franchise. On another note, although stakeholders believe this franchise should have a new identity, which means having new values and its own characteristics (Hatch & Schultz, 1997), they believe making ties with the football tradition is critical to building strong brand equity, which Gladden, Milne & Sutton (1998) emphasize to be valuable for sport teams.

This phase of the study also revealed the importance for the franchise to have and maintain a strong community involvement. As demonstrated by interview participants including

members of the CFL franchise, community involvement is extremely important, as demonstrated by other CFL franchises who are involved in their community in some capacity (e.g. programs in school, awareness programs, and involvement in minor football). The correlation between the CFL organization and its teams on this matter demonstrates that there are no gaps between both sides, which is a key component of building a strong corporate image for the CFL (Hatch & Schultz, 2001; Hatch & Schultz, 2003a; Davies, Chun, Vinhas da Silva & Roper, 2004). For this reason, it is vital for Ottawa's CFL team to have a strong implication in the community by working with minor football programs, and other community initiatives. By doing so, young individuals can get to know members of the team, which will create awareness for the franchise, and increase the chances that these young fans think of the team when thinking of football (Keller, 1993). Further, not only is a strong community involvement likely to contribute to having a strong image in the Ottawa community, it may also improve the interest and loyalty of the younger generation of fans, also known as the missed generation of fans who never knew CFL football in Ottawa, because famous athletes can have a positive influence on teenagers' loyalty (Bush, Martin & Bush, 2004). Finally, as demonstrated by the results, it is vital for this franchise to have a strong presence in the minor football community, which could be positive for the team because these young players' interest in the sport increases their chances of being fans of this franchise and purchasing tickets and merchandise (O'Reilly & Séguin, 2009).

It's not surprising that the sport facility of this franchise, known as Frank Clair Stadium at Lansdowne Park, has played an important role in this phase of research. While the data collection occurred during a busy and controversial period for the Lansdowne Park Redevelopment Project, the impact of the sport facility has proven to be significant on the future of this franchise. The court challenges brought forward by Friends of Lansdowne has not only

delayed the return of the CFL team by an entire season, it has attracted a lot of media attention, both positive and negative. Fortunately for the future CFL franchise, internal and external stakeholders do not associate the Lansdowne controversies to the new CFL franchise and don't believe fans will associate the issues with Lansdowne Park to the CFL team. This finding is interesting as awareness can influence consumers and their associations (Keller, 1993). The second phase of the study, which will be presented in Chapter 3, will shed light on the influence of Lansdowne Park on the CFL franchise in the eyes of potential fans.

In addition to the Lansdowne Park Redevelopment Project, concerns have been addressed in this phase of the study regarding the location of the stadium, the lack of parking places and of public transportation and its accessibility. However, many individuals are optimistic that CFL football can work at this stadium due to its unique location along the Rideau Canal and its entertainment surroundings (e.g. movie theatre, restaurants, bars). Having a new stadium normally increases attendance for the first season (Howard & Compton, 2003), and therefore, the CFL franchise must ensure it takes advantage of the excitement and curiousness with regards to the stadium (which as demonstrated by Howard & Compton (2003) can lead to an increase in attendance) by advertizing the sport facility as a positive component of the CFL team.

Furthermore, this phase of research revealed valuable opinions about the name, the logo and therefore, the brand of this new franchise. Although many individuals agree that the Rough Riders name has a strong history in Ottawa, most believe that assigning a new name to this franchise would be the best choice for its success. The simple fact that another organization in the CFL has that name (the Saskatchewan Roughriders) appears to be a good enough reason to avoid naming this franchise Rough Riders in the eyes of many stakeholders. In support of this view, Aaker's (1991) findings argued that it's important for organizations to create a unique and

unusual brand that will differentiate it from other brands in its category. Therefore, it would be valuable for the CFL franchise in Ottawa to build its own unique brand that fans will be able to associate with and perceive it as their own.

There are various factors from Ottawa's CFL past, such as the star players, the victorious seasons and the pleasant memories, that have been identified and have given CFL football in the nation's capital a positive reputation. Kowalczyk & Pawlish (2002) noted the influence that an organization's past actions may have in building its corporate reputation. That being said, it is important for organizations to manage their reputation and ensure it is associated with their image and their identity and that it does not contradict either of these elements (Fombrun, 1996). The results demonstrate that there is a correlation between these three elements, as the external perception of this franchise correlates greatly with how the internal stakeholders view the organization and they are both in line with the reputation that follows this franchise due to its strong history. Therefore, OSEG must ensure that the association between these three concepts remains intact, as these can change at all times (Kowalczyk & Pawlish, 2002).

Another concept that external stakeholders have emphasized is the importance of the ownership group. Although many participants suggested that having local owners is not a necessity for professional sport franchises, the history and track record of ownership groups in Ottawa has not always been positive, which in this phase of the study was reported to affect participants' perception of management and the sustainable nature of having a team in Ottawa. This doubt in the eyes of fans emphasizes that having credible and local owners, which are part of the internal aspects of an organization, may influence outsiders' perception (Hatch & Schultz, 1997; Schultz & Ervolder, 1998; Kowalczyk & Pawlish, 2002; MacIntosh & Doherty, 2007), as the ownership group affects the corporate image of the CFL franchise, which also emphasizes

the relationship between the employees of an organization and its corporate image (Bridson & Mavondo, 2011).

Additionally, this phase of the study revealed brand awareness as one of its major themes, which emphasizes external and internal stakeholders' opinion on the importance of creating awareness and excitement for this franchise. Due to Ottawa's history with football, external stakeholders revealed that the advertizing strategy for this franchise must differ based on the targeted population (e.g. former loyal football fans, young football players). While this franchise will likely have a new name and a new brand, fans of the former CFL teams in Ottawa are likely to understand who this new franchise is and what it represents. Therefore, the organization must target the various fan groups differently and find ways to create awareness, which Aaker (1996) believed would influence their perception and attitudes towards the new team. This could lead to many benefits for the franchise, as it increases the chances that more organizations will want to be associated to it (O'Reilly & Séguin, 2009) and therefore, more opportunities to find sponsors for the organization.

Finally, as identified by Kim & Hyun (2011), corporate image can influence certain assets of brand equity, more specifically perceived quality. This phase of the study supports this finding, and additionally, supports the proposition that corporate image can influence aspects of brand equity, as the results demonstrate a relationship between corporate image and brand associations. This is achieved as Ottawa's strong history with football influences the way external stakeholders perceive this future franchise, even though it has yet to officially enter the CFL for its first season, which emphasizes the influence an individual's perceptions can have on the associations they make between multiple brands.

Future Research

While this phase of research has provided important findings regarding a sporting organization making its return in a new but pre-existing market, there are many research opportunities that could fill the gaps that this phase of the study was not able to cover. First, although the interaction between consumers and employees can greatly influence an organization's corporate image (Dowling, 1993; Hatch & Schultz, 2001; Kowalczyk & Pawlish, 2002; Schultz & De Chernatony, 2002), this theory cannot be tested, as the organization's employees have yet to be chosen and the organization has not yet been put in place. Even if there are certain internal stakeholders already involved with the organization (e.g. the ownership group), the personnel has not been hired yet. Once the organization's personnel is hired, future research could be done with this franchise to evaluate how the interaction with consumers will further influence the organization's corporate image.

The first phase of research can contribute to future research in cities preparing to welcome a sport team for the second or the third time (as is the case for the CFL franchise in Ottawa). While the strong history and tradition of CFL football in Ottawa has proven to be a key element for this franchise and for the Montreal Alouettes when they made their return to Montreal for a second attempt at a sustainable franchise (O'Reilly & Séguin, 2009), more investigation is required on this matter to provide evidence that this is the case in cities where there is not as much history. It would be valuable for other cities that are making a second or third attempt at a sustainable franchise to evaluate the importance of making ties and celebrating history and the impact it can have on the perception of the future franchise and its corporate image.

The results of the interviews showed that the ownership group has had an impact on the external perception of the organization and has proven to be significant for this franchise, which emphasizes the direct relationship between employees and the organization's corporate image (Bridson & Mavondo, 2011), along with the importance of the leadership group through the brand creation process (Parent & Séguin, 2008). Therefore, it would be valuable for future research to test this proposition in a pre-existing market that is looking to welcome a new sport team, by evaluating the impact of the owner or the ownership group on the way the organization is perceived.

Conclusion

The results have provided significant information about the perception of the future CFL franchise in Ottawa. There are many similarities between both sides of the organization, internal and external, which is important for any organization who wants to find success (Dowling, 1993; Hatch & Schultz, 2001; Kowalczyk & Pawlish, 2002; Schultz & De Chernatony, 2002). These similarities include but are not limited to the value of making ties with the history and the tradition of CFL football in Ottawa, keeping the colours consistent, while having a new name and logo, and having a strong presence in the community by working with local football programs and being active in community wide initiatives, such as educational programs.

First, the results support the literature, attesting to the importance of balancing the internal and external stakeholder views of the organization. Although corporate image consists of an external aspect (Hatch & Schultz, 2001), the importance of understanding the internal perception of the organization proved to be significant to gain insight on OSEG's perception of

this franchise and whether it correlates with the external view, which supports findings from previous research (Hatch & Schultz, 2001; Hatch & Schultz, 2003a; Davis, Chun, Vinhas da Silva & Roper, 2004).

Furthermore, the history of CFL football in Ottawa has proven to be a key element in building corporate image for this future franchise. Therefore, markets or cities that have such strong history in sport should look to celebrate history and make ties with the good moments, as this could be very important elements to their new franchise's image.

Finally, while the associations and celebrations of history are important, the results demonstrate the importance of building a new image and a new brand for this future franchise. Both internal and external stakeholders believe it's important to create a new brand that will be unique to the franchise and that fans will be excited about. Furthermore, findings demonstrate that if the timing is done right, fans will be comfortable and used to the new name and the new logo by the time the team plays its first game.

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Chapter 3: Third and Long: Consumer Perceptions of the CFL coming back to Ottawa

After a long and tumultuous history of much success and failure, once again, the city of Ottawa will be home to a CFL franchise set to kick-off in 2014. After two failed franchises already in Ottawa, the new ownership group (OSEG) has the difficult task of bringing in a new team, creating a fanbase and inevitably a successful and sustainable operation.

The marketing of this franchise will be significant for its success, as it will benefit the organization by creating awareness and building a relationship with future fans. In order to achieve this, OSEG has to build a brand that will be suitable, which includes finding a name and a logo that will be appealing for its future fan base. The purpose of this phase of the study is to examine the perceptions of local residents in the Ottawa community regarding the return of the CFL in lieu of two past failed franchises and the public concern from the Lansdowne redevelopment. By doing so, the researcher will gain insight on how the public views this franchise and how OSEG can build a suitable brand for its future fans.

Building on qualitative research which examined internal and external stakeholders opinions of the new franchise, the objective is to evaluate the associations individuals make with the importance of Ottawa's football history, their awareness of this new franchise and of the Lansdowne Park redevelopments, which has had significant influence in bringing back this franchise to Ottawa among other important marketing variables of interest.

The following sections review the brand equity literature and key findings from the corporate image literature, along with an explanation of the methodology used by the researcher,

an explanation of the findings and their potential impact on the CFL franchise and the literature, and finally, concluding words and a brief description of potential future research.

Review of the Literature

Branding

According to the marketing literature, certain authors state that an organization's brand is considered to be its most important asset (Kapferer, 2007; Aaker, 1991). In fact, as stated by Aaker (1991), "a brand is a distinguishing name and/or symbol (such as a logo, trademark, or package design) intended to identify the goods or services of either one seller or a group of sellers, and to differentiate those goods or services from those of competitors" (p.7). Evidently, a strong brand will give companies the opportunity to distinguish themselves from their competitors, which will lead to a strong relation with their consumers (O'Reilly & Séguin, 2009). O'Reilly & Séguin (2009) mention the importance for companies in the sporting world to have a strong relationship with their consumers, as "the connections between the brand and consumers usually happen in a highly charged emotional environment" (p.152). Furthermore, as mentioned by Berry (2000), "great brands always make an emotional connection with the intended audience. They reach beyond the purely rational and purely economic level to spark feelings of closeness, affection, and trust" (p.134).

As demonstrated in the following section, an important concept to consider when discussing branding is brand equity.

Brand Equity

Brand equity is a multidimensional concept (Aaker, 1991; Aaker, 1996) that consists of “a set of brand assets and liabilities linked to a brand, its name and symbol, that add to or subtract from the value provided by a product or service to a firm and/or to that firm’s customers” (Aaker, 1991, p.15). Brand equity can also be positive or negative, as it can serve as an advantage over its competitor (positive) or disadvantage versus another more powerful brand (negative) (Berry, 2000).

An important element to consider in order for an organization to create a strong brand is the leadership group (Parent & Séguin, 2008). In fact, these individuals must establish the vision for the organization early in the building process, which will be very important to building brand identity (Harris & Chernatony, 2001) and consequently, have a strong brand equity (Keller, 2003). Furthermore, the brand identity of an organization will influence the relationship between the brand and the consumers (Keller, 2003), which in sport, can be very beneficial for an organization (O’Reilly & Séguin, 2009).

As demonstrated in Aaker’s Brand Equity Model (1991) (Figure 3), there are four main assets to consider when analyzing a company’s brand equity: brand loyalty, brand awareness, perceived quality and brand associations, which will be analyzed below, as they all contribute to Aaker’s Brand Equity Model (1991).

Brand loyalty

According to Aaker (1991),

brand loyalty, long a central construct in marketing, is a measure of the attachment that a customer has to a brand. It reflects how likely a customer will be to switch to another brand, especially when that brand makes a change. (p.39)

A company's brand loyalty is an extremely important element to consider when evaluating its brand equity. This is the case as it is much more expensive for companies to attract new customers than to keep existing ones (Aaker, 1991). Companies can also benefit from loyal consumers, since these individuals may attract new consumers through word-of-mouth communication, which can lead to new loyal consumers (O'Reilly & Séguin, 2009) for the organization. In addition, famous athletes can have a positive influence on adolescents' brand loyalty (Bush, Martin & Bush, 2004), which can be beneficial for sporting organizations to increase its number of loyal teenage fans.

With regards to the assets that form a company's brand equity, brand loyalty is different because it cannot exist if the consumer has never purchased a product or service from the company. Consequently, the consumer's experience plays a significant role in their loyalty towards the brand (Aaker, 1991), as it can affect future purchases and eventually lead to loyalty towards the brand over competitors in the product category (Shank, 2009).

Brand awareness

Brand awareness is another important asset to a company's brand equity, as it consists of brand recognition and brand recall (Keller, 1993). In fact, according to Aaker (1991), brand awareness is "the ability of a potential buyer to recognize or recall that a brand is a member of a certain product category" (p.61). This concept can play a significant role, as it can affect a consumer's perceptions and attitudes (Aaker, 1996). There are three main reasons why awareness is important when measuring brand equity (Keller, 1993):

- 1- Awareness increases the chances that consumers think of the brand when thinking of the product of service category.
- 2- Awareness can affect the consumer's decisions about the brands in the consideration set.
- 3- Awareness can affect the consumer's decision-making by influencing the brand associations.

Aaker (1991) has also addressed various methods that companies can use in order for their brand to be known, and evidently achieve brand awareness. First, it is important for companies to be different and to have a reason to be noticed by creating a memorable and unusual brand. Aaker also suggests using a slogan, symbol exposure and publicity, as these are methods that will increase the awareness of the company's brand. Event sponsorship is also an important way of creating brand awareness, as "the primary role of most event sponsorship is to create or maintain awareness (Aaker, 1991, p.75).

Perceived quality

Another component of brand equity is perceived quality, which is the perception of the consumer regarding the quality of a company's product or service. Consequently, this will affect the overall perceived quality of the company's brand (Aaker, 1991; Zeithaml, 1988). For sporting organizations, the perceived quality will often be defined by the team's success and whether or not it achieves the anticipated results put forth prior to the season. Consequently, the team's success may also have an impact on brand awareness, brand association and brand loyalty of the franchise (Gladden, Milne & Sutton, 1998). The consumer's perception regarding the quality of the brand can benefit a company in various ways, as it provides the consumer with numerous reasons to buy the product and/or service, it can help differentiate a product and/or service from its competitors and it makes it easier to build brand extensions (O'Reilly & Séguin, 2009). Finally, as stated by Kim & Hyun (2011), "...corporate image has strong impact on perceived quality which eventually affects the overall value of brand equity" (p.435). This statement emphasizes the direct relationship between corporate image and brand equity, which are both valuable.

