MOBILE MARKETING: BRAND PERFORMANCE AND IMPLICATIONS ON BRAND IDENTITY
A CASE STUDY OF ADIDAS, NIKE AND PUMA

Marta Tetere
Exam number: 402939
MA in Corporate Communication
Thesis supervisor – Steen Michael Hejndorf

Department of Language and Business Communication
Aarhus School of Business and Social Sciences

Submitted: 1 August 2011
ACKNOWLEDGMENTS

I express my gratitude to the thesis supervisor Steen Michael Hejndorf for the support and valuable directions throughout the writing process.
ABSTRACT

The thesis focuses on a new trend in marketing communications – mobile marketing by examining, structuring theories and investigating practical implications of mobile marketing campaigns on brand identity. The thesis points out that a limited number of academic research on the topic can be found, thus, the explorative study is needed. A case study of the three sportswear companies – Adidas, Nike and Puma is applied to analyse implementation of mobile marketing tools. Thesis strives answering to the three research questions:

RQ1: What is mobile marketing in the field of marketing communication?
RQ2: How do the three companies – Adidas, Nike and Puma - apply mobile marketing tools and campaigns?
RQ3: What are the implications of mobile marketing on brand identity?

The theories of consumer culture include postmodernism concepts, brand paradigms and Kotler’s Marketing 3.0 principles to explain social tendencies. Branding principles are applied, focusing on brand identity, brand associations and brand communication. Established mobile marketing theories and recently developed practical insights are examined and structured. A combination of brand performance analysis and content analysis of media brand associations applies for the empirical part. The comparative analysis and discussions correlates the findings with the theoretical concepts.

The conclusion entails a brief presentation of the thesis process, limitations and future perspectives, and the research questions are answered. The findings suggest that collaboration, creativity, interactivity and the focus on consumers are the main concepts of mobile marketing communication. It is concluded that the three sportswear companies apply mobile marketing campaigns to create brand awareness and build relationships with their customers and the each company’s approach is described. It is pointed out that mobile marketing requires for companies to build a strong identity that is aligned with an overall strategy and activities, and implications on brand identity are reviewed.

Keywords: mobile marketing, brand identity, collaboration, postmodernism, marketing campaigns, social media

Number of characters (without spaces): 148 110 (67,3 standard pages)
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INTRODUCTION

1. Introduction

In today’s world, technologies are developing rapidly and changing all accustomed practices and habits. Twenty years ago nobody would imagine to be able to connect with everybody and everything 24/7 through their mobile devices like handheld computers, tablets or smartphones. Tablets can be described as a wireless portable computer with a touchscreen interface, but smartphones refers to as a mobile phone with built-in integrated computer and other features that are not initially associated with telephones (Searchmobile computing.com, 2011). Nowadays, it is a matter-of-course to search information on mobile phone, call, chat, and check the latest news or watch videos no matter where the person’s location is. This trend has opened new possibilities and at the same time challenges for companies to reach consumers and build relationships via customized communication.

Mobile marketing is fast growing industry and gradually starting to transform marketing world, which implies terms like smartphones, location-based services or mobile Internet. Of 4 billion mobile phones in use 1.08 billion are smartphones and 3.05 billion are SMS enabled. Mobile Internet consumption compared to computer-based Internet consumption will grow and - according to projections - outgrow PC Internet in 2013 (Microsoft Tag, 2011). 91% of mobile Internet is used to access social platforms compared to 79% on desktops. The mobile telephones are most often used for gaming (61%), checking weather forecasts (55%), accessing search engines (50%), social networking (49%), as well as reading news (36%) (Microsoft Tag, 2011). These numbers demonstrate that mobile marketing industry is developing, however, is mostly used for entertaining, engaging and informative purposes.

Mobile marketing can be considered as a new, functional and always changing trend; thus, the academic field lacks studies on theories and practices of mobile marketing. Therefore, mobile marketing can be considered as a novel topic, which demands exploring and structuring existing studies and recently developed practices. The Master thesis strives to accomplish that by combining mobile marketing concepts with already established and grounded theories of branding, as well as investigating today’s consumer culture and social tendencies. The case study provides an examination of practical implications of mobile marketing.
1.1. Motivation

The reason of writing this Master thesis on the chosen topic is to continue the research on the new integrated marketing communication practices. In my Bachelor thesis, the selected study focused was on the Internet marketing techniques, taking two banks – SEB and Swedbank, as case study examples. At that time, it was a new field in the academic research in Latvia. In a few years, technologies have advanced, offering companies, as well as consumers new possibilities in terms of communication using mobile devices. I am particularly interested in the new communication methods – I consider that companies can gain a substantial competitive advantage over competitors, as well as added value by employing the advanced communication approaches like Internet marketing, viral marketing and mobile marketing. Therefore, it is interesting for me to unveil what is mobile marketing and how it has shaped the area of communication. The rationale of this Master thesis is three-fold. Firstly, it is to reveal the established theories and concepts of mobile marketing; thus, acknowledging existing studies on the topic, as well as the issues. This requires investigating academic articles and also industry-based articles that are written by practitioners in the field. Secondly, it is important to see how mobile marketing is practically applied by the companies, taking as examples the three sportswear companies Adidas, Nike and Puma. These companies were selected due to the operations globally, as well as active communication campaigns that could be seen even without an in-depth investigation. These three companies represent sportswear business, thus, functioning in the same industry. The latter fact affirms that the comparisons and correlations made in this thesis have a rational background.

Lastly, by focusing on brand identity, I will discuss mobile marketing implications on brand management, particularly demonstrating what are the brand associations towards mobile marketing campaigns by the selected companies and how brand performance indicates brand identity. I consider this as a significant subject due to the change in consumer culture, as Kotler (2010) calls it – “The age of participation and collaborative marketing” that is based on a premise that a brand cannot be isolated and concentrate only on one-way communication and branding efforts. Thus, it is noteworthy to explore how the companies set their identities via mobile marketing campaigns.
1.2. Problem statement

This thesis focuses on mobile marketing and branding concepts that are carried out to examine what is mobile marketing and how it impacts brand management. Thus, Master thesis concentrates on the company perspective. Overall, three research questions are set, where the first refers to the examination of the theories, but the other two apply to empirical part and data correlation. The thesis aims at answering these research questions:

RQ1: What is mobile marketing in the field of marketing communication?
Mobile marketing is a fairly new trend in marketing communications area, thus, it is important to elaborate on how it differs from other marketing disciplines in relation to corporate communication. It implies definition, characteristics, strategic implications and mobile marketing tools.

RQ2: How do the three companies – Adidas, Nike and Puma - apply mobile marketing tools and campaigns?
After the examination of theoretical concepts of mobile marketing, practical implementations of the mobile tools by Adidas, Nike and Puma will be analysed. These practices can also be considered as the brand performances. To answer the research question, Sharma’s (2010) mobile advertising evaluation steps will be applied as an analysis framework in combination with an investigation of mobile marketing tool’s objectives.

RQ3: What are the implications of mobile marketing on brand identity?
Brand identity consists of brand associations that a company tries to set into its stakeholders’ minds. To strive answering to this research question, the media coverage of three sportswear brands Adidas, Nike and Puma will be investigated to reveal brand associations media, as one of companies stakeholders, has. To examine these brand associations, qualitative content analysis will be used as a research method. The results will also be discussed in correlation with the results of mobile marketing campaign analysis data.
1.3. Research approach

1.3.1. Symbolic interactionism

For this Master thesis symbolic interactionism is used as groundwork for the methodology. It reflects on social processes of why and how people or groups interact. Social roles, norms, structures provide raw material with which individuals create definitions. The main concept of the symbolic interactionism perspective is an interpretation of symbols and meanings that derive from the social process of people or groups communicating. To examine this process, researcher use data that is systematically collected to correlate with theories and then use to explain the cause (Berg, 2007, p.10). It is based on interpretive reasoning and explanations of meanings, associations and definitions (p.10).

Social interaction requires communicators to have certain tools - particular language, gestures or objects – that assist the transfer of meanings. Regarding the usage of objects (branded products or brand offers), “the individual must not only account for what is currently known about the object (from the marketing environment) and what one personally believes the object signifies (from the individual environment), but one must also be aware of the way in which elite social group interprets the meaning of the object” (Ligas, Cotte, 1999, p.612). In terms of marketing communications, including mobile marketing, it means that communication tools are used to convey particular brand signs; messages and associations that create brand identity and can build up brand equity.

For the business studies, symbolic interactionism is used to describe the relationships between consumers and companies. This concept derives from the companies’ efforts to create meanings and maintain interest in their businesses (Berg, 2007, p.11). Hence, this Master thesis focuses on the examination of three sportswear companies’ communication to produce and provide meanings that are significant for their stakeholders. By using mobile marketing communication tools, a brand transfers meanings that are tailored for the particular target group. Consequently, the thesis concentrates on finding what are these tools, how they are used and how this communication approach builds brand identity.
1.3.2. Qualitative research approach

Qualitative study is a process-based evaluation where the focus is on the words “how” and “why”, using contextual factors and providing holistic description of qualitative data sources. In qualitative research an inductive reasoning is often employed and involves discovering patterns, themes and categories of research data (Teddie, 2009, p.25). The emphasis of the research is on narrative rather than quantification in the analysis and data (Bryman, 2004, p.266).

In this Master thesis categorical strategy of qualitative analysis is applied– the data have to be broken down to smaller units and rearranged to produce categories to better understand and structure obtained information. It implies the constant comparative method - this technique permits researchers to compare different segments of data, clear the categories and move to a higher conceptual level or draw conclusions. Continually comparing specific bits of data it is possible to explore relationships to one another and correlate cases with appropriate theories (Teddie, 2009, p.254).

Although most of the qualitative research literature presents an opinion that theory is something that emerges out of the collection and analysis of data (grounded theory), there is also a view that states the importance of testing the theories to examine specifics of the research before conducting the study (Bryman, 2004, p.270). Therefore I argue that this Master thesis sets theoretical background to investigate possible directions of research and uses theories to create an analytical framework to categorize and segment empirical data. The discussions are used to compare and correlate data, as well as interpret meanings and associations, which derive from the examination.

The Master thesis uses a case study of the three companies - Adidas, Nike and Puma as a qualitative method, which implies several other methods – content analysis and mobile marketing evaluation, also mentioned in the thesis as a brand performance, where a specific research framework is set. In the section of research methods, it is elaborated more on the theories and the particular research design.
1.3.3. Sampling

Purposive sampling techniques imply selecting particular units or cases “based on a specific purpose rather than randomly” (Teddie, 2009, p.173). The objective of the empirical analysis is to generate details from a few cases. The characteristics of purposive sampling are: to address specific reasons related to research questions, to focus on “in-depth” data generated from various cases. The samples that are selected for this Master thesis conform to the typical case sampling – representative groups of case studies are used to acquire relevant data (p.173). The Master thesis research focuses on a specific phenomenon of interest – mobile communication, thus, samples of qualitative content analysis are chosen based on specific – sportswear – industry.

1.4. Theoretical framework

The thesis investigates nowadays’ consumer culture to understand the current tendencies and social practices. Postmodernism is examined based on Vankatesh and Firat’s study on postmodernism characteristics (1995), as well as Holt’s (2002) work on the postmodern branding paradigms, which connects postmodernism with branding theories. Kotler’s recent study explaining the new tendencies of the marketing (2010) is examined in order to describe today’s marketing industry and challenges. Branding is a broad term and can imply a vast range of activities of a management. This is why the thesis focuses on brand identity building (Aaker, 2002), which is part of brand equity (Keller, 1993, 2003). Brand image theories (Dahlen, 2010) as part of the brand identity concepts are examined. To link branding with marketing communication, integrated marketing communications (IMC) are introduced to touch upon communication objectives and basic functions. The McKinsey’s brand diamond (McKinsey, 2002) is used to analyse brand associations in the empirical part.

Consequently, this thesis strives to gather the information about the existing mobile marketing theories, thus, includes many concepts by different authors. Leppäniemi et.al. (2006) has conducted several studies to investigate mobile marketing practices and define processes, Varnali (2010) has carried out the research on mobile marketing characteristics. Mobile marketing strategy is based on Karjaluoto’s (2007) inquiries, as well as Mirbagheri’s study on the previous academic articles and findings. Sharma’s (2008)
Mobile marketing evaluation five-point model is used to analyse brand performance of Adidas, Nike and Puma.

According to the explorative nature of the thesis, the theories are not limited to the mentioned authors, but include many other authors’ research data to elaborate, add and describe the concepts.

1.5. Delimitations of the study

This dissertation is an explorative study due to the limited amount of academic research materials found about mobile marketing. It is a new trend in the area of corporate communications and involves practical approaches that develop and change continually. Thus, marketing practitioners have brought out most of the established concepts, which are based on the applied investigations, consumer research, advanced technology examination and general observations of mobile marketing tendencies and development. Nevertheless, it is crucial to understand the basic concepts of mobile marketing, including definition, characteristics, tools and implications of strategy. The sources of the theories covers academic articles, research papers, and articles from industry-based websites, opinion articles, books that focus on the topic, as well as references from business related dictionaries. It is important to point out that the thesis strives to structure and categorize mobile marketing principles, combining the academic studies with the insights and recommendations by practitioners, but not to search for the one true definition or theory.

The case study of Adidas, Nike and Puma mobile marketing campaigns will be carried out to examine brand performance by these companies and investigate brand identity aspects. The empirical part will not generalize the results, but will be addressed and analysed based on the particular case and the examined theories. The articles analysed in the content analysis were chosen in the selective order, based on the relevant newspapers and key words, thus, representing media brand associations of the current campaigns. Therefore, it should be specified that the results are time and location bound, nevertheless, serving adequately the objective to answer thesis’ research question.
1.5. Structure of thesis

Figure 1 presents the structure of the Master thesis, which consists of four main parts. The introduction sets the background of the rationale, study approach and chosen theories. Theoretical part elaborates on the chosen topics and principles. In the empirical part the case study is applied and analysed in correlation with the theories. Finally, discussion will sum up the analysis data and theories, and the research questions will be answered. The figure shows how the focus goes in-depth with the each part and in the end the conclusions concentrate on the specific case and study questions. A few parts of the thesis are interconnected by providing overviews which sum up the sections and make a transition to the next topic.

Figure 1. Structure of the thesis
THEORETICAL CONCEPTS

2. Consumer culture

Consumer culture can be defined as “an ideological infrastructure that undergirds what and how people consume and sets the ground rules for marketers' branding activities” (Holt, 2002, p.80). “Consumer culture is an organized social and economic arrangement in which market govern the relationship between meaningful ways of life and the symbolic and material resources on which they depend” (Arnould, Price, Zinkhan, 2004, p.102). The main characteristics of consumer culture are: global marketing, growing importance of materialism among new consumers, the fast pace of revenue in fashions of every kind and change in personal identity where the latter implies different personal roles and lifestyles for consumers (p.102). Due to the tendency for consumers to become more and more knowledgeable and aware of marketing and branding efforts by the companies, the traditional branding techniques lose their effectiveness. This process has led to consumer-focused resolutions that generated new brand paradigms in the today’s consumer culture (see appendix 1). These paradigms require looking briefly into postmodern and post-postmodern consumer culture (Holt, 2002, p.80).

2.1. Postmodern consumer culture

Postmodern theory, although originated from philosophy, can be referred to today’s consumer culture that started in 1960s. The age of postmodernism is described as the age of symbol and performance. In postmodernism consumption is considered more important than production, thus, the focus of the postmodern consumer culture is to put on meanings, symbol exchange, social expressions and relationships that are coded and decoded in the mutual process. It is not brands, which consumers are loyal to, it is symbols and images that they produce while consuming (Venkatesh, Firat, 1995, p.251). Postmodernism implies five main core concepts: hyperreality, fragmentation, reversal of production and consumption, decentered subject, juxtaposition of opposites.

