

**ACHIEVING HEALTHY BRAND STATUS:
A CASE STUDY ON NATAL ACTION NETBALL ASSOCIATION**

Module: Research Methodology

Module code: RMET8419

By: Nikita Da Silva

13003950

2015

Acknowledgements

I would like to give my deepest gratitude to the following people that helped me in the formulation of this piece of work, either for their time, effort or just sheer moral support.

Naretha Petorious

To the mentor that always answered my questions by posing another question, you showed me a new way to think, a new way to look at problems and of course to look at the finer details.

Ellen Getkate

The reason for my being, the shoulders on which I stand without you this opportunity would not have been possible, and for that no words can express my appreciation.

Charlton Charles

For the man with the most patience, and my other set of eyes thank you for pretending to find my thesis interesting and caring enough to help when asked.

Samantha Van der Merwe

The leader of NANA a woman that has taken her passion to a level that allows many players to be able to further themselves in a sport they love.

Table of Contents	
Acknowledgements	2
Abstract	5
Glossary	6
Figures	6
Chapter One	7
Introduction	8
Research Purpose.....	9
Research Objectives	9
Research Question	10
Research Limitations	10
Chapter Two	12
Literature Review	13
Introduction.....	13
Brand Communication	13
Brand Identity.....	16
Brand Value	20
Brand Purpose.....	21
Conclusion	22
Framework	22
Chapter Three	26
Research Problems.....	27
Research Design	27
Data Collection Methods.....	28
Focus Groups	28
Observation	29
Triangulation.....	30
Target Market	31
Participation Observation.....	31
Focus group.....	32
Pilot Study Review.....	33
Chapter Four	34
Analysis	35
Findings	35
Participant Observation	35
Focus Group.....	37

Insights 38

Chapter Five 39

 Recommendations 40

 Significand’s of Research..... 40

 Conclusion 41

Appendices..... 42

 Appendix A 43

 Appendix B 46

 Appendix C 49

 Appendix D 51

References 53

Abstract

Vega School of Brand Leadership cofounder Gordon Cook and some fellow writers created an article that asks organisations ‘How Healthy is Your Brand?’, this article gives organisations seven criteria to put their brand through, a brand audit. In this paper four of the criteria is looked at in-depth with it being adapted to fit a small non-profit sports organisation. This brand is Natal Action Netball Association (which will be referred to as NANA from here on) a small organisation that is run as a hobby only in Kwa-Zulu Natal (which will be referred to as KZN from here on) to create KZN action netball. Through secondary research such as case studies and primary research such as focus groups and participant observation the following statement can be made.

As a brand NANA does not have what is synonymous with what is necessary to say it is branded. They follow no systems that are stated in the branding environment leaving their organisation unrecognisable (brand identity), lack in dialogue between the brand and its stakeholders (brand communication), no understanding of their reason of existence to players (brand value) and no understanding to what they do for players (brand purpose). This paper looks at these four criteria in depth and the various frameworks that can be used by NANA to guide them to a healthy brand.

Glossary

Word	Meaning
Communication	The exchanging of information, this can be done through various channels.
Identity	This is what or who a physical object is.
Purpose	Having aa reason for doing something.
Target Market	Group of customers that have been aimed at for some purpose.
Value	Soothing that has importance or worth for whatever reason.

(Simpson and Weiner, 1989)

Figures

Figure Number	Figure title	Figure Author	Page number
1	Circular Model of Communication	Osgood Schramm	22
2	Brand Identity Planning Model	David Aaker	23
3	Brand Equity Model	Brandt and Johnson	23
4	Brand Purpose Model	Michael Dale	24

Chapter One

Introduction

James Naismith invented men's Basketball in 1891 and was then asked to create a ladies version which formed into now Netball. The first Netball match was played in England in 1895 no rules were formulated until 1960, then Netball World Champions started in 1963 in England (Administrator, 2015).

This is the start of out-door Netball, this is the sport I loved until I was introduced to Action netball. Action Netball Inter-Provincial Tournaments (IPT) started in 2002, unfortunately there is not much information when it comes to Action Netball as it is a sport that is still in its beginnings, but growing fast (Anonymous, 2015). Each province has their own associations that they get teams to represent the province at the IPT's, some provinces are subdivided as they are too large to have one association to represent such a large number. Kwa-Zulu Natal (which from here on will be referred to as KZN from here on) has one which is known as Natal Action Netball Association (which will be referred to as NANA from here on), they have been operational since the beginning of IPT tournaments. There has been no competition for this association until lately Midlands has decided to start their own association, this means the subdivision of KZN.

NANA is an organisation that creates and manages action netball player's that are representing KZN. An association that is creating and putting forward teams to represent KZN, these players are the ones that benefit from the association.