Brand associations

A brand association, defined as "anything 'linked' in memory to a brand" (Aaker, 1991, p.109), is another important asset of brand equity. There are various types of brand associations, such as product attributes, customer benefits, relative price, product class and competitors, only to name a few (Aaker, 1991). In a sporting environment, brand associations consist of anything that the consumer will remember from their experience of attending or viewing a game or an event, such as success, product delivery, support, etc. (Gladden, Milne & Sutton, 1998).

According to Aaker (1991), “a well-positioned brand will have a competitively attractive position supported by strong associations. It will rate high on desirable attributes, such as friendly service, or occupy a position distinct from that of competitors” (p.110). Consequently, the value of positive brand associations is significant, as it helps the consumer retrieve information on the brand, it differentiates the brand from its competitors, it gives the consumer a reason to buy the product and/or service, it creates a positive feeling towards the brand and it provides the basis for extensions (Aaker, 1991). In addition, along with brand awareness, it appears that brand associations are a necessity, although not sufficient, for high-customer-based brand equity (Washburn & Plank, 2002).

The following section will look at Aaker’s concept of brand equity, by applying it to team sports. Since the proposed study will be analyzing the brand equity of a sporting organization, the findings of Gladden, Milne and Sutton (1998) appear to be beneficial to the CFL franchise in Ottawa.

Conceptual Framework of Team Sport Brand Equity

Gladden, Milne and Sutton (1998) suggest a framework to evaluate brand equity in a team sport environment, more specifically for college athletics (Figure 4). In reference to Aaker’s Brand Equity Model (1991) (Figure 3), these authors applied the concepts of brand equity (i.e. brand loyalty, brand awareness, perceived quality, brand associations) to a team sport environment, in order to give managers and owners an opportunity to help their team reach positive brand equity. This framework suggests that there are three types of antecedents that must be present, such as: 1) team-related (success, head coach, star player), 2) organization-related (reputation and tradition, conference and schedule, entertainment package/product

delivery), and, 3) market-related (media coverage, geographic location, competitive forces, support). These antecedents will contribute to brand equity, which can lead to six different consequences: national media exposure, merchandise sales, individual donations, corporate support, atmosphere and ticket sales. Furthermore, Gladden, Milne and Sutton (1998) suggest that “the creation of brand equity is a cyclical process that includes both antecedents and consequences of brand equity” (p.15).

An important element for a sporting organization’s success is its fan base. Sport is unpredictable and inconsistent, which makes it extremely exciting for fans (O’Reilly & Séguin, 2009). The following section will analyze Funk & James’ (2001) Psychological Continuum Model (PCM), which looks at the connection between fans and sport teams. This concept is important, as the researcher looks to evaluate the demographics of the fan base of the CFL franchise coming back to Ottawa. Fans are a key component to any sport franchise’s success, and this franchise is no exception to this. Having a good understanding of your team’s fan base before building its brand can be very beneficial in order to build an attractive and suitable brand for your fans.

The Psychological Continuum Model

Funk and James’ (2001) Psychological Continuum Model analyzes the relationship between an individual and sport (see Figure 5). As stated by the authors, “four general boundaries operating along a vertical continuum are conceptualised to characterise the various psychological connections that sport spectators and fans may form with specific sports and teams” (Funk & James, 2001, p.121). These four boundaries consist of awareness, attraction,

attachment and allegiance and will be presented individually to better understand how the PCM presents the important connection between fans and sport.

The concept of awareness is achieved when an individual first learns about a sport or a team. For adults, this is often the case when there are new sports, teams or leagues that are formed, and they go back to the awareness level once they discover other sports or leagues (Funk & James, 2001). As the individual better understands the rules of the sport and can distinguish the sport or the team from others, they then reach a higher level of awareness, which can lead to the second level on the PCM: attraction (Funk & James, 2001).

Attraction signifies the acknowledgement an individual makes regarding their favourite team or their favourite sport, which is usually due to social and demographic reasons (Funk & James, 2001). When an individual reaches this stage, it is because they recognize that they have a favourite team or a favourite sport and might watch it on television or attend games. It is important to note that this stage is not necessarily durable and can be influenced by social situations, such as being attracted to a team because a friend or family member likes that team (Funk & James, 2001).

The next phase is the attachment phase, which signifies that “a psychological connection begins to crystallise, creating various degrees of association between the individual and the sport object” (Funk & James, 2001). This phase is achieved when the individual has a stable connection with the sport or the team, usually influenced by intrinsic motivations rather than extrinsic. Once an individual reaches loyalty towards a sport or a team, they have then reached the final level of the PCM, which consists of allegiance.

Reaching the level of allegiance not only signifies loyalty towards the sport or the team but also means that the individual has reached a durable and consistent behaviour towards that sport or team. Therefore, they are loyal and committed and has a very high level of involvement. Involvement, which is defined as “a state of motivation, arousal or interest toward a recreational activity or associated product” (Iwasaki & Havitz, 1998, p.260), helps differentiate the individual who is at the attachment level versus the allegiance level (Funk & James, 2001).

The success of the CFL franchise coming back to Ottawa will depend greatly on its fans, especially in the first few years when it will be important to create excitement and attraction for the team within the city. Funk & James’s PCM (2001) provides information for the researcher to have a better understanding of the relationship between fans and sport, which in this case is football, and the relationship between fans and a team, which in this case consists of the CFL franchise coming back to Ottawa. The findings provided will shed light on the fan base of this future franchise, which will help identify where football fans and CFL fans in Ottawa are located on this vertical continuum (see Figure 5) and therefore, the PCM will clarify what OSEG and the CFL franchise must do to attract and then increase the number of fans at the allegiance level.

Another important concept to consider for this future franchise is its corporate image. In fact, as this research project evaluates the association between corporate image theory and assets of brand equity, the following section will present key findings from the corporate image literature, which could be important for this phase of the study.

Corporate Image

Corporate image, which consists of “the outside world’s overall impression of the company” (Hatch & Schultz, 2001, p.130), is the external perception of an organization. However, it is important for organizations to consider the internal elements of their organization, such as organizational culture, and ensure there are no gaps between the two sides of the organization (Hatch & Schultz, 2001; Hatch & Schultz, 2003; Davies, Chun, Vinhas da Silva & Roper, 2004).

It is important to note that an organization’s culture, identity and image are intertwined and closely linked, which means that when one is affected, the other concepts will benefit or suffer as well (Hatch & Schultz, 2002). Furthermore, the internal aspects of the organization can have an impact on the external perception of the organization (Hatch & Schultz, 1997; Scultz & Ervolder, 1998; Kowalcyk & Pawlish, 2002; MacIntosh & Doherty, 2007), which emphasizes the association between both sides of the organization. In addition, the way an organization is perceived is not permanent and can change at all times. Consequently, all organizations must consider these changes in order to remain competitive in their respective market (Hatch & Schultz, 2001), as corporate image is an important driver for customer satisfaction (Bridson & Mavondo, 2011).

Methodology

As previously mentioned, a sequential exploratory design signifies that the quantitative study builds on the data collected and analyzed during the qualitative study (Creswell, 2009). The information collected through the first phase of the research, more specifically via the

qualitative semi-structured interviews, informed the questions within the survey. For example, the qualitative research indicated that having a new name and a new logo for this franchise was important to consider, thus, questions in the survey asked the participants to shed light on their opinion of the name and the logo and whether or not they hoped to see the same name and logo as the Rough Riders or Renegades or have a different name and a different logo.

The following section will inform the reader on the survey used to collect the data, the participants that were recruited to complete the survey and the process used by the researcher to analyze the data.

Survey

A Likert-type survey was used to collect the quantitative data for this phase of research. More specifically, the questions were built on a 7-point scale, varying from ‘Strongly Disagree’ to ‘Strongly Agree’. One example of a question was: I am aware the CFL has granted a new franchise for the City of Ottawa. See Appendix F for the full list of the survey questions.

Prior to implementing the survey, a pilot test was performed in February 2012 with ten individuals (five filled out the French survey and the five other completed the English version). Although six of these individuals were randomly selected and did not necessarily have an association with football, the researcher identified four individuals in the Ottawa region who have an association to football (e.g. football coach, member of administrative team of a minor football association) to complete the survey as a pilot test. Once the pilot testing was completed and only a few minor changes were made, the survey was uploaded on Survey Monkey by the researcher and became accessible to subjects online from March 2012 until April 2012.

The survey was available in French and English and consisted of two parts, where the first section focused on how stakeholders viewed the CFL franchise coming back to Ottawa and the second part focused on the subject's background information (e.g. demographics, history with football in Ottawa). The first section, consisting of 27 questions, focused on identifying if the participant is a football fan, their awareness regarding this new franchise, their loyalty towards former franchises, and their opinions regarding the new name and logo, the ownership group and the Lansdowne Redevelopment Plan. The second section, which consisted of 13 questions, focused on the participant's demographics (e.g., age, gender, language, time living in Ottawa) and their relationship and perception of the former football franchises in Ottawa.

The background information, also known as classification data (Housden, 2010) or background questions (Neuman, 2011), asked participants to indicate their age, gender and time living in Ottawa. This information was collected to better understand the demographics of the CFL franchise in Ottawa's fan base. These types of questions are important as they help the researcher "break out and compare responses of younger and older consumers, larger and smaller businesses, manager vs. individual contributors, and so forth" (McQuarrie, 2012, p.143).

As is consistent with other data collection tools, there are many advantages and disadvantages to an online survey. First, as the survey is extremely impersonal, biases are reduced which improves the accuracy of the tool (Fortin, 2010). This is the case as the data collected through online surveys is not influenced by external factors, such as the researcher's interviewing techniques, which increases the chances of collecting accurate data that truly reflects the participants' opinions and experiences. Further, it provides significant amounts of statistical data, which contributes to the researcher's knowledge (McQuarrie, 2012), and is inexpensive, easy to control and can be filled out at the subject's convenience (Housden, 2010).

Although using an online survey method “tends to tell you *what* but not *why*” (McQuarrie, 2012, p.133), and it does not give the subject an opportunity to ask for clarification on questions that lead to certain uncertainties (Fortin, 2010), it was the best tool for this phase of research. This is the case as it gave the researcher access to a variety of participants within the City of Ottawa and was the best way to build a network that would target individuals who have an association with football (e.g., sending the survey to everyone in a football association who’s given their email address as an athlete, a parent or a coach, emailing an entire University or College football team).

Participants

The individuals recruited to participate are potential fans and consumers of the CFL franchise in Ottawa, which includes individuals who already have an association with football in the Ottawa region (e.g., amateur, collegiate). These individuals are recruited through snowball sampling, meaning that the researcher solicited specific individuals in the Ottawa football community, who then provided contact information of other individuals associated to football. These other individuals are then recruited through purposive sampling, which signifies selecting individuals to participate with a specific purpose or objective without necessarily representing the entire population (Neuman, 2011). The individuals targeted are recruited specifically to give the researcher different perspectives on the CFL franchise in Ottawa, as it targets both individuals who already have an association with football and individuals who do not necessarily have an association with football but who respect the selection criteria. When doing market research, it is important for the researcher to recruit these different types of individuals to gain an understanding on various consumer groups (Aaker, Kumar & Day, 2001). As this phase of the

study consists of market research in a new, yet pre-existing market, it was deemed important to recruit individuals who are associated with the sport of football. With regards to Funk & James' PCM (2001), individuals with an association to football are most likely at the attachment or even the allegiance levels for the sport of football, as they follow and participate in the sport for intrinsic reasons and could very likely be loyal to it. Using Funk & James' PCM (2001) is important, as it gives the researcher a better understanding of where individuals are situated within the PCM and sheds light on what this means for this future franchise, based on the distribution of its potential fans.

Recruiting people who are associated to football is important, as the individuals who are linked to a sport are likely to have an interest in supporting a professional franchise of that sport, therefore, more likely to purchase merchandise or attend games (O'Reilly & Séguin, 2009). This signifies that individuals who have an association with football in Ottawa are likely to be the ones filling the stands on game day and supporting this franchise. It is then important for OSEG and the CFL franchise in Ottawa to consider these individuals' perceptions and opinions regarding this franchise when building its brand, as they are likely an important group of fans that will support the franchise and therefore, building an attractive brand in their eyes will be very important. Finally, attracting new consumers is also much more expensive than keeping existing ones (Aaker, 1991), which emphasizes the importance of considering those who have an association with football, as they are loyal to the sport and therefore, by understanding their views and perceptions of this franchise, the chances of building a brand that is attractive to these individuals increases and as a result, reduces the costs of having to attract new fans.

Data Analysis

SPSS, which is a software used to analyze and predict statistics, was used to analyze the data. An analysis of variance, (ANOVA) was used to help assess “whether several populations have the same mean by comparing how far apart the sample means are with how much variation there is within the samples” (Moore, 2004, p.608). More specifically, a one-way ANOVA was used to compare the means for two or more factors, while considering the variance between the groups (Gavin, 2008). The analysis of the means and standard deviation was appropriate as it shed light on the differences amongst the population’s demographics (e.g., age, gender, language, duration living in Ottawa) regarding their perception on the CFL franchise coming back to Ottawa. The following section consists of an explanation of the findings that have emerged from the one-way ANOVA test.

Results

Respondents

There are 370 subjects who completed the online survey over a four-week period. In fact, 190 of the respondents were men (51.4%) and 180 were women (48.6%). Furthermore, 77 completed the survey in French (20.8%), while 293 completed it in English (79.2%). The subjects were divided into five groups based on their age. There are 86 individuals between the ages of 18 and 23 (23.2%) who completed the survey, 72 from 24 to 30 years (19.5%), 64 subjects from 31 to 46 (17.3%), 72 individuals from 47 to 55 years (19.5%) and 76 subjects from 56 years to 81 (20.5%). Finally, 29 subjects (7.8%) have been living in Ottawa for less than 5 years, 21 individuals (5.7%) have been in Ottawa between 5 and 10 years, 13 individuals (3.5%) have been living in Ottawa between 10 and 15 years, 44 individuals (11.9%) have been in

Ottawa between 15 and 20 years, 250 subjects (67.6%) have lived in Ottawa for more than 20 years, and finally, 13 subjects (3.5%) did not answer this question. The descriptive statistics generated from all Likert-type survey items can be found in Table 5.

Analysis of variance

In order to evaluate the respondent's perceptions of the CFL and the CFL franchise coming back to Ottawa, a series of ANOVA'S were performed. When the results were significant (i.e., $p < .05$), a Tukey post-hoc procedure was used to determine the nature of the difference which existed between the groups. The means and standard deviations of each survey item are presented in Table 6.

The ANOVA test showed a significant difference between men and women's interest in football ($F(1,368) = 100.25, p < .05$), as men ($M = 5.38, SD = 1.74$) considered themselves football fans to a greater degree than women ($M = 3.47, SD = 1.92$). A significant difference was also found in both gender's awareness regarding the CFL franchise coming back to Ottawa ($F(1,368) = 42.80, p < .05$) as men ($M = 5.33, SD = 2.19$) were more aware than women ($M = 3.77, SD = 2.38$). Furthermore, the difference between both gender's loyalty towards both football franchises was significant, as for the Rough Riders ($F(1,368) = 36.41, p < .05$) men ($M = 4.14, SD = 2.11$) were more loyal than women ($M = 2.90, SD = 1.83$) and for the Renegades ($F(1,368) = 12.93, p < .05$), men ($M = 3.46, SD = 2.00$) were also more loyal than women ($M = 2.77, SD = 1.68$). The results of the ANOVA test by gender can be found in Table 7.

In relation to the subjects' language, there was a significant difference between the way English and French individuals perceived the Ottawa Renegades. There was a significant

difference regarding the loyalty towards this franchise ($F(1,368) = 12.66, p < .05$), as English subjects ($M = 3.30, SD = 1.86$) were more loyal to the Renegades than the French subjects ($M = 2.45, SD = 1.73$). There was also a difference in the memories associated to the Ottawa Renegades ($F(1,368) = 14.63$), as English subjects ($M = 3.44, SD = 1.70$) were more loyal to this franchise than French subjects ($M = 2.49, SD = 1.70$). There was no significant difference between English and French speaking individuals with regards to their awareness, loyalty and positive memories of the Ottawa Rough Riders. The results by language are presented in Table 8.