Hyperreality can be explained as the process where consumers realize, establish and live the simulation where images, symbols and ideas are represented. The emergence of
cyberculture and new technologies has accelerated hyperreality and offers possibilities to produce, manipulate and experience the meanings of signs. Another significant characteristic of postmodernism is multi-fragmented realities in consumer’s lives – various different expressions of symbols and meanings can exist for a consumer, therefore, a consumer doesn’t strive for one unified meaning in life. Marketing in this meaning can be considered as an activity that fragments consumption signs and remodel them through communication (Venkatesh, Firat, 1995, p. 252).

Decentred subject in this context refers to human as cognitive, independent subject where invented self replaces authentic self. Through the different meanings and symbols consumer can create new self and choose which of the meanings are important for the particular reality. Reversal of production and consumption applies to the consumers’ ability to create symbols and signs along with marketers; thus, consumers are objects and producers at the same time. This phenomenon also regards to signs themselves – meanings can be mixed and they exist without interfering with each other because there is no one “right truth” (Venkatesh, Firat, 1995, p. 254).

The postmodern consumer has different roles in life; therefore, each consumption experience is different and satisfies individual needs. This leads to market expansion for companies to create more and more specialized (or niche) products/services (Venkatesh, Firat, 1995, p. 256). Therefore, it can be stated that consumers are engaged in multiple lifestyles and endorse numerous value systems that eventually makes them immune to disorganization and mixed value systems (Berner, 2003, p.4). Internet, search and consumer-generated content are tearing apart the old top-down media and marketing paradigms – in today’s world they have a much greater control and influence in the result of an unsuccessful or on the contrary, an effective marketing campaign. The digital revolution means more and more fragmented audiences and also communication tools. Digital mobile devices speed up this process even more (Sharma, 2008, p.55-56). Hence, it is evident that postmodern communication entails multiple variations of communication in terms of content, as well as a message form itself.

For consumers to become part of a particular social group, marketers have created strategies for meanings that lead to specific product consumption. This practice means finding a link that connects a product and consumers. Hence, postmodern consumer culture
is based on communicated meanings that are channeled through brands. At the same time postmodern consumers like to be individual, continually reinventing themselves through consumption. Thus, consumers want to differentiate themselves from others and create unique experiences, as well as belong to specific interest groups or communities. Via Internet, consumers can virtually bond with their peers and online conversations about consumption experiences can imply both individualism and be adherent to the particular communities (Simmons, 2008, p. 303).

The postmodern brand paradigm is based on the notion that “brands will be more valuable if they offered not as cultural blueprints, but act as cultural resources, as useful ingredients to produce the self as one chooses” (Holt, 2002, p. 83). This can be achieved by: using innovative communication methods, building a brand around a new expressive culture, claiming authenticity and creating stealth branding (p. 83).

2.2. Future consumer culture – post postmodernism

Holt (2002) has carried out the post postmodernism concept, which is a result of the various contradictions of postmodernism. The author claims that brands will not be able to hide their commercial goals; hence, the question of authenticity will move the focus on a brand's participation as a cultural resource. Moreover, brands will create experiences that will inspire and stimulate consumers. Creativity is the key word – with innovative tools brands will focus on micro-targeted consumer groups and communities to engage them in brand-production process. The post postmodern concept is also based on the idea that companies will start to act like loyal citizens of the community, caring about the society. At last, in today’s world companies will not have one geographic center and that means addressing issues and responsible brand initiatives globally (Holt, 2002, p.87).

2.3. Generations Y and Z

To understand today’s consumer culture, it is crucial to mark some of the characteristics of consumers – generation Y. This term refers to those born between 1979-1994 (Ind, 2005, p.200) or as the other author states – during the years of 1977-1988 (Reisenwitz, Iyer, 2009, p. 92). However, these years are mostly referred to American society, it is also
applicable for the description of the general tendency. Generation Y can be described by the following characteristics (p. 93):

- Technology-intelligence, which implies being comfortable with technology and using collaboration tools in their everyday life (multimedia, mobile phones, instant messaging, Internet, online banking etc.);
- Engagement in communities, organizations, NGOs;
- Socially responsible, idealistic and interested in society’s well-being;
- Fashion, trend and brand conscious;
- Brand-switching behaviour.

Along with Generation Y concept comes new challenges in branding. As Generation Y is brand conscious and directed to participation - living a brand is a crucial necessity. Generation Y is characterized as tech-savvy consumers; technology can hereby used to target brand’s communication around consumer’s interests. The significant attribute for a brand is to act and make a brand “human” by empowering consumers to play part in a company’s operations and brand building (Ind, 2005, p.202).

When considering generation characteristics, it is also important to look for the future possibilities and the next generations. Marketers have named the next generation as “tweens” or logically – Generation Z, which represents those born in mid-1990s till late 2000s. This generation requires 24/7 interaction with companies; thus, firms are bound to have instant communication to demonstrate their efforts towards being authentic and original (Ind, 2005, p.218). It has grown up already using different electronic devices and is used to a vast range of brand communication tools, therefore, understands and is aware of companies’ efforts to promote products and services. Generation Z creates their own content and chooses which brands they want to consume. Hence, companies are dependant on this new generation and have to provide a possibility to collaborate with consumers to generate experiences, products/services that are important to them. Networks, social media, mobile technologies and online communication are crucial for Generation Z (Cross-Bystrom, 2010).
2.4. Kotler’s marketing 3.0

Kotler states that today’s marketing can be described as “the age of participation and collaborative marketing” and is named Marketing 3.0. He explains the title by comparing different stages of marketing development, where 1.0 is a product-centric marketing, 2.0 a consumer-oriented marketing where differentiation is the key concept. Marketing 3.0 is described as a value-driven marketing, claiming values as the key marketing concept and the new wave technologies (including mobile marketing) as the enabling forces (Kotler, 2010, p.4).

In the age of participation, consumers generate their own ideas, news and entertainment, as well as consume them. Technologies allow people to develop from consumers into prosumers and also connect consumers towards communitization or in other words – tribalism. That means many-to-many interaction and collaboration (Kotler, 2010, p. 33). This collaboration can imply customer involvement in a product design process or even in strategic management. The research by Chang (2009) reveals that the value of self-designed products or customer contribution in a company’s operations may be ascribed to both utilitarian (e.g. functionality, convenience), as well as hedonic (emotional) benefits like expressing individuality connected with an end product. Nevertheless, to maintain and enhance customer satisfaction and involvement level, the design/participation process has to be easy accessible and understandable by customers (Chang, 2009, p.148).

The other characteristic of Marketing 3.0 is the challenge for brand managers to not only build the brand, but also establish the character of the brand. Today’s consumers can immediately judge if the brand is fake or real, thus, companies should provide experiences that live up to what they claim – the overall company’s strategy should be aligned with marketing and brand management efforts (Kotler, 2010, p.32).

Kornberger (2010) provides a different opinion of the relationships between brands/companies and consumers. He argues that brands focus on values, thus, brands can be considered as a mediator between consumers and products, combining commerce and creativity. Brands become cultural forms and change culture – brands dictate consumers’ lifestyle and “gain almost absolute power”. It means that stakeholders don’t care so much about the need or satisfaction by using the product or service, but rather look for a chance
to actualize themselves through brand values and be different – that is an on-going self-recreation (Kornberger, 2010, p.44). This point of view collides with Kotler’s notion of consumer as a responsible citizen and the one that shapes brand culture. Kornberger’s perspective also doesn’t correspond to the theory that consumers nowadays are socially conscious rather than just drawn to self-expression and self-satisfaction.

2.5. Overview

The chapter focuses on the current consumer culture and links social trends with academic theories of postmodernism, descriptions of relevant generations and today’s marketing concepts. It can be concluded that consumer culture is a social and economic settlement where products and services contain or transfer symbolic meanings. Postmodern theory explains current consumer culture by setting characteristics and core principles like hyperreality, fragmentation, reversal of production and consumption, decentered subject, juxtaposition of opposites. According to Holt (2002), the attributes of current consumer culture lead to post postmodern paradigm where creativity and innovation are the key business concepts and a brand becomes a culture resource, which will have to contribute in a society’s favor. Generations Y and Z describe consumer behaviors according to the time period they were born. Kotler (2010) argues that today’s marketing is based on collaboration and participation, stating that consumers are active members of consuming, as well as producing meanings and values. This chapter leads to the notion that current marketing is consumer-focused, paying attention to the involvement of stakeholders in the business processes. The following chapter looks into branding, thus, connecting general theories of consumer culture with strategic management processes.
3. Branding

A brand is a "name, term, logo, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition" (Keller, 2003, p.3). Branding “gives a product or a service a meaning and defines its identity in space and time” (Dahlen, 2010, p. 25).

Branding is an important process of marketing communication and its purpose is to sustain a continuing dialogue with the target audience in order to build brand equity. Brand equity is defined as “a set of assets (and liabilities) linked to a brand’s name and symbol that adds to the value provided by a product or service to a firm and/or that firm’s customer” (Kornberger, 2010, p.35). Furthermore, branding is not a matter of transmitting the meaning of goods, but rather communicating a company’s core values through promotion of multiple social experiences and lifestyles that lead to an emotional bond with a brand, as well as a commercial commitment (Grainge, 2008, p.26).

A corporate brand is the face of a company and a representation of the culture which stakeholders have an affinity to. A corporate brand is a guarantee of quality and an insurance against disappointing performances or financial risks. It has visible benefits in terms of increased profile, product maintenance, customer appeal, awareness, organization values and employee motivation. A corporate brand focuses on multiple stakeholders, has values and it represents not only one product category/brand but also a company itself – all departments, CEO and management, products and services (Balmer, 2006, p.38).

3.1. Brand equity

Brand equity contains four main categories where relationships between customers and a brand are substantial: brand awareness, loyalty, perceived quality and brand associations (Kornberger, 2010, p.35). Brand equity building requires internal brand identity initiatives and integration of brand identities into company’s marketing programs. Brand communication, in particular - integrated marketing communications are crucial for brand equity to demonstrate brand identities and brand performance (Keller, 1993, p.4).
Brand awareness implies two aspects: brand recognition relates to consumer’s ability to identify a brand when it is shown and brand recall applies to consumer’s ability to remember the brand when the specific categories or situations are given. Brand awareness is created by increasing the familiarity of the brand via recited exposure – consumer experiences a brand by seeing it, hearing it or thinking about it. This often is achieved by creative brand messages or memorable brand experiences (Keller, 2003, p. 69).

Brand associations consist of two aspects: brand attributes that describe product or service characteristics and brand benefits that are related to personal values of consumers. Thus, marketers attempt to create strong brand associations that can be based on past experiences, price, personal recommendations, company’s performance and more aspects (Keller, 2003, p. 71). The company builds these associations to create uniqueness and differentiate the brand from other competitors. The associations can vary, depending on situation, particular product category, as well as brand communication (Romaniuk, Gaillard, 2007, p.269).

Aaker (2002) refers to perceived quality as a brand asset, which shows financial performance, and it is a strategic thrust of business, usually at heart of what customers are buying. Generating high quality means understanding of what a quality connote for customers, however, perceptions of a quality must be created and may differ from an actual quality (Aaker, 2002, p.17).

Brand loyalty is a main consideration when placing a value on a brand and retaining customers. A brand is more valuable when it has a loyal customer base and thereby generates a predictable sales and profit stream. The previous brand equity assets are crucial for a company to maintain loyalty (Aaker, 2002, p.21).

### 3.2. Brand identity

Brand identity is “an unique set of brand associations that the brand strategist aspires to create or maintain. These associations represent what the brand stands for and imply a promise to customers from the organization members” (Aaker, 2002, p.68). It is “the cumulative impressions and representations of users, potential users, opinion leaders, word
of mouth, mediated meaning and what resides in the minds of consumers” (Dahlen, 2010, p.213).

Identity consists of several categories, which characterize organization’s self-expressions. Behaviour refers to a company’s initiatives and actions through which it expresses the organization’s identity. Communication reveals brand and company’s identity through verbal messages and strategic signals that are transmitted using media channels. Symbolism applied to visual and audible symbols helps company to differentiate and determine its identity from competitors (Van Riel, Fombrun, 2007, p.68).

Aaker has developed a brand identity analysis framework, which consists of four main categories (see Figure 2) (Aaker, 2002, p.91):

1. Core identity contains associations that remain constant or more resistant to change: elements that are both unique and valuable. It follows from questions: What is the soul of the brand? What are the main beliefs and values that lead the brand? What are the competencies of the brand? What does the organization that is behind the brand? Identity can differ by segment or sub-brand;

2. Extended brand identity implies elements that give pattern to the brand and makes brand complete;

3. Value proposition consists of functional, emotional and self-expressive benefits that are provided by the brand and can lead to brand-customer relationships. Functional benefits provide practical utility of the product to the customer, but emotional – deliver positive feeling of the brand to the customer. In addition, self-expressive values connect product with an individual’s self realization and self actualization;

4. Credibility states to what extent the organization is seen as an expert and endorser within an industry (Aaker, 2002, p. 85). It also incorporates trustworthiness and ability to deliver the brand promise that refers to a long-term commitment and consistency of communicated brand and actual brand performance (Erdam, 2004, p.192).
Aaker has undertaken the research of brand personality to humanize the brand. The author suggests a 5-point scale to evaluate a brand’s human characteristics (see Figure 3) (Aaker, 2002, p.144).

A brand identity-oriented company is closely tied with brand equity, tending to establish firm’s processes around creation, development and protection of brand identity in order to create and maintain on-going interaction with customers, as well as to achieve competitive advantage in a specific market place (Madhavaram, 2005, p. 76).
3.3. Brand image

Kapferer (2008) claims that brand image is usually referred to a way in which certain groups decode all signals deriving from products/services and communication of a brand. Therefore, brand image represents the receiver’s side (Kapferer, 2008, p.174). The author hasn’t mentioned that a brand image can be acquired not only from signals a brand sends but also from interactions with other receivers, their experience and perceived image of the brand. Hence, it is important to point out that the process is not one way from sender (company) to receiver anymore but creates a complex system of communication networks. Dahlen (2010) acknowledges this by stating, “brand image is the result of experience of brand use and qualitative feedback from others exposed to the brand and marketing communications” (Dahlen, 2010, p.217) and, thus, requires control from the company.

Brand image is mainly based on brand values that have several dimensions. The importance of specific values can differ based on the target group of the brand. These values can be classified as tangible values that mainly represent product functional benefits and intangible or abstract values that represent emotional associations of the brand. For the brand to be successful, it has to entail both of the value categories. This means that a brand has to embody quality and functionality alongside with symbolic and emotional values (Nilson, 2000, p.73).

McKinsey (2002) has developed a framework for analysing brand image based on brand values. The attribute and benefit associations are divided into four segments that create a brand diamond (see Figure 4). The tangible element requires physical or functional characteristics of the brand that can be both formed from experience and a brand’s communication efforts. Intangible factors contain all the characteristics linked to a brand’s authenticity, reputation, image and personality; furthermore, these elements can be built on tangible attributes. Rational benefits imply all quantifiable assets and are connected to functional factors. Emotional benefits require a brand to strengthen or support consumer’s self-actualization through the brand (Reisenbeck, 2007, p.78).
Opposite to functional values that can be expressed in material terms, symbolic values and meanings are intangible. Furthermore, meanings are created only when a specific target group understands and shares them. Symbolic values help consumers to place themselves in society by age, gender, interests or group identity. Experiential benefits consuming products or services relate to the notion how it feels to use the product. Symbolic values are based on the idea that by using the product consumers can relate to the need of social approval or self-expressions (Wee, 2002, p.211).

3.4. Brand communication - integrated marketing communications (IMC)

A brand works as an integrator for different value systems, which can be perceived and interpreted in various ways. Brand communication, on the other hand, can be tailored for a company to present itself according to the particular goals. Brand communication contains internal (employee and management communication) and external marketing (integrated marketing communications) and both of these two concepts incorporate relationship management element (Varey, 2002, p.255). As this Master paper concentrates on companies’ external communication, the theory of IMC must be touched upon.
Integrated marketing communications (IMC) is defined as “a concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic role of a variety disciplines (advertising, direct marketing sales promotions and public relations) and combines these disciplines to provide clarity, consistency and maximum communication impact” (Cornelissen, 2008, p.20). The definition points out the importance of strategic decisions of communication, therefore, customized and tactical reinforcement of central messages are required. Hence, different marketing approaches are combined to reach the core audience and communication goals via various media channels.

The outline of four communication appeals has been carried out by Hall (1992) and O’Mally (1991) and describes four main orientations of marketing communications:
1. Sales-oriented emphasis explains measurable short-term tactics;
2. Persuasion-oriented focus on rational process that leads customer to purchase decisions;
3. Involvement orientation implies customer engagement;
4. Salience-oriented matters characterize how a brand attempts to demonstrate product in radically different, positive way through marketing communications (Dahlen, 2010, p. 299).

These appeals then entail multiple objectives of communication (Dahlen, 2010, p.299):

- Brand awareness – to bring out a brand recall or identification;
- Brand salience – to differentiate a brand within an industry/class;
- Promoting product trial – to motivate consumers to start using the brand;
- Comparing brand against the competition – to position brand against the competitors within category;
- Changing negative brand perceptions, attitudes – to get target audience to reconsider the brand;
- Informational content – to provide data that leads customer to purchase decisions;
- Activity and engagement – to seek active involvement by target audience with communication messages;
- Strength of argument – to develop communications relevant to the level of involvement customers have with the brand;
• Appealing to informational and transformational needs – to adapt communication according to the level of rational and emotional needs of a target audience;
• Flexibility- to tailor communication content without affecting a consistent message.

These ten strategies of communication are not limited and imply several sub-objectives, however, they demonstrate overall goals that companies are striving to achieve through marketing communications. In addition, the concepts can be mixed and adapted to different products or services; therefore, there is no one strategy that a company applies. This model takes on an inside-out approach of companies. Though, it can also be argued that companies are dependant on their stakeholders and this means they are not only striving to achieve their strategic goals, but should also be ready to interact, build trust and cooperate.

3.5. Overview

The chapter elaborates on the branding theories, taking brand equity as the key concept according to which the further theories are examined. Brand equity building entails internal brand identity and the identity’s promotion externally through marketing communications. According to Aaker (2002) is brand identity “an unique set of brand associations that the brand strategist aspires to create or maintain” (Aaker, 2002, p.68) and consists of core identity and extended identity, as well as value propositions and credibility factor. Brand image entails stakeholders’ brand associations and can represent several dimensions, which can be analysed using McKinsey’s brand diamond (2002). Furthermore, to understand better brand communication, the concepts of integrated marketing communications are investigated. The latter section consists of the list of communications’ objectives, which are used in the empirical part to determine objectives of mobile marketing campaigns. It can be concluded that brand identity implies both company efforts to promote the brand by communication, as well as stakeholders’ (customers) associations with the brand. Hence, it is important to investigate how do the companies use specific marketing approaches and how the associations of these activities create brand identity. In the following section, one of these marketing methods – mobile marketing - is examined.
4. Mobile marketing

4.1. Mobile marketing definition

Leppäniemi et.al. (2006) has carried out a review of all previous mobile marketing research by setting their own definition of mobile marketing. The authors propose that “mobile marketing is the use of the mobile medium as a means of marketing communications” (Leppäniemi et.al., 2006, p.38). This definition involves several characteristics of marketing communications: one-way or interactive communication; at least one party of the communication use mobile devices; at least one party gains benefits economically from the communication (p.38).

Carter has set another definition of mobile marketing and describes it as “a systematic planning, implementing and control of a mix of business activities intended to bring together buyers and sellers for the mutually advantageous exchange or transfer of products where the primary point of contact with the consumer is via their mobile device” (Carter, 2007, p.62).

The Mobile Marketing Association (MMA) established a definition in 2006, describing mobile marketing as “the use of wireless media (primarily cellular phones and PDAs) as an integrated content delivery and direct response vehicle within a cross-media marketing communication program” (Karjaluoto, 2007, p.11). The definition suggested push and pull strategies for marketing communication and had no evidence of customer participation and active engagement in dialogue between company and customer. Thus, MMA carried out the other definition, which explains mobile marketing as “a set of practices that enables organizations to communicate and engage with their audience in an interactive and relevant manner through any mobile device or network” (MMA, 2009). “The set of practices” in this definition entails various activities, media, relationship management, industry standards and processes, as well as different forms of marketing. The verb “engage” can be understood also as to acquire and stimulate social interaction between company and consumers (MMA, 2009). Hence, this definition, on a contrary to the one in 2006, illustrates a change in consumer culture and marketing communications from one-way communication to collaboration and brand co-creation through interactive dialogue.
In the literature of mobile marketing there is one more term that is present – mobile commerce. In broad terms, it means any transaction with a monetary value that is implemented via mobile communication networks (Barutcu, 2007, p.25). It can also be explained as “a business model that allows customer to complete all the steps of the commercial transaction using mobile devices” (p.26). This definition describes only one of the mobile marketing tools – mobile services - and is explained further in the theoretical part of this thesis. Thus, the definition can be referred to as a specific technique and doesn’t give an overall explanation of mobile marketing as such.

Several authors refer to mobile advertising when talking about mobile communication methods. The definition of mobile advertising states that it “is the communication of messages or media content to one or more potential customers who use mobile devices” (Emarketing Dictionary, 2011). Mobile advertising ranges from text messages to interactive advertising campaigns – it depends on the purpose of the campaign (Emarketing Dictionary, 2011). As it is evident in the abovementioned definition, mobile advertising is perceived in broader terms and can be applied to mobile marketing in broader terms. Since advertising is deemed as the only one of the disciplines of marketing communications and considering abovementioned mobile marketing definition carried out by Mobile Marketing Association, in this thesis the term “mobile marketing” and it’s definition is applied primary to describe mobile campaigns and mobile communication tools.

4.2. Characteristics of mobile marketing

In his research to classify mobile marketing literature, Varnali points out the main characteristics of mobile marketing (Varnali, 2010, p. 147):
1. Messages are highly targeted to the specific audience, relevant, eye-catching, personalized, and permission-based;
2. Value-added content of mobile marketing campaigns;
3. The benefit or motivation of mobile marketing should be instant and identifiable;
4. Security/privacy issues of mobile users should be addressed;
5. Mobile applications have to be user friendly, creative and innovative;
6. Mobile marketing campaigns have to be suitable for the industry and successful implementation can lead to enhanced efficiency;
7. Participants of mobile marketing communication should collaborate and co-operate to create dialogue, mutual benefits;
8. Consumer centric.

Mobile phones are individual and therefore can express personal fashion, belief, idea and experience statements. For women the phone can mean something else than to men, consequently, phones themselves can represent a membership to particular social groups (Sharma, 2008, p. 97).

Special features of mobile channel can be distinguished to describe the benefits for using mobile devices for marketing communications. Wireless devices are not dependent on specific place or time – they are portable and can be accessed at all times. Mobile channel is immediate and customized, meaning that the key advantage is mobility, allowing users to get information whenever they want, regardless location or time (Karjaluoto, 2007, p.12).

Mobile marketing campaigns can be integrated in a marketing communication mix, which includes a variety of different channels and messages – also called cross-media marketing (Karjaluoto, 2007, p.13). It also works as a supporting interactive technique to engage consumers in company’s activities or to create awareness of the campaigns. Mobile channel also allows companies to reach a wide range of people, at the same time directing the communication to a targeted audience. The response rate is high enough for marketers to gather results of campaigns, thus, this channel can be used for evaluation and research methods (Mirbagheri, 2010, p.176). Cost-effectiveness is another attribute of mobile marketing due to the possible viral marketing, word-of-mouth marketing presence in campaigns (p.176). It is also stated that mobile devices are with customers all day long, thus, it pays off to invest in mobile marketing campaigns (Altuna, 2009, p.44).

Enhanced mobile targeting shows how a brand can focus particularly on the intended audience segment. Sharma in his book (2008) has presented an example of how one segment can be fragmented into several others, thus, sub-segment categories represents dimensions like professional and personal lives, tastes, dislikes, geography, motivation and
so on. These sub-categories refer to micro-segments, which result into various campaigns employing different mobile marketing communication tools - for each lower level segments specifically designed messages are needed (Sharma, 2008, p.72). This theory conforms with the postmodern fragmentation where an individual can have several lifestyle and personal characteristics, as well as terms when and how the particular mobile device is used.

The critical factors for mobile marketing are: 1) content – must be relevant, informative and entertaining; 2) credibility, consumers’ perception of trustworthiness; 3) customization and personal communication with particular target audience (Vatanparast, R. Butt, A., 2010, p. 39). The credibility factor in nowadays consumer culture indicates that customers are aware of company’s commercial intentions and, thus, knowingly engage in a company’s initiatives.

4.3. Mobile marketing tools

Leppäniemi (2008) states that there are three basic modes of mobile marketing communications: advertising, sales promotion and direct marketing. He argues customer relationship marketing should also be taken into consideration even though it is not a promotional tool (Leppäniemi, 2008, p.54). These modes, however, can be attributed to communication disciplines in general and not considered as tools themselves. Thus, it is crucial to differentiate between multiple mobile marketing techniques that can be used in brand communication.

**SMS, MMS**

SMS marketing is advertisements channelled through text messages. This is a very common form of mobile marketing, marketers use messaging to send specifically tailored content directly to customers. However, it can work both ways and customers can send text messages to the company, usually to participate in marketing and sales initiatives. MMS marketing also uses a text message channel, but provides a wider spectrum of content features – pictures, video or audio (Mobile Marketing Trends, 2011). SMS and MMS marketing is also considered as permission-based marketing where customers subscribe for letting companies send commercial messages to their mobile phones (Varnali, 2010, p.147).
Mobile Internet (mobile website, social media, networking channels, TV, videos)

Mobile Web is a channel for delivery of web content that provides content according to the mobile context. Mobile context is characterized by the nature of user information needs, basic mobile phone characteristics (screen size, keypad input), and special capabilities (connection type, location, content) (MMA, 2008). Mobile websites shouldn’t be a smaller version of online website, but rather serve customer’s needs by allowing to operate with key functions and tasks. In addition, links to expanded websites or information sources have to be provided. The content of mobile website has to supply user-driven experience by interactive solutions and unique functions (Krahnert, 2010).

Social media refers to initiatives, practices and actions among communities of people who share information, knowledge and interests online. This requires conversational media platforms where it is enabled to disseminate content like texts, video, audio and pictures. Social media incorporates four main characteristics – communication, collaboration, education and entertainment (Safko, Brake, 2009, p. 6).

Applications, games, advertisements

These are programs that can be downloaded on mobile devices such as smartphones and mobile tablets. Mobile applications (here and further referred also as apps) allow users to do everything from playing video games to booking airline tickets and checking gas prices (Marketing News, 2010, p.28). Applications are usually targeted to a specific audience to create interaction and can be both short-term (initiative-based) and long-term (commitment-based) (Schreffier, 2011). Applications can also be considered as advertisements, depending on the goals and the performance. Games can be downloaded as apps or individually and provides an entertainment for the target audience.

Location based services

Location-based services are any service that takes into account the geographic location of an entity. The term “entity” means the object triggering location information can be human or non-human (Junglas, 2008, p.66). In terms of marketing this definition implies services that employ location as a key ingredient of providing relevant information to users. In mobile marketing, these applications are advertising or marketing services that use particular location information for delivering the right message to the right person at the specific place and time (Fields, 2011). One of the most popular program is Foursquare that
works as a social media and, using Internet, it is possible to determine where the user is located and, for instance, which shops, restaurants and other places of interest are near the person. This program also allows seeing other consumer’s places where they have “checked-in”, thus, letting know others or a specific network group about his/hers location.

**Mobile sales promotion**

Mobile coupons can evoke a high usage rate due to the three advantages: locating customer by mobile phone signal, time sensitivity and efficient process by scanning the coupons bar code at the point of sale (Barutcu, 2007, p.29). Bar codes or QR (quick response) codes can frequently be found on advertisements, posters or other information materials. By scanning this codes, customer receive relevant video, text or audio message to their mobile phones, thus, there are more options for companies to disseminate information that is not limited to space or time as it would be for print advertisements or TV commercials.

**Mobile services (tickets, banking, shopping)**

Mobile services allow users to handle transactions outside of the opening hours of banks or shop whenever they like. These services give a customer the freedom to buy, choose or pay by having a wireless Internet on their mobile phones. (Barutcu, 2007, p.29). Some companies have introduced mobile tickets where there is no need for a customer to print the ticket; they just have to download the ticket on their mobile phones. Mobile service term can also be applied for mobile shopping websites, which are designed specifically for mobile format for easier and more convenient shopping via mobile devices.

From the company’s perspective, mobile marketing is used as a part of cross-channel marketing. Aberdeen Group has carried out a survey about mobile usage for retail industry where it investigates how companies apply mobile marketing tools. The results demonstrate that mobile websites for product look-up are the most employed by companies (49%), followed by mobile couponing (43%), mobile applications (37%) and mobile transaction payments (35%), location-bases services (33%) and SMS, MMS (31%) (Bates, 2011). The most significant outcomes from implementing mobile marketing campaigns according to this study are: improved brand image (88%), improved customer retention (78%), increased customer profitability (81%), better customer targeting (60%) (Bates, 2011). These results indicate that emphasis has to be on putting customers first by
generating tailored messages that engage customers and eventually lead to purchase decisions and brand image lift.

4.4. Mobile marketing strategy

Mobile marketing campaign implementation consists of six main stages (Karjaluoto, 2007, p.17):
1. Planning - includes setting up a conceptual model and objectives, as well as analysing the target audience for the campaign. In general, the objectives of a mobile marketing campaign are similar to overall marketing goals. Research findings reveal that in many cases the objective is to increase sales by create immediate call-to-action. In this stage, target group and additional channels of communication are considered;
2. Execution of the message - content development, design development;
3. Technical infrastructure;
4. Testing - involves not only technical testing, but also customer engagement in testing campaign and content;
5. Execution of the campaign – start up of campaign, constant monitoring and interacting if necessary;
6. Follow-up and evaluation – monitoring, analysing campaign, customer feedback, statistics.

To avoid harming the brand, there must be an alignment between brand, customer characteristics and the mobile proposition: the mobile communication should be consistent with company’s overall strategy and communication (Friedrich et.al, 2009, p. 60).

Interviews conducted by Karjaluoto reveal the opinion of managers that a company has to respect people’s free time and privacy, so messages shouldn’t be sent during weekends if it is not absolute necessary (Karjaluoto, 2007, p.16). Nevertheless, Mirbagheri’s study (2010) shows that marketing communication messages in the most of the cases were brought out when people were relaxing, having their free time or on the weekends (Mirbagheri, 2010, p.181). Thus, there can be opposite viewpoints about the timing and privacy issues.

According to Mirbagheri (2010, the three industries that the most apply mobile marketing communication in their strategy are: food and beverage, then automotive and apparel, as
well as shoe and accessories industry. Furthermore, it can be concluded that this represents both low and high involvement products that require different strategies and content (Mirbagheri, 2010, p.181).

Mirbagheri in his study of campaign designing demonstrates that the most common objectives of mobile marketing communication are brand awareness and brand attitude (i.e. brand building and changing brand associations/brand image). The third most common goal is generating a purchase intention and gathering valuable information from users (for the research purposes). According to the author, mobile websites and SMS are the most applied mobile communication tools; mobile applications, mobile video, MMS and Bluetooth file transfer channels have higher frequency of use than mobile TV and telephone calls. Based on the abovementioned industries, the author suggests the most efficient channels: for food and beverage industry – mobile website, applications and SMS; for apparel, shoes and accessories industry – mobile website, SMS; for automotive industry – mobile website and mobile video are generally more suitable (Mirbagheri, 2010, p.185-186).