In addition, there were significant differences between the various age groups and their loyalty towards the Rough Riders and the Renegades, and their awareness regarding the new CFL franchise. The means and standard deviations by age groups are presented in Table 9. Tukey's post-hoc test demonstrated that subjects between 18 and 23 years ($M = 2.52, SD = 1.47$) and 24 – 30 years ($M = 2.93, SD = 1.94$) were significantly less loyal to the Rough Riders than older groups, such as 31 – 46 years ($M = 4.17, SD = 1.98$), 47 – 55 years ($M = 3.97, SD = 2.16$) and 56 – 81 years ($M = 4.32, SD = 2.17$). Similar results were found with regards to the positive memories associated with the Rough Riders, as subjects between 18 – 23 years ($M = 3.03, SD = 1.55$) and 24 – 30 years ($M = 3.46, SD = 2.12$) were significantly lower than subjects between 31 – 46 years ($M = 4.38, SD = 1.87$), 47 – 55 years ($M = 4.49, SD = 2.06$) and 56 – 81 years ($M = 4.93, SD = 1.84$). Furthermore, there was a significant difference regarding the loyalty towards the Ottawa Renegades, as individuals between 31 – 46 years ($M = 3.97, SD = 1.98$) were more loyal to the franchise than subjects between the age of 18 – 23 ($M = 3.10, SD = 1.50$), 24 – 30 years ($M = 2.69, SD = 1.86$), 47 – 55 years ($M = 2.85, SD = 1.95$) and 56 – 81 years ($M = 3.09, SD = 1.95$). A significant difference was found regarding the awareness of the new CFL franchise coming back to Ottawa and the different age groups. In fact, subjects between 18 – 23

years ($M = 3.85$, $SD = 2.30$) and 24 – 30 years ($M = 3.92$, $SD = 2.54$) had a significantly lower awareness level regarding the new franchise than individuals aged 31 – 46 years ($M = 5.22$, $SD = 2.28$), 47 – 55 years ($M = 4.74$, $SD = 2.43$) and 56 – 81 years ($M = 5.30$, $SD = 2.14$).

Finally, Tukey's post-hoc also demonstrated significant differences with regards to the subjects' time spent in Ottawa and their loyalty towards the Ottawa Rough Riders and also, their memories towards the Rough Riders. In fact, individuals who have been living in Ottawa for more than 20 years ($M = 3.90$, $SD = 2.09$) were significantly more loyal to the Ottawa Rough Riders than individuals who have been living in Ottawa for 5 – 10 years ($M = 2.67$, $SD = 1.74$) or less than five years ($M = 2.28$, $SD = 1.41$). Similarly, individuals who have been living in Ottawa for more than 20 years ($M = 4.35$, $SD = 2.04$) had significantly more positive memories of the Rough Riders than subjects who have been living in Ottawa 15 – 20 years ($M = 3.43$, $SD = 1.89$), 5 – 10 years ($M = 2.81$, $SD = 1.72$) and individuals who have lived in Ottawa for less than 5 years ($M = 3.00$, $SD = 1.39$). The presentation of the results by time living in the Ottawa region is in Table 10.

Open-ended responses

There were over 600 open-ended responses collected to demonstrate individuals' opinions of the former CFL franchises in Ottawa: the Rough Riders and the Renegades. The questions asked the subjects to best describe both the Rough Riders and the Renegades using three words (see Appendix F for the survey). In order to properly analyze these responses, the researcher identified emerging themes through coding of the data. To achieve this, the frequency of the words used by the subjects was noted to evaluate the significance of each emerging theme.

The following section will present the themes that have emerged for both franchises through the coding process.

Ottawa Rough Riders

Through coding of the open-ended questions of the survey, three themes emerged describing the Ottawa Rough Riders: 1) Memorable Franchise; 2) Game-day Experience; and 3) Football Tradition. While the ranking and frequencies of the responses are presented in Table 11, the following section will define these themes and provide examples of words that subjects used to describe the Rough Riders.

The Ottawa Rough Riders have proven to be a memorable franchise for members of the Ottawa community, as both positive and negative words were used to describe the memories individuals have of the team. On a positive note, players and the team were described using words such as hard working, hard hitters, competitive, first class, professional and athletic, and management was described with words such as mature ownership. That being said, many subjects perceived the ownership in a negative fashion, describing it with words like bad management, doubtful ownership and bad ownership. Only a few subjects used negative words to describe the Rough Riders' team and its players, such as unsustainable, failed, bad and unstable. Further, subjects used various words to describe the Rough Riders as a local and community team. Words such as local, hometown team, asset for city and our team emphasize how the Rough Riders are viewed as a meaningful team for the City of Ottawa and how people relate to it. The community involvement of the Rough Riders also became evident through coding of the data, as participants described the team using words like community and community franchise to emphasize the importance the team had within its community and how it was perceived as the community team.

Another theme that emerged is the Game-day experience. Although a few individuals used words like non-exciting or no attendance to describe the game-day experience, most individuals described the Rough Riders' game-day experience to be positive and enjoyable. It appears that many subjects found the game-day experience at Lansdowne Park to be fun, exciting and entertaining. Using words such as enjoyable, fun, intense, exciting and eventful, these subjects emphasized the positive feeling of attending a football game to watch the Rough Riders compete. Subjects also used words like affordable and accessible to describe the low cost of attending a Rough Rider game and the accessibility of the stadium. Finally, the family component played a significant role in fans' game-day experience, as demonstrated with words like family, fun with family and family outing.

Finally, football tradition emphasizes the strong history of football in Ottawa and how individuals view the Ottawa Rough Riders in a positive matter. History is a word greatly used by subjects, emphasizing the rich past this franchise has and how fans have not yet forgotten the good moments. In relation to this positive history, subjects used many words to describe the Rough Riders as a winning franchise during their active days, such as winners, success, and winning. Although the more recent years of the Ottawa Rough Riders were not considered winning seasons, individuals in the Ottawa community perceive the Rough Riders as a winning team, as they remember the history of the franchise and its incredible success in earlier years. That being said, there are a few individuals who associate the Rough Riders to being a losing team or a team that was formed of 'losers'. Also, there are many former football athletes who played an important role in Ottawa and have not been forgotten by fans. Individuals such as Russ Jackson and Whitman Tucker contribute to the football tradition and the football history in Ottawa, as many subjects used their names to describe the franchise. Further, pride is a key

component to the football tradition of the nation's capital, as subjects used words such as pride, and proud to describe the former team.

Ottawa Renegades

Two themes emerged from coding the open-ended questions describing the Ottawa Renegades: 1) Bad Memories and 2) Game-day Experience. The breakdown of the responses and their frequencies can be found in Table 12 but will be defined in the following section.

Descriptors of the Ottawa Renegades' history and the bad memories that individuals remember is an important theme to emerge from the data. Although a few words to describe the franchise and its players were positive (e.g., motivated, determined, competitive), most of the words used by subjects were negative. Words such as disappointment, bad image, poor brand, failed and lack of talent were presented by subjects to describe this football team. Many subjects described the Renegades with regards to the short period of time they competed in Ottawa (e.g., unsustainable, short-lived, temporary). Further, the administration side of the organization was brought up on numerous occasions, as negative words were used to describe the ownership of the team (e.g., questionable ownership, bad ownership, goofy ownership), and how it was managed (e.g., badly managed, financial mistakes, mismanaged). The family name of the owner and his son (who was named President of the organization), Gliberman, was often used to describe the Renegades, along with other terms describing the perceptions of the ownership group (e.g., good-bye Gliberman, I hate Glibermans, Americans from far away).

Finally, similar to the Rough Riders, the game-day experience of Renegades games was an important theme describing this franchise. Many subjects describe their experience at Lansdowne Park to watch a Renegades game as exciting, fun and enjoyable, whereas a few mentioned it was boring and uneventful. On another note, entertainment appears to be an

important factor of attending a Renegades football game as many individuals used the word entertaining to describe this team's game-day experience.

Discussion

The study of Aaker's Brand Equity Model (1991) is important for the CFL franchise coming back to Ottawa, as building a suitable brand for the organization will be key for its success. By utilizing Aaker's Model and applying the four assets (brand awareness, brand associations, brand loyalty and perceived quality) to this franchise, OSEG can establish a name and a logo that will be appealing for its fans, and therefore increase the emotional connection between these individuals and their sport team (O'Reilly & Séguin, 2009). Further, the results shed light on the impact that corporate image theory can have on concepts of brand equity, such as brand awareness and perceived quality, and provide a better understanding of the demographics of this franchise's fan base by identifying markets that are interested in supporting this team when it returns to the city in 2014.

The main findings that have emerged through this phase of research reveal the different markets that OSEG and the CFL franchise could target as future fans for this team. In fact, in comparison to women, men have shown to have a greater interest in football, a higher level of awareness regarding football, and ties with football's history in Ottawa, by having been significantly more loyal to the Rough Riders and to the Renegades. Furthermore, different age groups appear to have diverse interests, awareness and loyalty levels regarding CFL football. On this matter, individuals over the age of 30 are significantly more aware of the return of CFL football in Ottawa and they have a stronger history with football in the nation's capital, having

been significantly more loyal to the former CFL franchises that played in Ottawa. These findings could have an important impact on this future franchise and will be evaluated in the following section.

The findings provided insight on the demographics of this future CFL franchise's fan base, which is important in order to build a marketing strategy that will be appealing to all markets. Based on the results, the awareness of this franchise is high, which according to Funk & James' PCM (2001), signifies that many individuals are located on the first level: awareness. That being said, many individuals could find themselves on the attraction level of the PCM, as they have acknowledged that there is a team returning and have shown interest in the sport of football and this team. However, the limitation with this model is its inability to evaluate the actual involvement of these fans. For example, although many survey participants would be at the attraction level, no information is provided in the PCM that could shed light on fans' behavior (e.g., purchasing tickets, buying merchandise) at this stage. It would be helpful for OSEG and this franchise to have a better understanding of these individuals' involvement, as it would help understand the potential return on investment or the success of its marketing strategy.

The literature shows that a team's success can lead to an increase in ticket and merchandise sales and an enhancement of the atmosphere in the stadium during games, which positively affects brand equity (Gladden, Milne & Sutton, 1998). In fact, success was proven to be a key element for another CFL franchise, the Montreal Alouettes, in their second attempt at a sustainable franchise (O'Reilly & Séguin, 2009). The Alouettes organization understood the importance of having on-field success if they wanted to increase the interest of consumers, which the future franchise in Ottawa will have to consider if they want individuals in the region to remain interested and to purchase merchandise and attend games. Furthermore, according to the

results from this study, a team's success can also influence corporate image. The open-ended responses provided by survey participants demonstrate the impact of success on corporate image as they use words describing performance to describe the Rough Riders: winner, success and winning. Not only do the open-ended responses demonstrate how success influences corporate image, they also emphasize that corporate image can influence the perceived quality of a sport franchise, which supports Kim & Hyun's (2011) findings, as these individuals' perception of the former franchise has potentially affected their perceived quality of this future franchise as well.

In relation to these findings, the open-ended responses demonstrate the influence a franchise's ownership can have on the way fans perceive the team, emphasizing that the internal aspect of an organization can influence the external perception (Hatch & Schultz, 1997; Schultz & Ervolder, 1998; Kowalczyk & Pawlish, 2002; MacIntosh & Doherty, 2007). Further, as demonstrated in the literature, the leadership group of an organization is important for the establishment of the vision and therefore, the creation of the brand (Parent & Séguin, 2008). This emphasizes the importance for OSEG, which plays an important role in the way the team is perceived by potential fans and consumers, for establishing its vision early in order to create a positive and suitable brand (Parent & Séguin, 2008).

Although Gladden, Milne & Sutton (1998) identified the Head Coach of a sport team to have an effect on brand equity, the results emphasize the influence the ownership group can play on the corporate image and brand equity of a sport franchise. Although this study cannot evaluate the impact of the head coach because the organization has yet to name one, it demonstrates the impact of the ownership group on the franchise's image and on its brand equity, affecting assets such as perceived quality and brand associations prior to the team's official arrival in the City.

Furthermore, the Lansdowne Park Redevelopment Project has played a significant role, as the data collection period occurred during a busy and controversial time. As demonstrated by the results, both the English and French local media were greatly involved in covering the Lansdowne Park controversy, as individuals who speak both languages were well aware of the events that occurred around the Lansdowne Project. However, in this phase of research, the media did not affect the corporate image of the CFL franchise or its stadium, which differs from Dowling's (1993) findings stating that what people are saying about an organization, such as the media, affects its corporate image. Although many controversial articles were written about the Lansdowne Project, and the CFL franchise was often mentioned in these communications, the findings demonstrate that fans do not associate these issues with the CFL franchise and the articles do not have an impact on the way subjects perceive the football team or Lansdowne Park. In fact, results show that participants are very excited about the Lansdowne Park Redevelopment Project and that they would be more willing to attend a CFL game in a new stadium, which supports Howard & Crompton's (2003) findings that attendance increases in the first year after the stadium's opening.

Practical Implications

The significant differences between both genders may not be a surprise to most readers, as men are generally more active in sport (Bloom, Grant & Watt, 2005) and therefore, are more likely to be engaged in the sport as fans (Rein, Kotler & Shields, 2006). OSEG and the CFL franchise must then target these two groups of individuals differently. For women, they must build a marketing strategy that will develop awareness for the franchise, which will play a key role in building strong brand equity in the eyes of the women living in Ottawa (Aaker, 1991).

Furthermore, women have a high level of enthusiasm and awareness regarding the Lansdowne Park Redevelopments, which according to Keller (1993), can affect brand associations.

Therefore, ties should be made between Lansdowne Park and the CFL franchise to increase the awareness of women and hopefully their interest towards the football team.

Another interesting result that has emerged is the participants' opinions regarding the name and the logo of the future franchise. In fact, potential fans have much more interest in seeing the Rough Rider name and logo than the Renegades. That being said, the findings demonstrate that there is more interest in having a new name and a new logo for this franchise rather than using a familiar one, which could mean that the name and logo of both former franchises didn't have much meaning for fans, which is a key element for having strong brand equity (O'Reilly & Séguin, 2009), and therefore, the franchise should have a fresh start by finding a new name and a new logo.

With regards to the individuals under the age of 30, OSEG must find ways through its marketing strategy to help these individuals develop awareness regarding the CFL franchise. Not only will this be an asset to building strong brand equity (Aaker, 1991), it will increase the chances that these potential fans think of Ottawa's CFL franchise when hearing about football (Keller, 1993), which could be positive for the franchise, as the results from this phase of the research demonstrate these individuals' interest for the sport of football.

Interestingly, significant differences were found between the different age groups, as individuals over the age of 30 appear to have a higher level of awareness for both the CFL franchise and the Lansdowne Park Redevelopments, and they were more loyal to both the Rough Riders and the Renegades than individuals under the age of 30. As a result, fans over the age of

30 were located at the attachment or even the allegiance level of the PCM (Funk & James, 2001) with the former CFL franchises in Ottawa. These findings show the involvement that fans over the age of 30 had with the former CFL teams, and consequently, their consistent behaviour with football could be transferred to this future franchise, which OSEG must acknowledge when building its marketing strategy. In fact, they must ensure that their marketing strategy encourages individuals over the age of 30 to be involved with this franchise and attend games and purchase merchandise. Because these potential fans have a high level of awareness regarding the return of CFL football in Ottawa and they have a significant interest in CFL football, their former experiences of either attending CFL football games or watching them on television can contribute to valuable associations with this new franchise (Gladden, Milne & Sutton, 1998). Furthermore, their memories of the game-day experiences can affect their loyalty towards the team (Aaker, 1991), which emphasizes the importance of building a marketing strategy that will focus some attention on attracting this group to turn their interest towards the franchise into an attachment.

Through the comparison of participants' main language, similar results were found between English and French speaking individuals, as they demonstrated high scores regarding their awareness level of both the CFL franchise and the Lansdowne Park Redevelopments, and their interest towards football. With Ottawa's proximity to Quebec and the high interest and awareness of French individuals, OSEG must build a brand that will not neglect these potential fans so that they will be able to connect to this new franchise. On this matter, great brands make an emotional connection with its audience (Berry, 2000), which emphasizes that the brand must respect both cultures if it wants to achieve that emotional connection between the consumer and

the brand. Therefore, OSEG should build a brand that is appealing to both English and French populations, as they both demonstrate an interest towards this franchise.

Interestingly, the one big difference between individuals who speak English and French was their involvement with the Ottawa Renegades franchise. The English population was more loyal towards the Renegades and has more positive memories of that team than French speaking individuals. These findings could mean that the Renegades management did not target the French population as a key market in its marketing campaign or they did not provide a product that was appealing to the French population. OSEG must learn from the past and ensure they build a brand that is appealing to the French population (without neglecting the English side) and ensure these individuals remain interested and become involved with this franchise by attending games and purchasing merchandise. As demonstrated in the results of the qualitative study, there is a great market in Western Quebec that OSEG cannot ignore and they must ensure not to repeat the same mistake of the Ottawa Renegades management.

Future Research

The findings from this phase of research provide valuable information for the CFL franchise coming back to Ottawa. That being said, as the team has not officially returned, there is potential for future research on aspects that could not be studied with this project. Given that the team has not yet been put together and the brand has not yet been formed, this study could act as the first phase of a two phase research project. It would be interesting to apply the findings to evaluate how the fans' interest in this franchise affects their involvement (e.g., merchandise purchases, game attendance, television ratings). This factor was not considered in Funk & James'

(2001) PCM, but the results from this phase of the study could provide insight on the involvement of fans at the awareness and attraction level, once the team begins play in 2014.