4.4.1. Viral communication

Viral marketing is defined as a message, which spreads indirectly among other consumers, not by a company or an agency. The viral impact multiplies the effect of attracting advertising messages and consumer attention by expanding a campaign’s reach. By forwarding messages, receivers create strong peer influence and can create a positive attitude to a company’s campaign or product/service (Vantanparast, Asil, 2007, p.26).

Viral communication is mostly associated with young consumers and their willingness to seek participation and involve in receiving, disseminating and forwarding messages and create buzz. Also taking part in discussions, commentaries about products and brands indicates being part of the specific interest group. This leads to special attitudes toward different brands, called affective brand commitment, which raises from shared values, trust and interests. The commitment can positively impact campaigns, generate customer relationships and create loyalty (Okazaki, 2009, p.16)
It is important to note that only when consumers have had an experience or had benefited from the mobile advertising, then viral communication emerges (Vatanparast, Butt, 2010, p. 35).

4.5. Mobile marketing evaluation

Sharma in his book on mobile marketing introduces a five-points framework that consists of five key measurement factors, which allow marketers to do evaluation and make appropriate decisions (see Appendix 2). The main purpose of the five-points framework (Sharma, 2008, p.75) is to guide the design, implementation, assessment and comparison of mobile campaigns:

1. Reach – in terms of digital/mobile media, the reach is 24/7 and it is defined by a time and place. The necessity to reach a consumer at the right time and the right place with the right messages is critical nowadays. The reach of mobile marketing means frequency ratios and exposure time, user statistics that can be obtained by analytical tools, e.g. Google Analytics.

2. Targeting – identifying actual and predictive consumer behaviours to target a specific audience. Consumer-generated content leads to a new set of metrics, for example, netnography (ethnography on the Internet). For marketers it means to monitor consumer relationships, conversations, influence, networks and authority

3. Engagement – this factor implies several sub-categories: user experience (interactivity, duration level, positive feedbacks, return rate), duration (time spent), view-through rates (visits, particular destinations), interactivity (signups; RSS feeds; feedbacks; video, photo or document downloads, feedbacks etc.), permissions (is consumer allows to give information) and leveraging other media (is campaign keeps up the dialogue throughout multiple media- print, web, tv etc.).

4. Viral Effects – word-of-mouth, social network influence, consumer-initiated promotion. This can have a negative effect, thus, a company’s reputation depends on opinion leaders and organization’s communication management.

5. Transactions – if the mobile campaign leads to sales transactions – offline sales lift, brand impact lift, service usage (payments, orders etc.).
These characteristics are useful for the empirical part of this thesis, where mobile marketing campaigns are analysed. However, some of the factors are not able to determine due to the lack of information about campaigns or insights. It has to be noted that this framework was carried out as a tool to analyse mobile marketing advertising, but it can be used as a framework for studying other mobile marketing communication practices due to common characteristics for all the tools and the practice to use advertising term when focusing on mobile marketing in general.

For mobile marketing campaigns to be successful, it is crucial that three components are considered and strategically decided by a company: segment, industry and objective match. This refers to a company’s operations in general and brand identity, target audience and marketing communication goals. After considering and combining these three factors, appropriate message content and mobile marketing tools can be applied (Mirbagheri, 2010, p.190). Hence, the mobile marketing campaign analysis looks upon these three factors to study the implementation of the mobile marketing tools of the three companies – Adidas, Nike and Puma.

4.6. Overview

The chapter explores and structures mobile marketing theories, which are based on previous academic studies, as well as industry-based sources by mobile marketing and communication practitioners. The existing mobile marketing definitions are explained and it is argued why the definition by Mobile Marketing Association (2009) is used as a basis of this thesis, at the same time pointing out that the goal is not to determine the one “right” definition. The main characteristics are examined, emphasizing the importance of networking, participation, dialogue, symbolic meanings and creativity, as well as instant communication. The six predominant mobile marketing tools are described and mobile marketing strategy principles are touched upon. It is important to link viral communication with mobile marketing due to the significance of this phenomenon, thus, the section of viral marketing is added. Finally, Sharma’s (2008) mobile marketing evaluation model is explained and used as a framework for the following analysis. This chapter consists of a vast range of different authors’ work, thus, gathering and structuring existing mobile marketing concepts and practical insights.
5. Methodology

5.1. Case study

Case study is “one, which investigates to answer specific research questions and which seeks a range of different kinds of evidence, which has to be abstracted and collected to get possible answers to the research questions” (Gillham, 2000, p.1). This means that there can be various sources of evidence. What, how and why questions are to be answered. There are four stages of a case study: drift – researcher has to learn about area of study, concepts and terminology; design – choice of strategy which data to collect and how to do that; prediction – middle stage of the project, where the researcher has a good understanding about of the factors of analysis, development of explanations; disconfirmation – analysis of results and collected data (Ghauri, 2007, p. 117).

A case study is a main method, but different sub-methods can be used – interviews, data analysis, observations and documents, thus, a case study is considered as a multi-method approach. (Gillham, 2000, p.13) Multiple case studies or comparative case studies involve extensive research of several cases that allows a better understanding of stated research questions (Berg, 2010, p.326).

Comparative technique is evident when using multiple cases of cross-case study. As this thesis focuses on the analysis of three sportswear companies, comparative organizational analysis provides an opportunity to compare the organizations’ marketing communication, based on the stated research questions of the thesis. On the one hand, the chosen industry of the companies can reveal similarities, but on the other hand – it can unveil differences between various objectives and practices of the firms (King, 2009, 64).

The case study of this Master thesis’ empirical part consists of three main sections that strive to answer the thesis’ research questions. The first part investigates Nike, Adidas and Puma’s mobile marketing campaigns, the second section implies content analysis and the third investigates brand identity in terms of mobile marketing communications of the three sportswear brands.
5.1.1. Stages of the case study:

1. Campaign analysis
The research question: How do the three companies – Adidas, Nike and Puma apply mobile marketing campaigns and tools?
Design: based on Sharma’s five-points framework (Sharma, 2008, p.75) and Dahlen’s 10 objective categories (Dahlen, 2010, p.299).
   - Objectives – based on Dahlen’s 10 objective categories
   - Targeting
   - Reach
   - Engagement
   - Viral Effects
   - Transactions
Selection criteria: campaign period - April-June
Analysis sources: iTunes via iPhone, companies’ websites, Google search
2. Comparative analysis of mobile marketing campaigns
3. Content analysis
4. Discussion of brand identity based on brand performance and brand associations – data correlation

Figure 5. The case study design

5.2. Content analysis

For this Master thesis, qualitative content analysis is used as a method for the empirical part. Content analysis is “any technique for making inferences by systematically identifying special characteristics of message” (Berg, 2004, p.267). It is a research technique for making representative and justifiable inferences from texts (Krippendorff, 2004, p.18). Content analysis can be both quantitative and qualitative and it depends on the
objective of the research – Krippendorff claims that all reading of texts are qualitative even when some of the attributes of texts are altered into numbers (p.18). This method requires classification and open coding that implies data correlation with established theories (Berg, 2004, p.267).

According to Altheide (1996), ethnographic content analysis is a codification of themes and categories of study documents. He states, “The aim is to be systematic and analytic but not rigid. Categories and variables initially guide the study, but others are allowed and expect to emerge during the study, including orientation to constant discovery and constant comparing of relevant situations, settings, styles, images, meanings and nuances” (Altheide, 1996 in Bryman, 2004, p.392). Thus, it can be argued that ethnographic content analysis of the three sportswear’s brands is used for this thesis due to the context-based study and explorative nature of the Master thesis.

To conduct a content analysis, a research design is needed to be set. A research design contains several steps that make a methodical network: investigate theories of the topic, set research question and create sampling plan, analysis of texts and results. Sampling is used as a content analysis approach and allows the researcher to limit observations to feasible number of units that is conceptually representative subset of all possible units. Sampling units are units that are identified for a selective inclusion of an analysis, nevertheless, there should be a connection between units – characteristics that make logical linkage and allows a researcher to use these samples to conduct a study (Krippendorff, 2004, p.111).

Categorical distinctions clarify which units are applicable for a research; hence, they should be determined according to a specific class or group. Relevance sampling allows classifying texts by genres, time period, specific keywords etc. However, even by categorizing texts by relevant characteristics, it can create rather large number of irrelevant materials due to the large electronic databases (Krippendorff, 2004, p.118).

Text can be read on multiple levels – words, sentences, and paragraphs or as genres, discourses, and problems. In qualitative research statistical data is secondary, quotes and examples verifies the adherence to particular category. Krippendorff uses the term “representations” for explaining the choice of specific examples by a researcher and it implies a scholar’s knowledge of the topic and context. A researcher should know
beforehand the network of possible correlations and combine examples with theories to certify his/hers interpretation (Krippendorff, 2004, p.182).

Coding is transcribing and analysing acquired information into terms of data language. The brand diamond created by McKinsey is used in the empirical part of Master thesis to correlate the categorized data with theoretical framework to answer the research question of the content analysis and corresponds to the before stated Master thesis research questions.

5.2.1. Content analysis design

1. Research question:
   What are media associations of the three sportswear brands in terms of mobile marketing?

2. Define relevant keyword criteria:
   - “brand” mobile
   - “brand” campaign

3. Define time period:
   - 2010-01-01 till 2011-04-01

4. Select databases:
   - Lexis Nexis
   - Brand Republic
   - Google search engine
   - Industry websites

5. Select relevant articles

6. Read articles to eliminate false keyword criteria selection

7. Define content analysis categories
   - Brand – describes brand characteristics
   - Mobile marketing campaign – describes mobile marketing tools, campaign characteristics, representations of the campaigns

8. Select words and phrases that describes a brand and mobile marketing campaigns

9. Select the mobile marketing communication tools that are represented in the articles

10. Code data by categorizing, comparing and interpreting
EMPRICIAL PART

6. Adidas mobile marketing campaigns

Adidas is a global sportswear company which has a several sub-brands and subsidiaries all over the world. Adidas produce goods for professional utility, as well as street wear. Adidas strategy is based on the goal to strengthen its brands and products to improve the company’s competitive position and financial performance. That is done through diverse brand portfolios, innovation, creating shareholder value and the focus on consumer needs (AdidasGroup, 2011). Adidas is actively using marketing communication campaigns to promote its products and the brand. The further evaluation will elaborate on the mobile marketing campaigns and the tools.

6.1. Mobile Internet

6.1.1. Adidas Mobile Website

Adidas has set up a mobile website that by the time of this research is promoting the new worldwide Adidas campaign, where Youtube campaign videos and links to social media are provided. Therefore, this mobile website directly tends to create awareness of the new campaign, that is also the objective. The website is targeted to a young audience or active users of social and collaborative media due to its content. The focus on the new campaign doesn’t allow users to get information of the company or specific products; thus, Adidas lose audience that intends to find specific campaign/company/product details or is not interested in social media. The website creates a viral effect where users share the Adidas video and create word-of-mouth communication. At the same time it allows consumers to get more information of the campaign and product only by joining social media platforms.

6.1.2. Social media:

Facebook

Facebook platform enables Adidas to engage with an audience in personal communication and promote the brand by multiple Facebook pages for different stakeholder groups. There
can be found a vast number of Facebook pages that can be structured by company-made and consumer-made, as well as by region, brand or products. The largest fan number is for Adidas Original page due to the vast range of products and the largest target audience of this sub-brand. Everyone can participate in discussions and “like” pages to get information. The official pages provide readers with a feedback and current information of products, services and activities. The Adidas Originals page consists of posts, links to additional Adidas pages and initiatives and creates informal, constant communication. Official pages are made to allow audience to participate and get involved. The content depends on the target audience’s needs and the particular area of interest. The Facebook pages encourage fans to engage in communication, uses visual tools, and allow postings from page users. Strong word-of-mouth communication is evident due to the large number of fan-made Facebook pages, network building with stakeholders.

**Twitter**

The objective of the Adidas Twitter accounts is to engage consumers in one-to-one communication. Several official Adidas Twitter accounts can be found and categorized in 4 different groups: by region (Adidas UK, AU, US, MY), by product or service (miAdidas, Adidas Originals, shopAdidas, Y3), by areas of interest (Adidas Soccer, Football, Running) and by corporate activities (Adidas Newsalert). Each of these implies different target audience, based on people’s interests and needs. Overall there are 20 Twitter accounts. The largest follower number is for Adidas Original Twitter account that is stated as a global account for Adidas. It is easy to access the account, constant communication and feedback is indicated. Twitter accounts allow Adidas to send short, targeted messages and to provide instant dialogue, including posts in other languages besides English. The company engages in various discussions and provides links to other media channels, related materials, gives feedback, invites and stimulates people to collaborate and participate in different marketing activities like voting, giving opinions, attending events. Communication via Twitter generates peer-to-peer communication (retweeting) and uses celebrity appeal to create a buzz and awareness of the brand. Twitter accounts like shopAdidas can lead to transaction by promoting the online store and special offers.

**Youtube**

The objective of Adidas’ Youtube page is to present the Adidas brand through video channelling. The target audience for Adidas Youtube channel is mainly young people who
are interested in video representations of the brand, sharing the videos and take a great interest in the brand initiatives. Everybody can subscribe for the channel and comment on videos or watch videos without a subscription.

Youtube represents audio-visual content, links to other social media platforms; brief information of the brand and the channel is based on subscribers’ interaction or feedback. Thus, there is no direct communication with the company via Adidas Youtube channel and therefore is used more as a practical tool for the company to post the relevant videos.

6.2. Mobile services

6.2.1. Mobile store

The Adidas Mobile Shop provides customers with a vast range of products to buy via their mobile devices; hence, the objective of this service is to lead a customer to purchase the brand’s products. It seems to be built specifically for a mobile usage, but, when searching for products, this website leads to the Adidas online website that is fitted more for computer-based searches than mobile because of the mobile device’s limited screen space. Nevertheless, the mobile shop provides the possibility to order sportswear goods, allows customer to locate the nearest shop and provides a link to follow the AdidasUS account on Twitter to receive news and offers, as well as see feedback from other customers and write review. Accordingly, these factors demonstrate that customer participation is welcomed. This website leads to transactions and can be reached by those who are interested in a fast shopping and for the most part knows company’s products.

6.3. Mobile sales promotion

Adidas uses QR codes attached to the products/garments where customer can scan the code and get more information about the product. This promotion is informative and can lead to transactions, however, the customer can use this mobile tool in-store or when the product has been bought.
6.4. SMS, MMS

Adidas applies permission-based marketing for sending information to customers via text messages. Customers can themselves subscribe for newsletters and enter their mobile number, locate the current surroundings, thus, allowing the company to send SMS. Therefore, it can be concluded that Adidas employs permission marketing for sending messages to customers who subscribed for this option.

6.5. Applications/games

Adidas Urban Art
The idea of this application is to provide an interactive map of Hamburg and Berlin created by users who post photos and mark locations of street art/urban art. This application also provides location-based services and guides user through the city via different urban art routes. In this map Adidas locates their flagship stores, however, the application can be considered more as a peer-to-peer based platform where consumers can comment, recommend and rate posts without the company’s feedback and participation. This application is targeted to an audience interested in urban, unconventional culture and lifestyle but at the same time consuming mobile technologies. By setting up this application, Adidas is positioning itself as innovative, alternative and collaborative company.

Adidas Eyewear
The objective of the application is to provide information of Adidas eyewear collections in an interactive way. It is mainly constructed on the location-based services that provide information of current weather forecast and, accordingly, the eyewear, which fits to the weather. By choosing the “perfect eyewear” the user is able to share this information via Facebook or e-mail. Nevertheless, the application doesn’t lead to purchase and transaction but rather gives particular information of different eyewear by Adidas. Videos and photos are also supported by this application. The engagement/collaboration level is low for this application; the main target group for this app is customers who know the Adidas brand and want to get more detailed information about Adidas eyewear. The weather forecast is an additional bonus for using this application, not the main focus.
MiCoach
Adidas calls this application “The personal coaching and training system” that indicates the main objective of this application – to provide users with a system that helps training and achieving better results by tracking the progress of the workout. This application is also supported by the website where users can add their friends, keep track on other’s results and communicate with each other via forums, discussions and social media (Twitter). The app is targeted to customers who want to keep track on their trainings and choose Adidas products due to the requirement to purchase Adidas gears for the application to work. Hence, the reach of this application can be considered as limited. Interactive, engaging and focused on the brand’s products are the words for describing this mobile marketing tool.

Super 64
This application is set up to provide an information of the Super64 tournament between different colleges in U.S., also indicating that the target audience is coaches, participants and fans of this tournament and can be considered as a narrow audience. Adidas doesn’t promote the brand in any way, only by sponsoring the event. There is no viral effects or consumer participation for this application.

Taylor Made - Adidas Collegiate Series – G.O.L.F.
The objective of the application is to provide information of the golf tournament sponsored by Adidas. The target group is participants and fans of the tournament. No brand promotion is indicated, as well as any engagement or viral effects. The app includes location-based services to recognize the championships’ placements.
7. Nike mobile marketing campaigns

Nike is a global sportswear company and its goal is to carry on innovative thinking by developing “products that help athletes of every level of ability reach their potential, or creating business opportunities that set Nike apart from the competition and provide value for the shareholders” (Nike, 2011). Nike represents several brands and its mission is “to bring inspiration and innovation to every athlete”, considering all people as athletes, as the company states in the company website. Nike’s core business elements are innovation and sustainability. The following analysis will investigate Nike’s mobile marketing campaigns and the efforts to promote the brand.

7.1. Mobile Internet

7.1.1. Mobile Website

Nike’s mobile website consists of several sub-homepages based on the consumer’s area of interest and Nike’s product/campaign categories. Nike’s mobile website is built to target different audience segments and provides multiple services, thus, a vast range of specific information is carried out. This factor requires for users to know Nike’s brand initiatives before, otherwise, it can be confusing for a user to check all the sub-sites to find what he/she is looking for. On the other hand, this aspect ensures that the right information is provided to the right audience. Most of the sub-websites consists of three sections – products, news and videos. Thus, the websites are informative, as well as interactive. Nike’s mobile website doesn’t include links to social media and also doesn’t enable users to engage in discussions or forums, therefore, no viral effects are indicated. For each mobile website an additional Internet website is provided to get more information, showing that the mobile website is supported by other marketing communication tools. The website can lead to transaction due to the incorporation of Nike Store.
7.1.2. Social Media

**Facebook**

Nike has a large number of different Facebook pages that can be divided into several categories – sports type, region and product. The official global Nike Facebook page provides overall information of products, campaigns and initiatives, thus, it can be said that it is set up to provide a vast range of information of the brand and is created as a support platform for comments, feedbacks and discussions. At the same time, Nike doesn’t participate in forums and answer the comments, thus, a company-consumer communication is not evident. The consumer engagement level of the Facebook page is very high due to the open source and possibility for all users to comment and participate – photos, links, videos, interactive campaigns specially tailored for Facebook that all creates word-of-mouth communication and builds customer networks.

**Twitter**

Several Nike Twitter accounts can be found; nevertheless, there is no one official global Nike page like that is on Facebook. Nike’s Twitter pages can be divided by products and services (sportswear, Nike Store), sports type and two pages are based on regions. Therefore, it can be argued that Nike sets its Twitter accounts to target a specific audience, but at the same time doesn’t provide enough variety because of the lack of one global account. Nike’s communication on Twitter accounts is not so constant and thorough as for Facebook. Despite this factor, Nike has a lot of followers and customers are engaging in dialogue (retweeting, mentioning Nike). The focus in on company-consumer (personal) communication is evident. Nike Store Twitter account can lead to purchase, thus, Nike uses Twitter to announce special offers and invite followers to buy Nike products.

**Youtube**

Nike has two main Youtube channels – Nike Global and Nike Football. The Nike Football channel is set up for football enthusiasts and fans, thus, both promoting football and the brand. This channel provides interviews, campaign materials and other marketing initiatives by Nike, and allows users to subscribe, comment on and share videos on social media. The Nike global channel implies global campaign videos and is targeted for a larger audience, however, mainly on young and proactive consumers interested in sports and the brand. Nike has created a contest on its Youtube channel, where consumers can post their
videos of the best performance in various sports, thus, encouraging consumers to participate, vote and comment on each other’s videos and getting the prize. This competition demonstrates viral marketing and collaboration between the consumers and the company. Nike’s channels are supported by other social media platforms that give users more information, thus, it can be concluded that the video channelling is planned and integrated in the other marketing communications efforts.

7.2. Mobile services

7.2.1. Nike Mobile Store

The mobile store is designed particularly to fit mobile content and inform customers about the products that may lead to a purchase performance and is targeted to all interested consumers. It is possible to check other customer’s reviews and share products via social media platforms that can create word-of-mouth communication amongst consumers. There is no evident link between the Nike Store Twitter account and the mobile store and it is not clear whether the mobile store has the same offers as the online store. No additional videos, photos are provided. Location-based service allows customers to find nearest Nike stores.

7.3. Location-based services

On the Foursquare website a Nike Baseball page is found and is set up to engage consumers to post their location if it has something to do with baseball. Thus, other stakeholders can keep track on events. Nike strives to connect brand associations with a baseball, even though some locations don’t have any link with Nike. The Foursquare page targets a rather narrow audience that is interested in baseball or plays themselves. This page is linked to Twitter and Nike’s Facebook account, so company-customer one-to-one communication is indicated. Hence, it can be argued that the page creates a high level of customer involvement and two-way communication with the company, as well as with other customers. Due to the Twitter account, the communication is instant and constant, also providing that the right message reaches the right target audience.
7.4. Mobile sales promotion

Nike applies promotion bar codes on garments, product packaging and as well as incorporates them in print advertisements, thus, customers can scan the code with a mobile phone and receive information on the particular offer or information about the product. The customer can get information only when scanning a bar code, thus, this tool is limited in its reach. This bar code information can contain location-based service, combining other mobile marketing tools. It can be concluded that this is mostly an informational tool and doesn’t engage customers in any interaction, however, can result in a purchase decision.

7.5. Applications/Games

Nike+ GPS
This application is targeted to runners who want to keep track on their trainings and results. The objective of the Nike+ application is to raise brand awareness and create associations with the brand and running, that leads building consumer relations. This argument is based on the several characteristics of relationship marketing that are evident when analysing this mobile marketing campaign - encouragement to long-term commitment and focus on customer retention (Dahlen, 2010, p.258). This application also allows consumers to engage in communication with other runners through social media, however, no possibility to communicate with the company can be found. Nike has set up a Nike+ Internet website where users of the application can log in, see more detailed results and communicate with their friends, nevertheless, interactions occurs in a closed-network that doesn’t give much possibility for a viral spread. It is required to use Nike gear for this application to work thoroughly. Therefore, the utility of the application can lead to purchase. The application incorporates a location-based service as another mobile marketing tool.

Nike Training Club
The objective of this training application is to engage users into training by providing trainings tips and videos based on users’ needs and capabilities. Hence, Nike strives to improve its brand image and create brand awareness, which can also result in brand loyalty. The target audience is women who are training enthusiasts and want to get better results by doing sports individually. This training program is made for customization and
personal use; thus, no sharing or communication with others is enabled. Videos provide visual materials of the workouts and at the same time promote different Nike training outfits that can create rational, as well as emotional appeal to the brand and its product. The content is based on a training-reward technique where the user can raise the performance level by going through different workout steps. At the same time, to use this application, no equipment is needed, that makes the reach more accessible.

**Nike Boom**

This application targets male athletes of the six team sports and is set up to provide athletes with useful tips, encouragements by famous athletes and customized workout. By creating this application, Nike strives to enhance brand associations with the professional team sports and create brand awareness. The application provides audio, video files and the possibility to share the workouts on different social media platforms, therefore, indicating consumer-to-consumer engagement and also creating viral communication. The involvement of elite-level athletes is used not only to demonstrate their professional successes, but also to encourage users to keep training and strive for the results are the key concepts of this campaign.

**Nike Obsession in Making**

This iPad application consists of the stories of successful women athletes who tell their stories of goals and determination to be outstanding, and goes behind the scenes of the design of the Fall 2011 women’s collection. The app is targeted to women who are inspired from other’s success and are interested in the Nike brand. The objective is to create brand awareness by showing the “exclusive” sneak-peak of the new collection, as well as by generating the brand’s narrative using celebrities and famous athletes. The application doesn’t provide a chance to participate in discussions with other users or the company, thus, it can be concluded that it is mainly informative and image boosting, and can lead to purchase decisions due to the promotion of the new collection.

**AJ3K**

The objective of this game is to promote the brand and create brand associations with basketball in an entertaining way. The target group is young customers/teens who like to play games on mobile devices and share games with their friends. For this application, three famous basketball player prototypes are used that gets the audience’s attention. The
application allows peer-to-peer and viral communication by sharing and inviting friends, all the consumers who are interested can join and play the game. However, this game doesn’t create brand awareness due to limited brand appearance in the application – just in the beginning Nike’s sportswear can be seen. Also, the name of this game doesn’t show that Nike created it. Thus, the brand looses the opportunity to promote itself as the ultimate sportswear for basketball.

**NikeiD**
This application is a mobile version of the NikeiD website. The objective of this application is to engage customers in the co-creation process to customize their Nike footwear and clothing. This directly indicates Nike’s efforts to create relationships with their customers by offering them a customized service. The target audience is mainly young customers who want to differentiate themselves from others and at the same time be part of a group by wearing the Nike brand. This application also allows users to share the design with others via the NikeiD website or various social media platforms, therefore, a high level of viral expansion and engagement is apparent. Even though Nike doesn’t involve in the discussions and comments, by setting up this application Nike has demonstrated that the company takes into consideration customer needs seriously by letting customers into production process.
8. Puma mobile marketing campaigns

Puma describes the company as the one of the world’s leading “sportlifestyle” companies that produces sportswear. Puma’s core principles are creativity, sustainability and peace. The company claims that “Puma starts in Sport and ends in Fashion” and their business is focused on football, running, motorsports, golf and sailing categories. Puma concentrates its marketing communications on the promoting the company as the lifestyle company where joy and fun comes first (Puma, 2011). The further investigation concentrates on examining how Puma applies mobile marketing tools to advertise the brand.

8.1. Mobile Internet

Puma hasn’t set up tailored mobile website; thus, for customers it can be more difficult to find information and accustom to the online website’s reduced version mobile devices. Consequently, no further analysis of this Puma website is provided due to the lack of mobile features.

8.1.1. Puma social media:

Facebook
Puma brand has seven Facebook pages that are based on sports (including cricket, even though it is not identified as the sport that Puma represents), one global Puma Facebook page and one regional page for Puma Malaysia. Each of these cover a different audience segment, however, this analysis concentrates on the global Puma Facebook page. The front page informs consumers about a challenge-campaign “After-hour athlete” set up by Puma. This After-hour athlete campaign involves different activities and in the mobile context it applies social media, location-based services to create buzz and viral communication. The objective is to create brand associations with sport-lifestyle or work-life balance, which is also the main message of the “After-Hour athlete” campaign where athletes after trainings relax and enjoy time with their friends playing darts, eating or dancing, thus, having a socially active lifestyle. The communication of the Puma Facebook page is constant and creates two-way dialogue with customers. The content is built in the entertaining way and includes videos, games, links and discussions.
Twitter

Puma has various Twitter accounts that can be categorized by sport (all of the 5 sports categories that the brand is focus on) and service (Puma Deals). The global Puma Twitter account has the largest amount of followers and targets all customers interested in sports and the Puma brand, but other Twitter accounts targets specific audience and serves different needs of followers. Puma maintains a constant communication and dialogue with consumers, posts links of videos, articles, photos or offers of the brand, thus, connecting other media platforms and creating viral spread. The objective of Puma’s Twitter accounts is to engage consumer in dialogue and maintain consistent information flow. A negative aspect of Puma’s Twitter accounts is that it is not easy to find brand accounts on Twitter, thus, consumers may get tired after not finding what they search for and quit. Twitter also uses location-based service link through Foursquare that is discussed later on in the empirical part.

Youtube

Puma’s Youtube channel provides videos of campaigns created by the company that is targeted mainly on a young audience. This channel allows the company to promote Puma, create brand awareness by enabling users to communicate with each other and posting comments on the videos that generates viral spread via social media, indicating peer-to-peer communication. The channel is divided into several groups according to the campaigns, as well as includes one category that is called Puma Vision and contains videos of the company’s employees talking about campaigns, initiatives and strategies. In this way, Puma provides stakeholders with an inside information and creates brand loyalty and trust by being open and transparent about the strategies and the creative processes. Even though a dialogue is not evident, videos and comments create two-way communication.

8.2. Mobile services

8.2.1. Puma Mobile Store

On the contrary to the mobile website, Puma has created a mobile store which is intended to lead customers to buy the brand’s products. The target group is consumers who are interested in the brand, sports or lifestyle clothing and covers a large audience. The mobile store consists of several categories, making shopping easier. However, one category states
Puma Vision and leads to the collection that represents social marketing. This category can misguide a customer who may think that Puma gives more information of the brand’s vision. The mobile shop provides an opportunity to directly post chosen products on social media platforms; thus, peer-to-peer communication and word-of-mouth communication is evident. However, the website doesn’t give customers a chance to get feedback from other customers or the company itself. No additional videos or photos are indicated. This webpage also contains a section to find the nearest store, nonetheless, location-based services are not provided and the customer has to type manually the location.

8.2.2. Puma phone

The company has created Puma Phone that is “made for active lifestyle both physically and digitally” (Pumaphone, 2011). This product can be considered as a mobile marketing campaign due to the vast range of mobile marketing tools it contains (e.g. tailor-made applications, puma logos and icons on the phone, location-based services etc.). The product expands the company’s market, promotes the brand and differentiates from the other companies by producing not only mobile phone programmes or gadgets, but also the phone itself. Nevertheless, the target group for Puma Phone is brand loyal customers and brand enthusiasts, mainly a young audience, based on the provided extras on this phone and the brand proposal. The phone doesn’t generate direct viral spread, but engages consumers by using the phone every day. As mobile phones are considered as high-involvement products, it can also be argued that it leads to transactions, as well as customer relationships and brand loyalty.

8.3. Location-based services

Puma on Foursquare

The company has set up a page on Foursquare, that not only allows customers to post their locations and engage in Foursquare competition, but also is used as a communication channel for Puma’s social marketing campaign “After-hour athlete”. This page provides links to Facebook and Twitter, thus, indicating high-involvement level and word-of-mouth communication. Puma Foursquare is targeted to an active, engaging young or middle age audience that supports Puma’s initiatives. In addition, frequent posts and customer activity demonstrate that this page can create campaign awareness and promote the brand as
involved and socially active. The side effect of the page is that it promotes other brands on this page due to the posted locations and contains non-related content of the brand. Nevertheless, the posts don’t mention competitors within the industry.

8.4. Mobile sales promotion

Puma uses QR codes for particular collections; attached to the price tags that tell more about the designer, design process or product. QR codes are used to inform and entertain customers, promote the collection and encourage customers to buy the products. This is made as an in-store experience and cannot be reached otherwise. No other engagement or viral effect can be indicated.

8.5. SMS, MMS

Puma applies SMS marketing when a customer has subscribed to the newsletter and allowed the company to send news in text format. In this case, the SMS tool is used to inform customers about the newest campaigns and offers, even though primary newsletters are sent via e-mail.

8.6. Applications

Puma Football
This Puma application is set up to inform customers and encourage participating in the discussions with the company and other consumers via social media platforms Twitter and Youtube. The news section hasn’t been updated since July 2010, indicating that the app only covers news from World Cup that implies a particular time period. The target group is football fans that are also brand users or endorsers. Due to the lack of the updated news, it can be stated that this application doesn’t give any value added for the company, but only provides a platform were links to social media are posted and even those can be found without downloading the application.