Further, the literature states that having a new stadium will increase attendance for the first season of competition (Howard & Compton, 2003). The history surrounding Lansdowne Park and the excitement about the Lansdowne Redevelopments that were demonstrated in the results encourage future investigation to see the impact of the new stadium on game attendance and stadium experience. By analyzing the attendance numbers and creating a tool that would evaluate the experience of fans attending games, important results could emerge to contribute to Howard & Compton's findings regarding the impact of new sport stadiums, adding the element of being a new stadium with a lot of strong tradition and history. Also, Lansdowne Park's important history of hosting CFL games could provide comparison opportunities, as the researcher could include questions regarding fans' former experiences at Lansdowne Park during the days of the Rough Riders and/or the Renegades and compare the results to see if positive or negative differences emerge.

Finally, future research could provide insightful information regarding the impact media can have on shaping corporate image. Although the findings demonstrate that media did not affect individuals' perception on Lansdowne Park or the CFL franchise, research focusing on the media could be valuable to better understand the impact and the influence it has on shaping organization's corporate image, specifically in the world of sport. These findings would be valuable for organizations, such as OSEG and the CFL franchise, who find themselves in controversial situations that attract a lot of media attention, whether it is positive or negative for the organization.

Conclusion

Executing market research prior to building an organization's brand can provide vital information regarding the interest of potential fans and consumers and their perception towards the organization. The results demonstrate that various market segments exist for the OSEG to target. These segments have different levels of awareness, interest and likely then involvement (according to Funk & James' PCM (2001)). Examining the findings and segmenting them accordingly is likely to be a stronger way to build the intended image and subsequent aspects of brand equity.

On another note, although the CFL franchise has yet to begin play, individuals have already started forming images of this future franchise in their minds, which affects how they perceive the team before it officially enters the league. These results support Kim & Hyun's (2011) findings that corporate image can influence certain assets of brand equity, more specifically the perceived quality for a sport organization.

In addition, there are key findings that have emerged from the open-ended responses. First, results show that the perception of fans on a sport team can be influenced by the team's success, as fans used many words regarding performance and success to describe both the Ottawa Rough Riders and the Ottawa Renegades. Secondly, the importance of tradition and history was revealed through the open-ended responses, as participants used many descriptors related to these concepts in order to describe both former franchises that played in Ottawa.

Finally, another key finding is the participants' opinions regarding the name and the logo for this franchise, as fans appear to be more interested in seeing the Rough Rider name used for this team than the Renegades. That being said, the results show that there is more interest in

seeing a new name and a new logo for this team. These findings are vital for OSEG who is looking to build its brand and identify what the team's name will be and what logo they will use. As demonstrated by Aaker (1991), it is important for a brand to be unique and to differentiate itself from its competitors, which this franchise could achieve by selecting a new name that is not already used in the CFL and that is new to fans in Ottawa. Ultimately, OSEG needs to build a franchise that will be appealing to its fans, as demonstrated in the results, especially with regards to the name and the logo of this future franchise.

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Chapter 4: Future Research and Final Conclusions

The findings from this study provide valuable information regarding the CFL franchise coming back to Ottawa. The study evaluated corporate image theory and its influence on aspects of brand equity, prior to the establishment of another football franchise in Ottawa. These findings are interesting and valuable for OSEG and the CFL as they can help build the brand in a more informed manner than may otherwise occur without market research.

The results emphasize the impact that success can have on a sporting organization's corporate image. Although Gladden, Milne & Sutton's Conceptual Framework of Team Sport Brand Equity (1998) postulated the impact of success on a sport team's brand equity, it does not broach the topic of its influence in shaping image, as demonstrated by the results of this research. Therefore, future research could evaluate this proposition and provide additional information on this relationship and how it can positively or negatively affect the way a sport team is perceived.

Other cities who have experienced franchise failures may also receive hope of a new franchise opportunity in the future. This type of research could be applied in cities that are going through the rebirth of a franchise, as there are many elements to consider (e.g., associations with the past, importance of history and tradition) and the results from this type of study can greatly benefit the future organization. In order to gain an advantage from this type of study, mixed method research would be valuable, using a sequential exploratory design, as this would provide insight on the internal and external stakeholders of the organization, followed by potential fans and consumers. This type of research provides various perspectives of the organization, which helps gain insight on stakeholder opinions and thus, provides management with a good overview to building a suitable brand.

Final Conclusions

The findings are beneficial for Ottawa's future football franchise because of its timing. While the data collection period occurred during a controversial time where a lot of media attention was accorded to Lansdowne Park and the CFL franchise, the results demonstrate significant interest for this franchise from the Ottawa population. Further, ensuring there is enough time before the team's first season is critical for the results to be of value and to be applied by the future franchise. As the team will not begin play before 2014, OSEG and the franchise have sufficient time to apply these results when building a suitable brand for its fans. Further, the stakeholders recruited to participate in this study come from various fields and are all involved with this franchise in different capacities (e.g., local and national media, members of City of Ottawa council, and members of the CFL organization). The perspectives gained through this research, as well as the information collected, will serve as valuable knowledge for the franchise.

The results demonstrate the impact that corporate image can have on certain assets of brand equity, such as perceived quality and brand associations. This finding is important for the sport literature, as it emphasizes the link between these two similar, yet very distant models, as demonstrated by Kim & Hyun (2011) who revealed the impact of corporate image on perceived quality. Consequently, organizations should evaluate how they are perceived by external stakeholders when building or reconstructing their brand from the inside-out. Further, there is value in thoroughly assessing both of these concepts when building or reconstructing an organization's brand, as they are both key factors in finding and maintaining success (Hatch & Schultz, 2001; Bridson & Mavondo, 2011; Aaker, 1991).

After studying the Ottawa market, it's possible to conclude that there is significant interest and awareness regarding the future CFL franchise coming back to Ottawa. In fact, the market segmentation achieved by the researcher provides information about the distribution of the future fans of this franchise. It appears that males over the age of 30 are a group of individuals with a history of loyalty with CFL football in Ottawa and are very interested in the sport of football and the CFL. Due to the costly nature of attracting new fans (Aaker, 1991), this franchise should look to retain these individuals interested in football and in this team. It should also be noted that individuals under the age of 30 have an interest in the sport of football but have little to no exposure to the CFL in Ottawa. As emphasized by external stakeholders, the CFL franchise must target this group and make them see the excitement of attending Canadian football games because of their interest and access to other forms of the sport (e.g. CIS football with the University of Ottawa Gee-Gees, participation in minor football, NFL football games on television). Finally, it will be important for OSEG to include women in their targeted demographic with regards to the CFL franchise's recognition and awareness. While internal stakeholders have demonstrated their interest in increasing the number of women in attendance at CFL games in Ottawa, this study demonstrates a lack of awareness amongst women with regards to the franchise. However, despite the low level of awareness regarding the franchise, this study found that women are well informed of the Lansdowne Park Redevelopment Project. For this reason, if the CFL franchise wants to increase the number of women who attend games, they will need to ensure their marketing strategy targets this group of individuals and finds strategic ways to get them interested. In order to achieve this, it would be important for OSEG to take advantage of women's interest in Lansdowne Park to attract them to visit the Park and attend football games. Hopefully by doing so in the first few years when the stadium remains

fairly new, women's interest towards football will increase and they will be more likely to purchase merchandise or attend games, which has been identified as one of OSEG's objectives.

Another key finding from this study is the impact of the stadium for this franchise. In fact, the controversy around the stadium and the Lansdowne Park Project has delayed the return of the team for an entire season (Canadian Press, 2012). Although Dowling (1993) demonstrates that other people, such as those involved with the media, can influence corporate image, it is interesting to note that the media attention around the controversy of the Lansdowne Park Redevelopment had little to no affect in shaping the image of the CFL franchise in the eyes of stakeholders. However, the numerous media communications that occurred during the Lansdowne Park controversy did contribute to building a high level of awareness, which signifies that it played a key role in creating awareness but failed to affect the corporate image of the CFL franchise and its stadium.

In this study, stakeholders reported that the prior history of the CFL teams in Ottawa, do indeed form and shape their attitudes towards the new franchise. Although Ottawa has not always found success on the football field and its more recent history is rather negative, interview and survey participants appear to remember the positive moments and the great pride and tradition that occurred on game-day at Lansdowne Park. This finding is vital for future franchises who are returning to a city that has been the home of former sport teams. Although creating a new brand and a new identity for a new franchise can be valuable, it is important to make ties with the history and to celebrate the victories and the championships that occurred before the franchise officially begins to play.

While history was shown to be critical to consider in the shaping of images and building of the brand, stakeholders also felt that there needed to be a unique approach for this team. This finding echoes Aaker's (1991) contention in that building a unique brand can attract both old and new fans. It seems likely that for this new team to reach high levels of awareness and attraction, OSEG will need to build its brand upon its history (e.g., red, white and black colours) while building a brand that is new and different than the former franchises that played in Ottawa (e.g., new name, new logo).

Although the Rough Riders' name has significant meaning for many people in Ottawa, most interview and survey participants believe that this new franchise should have a new name and a new logo. Despite this, many stakeholders have expressed the importance of maintaining ties with the franchises' history, thus ensuring that the new name and logo associate with that of the previous teams, more specifically the Rough Riders (e.g., the 'R' on the players' helmet, keeping the same colours). Secondly, it will be important for OSEG to involve the community when selecting the name and the logo for this franchise, which internal stakeholders have already demonstrated interest in doing. By involving the community, they will create awareness for the new team but also engage the fans and give them an opportunity to feel involved and be able to express themselves on this matter. In addition, OSEG should ensure they include women in their brand strategy. As mentioned by an internal stakeholder of the franchise, one of management's objectives is to increase the number of women who attend CFL games in Ottawa. According to the survey results, the awareness level of women is not very high. Therefore, OSEG should focus on marketing this franchise to women by increasing awareness, thus strategically sparking interest, which could likely increase their attendance rate. Furthermore, an important finding regarding the branding strategy that should be implemented by OSEG is the importance of

marketing the fans. As mentioned by external stakeholders, fans are extremely important as they can act as the team's 13th man on the field at every home game. Additionally, they are the only members that are always going to be there. While star players or coaches will come and go from the organization, the fans remain; consequently making them a key component of this marketing strategy could be beneficial for the franchise.

In conclusion, the future CFL franchise in Ottawa will have to build a strong brand if it wants to have success and ensure a long and successful stay in the nation's capital. Although the return of this franchise and the Lansdowne Park Redevelopment Project have led to controversial media communications, the results demonstrate that there is an interest for a new CFL team in the Ottawa community. The positive memories from the former franchises, more specifically the Rough Riders, as well as the rich history and tradition of CFL football in Ottawa gives fans hope and creates excitement for the return of the CFL. Furthermore, the ownership group, formed of local men who have built strong reputations within the Ottawa community, proves to be significant in positively affecting the way potential fans perceive the franchise. Now that the challenges surrounding Lansdowne Park have been settled and the construction of the stadium has begun, OSEG can start building the team's brand and they can begin advertising the franchise in order to create excitement in the City of Ottawa. Although no one knows what the name will be or what the logo will look like, this study clearly demonstrates that Ottawa is ready to welcome its new CFL franchise and hopes that this third attempt at a sustainable team will be the one that works out for football fans. After all, with its new stadium, its new owners and its strong minor football community, we can conclude that OSEG has the tools to make this a successful attempt at bringing back Canada's football game to its nation's capital.

Now let the countdown begin for July 2014!

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APPENDIX A. University of Ottawa Ethics Approval Notice

[Redacted]

Date (mm/dd/yyyy): 02/07/2012



Université d'Ottawa
Bureau d'éthique et d'intégrité de la recherche

University of Ottawa
Office of Research Ethics and Integrity

Ethics Approval Notice Health Sciences and Science REB

Principal Investigator / Supervisor / Co-investigator(s) / Student(s)

<u>First Name</u>	<u>Last Name</u>	<u>Affiliation</u>	<u>Role</u>
[Redacted]	[Redacted]	Health Sciences / Human Kinetics	Supervisor
[Redacted]	[Redacted]	Health Sciences / Human Kinetics	Student Researcher

File Number: [Redacted]

Type of Project: Master's Thesis

Title: Canadian Football in Ottawa: How Corporate Image Influences Brand Equity

<u>Approval Date (mm/dd/yyyy)</u>	<u>Expiry Date (mm/dd/yyyy)</u>	<u>Approval Type</u>
[Redacted]	[Redacted]	Ia

(Ia: Approval, Ib: Approval for initial stage only)

Special Conditions / Comments:

Oct 25th, 2011 → The certificate is valid for the interview portion of the study only. An updated ethics certificate authorizing the survey phase of the study will be granted once documentation is received and reviewed by the REB.

Feb 7th, 2012 → Approval has now also been granted for Phase 2 – The Survey.



Date (mm/dd/yyyy): 02/07/2012



Université d'Ottawa
Bureau d'éthique et d'intégrité de la recherche

University of Ottawa
Office of Research Ethics and Integrity

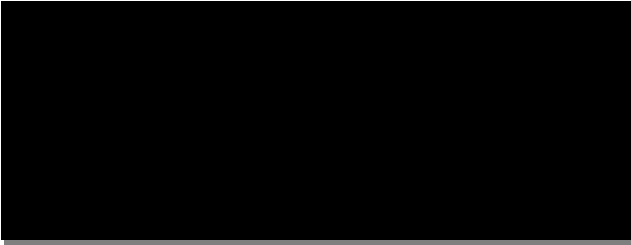
This is to confirm that the University of Ottawa Research Ethics Board identified above, which operates in accordance with the Tri-Council Policy Statement and other applicable laws and regulations in Ontario, has examined and approved the application for ethical approval for the above named research project as of the Ethics Approval Date indicated for the period above and subject to the conditions listed the section above entitled "Special Conditions / Comments".

During the course of the study the protocol may not be modified without prior written approval from the REB except when necessary to remove subjects from immediate endangerment or when the modification(s) pertain to only administrative or logistical components of the study (e.g. change of telephone number). Investigators must also promptly alert the REB of any changes which increase the risk to participant(s), any changes which considerably affect the conduct of the project, all unanticipated and harmful events that occur, and new information that may negatively affect the conduct of the project and safety of the participant(s). Modifications to the project, information/consent documentation, and/or recruitment documentation, should be submitted to this office for approval using the "Modification to research project" form available at: http://www.rges.uottawa.ca/ethics/application_dwn.asp

Please submit an annual status report to the Protocol Officer four weeks before the above-referenced expiry date to either close the file or request a renewal of ethics approval. This document can be found at: http://www.rges.uottawa.ca/ethics/application_dwn.asp



Signature:



APPENDIX B. Recruitment text for interview participants

Recruitment text for interview participants

Good morning/afternoon/evening, my name is [REDACTED] and I am completing my Master's Thesis in Human Kinetics at the University of Ottawa. We are conducting a study regarding the rebranding of the CFL franchise in Ottawa.

The study undertaken focuses on two important concepts in the organizational and marketing literature: corporate image and brand equity. By studying the CFL franchise in Ottawa, this research will test the proposition that these two concepts can influence each other.

Your participation will consist of participating in an interview with the principal investigator. It will take approximately thirty minutes. You will be asked to provide your opinion regarding the CFL franchise in Ottawa, its corporate image and brand equity. It is understood that the contents will be used only for scientific publications and presentations to conferences.

You are free to withdraw from the project at any time, and you can refuse to answer any question. The level of anonymity that you have selected when signing the consent form will be respected by the researcher.

Data collected will be kept in a secure manner in the principal supervisor's office at the University of Ottawa for five years and will then be destroyed.

Thanks again for taking the time to participate in this study.

Texte de recrutement pour les participants d'entrevues

Bonjour / bonsoir, mon nom est [REDACTED] et je fais ma thèse de maîtrise en Sciences de l'activité physique à l'Université d'Ottawa. Nous faisons une étude concernant le re-marquage de l'équipe de la LCF à Ottawa.

L'étude que nous menons étudie deux concepts importants dans la littérature organisationnelle et de marketing: l'image et le capital marque. En étudiant l'équipe de la LCF à Ottawa, cette étude va évaluer la proposition que ces deux concepts peuvent s'influencer l'un et l'autre.

Votre participation consiste à participer à une entrevue d'environ trente minutes avec le chercheur principal. On vous demandera de partager votre opinion concernant le re-marquage de l'équipe de la LCF à Ottawa, son image et capital marque. Il est entendu que le contenu sera utilisé pour des publications scientifiques et des présentations à des conférences.

Vous pouvez vous retirer du projet à tout moment et vous pouvez refuser de répondre à une ou plusieurs questions. Le niveau d'anonymat que vous avez sélectionné en signant le formulaire de consentement sera respecté par le chercheur.

Les données rassemblées seront gardées en sécurité dans le bureau verrouillé du superviseur principal à l'Université d'Ottawa pour cinq ans et après quoi elles seront détruites.

Nous vous remercions à l'avance de prendre le temps de participer à cette étude.

APPENDIX C. Recruitment email for survey participants

Recruitment email for survey participants

Good morning/afternoon/evening,

My name is [REDACTED] and I am completing my Master's Thesis in Human Kinetics at the University of Ottawa. We are conducting a study regarding the rebranding of the CFL franchise in Ottawa and are looking for the assistance of individuals who are 18 years or older, with a particular interest in football.

The study undertaken focuses on two important concepts in the organizational and marketing literature: corporate image and brand equity. By studying the CFL franchise in Ottawa, this research will test the proposition that these two concepts can influence each other.

Your participation will consist of completing a short survey. It will take approximately five minutes. You will be asked to provide your opinion regarding the CFL franchise in Ottawa, its corporate image and brand equity. It is understood that the contents will be used only for scientific publications and presentations to conferences.

Completing the survey is taken as your consent to participate in this project. You are however free to withdraw from the project at any time, and you can refuse to answer any question.

The information shared will remain strictly confidential. Please do not indicate your name anywhere on the survey. Anonymity will be protected. The data will also be analyzed in a pooled fashion further helping to provide anonymity.

Data collected will be kept in a secure manner in the principal supervisor's office at the University of Ottawa for five years and will then be destroyed.

To complete the survey, please click on the link below. This will take you to the site of the online survey. In order to answer the questions, you must click on the option that best corresponds to your answer. Once completed, you must click on the 'submit button' to give the researcher access to your answers, and then close the window. Please note that the data collected is subject to the US Patriot Act.

Link: <https://www.surveymonkey.com/s/J5BDR89>

Thank you in advance for contributing to the success of this study.

Courriel de recrutement pour les participants de questionnaires

Bonjour / Bonsoir,

Mon nom est [REDACTED] et je fais ma thèse de maîtrise en Sciences de l'activité physique à l'Université d'Ottawa. Nous faisons une étude concernant le re-marquage de l'équipe de la LCF à Ottawa et cherchons la participation d'individus âgés de 18 ans ou plus ayant un intérêt particulier pour le football.

L'étude que nous menons étudie deux concepts importants dans la littérature organisationnelle et de marketing: l'image et le capital marque. En étudiant l'équipe de la LCF à Ottawa, cette étude va évaluer la proposition que ces deux concepts peuvent s'influencer l'un et l'autre.

Votre participation consiste à compléter un court questionnaire d'environ cinq minutes. On vous demandera de partager votre opinion concernant le re-marquage de l'équipe de la LCF à Ottawa, son image et capital marque. Il est entendu que le contenu sera utilisé pour des publications scientifiques et des présentations à des conférences.

Le fait de compléter le questionnaire constitue votre consentement à participer à ce projet. Vous êtes toutefois libre de vous retirer du projet en tout temps et vous pouvez refuser de répondre à une ou plusieurs questions.

L'information que vous fournissez demeurera strictement confidentielle. Veuillez ne pas écrire votre nom sur le questionnaire. L'anonymat sera protégé. Les données seront analysées de façon réunis pour contribuer à l'anonymat.

Les données rassemblées seront gardées en sécurité dans le bureau verrouillé du superviseur principal à l'Université d'Ottawa pour cinq ans, après quoi elles seront détruites.

Pour compléter le questionnaire, on vous demande de cliquer sur le lien ci-dessous. Pour répondre aux questions, vous devez cliquer sur l'option qui correspond à votre choix. Une fois terminé, vous devez cliquer sur le bouton qui indique 'soumettre' pour que le chercheur puisse avoir accès à vos réponses, et ensuite vous devez fermer la fenêtre du questionnaire. Veuillez noter que l'information accumulée est sujet au « US Patriot Act ».

Lien : <https://www.surveymonkey.com/s/J5ZP9NM>

Nous vous remercions à l'avance du temps consacré à votre participation à cette étude.

APPENDIX D. Research Study Consent Form

Research Study Consent Form

Canadian Football in Ottawa: How corporate image influences brand equity

Principal investigator: [REDACTED], University of Ottawa (School of Human Kinetics, Faculty of Health Sciences)

Principal supervisor : [REDACTED], University of Ottawa (School of Human Kinetics, Faculty of Health Sciences).

Invitation to Participate: I am invited to participate in the above mentioned research study.

Purpose of the Study: The purpose of the study is to evaluate the rebranding of the CFL in Ottawa through market research, more specifically testing the proposition that corporate image can influence brand equity (i.e. brand awareness and brand associations) in a new, yet pre-existing, market.

Participation: My participation will consist of taking part in a thirty minute interview with the principal investigator. The interview will be audio recorded, unless I refuse to be recorded. In that case, the principal investigator will take written notes. I will be asked questions regarding the CFL franchise in Ottawa, its brand and corporate image. The interview will take place during my working hours in a convenient location of my choice. If that is not possible, the principal investigator and I will do the interview over the telephone.

- I accept to be audio recorded for the interview
- I would like to participate in the interview but do not want to be audio recorded

Risks: My participation in this study will not entail any foreseeable risks.

Benefits: My participation in this study will allow me to reflect on my opinion regarding the CFL franchise in Ottawa, more specifically the brand strategy of the organization and the repercussion this franchise could have on the CFL. My participation will also allow the researchers to develop an understanding regarding the public perception of the CFL franchise in Ottawa and of the branding of the CFL in general.

Confidentiality and anonymity: I have received assurance from the researchers that all information will remain anonymous and in the locked office of the principal supervisor for five years post publication. I understand that the findings will be used only for academic purposes (publication, presentation, technical report) and will be made available upon the study completion. Further, only the researchers will have access to the information. Here is the anonymity level of my choice regarding my participation in this study:

- I demand complete anonymity
- I accept that the name of the organization and my title be made public
- I accept full identification
- I accept that the following be made public:

Voluntary Participation: I am under no obligation to participate, and there will be no negative consequences of my choosing to not participate in the study. If I choose to participate, I can withdraw from the study at any time and/or refuse to answer any questions, without suffering any negative consequences. If I withdraw from the study, I will decide at that point if I want the researchers to use my data or if I want them to destroy it and not use it.

Acceptance:

I, _____, agree to participate in the above research study. I understand that by accepting to participate I am in no way waiving my right to withdraw from the study.

If I have any questions about the study, I may contact the researchers.

Participant's signature:

Date:

Researcher's signature:

Date:

Formulaire de consentement

Le football canadien à Ottawa: comment l'image peut influencer la marque d'une organisation sportive

Chercheur principal: [REDACTED], Université d'Ottawa (École des Sciences de l'activité physique, Faculté des Sciences de la Santé).

Superviseur de thèse : [REDACTED], Université d'Ottawa (École des Sciences de l'activité physique, Faculté des Sciences de la Santé).

Invitation à participer: Je suis invité à participer à l'étude mentionnée ci-haut.

Objectif de l'étude: L'objectif de l'étude est d'évaluer le re-marquage de la Ligue Canadienne de Football (LCF) à Ottawa par une étude de marché, plus spécifiquement en évaluant la proposition que l'image peut avoir une influence sur le capital marque (ex : la notoriété et les associations de la marque) dans un marché nouveau mais préexistant.

Participation: Ma participation comporte d'une entrevue de trente minutes avec le chercheur principal. L'entrevue sera enregistrée avec une audiocassette, à moins que je refuse d'être enregistré. Si c'est le cas, le chercheur principal va prendre des notes écrites. On va me poser des questions concernant l'équipe de la LCF à Ottawa, sa marque et son image. L'entrevue va avoir lieu durant mes heures de travail dans un endroit qui m'accommoderai bien. Si cela n'est pas possible, le chercheur principal et moi allons faire l'entrevue par téléphone.

- J'accepte d'être enregistré par audiocassette pour l'entrevue
- J'aimerais participer dans l'entrevue mais je ne veux pas être enregistré par audiocassette

Risques: Ma participation dans cette étude n'implique aucun risque.

Avantages: Ma participation dans cette étude va me permettre de réfléchir au sujet de mon opinion concernant l'équipe de la LCF à Ottawa, plus spécifiquement la stratégie de marque de l'organisation et les répercussions que cette franchise pourrait avoir sur la LCF. Ma participation va également permettre aux chercheurs d'avoir une meilleure compréhension concernant la perception publique de l'équipe de la LCF à Ottawa et du marquage de la LCF en général.

Confidentialité et anonymat: Les chercheurs m'ont assuré que toute l'information va demeurer anonyme et dans le bureau verrouillé du superviseur de thèse pour cinq ans après la publication. Je comprends que les résultats seront utilisés pour des raisons académiques seulement (publications, présentation, rapport technique) et seront disponibles après la fin de l'étude. De plus, seulement les chercheurs auront accès à l'information. Voici le niveau d'anonymat que je préfère concernant ma participation à cette étude :

- Je demande un niveau d'anonymat complet
- J'accepte que le nom de l'organisation et mon titre soient publiés
- J'accepte une identification complète
- J'accepte que l'information suivante soit publiée:

Participation Volontaire: Je n'ai aucune obligation à participer, et il n'y aura pas de conséquences négatives si je décide de ne pas participer à cette étude. Si je décide de participer, je peux me retirer de l'étude à n'importe quel temps et/ou refuser de répondre à une/des question(s), sans conséquences négatives. Si je me retire de l'étude, je vais décider à ce moment si je veux que les chercheurs utilisent mes données ou si je veux qu'ils les détruisent et ne les utilisent pas.

Approbation:

Je, _____, accepte de participer à l'étude mentionnée ci-haut. Je comprends qu'en acceptant de participer, je peux tout de même me retirer de l'étude à tout moment.

Si j'ai des questions concernant cette étude, je peux communiquer avec les chercheurs.

Signature du/de la participant(e):

Date:

Signature du chercheur:

Date:

APPENDIX E. Interview Guide

Semi-Structured Interview Guide Ottawa's CFL franchise

Reference Use for Interviewer Only

Corporate Image: perception, stakeholders, impression, consumers, external, organizational culture, organizational identity, corporate reputation, corporate brand.

Brand Equity: brand assets, loyalty, association, awareness, perceived quality, brand strategy, product, service, publicity, sponsorship, perception, brand, competitive brand, positive, negative, consequences, cyclical process.

Based on the work of Hatch & Schultz, 2001; Aaker, 1991; Gladden, Milne, & Sutton, 1998

Interview Guide for OSEG

Background questions for members of the OSEG only:

1. How long have you been involved with the Ottawa Sports and Entertainment Group?
2. What is your role within the OSEG?
3. Have you had past experiences with a CFL franchise in Ottawa? If yes, please elaborate.
4. What is your current relationship with respect to the potential CFL franchise in Ottawa?

Questions on Corporate Image: (ALL)

1. Do you consider yourself a fan of the CFL?
If yes, why?
If no, why not?
2. Did you follow the former CFL teams in Ottawa (Ottawa Rough Riders and/or Ottawa Renegades)?
If yes, how did you follow the team (i.e. attend games, watch the games on television)?
If no, would you consider following the future CFL franchise in Ottawa? Why?
3. What does the CFL coming back to Ottawa mean to you?
4. What do you think the CFL coming back to the nation's capital means to the people of Ottawa?
5. Why do you believe fans/consumers would choose to attend CFL matches in Ottawa?

6. Do you believe the new logo and name of the CFL franchise in Ottawa will affect the way the team is perceived by fans/consumers?

If yes, please elaborate on why you feel that way.

If yes, how should the organization promote the new logo and name so that it will positively impact fans/consumers?

If no, please elaborate on why you feel that way.

If no, how do you think the new logo and name could be implemented to positively affect the way the team is perceived by fans/consumers?

7. Have you heard any news of late regarding the Lansdowne Project? If yes, what messages have you heard? Which media have you been exposed to regarding this news?

8. Do you believe the attention accorded to the Lansdowne Project could have an effect on the CFL team's image?

If yes, what effect do you feel it will have and why?

If no, why do you think fans/consumers don't associate the Lansdowne Project with the CFL franchise?

9. How might the OSEG ensure that the Lansdowne Project does not affect associations fans/consumers make with the CFL team?

Questions for OSEG only: Corporate Image

1. What do you feel is important for the CFL franchise in Ottawa to communicate to fans/consumers?

2. Has the organization done any work to find out more regarding their fans/consumers' desires for this franchise? (e.g., logo, name, theme nights, etc.)

If yes, what has been done?

If no, is the organization planning on doing any work in the future to find out more about their fans/consumers' desires?

3. Is it part of the organization's strategy to ensure the team's image does not contradict what fans/consumers want from this CFL franchise?

If yes, what is the organization willing to do?

If no, do you believe the organization's strategy should include some work that ensures its marketing strategy doesn't contradict what fans/consumers want from this CFL franchise?

4. What values do you think should be transmitted through the CFL franchise's marketing strategy to fans/consumers?

5. What would you like fans/consumers to say about the CFL franchise in Ottawa when they are talking to family and friends?

Questions on brand equity: ALL

1. What assets in the local market place may assist the CFL franchise in Ottawa to succeed?

2. What are your thoughts on having a “new name and logo” for the CFL team in Ottawa?

3. How can the CFL franchise ensure its loyal fans/consumers from previous years (e.g., during the Renegades’ years) remain loyal to CFL football in Ottawa?

4. Do you believe Ottawa’s history with the CFL will influence the perceived quality of the new brand for fans/consumers?

If yes, how?

If no, why not?

5. What branding strategies should the CFL franchise in Ottawa use to create awareness for their new CFL team (e.g. communications, key partnerships, marketing tactics)?

Questions to OSEG only: brand equity

1. Is anything being done to create awareness for this new CFL team in Ottawa?

If yes, what actions have been/are being taken?

If no, what do you believe needs to be done to create awareness?

2. Has the organization used the previous success of football teams in Ottawa (i.e. Ottawa Rough Riders) to attract potential fans/consumers?

If yes, how?

If no, do you believe the organization should use previous football success in Ottawa to attract potential fans/consumers?

3. How is the organization preparing to attract former and new fans/consumers and ensure they are satisfied with Ottawa’s new CFL team?

4. Do you believe the past football franchises (e.g. Rough Riders, Renegades, Ravens) in Ottawa will affect fans/consumers’ loyalty towards this CFL franchise?

If yes, what is the organization willing to do to ensure fans/consumers remain loyal to the brand?

If no, how will the organization attract fans/consumers and ensure they remain loyal to the brand?

5. Will different methods of communication and advertizing be used to attract former vs. new fans/consumers?
6. What branding strategy is being put in place by the organization to ensure this third attempt at a CFL franchise in Ottawa is a successful one (e.g. communications, publicity, marketing tactics)?
7. How is the organization planning to communicate the new brand to members of the Ottawa community?

Summary Questions: (ALL)

1. What challenges do you feel the CFL franchise in Ottawa will have to face during the first few years in operation?
2. Do you have anything else to add? Do you have questions or comments?

Interview Guide – members of CFL organization, media, City of Ottawa & other stakeholders

Background questions for members of the CFL organization, media, City of Ottawa & other:

1. How long have you been involved with the organization?
2. What is your role within the organization?
3. Have you had other jobs and/or responsibilities within the organization? If so, what were they?
4. What is your role with respect to the possible CFL franchise in Ottawa?

Questions for members of CFL only: Corporate Image

1. What do you feel is important for the CFL to communicate to fans/consumers?
2. What would you like fan/consumers to say about the CFL?
3. What do you feel is important for the CFL franchise in Ottawa to communicate to fans/consumers?

Questions on Corporate Image: ALL

1. Do you consider yourself a fan of the CFL?
If yes, why?
If no, why not?
2. Did you follow the former CFL teams in Ottawa (Ottawa Rough Riders and/or Ottawa Renegades)?
If yes, how did you follow the team (i.e. attend games, watch the games on television)?
If no, would you consider following the future CFL franchise in Ottawa? Why?
3. What does the CFL coming back to Ottawa mean to you?
4. What do you think the CFL coming back to the nation's capital mean to the people of Ottawa?
5. Why do you believe fans/consumers would choose to attend CFL matches in Ottawa?
6. Do you believe the new logo and name of the CFL franchise in Ottawa will affect the way the team is perceived by fans/consumers?
If yes, please elaborate on why you feel that way.
If yes, how should the organization promote the new logo and name so that it will positively impact fans/consumers?
If no, please elaborate on why you feel that way.
If no, how do you think the new logo and name could be implemented to positively affect the way the team is perceived by fans/consumers?
7. Have you heard any news of late regarding the Lansdowne Project? If yes, what messages have you heard? Which media have you been exposed to regarding this news?
8. Do you believe the attention accorded to the Lansdowne Project could have an effect on the CFL team's image?
If yes, what effect do you feel it will have and why?
If no, why do you think fans/consumers don't associate the Lansdowne Project with the CFL franchise?
9. How might the OSEG ensure that the Lansdowne Project does not affect associations fans/consumers make with the CFL team?