Puma Ocean Raising Team
The application is targeted to the audience that is interested or participates in sailing activities. It is informative and allows users to keep track of Puma’s sailing team and other
participants. Video and other links are provided, nonetheless, it is not tended to engage users in discussions. This application is only fully functioning when the race is happening, thus, the information is updated only for the specific period of time, even though it is available at all times for downloading. This also indicates that the audience is informed about the race and only those who are interested will keep the application on their mobile phones.

**Life Score Board**

Puma has created this program, which allows consumers in an entertaining way to keep scores in every aspect of their lives, tangible or intangible, real or unreal. It is focused on a young target group that likes to compete with their friends and entertain using mobile devices. It is possible to create customized score lists; share them with others on this platform and via social media. This application is solely based on the viral effects and peer-to-peer communication. The analysis of the application doesn’t show any benefit for Puma due to the lack of the brand’s name, logo or products. Hence, the company looses the chance to create brand awareness or promote the brand itself. This observation can be explained by the fact that Puma positions itself as a lifestyle company, therefore, creating this application without promoting the brand doesn’t assert Puma’s intentions to create this image. The content allows users to post and mention Puma’s competitor brands and products, thus, can negatively highlight the Puma brand.
9. Comparative analysis of mobile marketing tools

The mobile marketing campaign analysis demonstrates how the three sportswear brands, Adidas, Nike and Puma, use mobile marketing to communicate with their stakeholders, in this case – customers.

As the theoretical concepts of this thesis demonstrates, mobile websites are the most important tool in the mobile marketing area which provides product look up and access to information that can be also shared through different social media channels. Nike has created a mobile website that serves for different purposes and is tailored to reach different target groups, based on their interests, as well as brand activities. In comparison, Puma hasn’t designed it’s mobile website but instead has set up a mobile store. Nevertheless, the mobile store doesn’t give a specific data about the organization or the campaigns, but is more intended to provide product related information and to cause purchase decisions. Adidas has integrated their mobile website as a channel of the recent campaign, thus, it delivers only campaign-based links to the videos and the social media platforms. However, no other details of the campaign are carried out. This demonstrate that, compared to Nike, the audience of Adidas’ mobile website is narrow and can be referred to as young customers who have an interest in video sharing and social participation. In conclusion, all the three companies have different approaches to their mobile websites and, due to the significance of having a mobile website in today’s consumer culture, the lack of it is Puma’s weak point, that doesn’t fit to the brands identity to be a lifestyle brand, which counts for following the trends.

Nike, Adidas and Puma have similar approaches for social media strategies. All their social media platforms are set up to engage consumers and communicate, thus, both creating company-to-consumer and peer-to-peer interaction. Social media has been acknowledged as one of the most powerful tools of marketing communications that thanks to the development of mobile telephones and smartphones, can be accessed 24/7. Thus, also these three companies maintain consistent communication by replying to tweets on Twitter platforms and engaging customers in the brand activities. Thus, social media channels are also used for collaboration, as well as are integrated in the marketing campaigns. These platforms create viral communication. On the one hand, it has a positive effect, which can
enhance a company’s messages and spread them, thus, creating a buzz around the topic. On the other hand, companies have to control the process by monitoring the negative comments and feedbacks on company-supplied platforms, customer forums and participating in discussions. The challenge for the companies is to retain a coherent and consistent communication strategy due to the active customer-to-customer communication. Therefore, companies try to invite customers to participate in their operations. Engagement and communication are crucial. The various pages and accounts on Facebook and Twitter shows that the companies target various audiences of their brands and different objectives for each page, thus, also communication is adapted. These channels are linked to the companies’ activities, whether it is a campaign, sports type or a mobile store.

The three companies supply mobile service tools by setting up a mobile store, which serves to purchase products via mobile phone. These mobile stores integrate social media links, as well as location-based services, except from Puma, which only has set up the possibility to share product information on social media platforms. The audience of these mobile stores are wide due to the vast product range provided. In spite of the fact that Puma’s mobile store doesn’t incorporate so many mobile marketing tools as the other two companies, it has designed the Puma phone that can be considered as a mobile marketing service due to the provided opportunities. This phone is targeted to brand enthusiasts and loyal customers due to the brand-related features on the phone, as well as design and brand name on the phone. This phone can also be appealing to eco-friendly customers due to the solar battery solutions. Otherwise it doesn’t support any other distinct features. Thus, it can be said that Puma with this phone aims to differentiate itself and generate brand loyalty and relationships. The results of the analysis show that mobile services are mainly set up for practical and informative reasons that lead to purchase decisions, nevertheless, it can also be employed for customer retention.

The analysis of the mobile marketing tools reveals that the objective of the mobile sales promotion is to inform customers about the collections, campaigns or the nearest shops, integrating location-based services. This promotion tool is mostly used for in-store customer experiences where QR codes are attached to garments or price labels, as well as incorporated in advertising materials like print ads. Despite the one-way communication, this tool creates awareness and promotes brand activities and can generate a positive brand image for customers. The tool has the potential to develop due to the instant information
acquirement. Notwithstanding, Nike, Puma and Adidas use QR codes for the specific products and campaigns.

SMS marketing is not used by any of the companies in terms of specific campaigns or sales promotions. However, these companies relates this tool with permission-based marketing principles and employs it as a communication tool of customer service where customers subscribe to receive newsletters that can be sent in a form of an e-mail and SMS. It can also be argued that this approach fits to mobile sales promotion characteristics – also text messages/newsletters provides information of newest campaigns and offers, as the mobile campaign analysis demonstrates. Hence, SMS communication can be considered as one of the sales promotion tools, not a separate technique.

Location-based service technique can be indicated in other mobile marketing tools where it has been integrated in the marketing campaigns. Nevertheless, in collaboration with Foursquare, Nike has set up special page for baseball fans, thus, creating peer-to-peer communication and networking. Puma has incorporated Foursquare page as part of its campaign networking tools, thus, it can be argued that location-based service can be both used for practical reasons (e.g. to find out nearest store), as well as consumer-to-consumer communication that has viral effects.

The recent tendencies in marketing industry have shown that more and more companies invest in mobile advertising, particularly, concentrated on entertaining and engaging customers. The campaign analysis of this thesis certify that these three companies – Nike, Adidas and Puma uses vast range of applications that are directed to various target audiences, integrated as a communication tool in other marketing activities, as well as used for multiple purposes. It is obvious how these global companies target their audiences by regions or consumer interests; nonetheless, these applications and the possibilities that this mobile marketing tool offers connect people all around the world with the brands. By consuming downloading and using these applications, consumer takes interest in particular brand or specific feature that this brand offers through entertaining, informative and involving way.

Although these three sportswear companies employ apps in their communication, the analysis demonstrated that Nike and Adidas have a stronger strategy and implementation
due to the variety of different applications, as well as timing (reach), customer engagement factor and objective compatibility. But then again, all of these three companies have created applications that fit to the industry and brand activities. For instance, Puma is a lifestyle company that promotes and sponsors football, Nike – basketball and has special sub-brand Nike Women, Adidas is an urban sportswear company that also sponsors football, running or golf.

The study of Puma’s applications demonstrates that the company has set up two applications, which can be downloaded, but not fully used due to out-dated information and inaccurate timing that can be described as seasonal. Thus, only one of the three applications conforms in terms of reach and timing due to the brand initiative integrated in the current campaign “After-hour athlete”. Furthermore, this application could have more potential if the Puma brand is promoted more, but it can also be explained by the Puma’s strategy to be a lifestyle brand and put customer – or in this case – customer engagement as a part of campaign first. In this category – lifestyle application – also fits Adidas Urban Art application, which incorporates location-based services with consumer generated content, besides, also this app doesn’t promote brand straightaway, but rather position the companies as collaborative and engaging.

The abovementioned Puma’s seasonal applications can be set down as sponsored event applications and also includes Adidas applications for tournaments. This category is mostly informative and targeted to narrow interest groups. By setting up these applications, Puma and Adidas promote their initiatives towards sports sponsoring; therefore, promoting the brand and creating awareness of the events.

Nike and Adidas have brought out similar concepts for their application strategies, where applications provide platforms for consumers keeping track of their running trainings and results, which can then be shared and compared by their friends/network. Both applications require using Nike or Adidas gears to function fully, thus, the utility of these applications are limited and first demands to purchase the necessary products. These applications are used to generate long-term consumption and also commitment from customers. Nike has gone further and offers training app targeted to women where no interaction or sharing is enabled, but mostly based on individual training coach-system, as well as training app for team sports using celebrity voices to encourage user when trainings are taking a place. This
fact demonstrates that Nike tailor its application to fit the target group’s profile and needs, whereas Adidas has one application with rather wide audience. What is considered to better approach? According to the industry practitioners’ opinions, applications must be directed to a specific audience for communication messages to be effective, thus, it cab be concluded that Nike’s strategy is more tactical in terms of terms of these apps.

The other classification of the apps can be considered product/service based. In this category fits Nike application for women, Nike ID, as well as Adidas Eyewear application. The common characteristics for these apps are: informative, narrative based, entertaining and engaging. Informative refers to the detailed product information, but narrative – that the application contains stories that are appealing to the target audience like Nike application of online magazine for women, showing the newest products in the design process, as well as integrating stories of famous athletes telling about their success. Nike ID application is very outstanding example of how companies can transform customers to designers, creating involvement and co-creation effect, combined with a viral spread, thus, enhancing the company’s brand communication and creating awareness and loyalty.

On the whole, the analysis of mobile marketing campaigns reveals how many different strategies these mobile marketing tools have. Nevertheless, mobile applications provide a wide range of varieties and possibilities for companies to reach one particular company’s target group, thus, creating appropriate communication messages and content.

There can be different ways how to look at the implementation of mobile marketing tools. They can both be directed to short-term and long-term goals due to the specific campaign-based communication or programmes that are pointed to customer commitment to a brand. This tactics also impacts mobile communication objectives varies but the most common objectives according to the analysis is brand awareness and customer engagement. This result partially conforms to the previous research data carried out by Mirbagheri (2010) where only brand awareness is considered as the most employed objective. Furthermore, as the research of Nike, Adidas and Puma mobile marketing campaign analysis shows, mobile applications and mobile Internet tools are the most utilized by the companies. The reach of the mobile marketing tools vary according to campaign and brand initiative timing, however, most of the tools can be reached 24/7. The question of the reach is more complex in terms of content and consistent, updated information that for instance Puma
lacks to apply. The analysis demonstrates the most targeted audience is young people who are interested in brand’s initiatives and are socially active. One can argue that this description is far too wide, however, it distinguishes characteristics that conforms to today’s consumer culture, generation and fragmented world. The level of viral spread differs depending on social media links and possibilities incorporated in different tools, but is crucial when the goal of the communication is to create customer participation and networking.
10. Brand associations: the results of the content analysis

10.1. Adidas

The content analysis of Adidas media coverage reveals multiple patterns, which indicates brand image of stakeholders, in this case – media. As the theoretical framework for content analysis interpretation, McKinsey’s brand diamond is used, thus, structuring the content.

The articles used for Adidas content analysis section tend to be mostly informative by their content, meaning – the articles contain factual and descriptive information, as well as quotes from the company’s representatives. Only one article implies journalist’s own opinions and experiences. Thus, it can be argued that most of the articles contain rational information instead of emotional or subjective opinions. In four articles a comparison with Nike can be found, where Nike is mentioned as the direct competitor to Adidas and has better marketing communication strategies in terms of specific campaigns (e.g. advertising strategy at FIFA championship) and implementation of mobile marketing tools (e.g. Nike+ application).

The tangible brand attributes that can be considered as Adidas properties or in this case – marketing tools and tangible assets. Here journalists mention awards of marathon application, extended applications, Facebook and Twitter pages. The mobile marketing tools, which are described in these articles and also refer to brand attributes, are: applications (7 articles), social media (5), mobile gaming (2). These results indicate that the focus of media attention has been on applications and social media utilization in terms of mobile marketing, thus, also emphasizing the significance of consumer involvement, that these mobile marketing tools are based on, according to the Adidas mobile campaign analysis.

When focusing on intangible brand attributes, the first and foremost is the brand itself. On the one hand, brand is not tangible and combines consumer perceptions with company’s communication efforts and actions, but on the other hand it can be considered as an asset and can be measured, thus, is material and can include tangible elements. The content analysis reveals multiple words and phrases in relation to mobile marketing campaigns that
characterize brand image. Comparisons with Nike are made based on the events happening at that period – football championship that for the companies mean a opportunity to promote the brands globally in front of a wide audience – the Adidas approach are depicted as piecemeal (unsystematic), upstaged by Nike and with no clear marketing objectives, as well as weaker in terms of positioning. These descriptions indicate that Adidas are considered not as strong as Nike in terms of strategy and communication.

Intangible attributes are also considered to be heritage and reputation that results from brand communication and brand activities. Therefore, here also a strategy can be claimed as a relevant element. As for the heritage, media points out that the word Adidas is universal. Furthermore, Adidas mobile communication strategy is described as: subtle branding, creates positive brand image, fail to extract all the value from marketing tools, aim to gain some cool kudos, struggle of being authentic in a cyberspace, move beyond transactional purchases. These phrases demonstrate how the company is attempting to focus on a younger audience that also leads the brand to become younger. Also, the findings indicate that Adidas uses crafty branding techniques and makes an effort to fit today’s consumer culture by concentrating on other objectives than commercial, that creates positive brand image. The commentary of consumer response to the strategies is: customer provoked and impressed at the same time. Thus, media is balancing the statement and taking neutral position.

The other group of intangible brand attributes is brand personality where these phrases are used: shared values of street art and Adidas; brand becomes younger; taking a chance; encourages viral communication. These characteristics correspond to the excitement classification in Aaker’s brand personality model. Hence, the attributes illustrate Adidas brand as urban, young, challenging and directed to encourage networking.

Tangible brand values coincide with the benefits, which a brand provide, thus, are directed to external processes related to mobile marketing communication. As it is stated previously in this analysis, applications are the most described mobile marketing tools and thus, the main functions and processes are: user-friendly; informative; easy to use for families and stakeholders; the first line of footwear with 3D (no practical functions). As for relationships generated by mobile communication, media mentions engagement with
consumers. These are the rational brand values that provide an overview of the main perceptions of the actual mobile marketing tools.

According to the content analysis of Adidas, no evident emotional brand values are found, thus, it can be argued that the image of Adidas communication in relation to mobile communication does not involve self-portrayal and self-realization elements. Hence, it can be stated the Adidas mobile marketing communication is not seen as self-actualizing, but instead functional and based on change in the brand’s own personality.

10.2. Nike

The selected articles of the content analysis have various different patterns in terms of content, including both negative and positive descriptions, comparison with other companies (Adidas especially), journalists’ personal opinions, quotes from representatives and external experts, as well as attached video and photos. Nevertheless, the analysis indicates that positive articles are majority. The mobile marketing tools mentioned in the articles: applications (11 articles), viral marketing (6), social media (4), video sharing (2), SMS (1) and QR (1). As the tangible attributes include mobile marketing tools and campaigns like: Facebook, applications, Youtube, social campaign, campaigns, global campaigns.

The intangible brand attributes that can be indicated in the content analysis demonstrate a vast range of phrases by which Nike’s mobile marketing strategies and the brand itself has been described: the brand trounced rivals such as Adidas in terms of positioning; campaign was so epic, that it even managed to upstage the World Cup itself; the king of content; captivates consumer; innate understanding of an engagement model that combines content and experience; Nike's brand engagement idea saw fun and competition rule over technology; engaging young people; companies such as Nike are way ahead of the field in this regard; used video intelligently and innovatively throughout the marketing process; Nike's campaigns are innovative but still relevant to football; with the aim of furthering brand affinity; branded social initiative. These attributes characterize Nike personality as innovative, engaging, up-to-date, young, fun, socially active. The communication strategy and brand is seen as substantially strong in terms of positioning and the brand campaign outshines the main event, moreover, Nike is considered as a master of generating relevant
and superb content. The comparisons with other companies and mobile marketing campaigns show Nike as the most successful, although Nike has a strong competitor – Adidas with which Nike is “duelling”.