Questions on brand equity: ALL

1. What assets in the local market place may assist the CFL franchise in Ottawa to succeed?

2. What are your thoughts on having a “new name and logo” for the CFL team in Ottawa?
3. How can the CFL franchise ensure its loyal fans/consumers from previous years (e.g., during the Renegades’ years) remain loyal to CFL football in Ottawa?
4. Do you believe Ottawa’s history with the CFL will influence the perceived quality of the new brand for fans/consumers?
If yes, how?
If no, why not?
5. What branding strategies should the CFL franchise in Ottawa use to create awareness for their new CFL team (e.g. communications, key partnerships, marketing tactics)?

Summary Questions: ALL

1. What challenges do you feel the CFL franchise in Ottawa will have to face during the first few years in operation?
2. Do you have anything else to add? Do you have questions or comments?

APPENDIX F. Survey (English and French)

Consumer perception of the Canadian Football League coming back to Ottawa

Part A: How stakeholders (i.e. consumers, fans) view the CFL franchise coming back to Ottawa

	Strongly Disagree		Neither Agree Nor Disagree		Strongly Agree		
	1	2	3	4	5	6	7
1. I consider myself a football fan	1	2	3	4	5	6	7
2. I consider myself a CFL fan	1	2	3	4	5	6	7
3. I consider myself an NFL fan	1	2	3	4	5	6	7
4. I consider myself a CIS Football fan (university)	1	2	3	4	5	6	7
5. The on-field results impact my loyalty towards a team	1	2	3	4	5	6	7
6. I am aware the CFL has granted a new franchise for the city of Ottawa	1	2	3	4	5	6	7
7. I was a loyal fan of the Ottawa Rough Riders	1	2	3	4	5	6	7
8. I have positive memories of the Ottawa Rough Riders franchise	1	2	3	4	5	6	7
9. I would like to see the Rough Riders name used for this CFL franchise	1	2	3	4	5	6	7
10. I would like to see the Rough Riders logo used for this CFL franchise	1	2	3	4	5	6	7
11. I was a loyal fan of the Ottawa Renegades	1	2	3	4	5	6	7
12. I have positive memories of the Ottawa Renegades franchise	1	2	3	4	5	6	7
13. I would like to see the Renegades name used for this CFL franchise	1	2	3	4	5	6	7
14. I would like to see the Renegades logo used for this CFL franchise	1	2	3	4	5	6	7
15. The past history of the CFL teams in Ottawa has no effect on this new franchise	1	2	3	4	5	6	7
16. The CFL franchise in Ottawa should have a new name	1	2	3	4	5	6	7
17. The CFL franchise in Ottawa should have a new logo	1	2	3	4	5	6	7
18. I am excited about this new CFL franchise coming to Ottawa	1	2	3	4	5	6	7
19. I am optimistic that Ottawa can have a sustainable CFL franchise	1	2	3	4	5	6	7
20. Local ownership will contribute to this franchise's success	1	2	3	4	5	6	7
21. The Lansdowne Project redevelopment controversy has no effect on my opinion of the new CFL franchise	1	2	3	4	5	6	7
22. I am aware of the events that have occurred around the Lansdowne Project	1	2	3	4	5	6	7
23. I am enthusiastic about the Lansdowne Park redevelopment	1	2	3	4	5	6	7
24. I have concerns about the location of Lansdowne Park	1	2	3	4	5	6	7
25. I would be more willing to attend a CFL game in a new	1	2	3	4	5	6	7

stadium							
26. I would be willing to take public transportation to attend a CFL game at Lansdowne Park	1	2	3	4	5	6	7
27. Having a local CFL franchise in Ottawa will have an impact on my interest towards the CFL	1	2	3	4	5	6	7

Part B: Background Information

1. What is your age? _____
2. What is your gender? _____ Male _____ Female
3. What is your postal code? _____

4. How long have you been living in Ottawa?
 - a) Less than 5 years
 - b) 5-10 years
 - c) 10-15 years
 - d) 15-20 years
 - e) More than 20 years

5. Did you attend Ottawa Rough Riders games?
 - a) Yes, I had season tickets
 - b) Yes, a few times a year
 - c) Only on occasion
 - d) Never

6. If you answered yes, how would you rate your overall experience watching a Rough Riders game at Lansdowne Park?
 - a) Great
 - b) Good
 - c) Average
 - d) Poor
 - e) Horrible

7. What three words best describe the Ottawa Rough Riders?

8. Did you attend Ottawa Renegades games?
 - a) Yes, I had season tickets
 - b) Yes, a few times a year

- c) Only on occasion
- d) Never

9. If you answered yes, how would you rate your overall experience watching a Renegades game at Lansdowne Park?

- a) Great
- b) Good
- c) Average
- d) Poor
- e) Horrible

10. What three words best describe the Ottawa Renegades?

11. How often do you watch CFL games on television?

- a) Every week
- b) Once in a while
- c) I only watch the Grey Cup
- d) Never

12. Are you a loyal fan to any of the following teams? If yes, please circle the team's name.

- a) Montreal Alouettes
- b) Hamilton Tiger-Cats
- c) Toronto Argonauts
- d) Winnipeg Bluebombers
- e) Saskatchewan Roughriders
- f) Edmonton Eskimos
- g) Calgary Stampeders
- h) B.C. Lions
- i) I am not a loyal fan to any CFL team

13. Do you have any comments regarding a CFL franchise coming back to Ottawa?

**La perception des consommateurs concernant le retour de la Ligue canadienne de football à
Ottawa**

Partie A: Évaluation des parties prenantes (consommateurs et partisans) concernant la franchise de la LCF qui revient à Ottawa

Nota : Dans le présent document, le masculin est utilisé sans aucune discrimination et uniquement dans le but d'alléger le texte.

	Pas du tout en accord		Ni en désaccord, ni en accord			Tout à fait en accord	
	1	2	3	4	5	6	7
1. Je me considère un partisan de football	1	2	3	4	5	6	7
2. Je me considère un partisan de la LCF	1	2	3	4	5	6	7
3. Je me considère un partisan de la LNF	1	2	3	4	5	6	7
4. Je me considère un partisan du football universitaire (SIC)	1	2	3	4	5	6	7
5. Les résultats sur le terrain ont un impact sur ma loyauté envers une équipe sportive	1	2	3	4	5	6	7
6. Je suis conscient que la LCF a accordé une nouvelle franchise à la ville d'Ottawa	1	2	3	4	5	6	7
7. J'étais un partisan loyal des Rough Riders d'Ottawa	1	2	3	4	5	6	7
8. J'ai des souvenirs positifs de l'équipe des Rough Riders d'Ottawa	1	2	3	4	5	6	7
9. J'aimerais que le nom Rough Riders soit utilisé pour cette nouvelle franchise de la LCF	1	2	3	4	5	6	7
10. J'aimerais que le logo des Rough Riders soit utilisé pour cette nouvelle franchise de la LCF	1	2	3	4	5	6	7
11. J'étais un partisan loyal des Renegades d'Ottawa	1	2	3	4	5	6	7
12. J'ai des souvenirs positifs de l'équipe des Renegades d'Ottawa	1	2	3	4	5	6	7
13. J'aimerais que le nom Renegades soit utilisé pour cette nouvelle franchise de la LCF	1	2	3	4	5	6	7
14. J'aimerais que le logo des Renegades soit utilisé pour cette nouvelle franchise de la LCF	1	2	3	4	5	6	7
15. L'historique des équipes de la LCF à Ottawa n'a aucun effet sur cette nouvelle franchise	1	2	3	4	5	6	7
16. La franchise de la LCF à Ottawa devrait avoir un nouveau nom	1	2	3	4	5	6	7
17. La franchise de la LCF à Ottawa devrait avoir un nouveau logo	1	2	3	4	5	6	7
18. Je suis excité qu'Ottawa aura une nouvelle franchise de la LCF	1	2	3	4	5	6	7
19. Je suis optimiste qu'Ottawa peut avoir une franchise durable de la LCF	1	2	3	4	5	6	7
20. Les propriétaires locaux vont contribuer au succès de cette franchise	1	2	3	4	5	6	7
21. La controverse du redéveloppement du parc Lansdowne n'a aucun effet sur mon opinion de la nouvelle franchise de la LCF	1	2	3	4	5	6	7
22. Je suis conscient des événements qui ont eu lieu concernant le projet de Lansdowne	1	2	3	4	5	6	7
23. Je suis enthousiaste vis-à-vis le redéveloppement du parc Lansdowne	1	2	3	4	5	6	7
24. J'ai des inquiétudes concernant le lieu du parc Lansdowne	1	2	3	4	5	6	7
25. Je serais plus apte à participer à un match de la LCF dans un nouveau stade	1	2	3	4	5	6	7
26. Je serais prêt à utiliser le transport public pour aller voir un match de la LCF au parc Lansdowne	1	2	3	4	5	6	7

27. Le fait d'avoir une franchise de la LCF à Ottawa aura un impact sur mon intérêt envers la LCF	1	2	3	4	5	6	7
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Partie B: Information générale

1. Âge : _____
2. Sexe: ____ Homme ____ Femme
3. Démographie – Quel est votre code postal? _____
4. Depuis quand vivez-vous à Ottawa?
 - a) Moins de 5 ans
 - b) 5-10 ans
 - c) 10-15ans
 - d) 15-20 ans
 - e) Plus de 20 ans
5. Avez-vous participé à des matchs des Rough Riders d'Ottawa?
 - a) Oui, j'avais des billets de saison
 - b) Oui, quelque fois par saison
 - c) À l'occasion
 - d) Jamais
6. Si vous avez répondu oui à la question précédente, comment évaluez-vous votre expérience à assister à un match des Rough Riders au parc Lansdowne?
 - a) Excellente
 - b) Moyenne
 - c) Médiocre
 - d) Horrible
7. Décrivez les Rough Riders d'Ottawa en trois mots :

8. Avez-vous participé à des matchs des Renegades d'Ottawa?

- a) Oui, j'avais des billets de saison
- b) Oui, quelque fois par saison
- c) À l'occasion
- d) Jamais

9. Si vous avez répondu oui à la question précédente, comment évaluez-vous votre expérience à assister à un match des Renegades au parc Lansdowne?

- a) Excellente
- b) Moyenne
- c) Médiocre
- d) Horrible

10. Décrivez les Renegades d'Ottawa en trois mots :

11. Comment souvent regardez-vous des matchs de la LCF à la télévision?

- a) À toutes les semaines
- b) Parfois
- c) Je regarde seulement le match de la Coupe Grey
- d) Jamais

12. Êtes-vous un partisan loyal pour une des équipes suivantes? Si oui, encerclez le nom de l'équipe.

- a) Alouettes de Montréal
- b) Tiger-Cats d'Hamilton
- c) Argonauts de Toronto
- d) Bluebombers de Winnipeg
- e) Roughriders de la Saskatchewan
- f) Eskimos d'Edmonton
- g) Stampeders de Calgary
- h) Lions de la C.B.
- i) Je ne suis pas un partisan loyal d'une équipe de la LCF

13. Avez-vous des commentaires concernant la franchise de la LCF qui fait son retour à Ottawa?

Table 1. Definitions of Corporate Image

Bernstein (1984)	Representation in the mind of a company's stakeholders
Dowling (1993)	Perception that people have of the company and that the company has of itself
Meech (1996)	Overall impression gained by an individual about an organization
Poon Teng fatt, Wei, Yuen, and Suan (2000)	The stakeholders' perception of an organization's actions, activities and achievements
Abratt and Mofokeng (2001)	The external publics' perceptions that result from their interactions with the organization
Hatch and Schultz (2001)	The outside world's overall impression of the company
Kotler and Keller (2009)	The perceptions and beliefs held by consumers regarding the organization
Bridson and Mavondo (2011)	Stakeholders' beliefs, perceptions, feelings and attitudes towards an organization

Table 2. Summary of the data collected during the qualitative study

Method and Duration	Data Source	Page(s)	Time Length (min)	
Archival Material	Website Articles	N/A	N/A	
	Lansdowne Partnership Plan	57	N/A	
March 2011 – October 2012	Lansdowne Park Redevelopment	24	N/A	
Interviews	OSEG	13	48:25	
	Media	5	15:17	
	Media	6	19:21	
	Football Canada	8	24:09	
	Football Canada	9	31:29	
	CFL staff	9	34:55	
	Media	7	22:09	
	City of Ottawa	8	24:12	
	Media	8	24:00	
	City of Ottawa	8	28:05	
	Friends of Lansdowne	6	19:58	
	November 2011 – March 2012	CFL franchise	7	25:25
	CFL office	4	08:55	
	CFL franchise	6	16:53	
	Minor football	8	24:07	
	CFL office	6	17:25	
	CFL franchise	7	22:44	
CFL franchise	7	18:10		
Media	7	25:45		
Minor Football	9	33:45		
OSEG	6	24:23		

Table 3. Summary of First and Second order codes

Open Codes	Axial Codes
Caring owners; credible management; local owners; owners reputation; understanding of fans; local owners knowledge; good governance; good leadership; must have supportive ownership; reputational risks for owners; key to success; business expertise; embrace new ownership; confident ownership; involved owners; good owners	Good ownership
Bad ownership decisions; ownership disconnect with fans; uncaring owners; inconsistent owners; ownership issues	Bad historical ownership
Football tradition; strong history; celebrate history; historical value; leverage history; tradition is important; ties with history; honour history; rich tradition; ties with tradition; respect history; positive history	Positive history
Football left a bitter taste; franchise instability; should disconnect from history; more bad history than good; failed franchises; fresh start; no ties with past; negative history; bad memories	Negative history
Community team; community engagement; community involvement; understand community; sense of community in football; community knowledge; community interest; listen to community; connect with Ottawa community; community environment; community excitement; community outreach; strong minor football community; football development; positive impact on amateur football; inspire football participation; community support	Community
Brand value; local brand; brand to all markets; different brand positioning by marketing; fresh brand; brand pillars; brand story; branding details; brand bank	Branding
Market "Ottawa's team"; market new stadium; market commitment; market in Gatineau; market to families; market grassroots; market old roots; market fans; market tradition; tougher football market outside Western Canada; brand to all Ottawa markets; market has changed; language barriers; all CFL markets are different	Market
Family at the park model; current business relationships (67's); resale franchise; 67's marketing template; partnerships;	Business

Cross promotion opportunities; promotion by fan market; attract new generation of fans; simple messaging; importance of bilingualism; strong ticketing; strong marketing; attract female fans; promote good values; excite football fans	Promotion
Conserve logo ("R"); third retro jersey; refreshed look ; new name; representative name; RR = little value in Ottawa; mixed feelings (name & logo); timing (name & logo); name isn't everything; new identity; no links with Renegades	New Image
Canadiana aspect; Canadian game; Canadian brand; Canadiennes; Canadian; playing opportunities for Canadians	'Canadiana'
Smaller stadium - create demand; no links with football; importance of stadium; create fun venue; safe environment; negative perception on football; excitement for stadium; missed opportunity; eye sore; people place; stadium detail; create stadium experience; no links with football; entertainment venue; economic project	Stadium details
Good location; bad location; no parking at stadium; traffic issues; transportation issues;	Accessibility of stadium
Lansdowne is a major challenge; localised issue; vocal minority; taxpayers money paying for stadium; shopping dominates stadium plans; against process; mixed views on Lansdowne; can't please everyone; waiting game;	Lansdowne challenges
Civic embarrassment; liability; community support for Lansdowne; promotional tool for city; City issue; hot issue; affects perception on city; mixed uses; city under serviced without stadium;	Stadium impact on Ottawa
Unique game; affordable; authentic; rivalry; accessibility; league is in a good place; breadth of competition; minor league aspect; strengthening league; healthy football league; entertaining game; better football; league support; better brand today; NFL superior product; fun sport; brand confusion	Football product
Fan variety; loyal fans remain loyal; engage fans; connections with fans; wide range of fan support; embrace fans; old generation fans; missed generation of fans; new generation of fans; many football fans in Ottawa; supportive fans; forgiving fans; patient fans	Fan support
Cynical fan base; fans stopped caring; ex-fans will boycott football; impatient fans; hesitant fans; uncertainty regarding fan support;	Negative fan base

opposing fans	
Entertainment value; re-invent the experience; create fun experience; create an entertainment; family entertainment; create excitement; sport entertainment; stadium experience; create an experience; tremendous atmosphere; environment	Game-day experience
Role models for youth; must be champions of football; flagship team; timing is right; winning cures everything; competitiveness on-field; consistent roster; death wish; football can't work; accessible franchise; affordability for families; one chance; good general manager; MLSE model; sustainability; on-field quality; hesitation (people & business); pillars of our community	Football franchise
Opportunity for local players; a lot of minor football in Ottawa; football franchise support; city has changed; car culture; excitement for football; city that fun forgot; animosity; educated city; football appetite; city wants change	Ottawa
Negative perception of football in Ottawa; people connected to football; team creates football awareness; positive thoughts; strong passion for football; optimistic football can work in Ottawa; tough sale in Ottawa	Football perception
Visibility for city; football creates identity for city; void in Ottawa without football; good football city; focal point in Ottawa; economic benefit for city; sport clutter in Ottawa; hesitation in the city about football; football is a lift for city; economic impact; tourism impact; enhances quality of life; university energy in city; incredible vibe in city from football; city reputation affected	Impact of football
Football cultural phenomenon in Quebec; Strong football culture in Ottawa; Cultural heritage; Cultural tradition (CFL)	Culture
Media interest; social media; branding tool: media; social media hype	Media