In terms of functionality and specific mobile marketing campaigns, a vast range of rational values and processes can be found. The functions of Nike mobile marketing campaigns described by media are: connect and send support messages; gain customer responses and create dialogue; create possibilities to experience football; create new functions, text and download programmes; create experience with the brand; serve people and convert it to sales; create medium tournaments and experiential events; getting to the heart of an audience's needs; multiply brand exposure; to create awareness and a sustainable flow of money. It is evident that these rational values are directed to customers, as well as to enhance brand impact and sales.

The other category of the rational values are the relationship-based values that emerges from mobile marketing campaigns and involves engaging in a dialogue; leverage Nike relationships with sports clubs and athletes to create exclusive and rewarding content; elevate awareness and unite people in the fight against HIV/AID. One can argue that these values are similar to the abovementioned processes, however, these chosen phrases demonstrate that they are based on relationship building between Nike and customers, as well as generating networks and consumer involvement in brand activities or social campaigns promoted by Nike. Hence, it can be said, that Nike applies mobile marketing not only to promote the brand, but also to build relationships by consuming the products and supporting Nike’s initiatives.

Intangible brand values conform to the consumers’ self-realization and self-portrayal that has been achieved through brand consumption. Therefore, brands help consumers to create their self-representations and identities. The content analysis reveals some descriptions how media sees Nike mobile marketing activities affecting consumers’ self-expression and feelings. These include the articles mentioning how running experience is always unique and inspiring, that Nike (and Adidas) are hoping to train people who want to run faster, thus – are focused on accomplishments. Likewise, Nike creates playful, game-like experience for consumer to enjoy training. One article focuses on the application that gives access to a live community of 'tastemakers'. By sharing what is happening in six European
cities, users are encouraged to contribute their own information and opinions that gives a chance to become Nike Insiders themselves. Therefore, Nike provides a platform where consumers can express themselves by creating online identities and become opinion leader or influencer.

The results of the media coverage analysis demonstrate that Nike’s mobile marketing campaigns are described both in relation to functional, as well as emotional benefits that are in conformity with the all four segments of McKinsey’s brand diamond. Overall brand image by media can be estimated as positive and consumer focused.

10.3. Puma

The content analysis of Puma contains 11 articles from which 5 write about social media, 4 about viral communication, 2 about applications, but the rest mentions QR codes, in-store experience and mobile web. The authors of the articles use commentaries of Puma’s representatives, include their own opinions and compare Puma mobile marketing campaigns with Nike and Adidas campaigns, as well as implies factual, informative content based on observation or campaign reviews. As the tangible brand attributes, the mobile marketing tools can be found. Moreover, Puma phone, which is examined closer in the campaign analysis, can also be considered as a brand property, mentioned in the articles.

The phrases selected for the content analysis indicates that Puma is deemed as a considerably smaller company than Nike and Adidas and faces a challenge to be seen or heard. Nevertheless, Puma is able to compete in the same level due to innovative and engaging ways, as the author states – “refreshing” compared to World Cup “willy-waving” (showing off) by Nike and Adidas. The journalists also claims that Puma has built campaigns around reggae in Jamaica, football in Africa and other activities, which demonstrates brand communication strategy in terms of brand focus and differentiation. Besides that, Puma’s communication efforts are appraised as collaborative, dynamic, implementing novel design solutions and social, thus, it can be said these words characterizes brand personality.
The functional brand values of Puma mobile marketing can be found in this content analysis. When talking about Puma phone, the author claims that it is meant to be a “stand-out phone and training aid in one, but it succeeds at being neither”, thus, making a negative statement about this mobile marketing tool. Other mobile marketing techniques are depicted by these phrases: creating awareness, impacting positive change, appeal to the core audience and also reach new consumers, enable to send e-mails, make possible to send Valentine’s day messages in a non-stereotypical cheesy and cliché way; tell the story behind the collections; for bloggers to post videos; get attention; soften the blow with fans' loved ones when they go off to watch a game. Most of these processes and functions are related to Puma’s football campaigns, as well as the recent “After-hour athlete” campaign, which implies multiple mobile marketing communication tools. These tangible brand values demonstrate Puma as an innovative and consumer-focused company due to several functions and processes mobile marketing provides.

The mobile marketing tools also supports a relationship-based values, for instance, facilitating co-creation between Puma and people who love the brand; involve customers in a “very social experience”, provide in-store brand experience, as well as generating consumer-to-consumer relationships by using mobile marketing techniques. These phrases demonstrate that through the mobile marketing communication Puma strives to create meaningful experiences for consumers and engage in the dialogue that leads to collaboration or at least positive brand image. It can also be argued that Puma’s relationship management is targeted on the existent customer basis due to the representatives statement that co-creation with consumers who love the brand.

In terms of emotional brand values, it can be argued that by the current social/brand campaign “After-hour athlete, the Puma brand provides an opportunity for consumers to express themselves as socially active, evolved personalities who consider a work-life balance crucial for the success – that is what media is claiming when describing the campaign. Thus, not only the customer creates relationships with the brand, but also builds a self-image and identity by participating in the brand activities.
11. Discussion of brand identity based on brand performance and brand associations

The theoretical concepts of this Master thesis, particularly the chosen branding theories, argue that brand identity refers to how the company determine itself in terms of products, services, brand activities and communication. Furthermore, brand identity can differ depending on the product or service category, as well as the brand in general. In this section of the Master thesis, the discussion of brand identity is carried out. It is based on the previous empirical stages where brand performance and brand associations (image) in the area of mobile marketing were investigated. This discussion includes correlation of the theories and the results and aims to determine issues and implications on brand identity for the three brands - Adidas, Nike and Puma. Aaker’s brand identity elements’ model is used as a framework for structuring the chapter and distinguishing identity components.

11.1. Core identity

Products
The core identity can be regarded as an existence of the company – it requires a product including why the product/service is needed, where does it fit in the marketing strategy and how it can be utilize and what is the audience who will buy the product and use it. In the case of mobile marketing, the examined campaigns not always necessarily promote one particular product, but brand in general. The three companies – Nike, Puma and Adidas operate in the same industry and has the same main products: footwear, apparel and accessories. However, these three companies have individual approaches to the focus of the specific product categories and services, thus, it can be seen as a differentiation tactics that also affects marketing and communications field. For instance, Puma has created a phone that distinguishes from the other companies’ offers, but Nike focuses on basketball and offers necessary equipment for the particular sports type. The mobile marketing campaign analysis demonstrates that companies concentrate on various sports disciplines and for the mobile marketing tool to fully function, the specific gear is needed. Therefore, the product purchase is connected with mobile campaigns. Moreover, the mobile campaigns and activities of Adidas, Nike and Puma correspond to the global strategies, thus, it can be stated this component of core identities conforms to brand performances for
the three companies. The other factor refers to how these product categories are promoted and communicated through mobile marketing channels, but that was more discussed in the brand performance analysis of this Master thesis.

User profile
There is more than one user profile, which is targeted by the mobile marketing campaigns. It is evident that majority of the mobile marketing tools are directed to a young consumers—the audience is willing to involve in brand activities, consume brand and be active participators, content developers rather than just buyers and users. This matches with the Generation Y and Generation Z descriptions, where consumers not only involve in a brand’s activities, but also generates their own content by posting information online and let others know about it. The values and relationships will be discussed further on in this section. The other target group are professional athletes – this conclusion is based on various data, for instance, Puma After-Hour athlete campaign, Adidas golf tournament application or Nike mobile website, as well as content analysis. The third target group that is evident in Nike mobile campaigns are active women – this audience segmentation distinguishes Nike from other two companies. Nike has set up mobile website for women, as well as a few applications and section for the mobile store. These are the largest target groups, however, there are several more, based on consumers interests and needs. The evident audience segmentation leads to the conclusion that mobile tools allows to tailor messages according to consumer profile, nevertheless, Nike has the most strategic approach by setting up mobile marketing campaigns.

Performance
The performance is the last element of Adidas, Nike and Puma core identities and complies with the overall brand initiatives in terms of mobile marketing. The analysis of campaigns reveals that the two most common objectives of mobile marketing campaigns are brand awareness and customer engagement; besides, the brand associations assert that these campaigns create positive brand image. Thus, the brand performance complies with the relationship building and brand promotion, tending to fulfil primary economic goals, but also to show the company as an active member of society, which can only then result in transactions. The functional values are combined with the emotional values that create balance; nevertheless, it depends on the campaign focus and brand offerings.
11.2. Extended identity

Brand personality
According to Aaker a brand personality can be structured into the five different categories, which give the brand human characteristics. The content analysis revealed a vast range of words and phrases how the media describes the brands’ campaigns and specific mobile marketing tools. Comparing the Adidas, Nike and Puma intangible brand values that depict brand personality, excitement and competence related characteristics can be found. Adidas personality is described as urban, young, challenging, crafty, engaging. Nike personality includes values like innovative, advanced, intelligent, relevant, young, but the characteristics of Puma reveal the brand as innovative, collaborative, novel, refreshing and engaging. These adjectives demonstrate that these characteristics are based on originality and brand involvement. It is also evident that word “young” dominates and therefore conforms to the target audience segment, as well as overall brand identity in relation to mobile marketing communications. Nike and Puma personalities also incorporate sincerity element, claiming these two companies to be socially active and responsible. Hence, it can be argued that brand personality in the area of mobile marketing is likely to be considered as a creative, advanced and up-to-date and also makes the brand and the company look young and innovative. Above mentioned personality values tend to be positive, however, negative or, at least, weaker tactics can be indicated when analysing intangible brand attributes in a relation to communication strategies.

Campaigns, implementation
The evaluation of mobile marketing campaigns has demonstrated that there is a tight competition between Adidas and Nike due to the similar strategic focus and brand activities. It is also evident in the content analysis that journalists tend to compare the mobile marketing tools, as well as general campaigns and initiatives. Adidas mobile communication strategy is considered to be weaker and indefinite in terms of objectives and implementation than Nike. At the same time, it is evident that Adidas is actively engaging mobile marketing into its global strategy. Nevertheless, the brand performance analysis certifies that Adidas doesn’t employ a full potential of the mobile marketing tools, making Nike outshine its strategy due to the more segmented and planned communication. One can argue that strategic doesn’t necessarily mean successful, however, Nike has been at the right time with the right message (e.g. football World Cup), which are crucial factors
for reaching a worldwide audience, as well as narrower target groups. Nike and Adidas incorporates celebrity endorsers in their campaigns—Adidas in its global campaign and Nike in its application, thus, it can be stated that both of these companies uses endorser strategy to create their identities and link celebrity success with the company’s success.

Puma has also been compared with the other two companies in a positive manner, emphasizing that Puma’s approach in relation to FIFA World Cup was refreshing in contrast with the show offs Nike and Adidas, which had bigger budgets. Thus, it can be said that these three companies has at least one common strategic focus that makes them a competitors, nevertheless, the companies take different marketing communication approaches that also incorporates mobile communication. The other conclusion is that mobile marketing does not require huge amounts of money and can be adapted creatively that can generate viral spread and buzz.

**11.3. Value propositions**

**- Functional benefits**
The study of mobile marketing tools and brand associations has indicated multiple functional benefits for customers. Nevertheless, it can be stated that most of the functions mentioned covers the company’s perspective that conforms to the brand identity theory. According to the research, the most successful in terms of delivering customers’ needs is Nike. The company’s mobile marketing tools combine practical benefits with easy-use technologies that allow Nike to found customer relationships. Puma, on the other hand, has a different pattern— the functional benefits are not considered as successful, however, these statements are complemented with characteristics that describe non-traditional way of these practical benefits. Hence, it can be argued that mobile marketing can be used to differentiate the company in innovative manner. It also depends on the goal of the campaign— if that is brand awareness, originality can outshine weaknesses of the implementation.

**- Emotional benefits**

**Relationships**
It can be argued that tangible values of the brand can be considered as touchable, especially talking about brand values. It is evident that functions are deemed as practical
values, nevertheless functions and utility of the specific mobile marketing tools or programmes create consumption process and relationships – both consumer-to-consumer or customer-company. And hereby the relationships are considered as intangible. Hence, the relationships that generate from companies’ communication initiatives in this thesis are counted as intangible brand values.

The brand performance analysis demonstrates how many mobile marketing campaigns incorporate engaging and participatory tools and links, which allow users to connect with each other and the company. The most used are social media platforms, as well as integrated forums, social networking channels that create viral communication. This requires for the campaign or content be appealing and creative, thus, it means to create customized messages. The previous studies of mobile marketing revealed that brand awareness is considered as a most common objective for mobile communication, however, by inviting customers to involve in brand activities and be active members, the companies are generating relationships that can lead to brand loyalty. It is evident that all the three companies – Adidas, Nike and Puma employs engagement methods. At the same time the media coverage shows that Adidas mobile marketing tools are not characterized by relationships but rather than functional values. Furthermore, Nike and Puma shares rather similar values, including engage in dialogue, unite people, maintain and leverage relationships, generate co-creation, as well as in-store experience. One can claim that experience can be one sided where consumer comes into contact with the company without creating a mutual cooperation. Nonetheless, customers can consider the company as open and caring, thus, spreading the word to their peers and engaging in a after-experience dialogue on social media platforms.

The relationship element is crucial for mobile marketing communication due to the individual approach. In the practical terms, there are multiple methods how the companies generate the relationships with their customers. Adidas has set up an application that allows customers to post street art, thus, linking the company with the urban culture by providing a relevant mobile platform. Nike has carried out training applications that permit customers to keep track of their results and receive encouragements during workouts. Nike also has created a video competition where consumers can send or post their videos. Puma has developed a social campaign that incorporates location-based services, video posting and application, enabling customers to communicate with each other, as well as with the
company via social media like Twitter and Facebook. It is indicated that a two-way communication between customer and a company occurs via social media platforms that allows instant and personalized messaging. Thus, it can be stated that social media provides organization-to-consumer communication and dialogue whereas other mobile marketing tools mainly generates peer-to-peer conversations.

**Self-expression**
The emotional values derive from the consumption of the product or involvement in the brand activities. In terms of mobile marketing, even owning a mobile phone means self-expression – there are HTC community, iPhone community and other smartphone/tablet consumer groups where social status, networking and specific brand consumption are considered as crucial. By analysing brand performance, it is apparent that Adidas, Nike and Puma are aware of the self-expression through consuming the brands, thus, the campaigns are built to enhance this need and create emotional bondage with the companies. In addition, most of the mobile marketing campaigns are set up for consumers not to pay extra, therefore, allowing consumers to get acquainted with the brand propositions, products or initiatives. According to Chernev, self-expression is based on three key elements: brand’s personal relevance, a brand’s uniqueness and customer’s ability to pay for the brand. (Chernev, 2011, p. 68). In terms of mobile marketing, it means that customers don’t necessarily need not to buy product, mobile marketing gives a chance to live a brand before actually acquiring it.

Self-expression is not limited to an individual experience – it must be communicated and accepted by other members of the relevant community or interest group. Hence, as it is mentioned in the relationship section of this discussion, peer-to-peer relationships are required. Another contrast is indicated – a customer wants to be a part of the community, but at the same time express his/hers identity and personality. The explorative study of the Master thesis demonstrate that mobile marketing tools are fitted to combine an individual experience with being accepted by fellow customers.