Table 4. Summary of Axial and Selective Codes

Selective Codes and Major Themes				
Axial Codes	Football Tradition	Sport facility	Identity	Brand Awareness
Accessibility of stadium		X		
Branding				X
Business				X
'Canadiana'			X	
Community	X			
Culture	X			
Fan support	X			
Football franchise	X			
Football perception			X	
Football product	X			
Game-day experience				X
Good ownership			X	
Image			X	
Impact of football	X			
Lansdowne challenges		X		
Market				X
Media				X
Negative fan base	X			
Negative history	X			

Ottawa	X	
Positive history	X	
Promotion		X
Stadium details	X	
Stadium impact on Ottawa	X	

Table 5. Sample characteristics of survey participants

Variable	Group	N	%
Gender	Male	190	51.4
	Female	180	48.6
Age	18-23	86	23.2
	24-30	72	19.5
	31-46	64	17.3
	47-55	72	19.5
	56-81	76	20.5
Language	English	293	79.2
	French	77	20.8
Time living in Ottawa region	Less than 5 years	29	7.8
	5-10 years	21	5.7
	10-15 years	13	3.5
	15-20 years	44	11.9
	20+ years	250	67.6
	Unknown	13	3.5

Table 6. Means and standard deviations of survey items

ITEM	N = 370	<i>M</i>	<i>SD</i>
I consider myself a football fan		4.45	2.06
I consider myself a CFL fan		3.86	1.95
I consider myself an NFL fan		4.23	2.10
I consider myself a CIS Football fan (university)		3.44	1.97
The on-field results impact my loyalty towards a team		3.52	1.77
I am aware the CFL has granted a new franchise for the city of Ottawa		4.57	2.41
I was a loyal fan of the Ottawa Rough Riders		3.54	2.07
I have positive memories of the Ottawa Rough Riders franchise		4.02	2.01
I would like to see the Rough Riders name used for this CFL franchise		4.15	1.97
I would like to see the Rough Riders logo used for this CFL franchise		4.05	1.88
I was a loyal fan of the Ottawa Renegades		3.12	1.88
I have positive memories of the Ottawa Renegades franchise		3.16	1.75
I would like to see the Renegades name used for this CFL franchise		3.02	1.61
I would like to see the Renegades logo used for this CFL franchise		2.98	1.57
The past history of the CFL teams in Ottawa has no effect on this new franchise		3.75	1.83
The CFL franchise in Ottawa should have a new name		4.23	1.85
The CFL franchise in Ottawa should have a new logo		4.42	1.79
I am excited about this new CFL franchise coming to Ottawa		4.83	1.73
I am optimistic that Ottawa can have a sustainable CFL franchise		4.69	1.63
Local ownership will contribute to this franchise's success		5.26	1.53
The Lansdowne Project redevelopment controversy has no effect on my opinion of the new CFL franchise		4.92	1.85
I am aware of the events that have occurred around the Lansdowne Project		5.11	1.79
I am enthusiastic about the Lansdowne Park redevelopment		5.26	1.45
I have concerns about the location of Lansdowne Park		3.23	1.72
I would be more willing to attend a CFL game in a new stadium		4.24	1.87
I would be willing to take public transportation to attend a CFL game at Lansdowne Park		4.56	2.04
Having a local CFL franchise in Ottawa will have an impact on my interest towards the CFL		4.89	1.90

Table 7. Means and standard deviations by gender

Survey Questions	Gender				
	Male		Female		<i>p</i>
	N = 190		N = 180		
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	
1. I consider myself a football fan	5.38	1.74	3.47	1.92	
2. I consider myself a CFL fan	4.61	1.82	3.07	1.77	.000
3. I consider myself an NFL fan	5.05	1.85	3.37	2.00	.000
4. I consider myself a CIS Football fan (university)	3.92	1.94	2.93	1.86	.000
5. The on-field results impact my loyalty towards a team	3.65	1.83	3.37	1.70	.128
6. I am aware the CFL has granted a new franchise for the city of Ottawa	5.33	2.19	3.77	2.38	.000
7. I was a loyal fan of the Ottawa Rough Riders	4.14	2.11	2.90	1.83	.000
8. I have positive memories of the Ottawa Rough Riders franchise	4.49	1.97	3.52	1.94	.000
9. I would like to see the Rough Riders name used for this CFL franchise	4.09	2.21	4.22	1.69	.518
10. I would like to see the Rough Riders logo used for this CFL franchise	4.04	2.13	4.07	1.59	.857
11. I was a loyal fan of the Ottawa Renegades	3.46	2.00	2.77	1.68	.000
12. I have positive memories of the Ottawa Renegades franchise	3.29	1.82	3.02	1.66	.126
13. I would like to see the Renegades name used for this CFL franchise	2.75	1.68	3.31	1.49	.001
14. I would like to see the Renegades logo used for this CFL franchise	2.69	1.69	3.29	1.38	.000
15. The past history of the CFL teams in Ottawa has no effect on this new franchise	3.84	1.98	3.66	1.65	.340
16. The CFL franchise in Ottawa should have a new name	4.29	2.00	4.16	1.67	.470
17. The CFL franchise in Ottawa should have a new logo	4.55	1.98	4.28	1.56	.148
18. I am excited about this new CFL franchise coming to Ottawa	5.15	1.75	4.50	1.65	.000
19. I am optimistic that Ottawa can have a sustainable CFL franchise	4.99	1.66	4.38	1.53	.000
20. Local ownership will contribute to this franchise's success	5.55	1.56	4.95	1.43	.000
21. The Lansdowne Project redevelopment controversy has no effect on my opinion of the new CFL franchise	5.26	1.89	4.56	1.73	.000

22. I am aware of the events that have occurred around the Lansdowne Project	5.63	1.57	4.57	1.86	.000
23. I am enthusiastic about the Lansdowne Park redevelopment	5.49	1.46	5.01	1.39	.001
24. I have concerns about the location of Lansdowne Park	3.01	1.84	3.46	1.55	.012
25. I would be more willing to attend a CFL game in a new stadium	4.48	1.95	3.99	1.75	.011
26. I would be willing to take public transportation to attend a CFL game at Lansdowne Park	4.66	2.08	4.47	2.01	.369
27. Having a local CFL franchise in Ottawa will have an impact on my interest towards the CFL	5.26	1.88	4.49	1.84	.000

Note $p < .05$ denotes significant differences in response by category

Table 8. Means and standard deviations by language

Survey Questions	Language				<i>p</i>
	English		French		
	N = 77		N = 77		
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	
1. I consider myself a football fan	4.31	2.03	4.75	2.09	.149
2. I consider myself a CFL fan	3.60	1.92	4.10	2.08	.218
3. I consider myself an NFL fan	4.05	2.08	4.26	2.07	.888
4. I consider myself a CIS Football fan (university)	3.60	1.95	3.78	2.16	.084
5. The on-field results impact my loyalty towards a team	3.43	1.66	3.71	1.93	.271
6. I am aware the CFL has granted a new franchise for the city of Ottawa	4.71	2.34	4.62	2.44	.828
7. I was a loyal fan of the Ottawa Rough Riders	3.48	1.99	3.21	2.26	.116
8. I have positive memories of the Ottawa Rough Riders franchise	3.99	2.02	3.97	1.99	.816
9. I would like to see the Rough Riders name used for this CFL franchise	4.12	1.81	3.92	2.09	.246
10. I would like to see the Rough Riders logo used for this CFL franchise	3.92	1.71	3.75	1.91	.115
11. I was a loyal fan of the Ottawa Renegades	3.30	1.86	2.45	1.73	.000
12. I have positive memories of the Ottawa Renegades franchise	3.44	1.70	2.49	1.70	.000
13. I would like to see the Renegades name used for this CFL franchise	2.92	1.47	2.83	1.67	.244
14. I would like to see the Renegades logo used for this CFL franchise	2.94	1.46	2.70	1.58	.077
15. The past history of the CFL teams in Ottawa has no effect on this new franchise	3.53	1.94	4.08	1.71	.075
16. The CFL franchise in Ottawa should have a new name	4.16	1.70	4.62	1.92	.034
17. The CFL franchise in Ottawa should have a new logo	4.43	1.69	4.61	1.91	.299
18. I am excited about this new CFL franchise coming to Ottawa	4.53	1.88	5.08	1.64	.163
19. I am optimistic that Ottawa can have a sustainable CFL franchise	4.52	1.77	5.05	1.40	.030
20. Local ownership will contribute to this franchise's success	5.09	1.52	5.12	1.69	.367
21. The Lansdowne Project redevelopment controversy has no effect on my opinion of the new CFL franchise	5.19	1.69	4.86	1.96	.742

22. I am aware of the events that have occurred around the Lansdowne Project	5.13	1.82	5.17	1.86	.762
23. I am enthusiastic about the Lansdowne Park redevelopment	5.23	1.48	5.29	1.47	.844
24. I have concerns about the location of Lansdowne Park	2.88	1.63	3.55	1.63	.070
25. I would be more willing to attend a CFL game in a new stadium	4.19	1.75	4.00	2.00	.200
26. I would be willing to take public transportation to attend a CFL game at Lansdowne Park	4.51	1.88	4.23	2.11	.110
27. Having a local CFL franchise in Ottawa will have an impact on my interest towards the CFL	4.90	1.88	4.43	2.01	.017

Note $p < .05$ denotes significant differences in response by category

Table 9. Means and standard deviations by age groups

Survey Questions	Age Groups										<i>p</i>
	18 - 23		24 - 30		31 - 46		47 - 55		56 - 81		
	N = 86	N = 72	N = 64	N = 72	N = 76	M	SD	M	SD	M	
I consider myself a football fan	4.14	1.97	4.44	1.81	5.33	1.87	4.04	2.20	4.46	2.24	.002
I consider myself a CFL fan	3.47	1.86	3.69	1.73	4.27	1.90	3.89	2.16	4.09	2.05	.095
I consider myself an NFL fan	4.19	1.96	4.35	1.90	4.97	2.06	3.53	2.19	4.21	2.19	.002
I consider myself a CIS Football fan (university)	3.64	2.00	3.21	1.88	3.91	1.96	3.06	1.96	3.38	1.96	.080
The on-field results impact my loyalty towards a team	3.70	1.67	3.61	1.76	3.31	1.75	3.60	1.87	3.32	1.83	.547
I am aware the CFL has granted a new franchise for the city of Ottawa	3.85	2.30	3.92	2.54	5.22	2.28	4.74	2.43	5.30	2.14	.000
I was a loyal fan of the Ottawa Rough Riders	2.52	1.47	2.93	1.94	4.17	1.98	3.97	2.16	4.32	2.17	.000
I have positive memories of the Ottawa Rough Riders franchise	3.03	1.55	3.46	2.12	4.38	1.87	4.49	2.06	4.93	1.84	.000
I would like to see the Rough Riders name used for this CFL franchise	3.65	1.75	3.96	1.82	3.86	2.17	4.72	1.96	4.62	1.99	.001
I would like to see the Rough Riders logo used for this CFL franchise	3.57	1.59	3.78	1.72	3.88	2.14	4.65	1.94	4.45	1.86	.001

I was a loyal fan of the Ottawa Renegades	3.10	1.50	2.69	1.86	3.97	1.98	2.85	1.95	3.09	1.95	.001
I have positive memories of the Ottawa Renegades franchise	3.36	1.53	3.07	1.77	3.67	2.00	2.76	1.78	2.96	1.60	.021
I would like to see the Renegades name used for this CFL franchise	3.66	1.40	3.15	1.42	3.02	1.71	2.47	1.70	2.70	1.59	.000
I would like to see the Renegades logo used for this CFL franchise	3.56	1.39	3.19	1.47	2.98	1.72	2.35	1.52	2.74	1.54	.000
The past history of the CFL teams in Ottawa has no effect on this new franchise	3.51	1.54	3.58	1.73	4.00	2.03	3.72	1.97	3.99	1.88	.336
The CFL franchise in Ottawa should have a new name	4.69	1.54	4.38	1.66	4.28	1.97	3.71	1.85	4.01	2.11	.013
The CFL franchise in Ottawa should have a new logo	4.84	1.45	4.61	1.52	4.39	2.04	3.90	1.86	4.29	1.99	.017
I am excited about this new CFL franchise coming to Ottawa	4.64	1.64	4.94	1.50	5.20	1.81	4.78	1.78	4.68	1.92	.297
I am optimistic that Ottawa can have a sustainable CFL franchise	4.71	1.46	4.38	1.51	4.97	1.65	4.81	1.73	4.64	1.76	.286
Local ownership will contribute to this franchise's success	5.10	1.34	5.19	1.32	5.52	1.76	5.43	1.43	5.11	1.76	.345

The Lansdowne Project redevelopment controversy has no effect on my opinion of the new CFL franchise	4.83	1.57	4.63	1.69	4.95	1.98	5.33	1.86	4.88	2.12	.222
I am aware of the events that have occurred around the Lansdowne Project	4.43	1.86	5.03	1.95	5.45	1.65	5.22	1.88	5.58	1.34	.000
I am enthusiastic about the Lansdowne Park redevelopment	5.19	1.30	5.21	1.27	5.19	1.62	5.40	1.44	5.30	1.62	.872
I have concerns about the location of Lansdowne Park	3.49	1.50	3.15	1.63	3.36	1.94	2.99	1.75	3.13	1.80	.387
I would be more willing to attend a CFL game in a new stadium	4.56	1.68	4.63	1.72	4.48	2.12	3.69	1.90	3.84	1.80	.002
I would be willing to take public transportation to attend a CFL game at Lansdowne Park	4.97	1.80	4.72	2.04	4.55	2.05	4.32	2.20	4.21	2.12	.133
Having a local CFL franchise in Ottawa will have an impact on my interest towards the CFL	4.73	1.92	5.04	1.57	4.95	2.13	4.83	1.94	4.91	1.93	.880

Note $p < .05$ denotes significant differences in response by category

Table 10. Means and standard deviations by time living in the Ottawa region

Survey Questions	How long have you been living in the Ottawa region?										
	Less than 5 years		5-10 years		10-15 years		15-20 years		More than 20 years		<i>p</i>
	N = 29		N = 21		N = 13		N = 44		N = 250		
	M	SD	M	SD	M	SD	M	SD	M	SD	
I consider myself a football fan	5.45	1.76	3.95	2.06	5.31	1.70	4.27	2.19	4.33	2.04	
I consider myself a CFL fan	4.41	1.64	2.95	1.50	4.08	2.10	3.86	2.03	3.82	1.98	.130
I consider myself an NFL fan	5.14	1.68	4.33	2.20	5.23	1.74	4.45	2.05	3.98	2.10	.013
I consider myself a CIS Football fan (university)	4.62	1.80	3.14	2.01	3.62	2.29	4.11	1.82	3.14	1.89	.000
The on-field results impact my loyalty towards a team	3.97	1.52	3.19	1.72	2.54	1.51	3.68	1.80	3.49	1.80	.139
I am aware the CFL has granted a new franchise for the city of Ottawa	4.93	2.40	3.86	2.17	4.00	2.45	4.25	2.67	4.69	2.36	.326
I was a loyal fan of the Ottawa Rough Riders	2.28	1.41	2.67	1.74	2.69	2.29	3.11	1.82	3.90	2.09	.000
I have positive memories of the Ottawa Rough Riders franchise	3.00	1.39	2.81	1.72	3.69	1.89	3.43	1.89	4.35	2.04	.000
I would like to see the Rough Riders name used for this CFL franchise	3.14	1.88	3.86	1.62	3.46	1.76	3.59	1.72	4.47	2.01	.001
I would like to see the Rough Riders logo used for this CFL franchise	3.10	1.97	3.90	1.45	3.08	1.32	3.57	1.68	4.34	1.91	.000

I was a loyal fan of the Ottawa Renegades	2.79	1.35	2.48	1.72	3.92	1.89	3.39	1.86	3.17	1.94	.157
I have positive memories of the Ottawa Renegades franchise	2.97	1.50	2.95	1.72	3.46	1.94	3.66	1.84	3.14	1.74	.332
I would like to see the Renegades name used for this CFL franchise	3.03	1.55	3.71	1.27	3.85	1.28	3.36	1.75	2.86	1.62	.018
I would like to see the Renegades logo used for this CFL franchise	2.86	1.53	3.71	1.27	3.62	1.04	3.59	1.63	2.80	1.58	.002
The past history of the CFL teams in Ottawa has no effect on this new franchise	3.62	1.86	3.86	1.68	3.31	1.44	3.91	1.85	3.74	1.86	.861
The CFL franchise in Ottawa should have a new name	5.03	1.70	4.24	1.18	4.38	1.98	4.73	1.77	4.02	1.89	.016
The CFL franchise in Ottawa should have a new logo	5.03	1.72	4.24	1.18	5.15	1.21	4.68	1.67	4.27	1.87	.074
I am excited about this new CFL franchise coming to Ottawa	5.55	1.27	4.57	1.57	5.31	1.75	4.93	1.74	4.74	1.77	.122
I am optimistic that Ottawa can have a sustainable CFL franchise	5.31	1.44	4.43	1.63	5.00	1.41	4.59	1.60	4.64	1.66	.229
Local ownership will contribute to this franchise's success	5.62	1.47	4.62	1.63	5.62	1.33	5.43	1.35	5.25	1.50	.143

The Lansdowne Project redevelopment controversy has no effect on my opinion of the new CFL franchise	4.52	1.79	4.71	1.35	5.31	1.84	5.14	1.75	4.90	1.91	.591
I am aware of the events that have occurred around the Lansdowne Project	4.72	2.27	4.48	2.04	5.46	1.66	5.09	1.72	5.20	1.71	.278
I am enthusiastic about the Lansdowne Park redevelopment	5.55	1.27	4.90	1.14	5.54	0.97	5.57	1.32	5.18	1.51	.215
I have concerns about the location of Lansdowne Park	3.31	1.44	3.76	1.37	2.54	1.39	3.64	1.74	3.13	1.76	.112
I would be more willing to attend a CFL game in a new stadium	5.48	1.70	4.33	1.62	4.69	2.10	4.52	1.65	4.05	1.88	.002
I would be willing to take public transportation to attend a CFL game at Lansdowne Park	5.48	1.68	4.33	2.24	6.08	1.19	4.80	2.05	4.40	2.06	.004
Having a local CFL franchise in Ottawa will have an impact on my interest towards the CFL	5.79	1.18	4.95	1.53	4.92	2.06	4.73	2.11	4.86	1.90	.136

Note $p < .05$ denotes significant differences in response by category

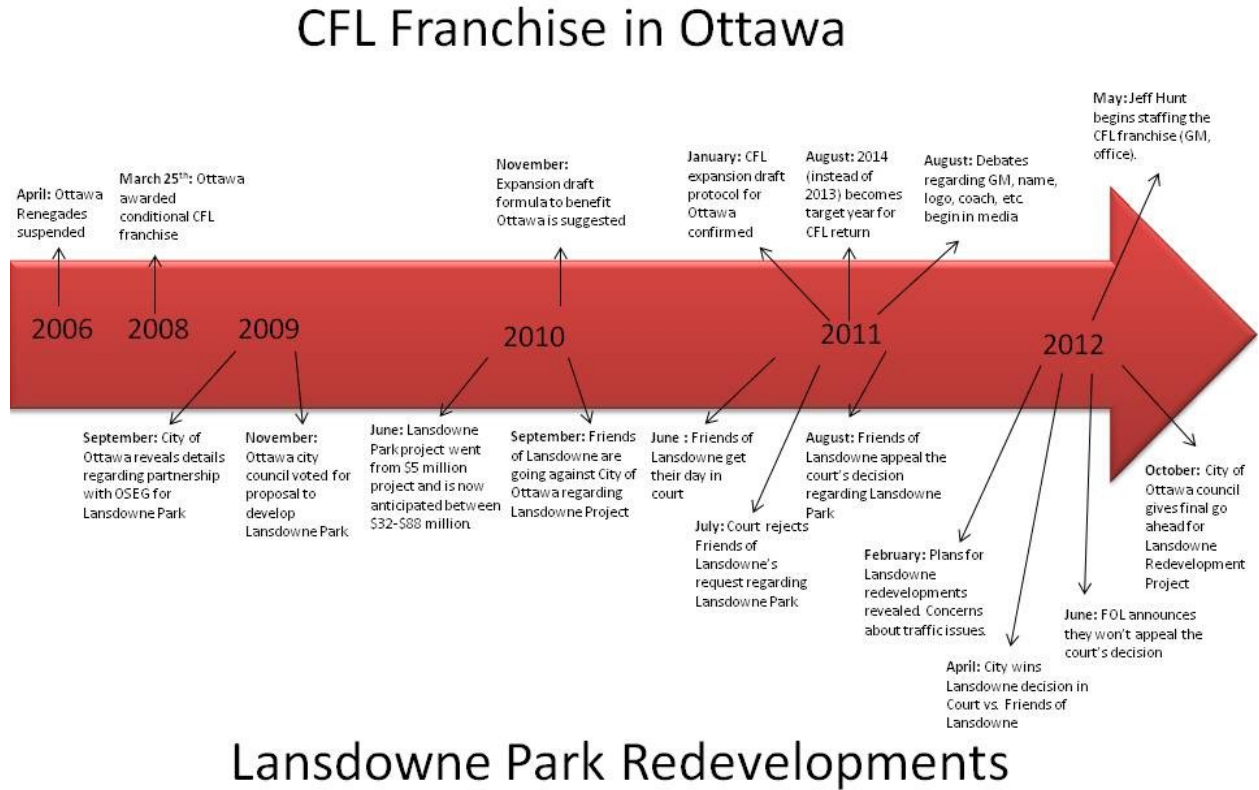
Table 11. Results of the open-ended responses for the Ottawa Rough Riders

Theme	Total <i>n</i>	Ranking and Responses	Frequency	
			<i>n</i>	%
Memorable franchise	122	Player characteristics	35	28.7%
		Team description	26	21.3%
		Bad management	13	10.7%
		Community team	10	8.2%
		Local	9	7.4%
		93	76.2%	
Game-day experience	95	Fun	24	25.3%
		Excitement	19	20.0%
		Atmosphere	11	11.6%
		Family	8	8.4%
		Bad experience	8	8.4%
		Entertainment	7	7.4%
		Accessibility	6	6.3%
		83	87.4%	
Football tradition	77	Successful History	17	22.1%
		Winners	13	16.9%
		Pride	11	14.3%
		Tradition	9	11.7%
		Star players	8	10.4%
		Losers	7	9.1%
		65	84.4%	

Table 12. Results of the open-ended responses for the Ottawa Renegades

Theme	Total <i>n</i>	Ranking and Responses	Frequency	
			<i>n</i>	%
Bad Memories	152	Bad team	31	20.4%
		Unsustainable	18	11.8%
		Disappointment	15	9.9%
		Bad ownership	14	9.2%
		Missed opportunity	11	7.2%
		Glieberman	9	5.9%
		Badly managed	6	3.9%
		104	68.4%	
Game-day experience	51	Excitement	17	33.3%
		Entertainment	13	25.5%
		Uneventful	10	19.6%
		Social opportunity	5	9.8%
		45	88.2%	

Figure 1. CFL Franchise and Lansdowne Park Timeline



Note : This timeline was put together through the collection of archival material and the local media coverage of events from March 2006 to October 2012.

Figure 2. Hatch & Schultz Model of corporate branding

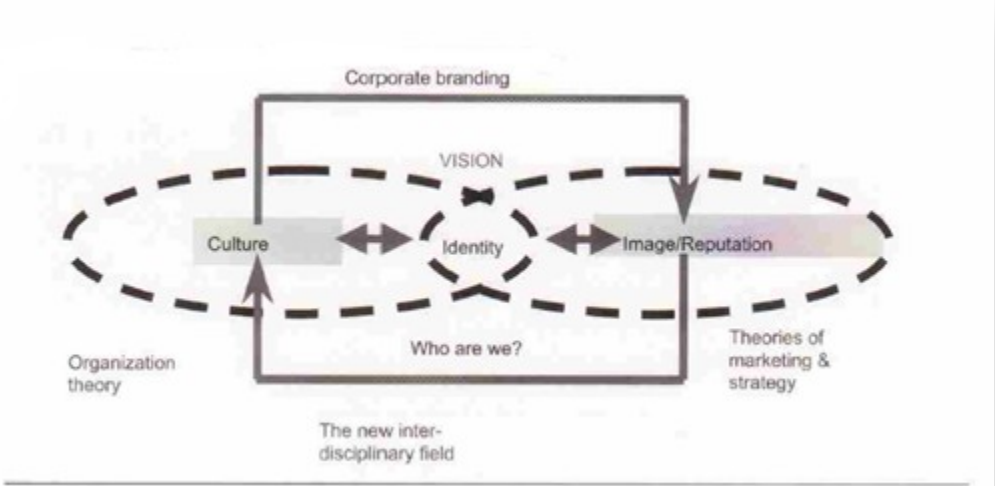


Figure 3. Aaker's Brand Equity Model

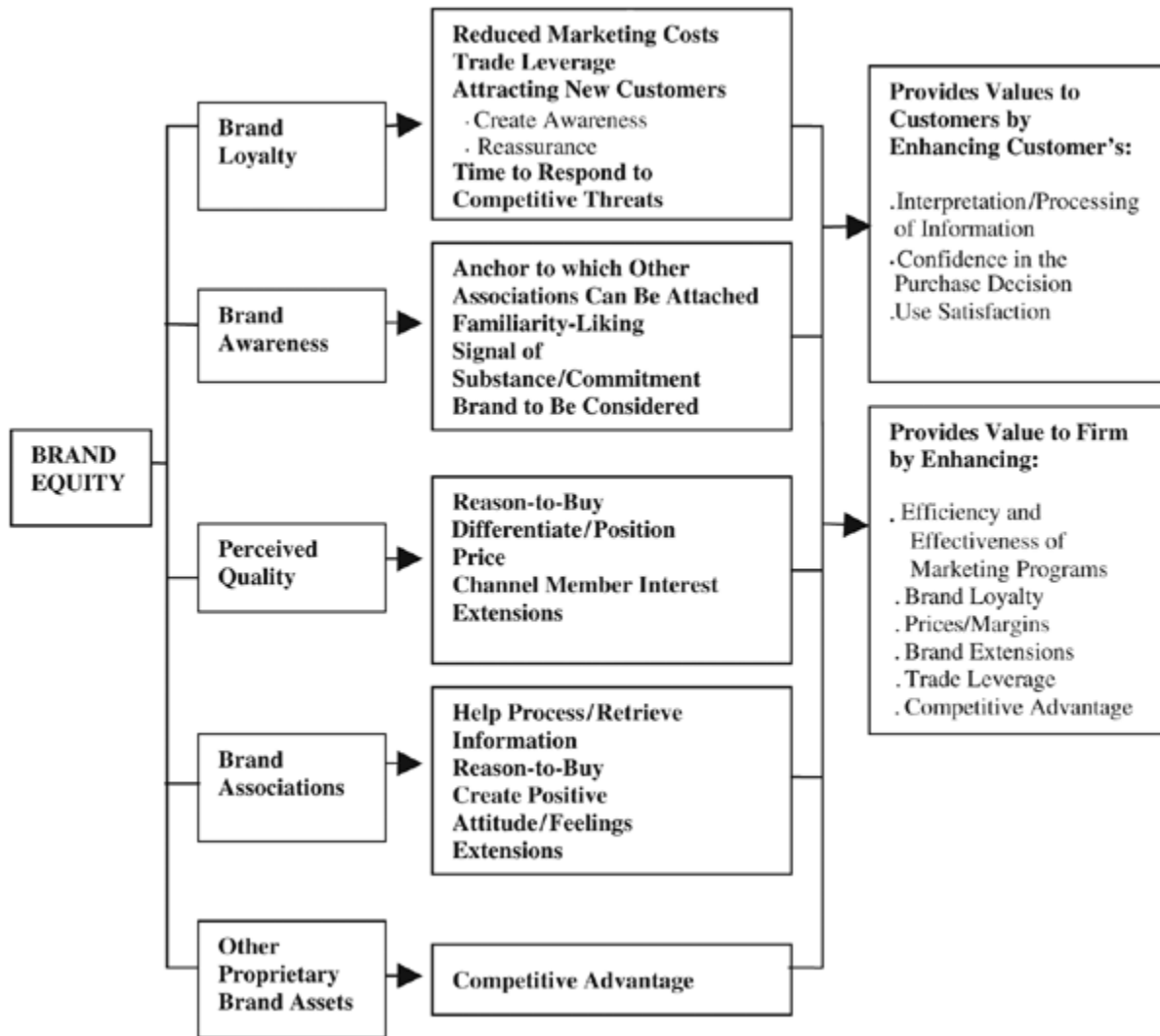


Figure 4. Gladden, Milne & Sutton’s Conceptual framework of brand equity in college athletics

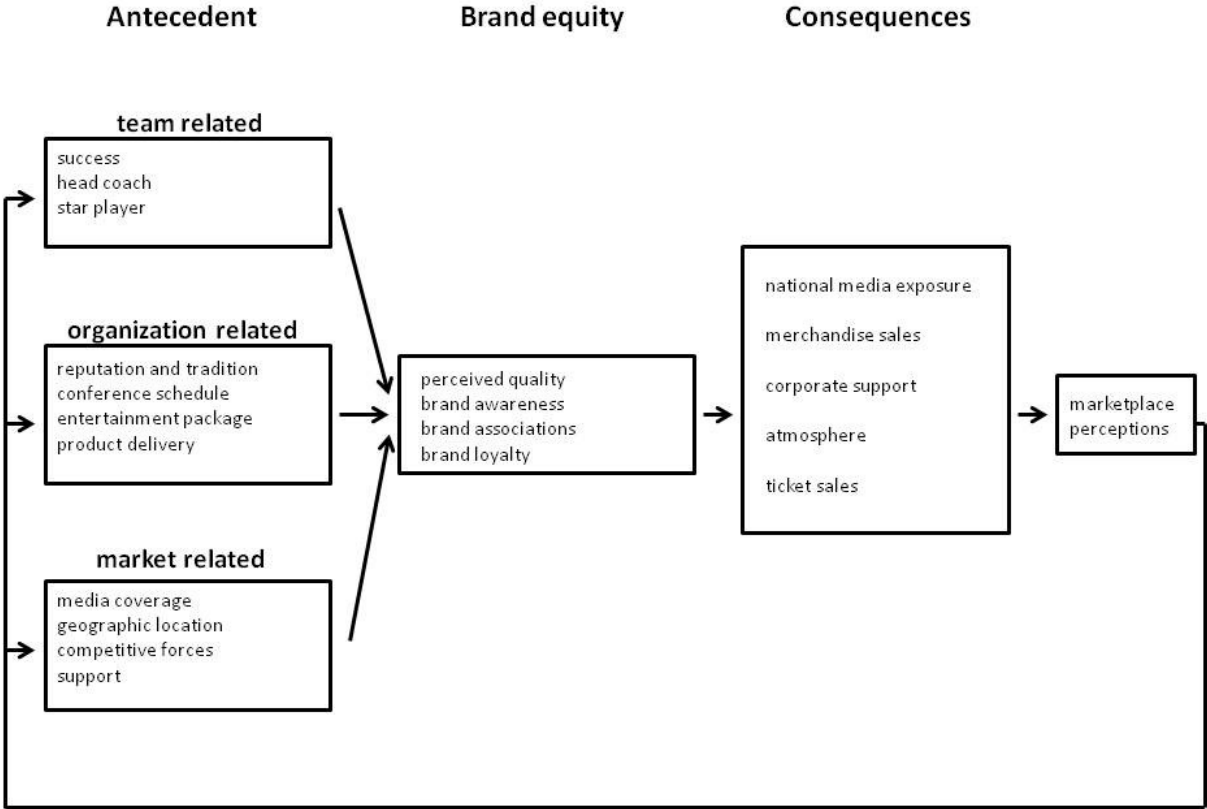


Figure 5. Funk & James' Psychological Continuum Model