The brand association analysis shows that Nike and Puma mobile communications have been characterized by emotional brand values. Nike training application is targeted to the customers who are striving for better results, thus, expressing themselves through using the application and communicating with other members of the group. The other values are
directly related to self-actualization via application, which allows customers to express and identify themselves as “tastemakers”, thus, becoming opinion leaders. Puma with its “After-hour athlete” campaign motivates consumers to be socially active by taking care of the work-life balance, thus, expressing themselves not only as athletes or employees, but also as fun-loving individuals with friends and take for themselves. The brand performance study demonstrates that Adidas has set up mobile communication platforms like Urban Art Guide that permits customers to express their individuality and opinion by posting their findings of street art. There are several other examples, for instance, Nike ID initiative – by engaging in this brand activity, consumer can be both a designer and a user, expressing individuality by wearing their own designed footwear and also be part of the Nike community. In conclusion, it can be argued that mobile marketing provides a vast range of opportunities for consumers to express and actualize themselves and it impacts brand identity and personality, becoming open, engaging and customer-focused at the same time allowing users to create their own identities and not pushing to make purchase decisions.

11.4. Credibility

Credibility element of the brand identity calls for more extensive consumer research; however, it can still be discussed in terms of if the company through mobile marketing campaigns presents itself as an expert within an industry. As it was discussed before, all three sportswear companies have their own focus of business and also communication. In the terms of mobile communication, it means being early adapters of mobile marketing tools that are employed to meet consumer needs and even go beyond existing expectations. It is evident that Nike has set up many different campaigns with for multiple target groups, offering a vast range of benefits that none of other companies have implemented, for instance, designing and purchasing footwear via mobile device. Meanwhile, Puma and Adidas can be seen as endorsers in the other areas, for example, golf or even sports lifestyle, where campaigns incorporate mobile marketing tools and creative solutions. Furthermore, brand credibility can also be achieved via social media platforms – in that way creating dialogue and reduce uncertainty for customers. Companies can also use social media to bring up issues and new topics, which can create an image of being an expert in the field. The content analysis indicated that Adidas struggle with being authentic (according to Adidas representative), which is also one factor that allows company to be credible and trustworthy. As the theories of post postmodern consumer culture states,
people are aware of a brand’s commercial intentions and can distinguish between fake or real brand promises, therefore, consumers are more interested in a brand’s creativity and social activities. Furthermore, they are willing to be part of the brand development process. In this sense mobile marketing communication is suited to fulfill these expectations where mobile tools serve as platforms for company-customer collaboration. In conclusion, it can be argued that Adidas, Nike and Puma applies mobile marketing communication that function as a tool for coherent communication, showing the companies as the experts in specific areas of the business.

11.5. Brand identity and brand equity

According to the theories, brand identities results in brand equity, using integrated marketing communications as a tool to demonstrate brand’s efforts and initiatives. To analyze brand equity, the more extensive studies are needed, focusing on the consumer research. Nonetheless, the study of Nike, Adidas and Puma mobile marketing campaigns and brand associations demonstrates that the majority of the campaigns and mobile tools are set up to create brand awareness and maintain log-term relationship. Furthermore, brand associations, particularly values and attributes indicates that all of the three brands are considered as innovative, creative and young by incorporating mobile marketing tools in their campaigns. It is a matter of strategy and content, whether these campaigns are more successful than others. Nevertheless, it is evident that mobile marketing tools can be applied for both short-term and long-term strategies. The latter can also lead to brand loyalty – mobile marketing tools for the three companies demonstrate that some of the campaigns require to already be acquainted with the brand before involving in the brand activities and company-customer cooperation. Therefore, mobile marketing communication can be applied as an extension for the existing brand communication. In terms of perceived quality, mobile marketing is used to give information about the products and collections, create dialogue about the issues via social media, as well as provide in-store experience that can enhance customer’s view on quality. In conclusion, it can be claimed that brand associations and therefore brand image of the Nike, Adidas and Puma mobile marketing campaigns are positive due to the original and novel ways of communication. Thus, it can be stated that the basis of brand equity in relation to mobile marketing is strategic and customized communication in combination with innovative solutions, that conforms to the theory of today’s consumer culture tendencies.
12. Conclusions

The Master thesis purpose was to carry out an explorative study on mobile marketing and an impact on brand identity building. The chosen topic connected a new trend – mobile marketing - with the established theories of branding and consumer culture in the area of marketing communication, thus, trying to combine new practices with already founded principles.

The theoretical concepts of postmodernism and today’s consumer culture elaborated on the social tendencies and movements, including the focus on consumer relationship, collaboration and participation in the postmodern world’s marketing and branding initiatives. Branding theories concentrated on brand identity as a crucial element of brand equity, as well as brand association and image theories were introduced. Mobile marketing concepts were structured and brought out to explore the existing theories and the practical insights due to the limited amount of available sources, especially in the academic field. The results indicated that mobile marketing is an immensely practical discipline, which changes along with a development of advanced technologies.

The research methods were presented and the design of the empirical part was carried out. The case study as the overall study approach was chosen, incorporating campaign evaluation, which was also referred in the thesis as brand performance analysis, and content analysis to find out media brand associations in terms of mobile marketing. The data of these examinations were correlated with the theoretical concepts to discuss the issues and answer the research questions. The thesis aimed to cover wider issues and tendencies and with each section narrow the focus. Hence, the conclusions cannot be generalized and are related to the theories that were carried out and the case study of the three sportswear companies Adidas, Nike and Puma.

12.1. Answering the research questions

RQ1: What is the mobile marketing in the field of marketing communication?
The thesis examined mobile marketing concepts and key characteristics to strive answering this research question. It can be stated that mobile marketing applies a vast selection of
marketing communication practices via mobile devices. The most important key concepts for mobile marketing are: relevant, target group based messages; interaction; engagement; innovation and creativity; 24/7 reach; brand meaning transfer; as well as collaboration. The definition of mobile marketing states that it is “a set of practices that enables organizations to communicate and engage with their audience in an interactive and relevant manner through any mobile device or network” (MMA, 2009) and, according to the other definitions, was selected as the most adequate for explaining mobile marketing in this thesis. At the same time is not considered as the only possible definition. In addition, it conforms to the postmodern consumer culture and Kotler’s Marketing 3.0 attributes, pointing out how significant in the today’s society is to focus on consumer, showing that companies are active community members and are willing to collaborate that can be done through mobile technologies. Furthermore, strategy of mobile marketing for the greater part is identical to marketing communication tactics, however, segment, industry and objective should be matched. Mobile marketing implies multiple tools through which the communication and meanings are transferred – although some of the tools are also considered as Internet marketing tools, due to the similar features and ability to fit to mobile device technologies, are deemed as mobile marketing tools.

**RQ2: How do the three companies – Adidas, Nike and Puma - apply mobile marketing tools and campaigns?**

The three sportswear companies apply mobile marketing tools to create brand awareness and generate consumer-company relationships. The most utilized mobile marketing tools are mobile applications or apps and mobile Internet, including social media and networking platforms that are crucial for mobile marketing. It is evident that mobile marketing is incorporated in the overall communication campaigns; furthermore, several mobile marketing tools in one campaign are indicated. Accordingly, the brand performances demonstrate that mobile marketing is applied for interactive purposes, which are essential for today’s consumers. The content of the tools are mostly informative and entertaining, as well as tailored to meet each target group’s needs and interests. The analysis of mobile marketing campaigns reveals that Nike and Adidas are equal competitors due to the chosen strategic focus on business operations. Nevertheless, Nike upstages Adidas as a consequence of more strategically implemented communication that includes narrow targeted audiences, updated and relevant information, as well as a variety
of mobile marketing tools. Puma, on the other hand, has different marketing communication focus that also includes mobile marketing, thus, applying unconventional mobile marketing tools like branded mobile phone or combination of several tools aimed to create social awareness in an innovative way. Still, Puma, the same as Adidas, doesn’t employ a full potential of mobile marketing tools due to the out of date information and inaccurate timing. It can be concluded that Nike is a front-runner in terms of mobile marketing, using creative and collaborative solutions that not only engage customers but also make them designers, experts and endorsers, thus, building the brand culture. It can be suggested for the companies to pay more attention to the content update and original messages that will keep customers aware of the brands activities. At the same time, companies should follow the trends of mobile marketing and employ latest tools and opportunities, thus, differentiating the company from competitors.

**RQ3: What are the implications of mobile marketing on brand identity?**

The empirical part examined mobile marketing impact on brand identity, based on the data of mobile marketing evaluation and media brand associations (brand image) of Adidas, Nike and Puma. The conclusions of these sections delimit generalization, concentrating on these samples due to the Maser thesis purpose and specific research field. These conclusions also cannot be generalized in terms of the industry, thus, keeping a focus on the results of the analysis.

This study reveals that core identity is based both on the product and brand promotion, where the main communication objectives are brand awareness and customer relationship. Moreover, it is evident that mobile marketing tools are used to gain competitive advantage, as well as create positive brand image. The products/services that are communicated through the mobile marketing campaigns conforms to the companies’ core business, combining products with brand values and attributes. The core audience is indicated as young, brand enthusiastic customers that are willing to participate in brands’ activities.

Extended identity implies brand personality that complies with excitement, sincerity and competence groups, according to Aaker. The adjectives used to describe brand initiatives in terms of mobile marketing indicate that the brands are considered young, innovative, up-to-date, advanced, creative and collaborative that fits to the nowadays consumer culture. Subsequently, the campaigns have to incorporate these characteristics alongside with
strategic and targeted communication messages. As the results reveal, weaker position regarding tactics can end up in inefficient communication and unreached objectives.

In can be claimed that mobile marketing provides both rational and emotional values. Moreover, the analysis indicates that functional benefits are much needed for customers in terms of finding information and practical applications. Relationships are crucial for mobile marketing campaigns to be successful and it is achieved by setting up social media links creating customer-to-company relations, whereas other mobile tools generate peer-to-peer communication. Self-expression and self-actualization using mobile marketing tools are indicated – the participation of mobile marketing activities is employed to demonstrate individuality and people own opinions, at the same time being part of the community or particular social group. Viral communication has a significant role in brand value transfer and distribution, which provides a substantial communication spread.

Credibility correspond to Adidas, Nike and Puma efforts to become brand endorsers in the specific field of the business and it can be stated that mobile marketing is incorporated in social awareness campaigns, as well as showing company as an expert in advanced technologies by setting up new possibilities for consumers to collaborate and engage with the company and their peers.

12.2. Limitations and future perspectives

The thesis was carried out to investigate mobile marketing principles and practices in the field of marketing communications. It is significant to point out that the thesis gathered the existing theories and concepts of mobile marketing, but this topic lacks the more expanded research of mobile marketing tools, strategies and how this trend impacts traditional marketing methods and practices. This thesis concentrated on the company perspective – brand performance and brand identity building. The limited amount of academic research led to using industry-based sources, which were founded on practical insights and suggestions. The conclusions of brand performance and brand identity were referred to the three sportswear companies Adidas, Nike and Puma; thus, the intentions of this research were not to generalize the findings.
The further investigation of the consumer attitudes and behaviors towards mobile marketing, as well as the research of new social trends and movements in terms of marketing would be relevant and interesting to examine. It is clear that the more thorough research of mobile marketing development, opportunities and evaluation tools would give a chance to investigate how the companies can more efficiently utilize mobile marketing techniques.
13. Bibliography

- Chang, Ch. (2009). The Interplay between Customer Participation and Difficulty of Design Examples in the Online Designing Process and Its Effect on Customer


Mobile marketing: brand performance and implications on brand identity
A case study of Adidas, Nike and Puma


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www.google.com
http://www.apple.com/itunes/
www.twitter.com
www.facebook.com
www.youtube.com
14. Appendices

Appendix 1.
Holt’s brand paradigms (Holt, 2002, p.81)
Appendix 2.

Sharma’s five-point evaluation model (Sharma, 2008, p.75)
Appendix 3.

Content analysis data: The McKinsey’s brand diamond

<table>
<thead>
<tr>
<th>McKinsey’s brand diamond</th>
<th>Adidas</th>
<th>Nike</th>
<th>Puma</th>
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<tr>
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<td>- Awards</td>
<td>- Campaigns</td>
<td>- Campaigns</td>
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<td></td>
<td>- Applications</td>
<td>- Social media</td>
<td>- Social media</td>
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<tr>
<td></td>
<td>- Social media</td>
<td>- Mobile marketing tools</td>
<td>- Mobile marketing tools</td>
</tr>
<tr>
<td></td>
<td>- Campaigns</td>
<td></td>
<td>- Puma phone</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Intangible attributes</td>
<td>- Adidas word is universal</td>
<td>- Brand upstaged the main event</td>
<td>- Innovative</td>
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<tr>
<td></td>
<td>- Weaker in terms of positioning compared to Nike</td>
<td>- Captivates consumer</td>
<td>- Refreshing compared to Nike and Adidas willy wavy</td>
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<tr>
<td></td>
<td>- Unsystematic</td>
<td>- Epic</td>
<td>- Engaging</td>
</tr>
<tr>
<td></td>
<td>- No clear objectives</td>
<td>- The king of content</td>
<td>- Innovative</td>
</tr>
<tr>
<td></td>
<td>- Crafty branding</td>
<td>- Engaging</td>
<td>- Advanced</td>
</tr>
<tr>
<td></td>
<td>- Struggle of being authentic</td>
<td>- Innovative</td>
<td>- Intelligent usage of video and viral communication</td>
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<tr>
<td></td>
<td>- Doesn’t obtain all the value from campaigns</td>
<td>- Advanced</td>
<td>- Brand affinity</td>
</tr>
<tr>
<td></td>
<td>- Positive brand image</td>
<td>- Relevant</td>
<td>- Socially active</td>
</tr>
<tr>
<td></td>
<td>- Move beyond transactions</td>
<td>- Epic</td>
<td>- Young</td>
</tr>
<tr>
<td></td>
<td>- Fits to the present consumer culture</td>
<td>- The king of content</td>
<td>- Duelling with Adidas</td>
</tr>
<tr>
<td></td>
<td>- Brand becomes younger</td>
<td>- Engaging</td>
<td>- Outshine Nike’s rival Adidas</td>
</tr>
<tr>
<td></td>
<td>- Shared values of street art and Adidas</td>
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<td></td>
<td>- Encourages viral communication</td>
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<tr>
<td>Rational values</td>
<td>- User-friendly</td>
<td>- Connect and send support messages</td>
<td>- Puma phone doesn’t succeed in being training aid and stand-out</td>
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<td></td>
<td>- Informative</td>
<td>- Gain customer responses</td>
<td>phone</td>
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<td></td>
<td>- Easy to use</td>
<td>- Create dialogue</td>
<td>- Reach new customers</td>
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<td></td>
<td>- No practical purpose</td>
<td>- Create possibilities to experience football</td>
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<td>- Send messages in a non-stereotypical and cliché way</td>
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<tr>
<td></td>
<td>- Customer engagement</td>
<td></td>
<td>- Reach bloggers who post videos</td>
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<td></td>
<td></td>
<td></td>
<td>- Get attention</td>
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<td></td>
<td></td>
<td></td>
<td>- Create awareness</td>
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### Mobile marketing: brand performance and implications on brand identity

**A case study of Adidas, Nike and Puma**

<table>
<thead>
<tr>
<th>Needs</th>
<th>Impact positive change</th>
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<tbody>
<tr>
<td>Create awareness and long-term money flow</td>
<td>Tell the story behind collections</td>
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<tr>
<td>Engage in a dialogue</td>
<td>Soften the blow with fans' loved ones when they go off to watch a game</td>
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<tr>
<td>Leverage relationships between the brand and athletes</td>
<td></td>
</tr>
<tr>
<td>Unite people</td>
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<table>
<thead>
<tr>
<th>Relationships</th>
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<tbody>
<tr>
<td>Maintain relationships with existing customers</td>
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<tr>
<td>Provide in-store brand experience</td>
<td></td>
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<tr>
<td>Generate consumer-to-consumer relationships</td>
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<tr>
<td>Involve customers</td>
<td></td>
</tr>
<tr>
<td>Generate co-creation between Puma and people who love the brand</td>
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<tr>
<th>Emotional values</th>
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<tr>
<td>Focus of the people who are striving for better results</td>
<td>Social campaign encourages consumers to work-life balance</td>
</tr>
<tr>
<td>Provides platform for consumers to express themselves and identify as a “tastemakers”</td>
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