Studying at Vega School of Healthy Brand Leadership everything we do is to understand how to create brands that are successful. Having a Public Relations background crisis management is something that stays in the back of my mind. With this I looked at what about an organisation that is already built but their brand is unknown, this means looking at brand auditing. Vega has created Vega's Healthy Brand Criteria which is the only article in the branding industry, and with Vega being the leading institute in branding I thought this would be the best guideline to my thesis. Of course I would have to find other evidence to make sure that the information is credible and also make it relevant to the brand chosen.

The reason for using NANA as a brand is because of the passion I have for my sport, combining my passion with my tertiary knowledge is to make sure that when doing this thesis I stayed interested

and focused. Wanting to help NANA as a brand and putting my knowledge to work helping me create my thesis

Research Purpose

To better understand the criteria of what makes a healthy brand, specifically looking into four specific criteria. Getting more in-depth knowledge on each criteria and looking at the credibility of the framework through looking at other relevant readings. Taking this knowledge and applying it to a brand, not any brand but a small non-profit sports organisation NANA.

Research Objectives

The aim of this study is to see whether NANA is a healthy brand in accordance to the article 'How Healthy is Your Brand?' (Cook et al., 2010). This means dissecting the current brand of NANA and seeing if it meets the criteria that is stipulated in the Cook et al article. The objectives are:

1. Defining the concept of healthy brand

To better understanding the grounding principles of this study, one has to better understand how healthy brand is defined and positioned within strategic brand communication.

2. Understanding NANA's current brand status

Action Netball is a niche sport; the NANA brand cannot be compared to that of a corporate organisation as there is no specified product or service, instead it is buying your place into a community; thus a community brand. This study will look at what NANA's brand status is, how they are building their brand (if at all) and what their brand is lacking. For this a brand audit is required.

3. Looking at how NANA can achieve healthy brand status

This study will develop an understanding of how NANA can achieve healthy brand status by assessing where their brand is and what they should do to become a healthy brand.

4. Building an academic argument

To build an academic argument, within the framework of health brand using NANA as a case study. An advantage is it may help NANA through the activation, not thee paper.

Research Question

How do you brand an organisation such as NANA to become a healthy brand?

The research question is answered in the literature review of how to brand an organisation and is adapted to NANA. The literature review follows Vega's Healthy Brand Criteria bringing in other readings for credibility and understanding which are all adapted and look at NANA as a brand. The research questions further answered in the primary research through the answers that were given. The answers are to questions that have been guided by the literature making sure that there is synergy throughout. Making sure that all aspects of this thesis is answering the research question.

Research Assumptions

My assumption is that it is difficult for any organisation to build a healthy brand, and in a non-profit organisation I do believe that due to the lack of resources it is even harder. In my investigation I will see if an organisation such as NANA, which can be classified as a non-profit organisation, can follow simple guidelines to, firstly build a strong brand and secondly to be able to become a healthy brand.

Research Limitations

There are limitations that will determine the scope of my study;

- Time

This is the most important as this thesis has to be done within the year, and parts of it are due at certain times. This means that the research cannot be done over a lengthy period, the research has to be able to be done within a certain time period.

- Province

There will only be focus on the Action Netball association of KZN, the reason to this is the accessibility to the organisation and also being based in KZN. This however does not mean that the findings would not be able to help other Action Netball associations.

- NANA

There is limited online information, which means that the research is relying on direct access to the managers and members of the organisation.

- Netball players

With a small community of Action Netball players means that there is a small collection of information that can be obtained, the numbers get smaller when looking at NANA representing players as they are a small elite group. With a small community to talk to means that there will not be the normal amount of persons being questioned.

- Resources

With being a student there is no money or human resources to pay people to help in conducting large primary research. I do however have the resources of being a part of the Action Netball community giving me the ability to be in contact with the players easily.

Chapter Two

Literature Review

Introduction

The literature review has been guided by one main framework which is Cook et al (2010) “How Healthy is Your Brand”. A range of literature has been used to assist in unpacking, understanding and supporting the healthy brand principles. In Vega’s Healthy Brand criteria it talks about seven principles, and how if all seven are met by an organisation they will become a healthy brand. I selected the four most relevant principles from the healthy brand criteria, which are; brand communication, brand identity, brand value and brand purpose. These aspects are explained and adapted in the pages to come. The reason for only choosing four aspects is as these were the most relevant to NANA as a brand as they are a non-profit sports organisation.

A brand is not just a name but the unique meaning, purpose and the identity of an organisation as a whole which allows an added value in the lives of consumers, this is the foundation to creating relationships with consumers. With this understanding of what brand is now the four criteria chosen will be opened up and explored further.

Brand Communication

The first criteria that we will be looking at from the four chosen is brand communication. Brand communication is the communication the brand has with their stakeholders, internal and external. Making sure that this communication is a two way process is vital as feedback allows for a brand to get greater understanding into the consumers’ needs and to see if their message or brand is successfully communicating.

As communication is vital to any organisation, brand communication is the starting point in this literature review. With NANA having little to no communication externally, I think this is vital to NANA’s brand. There have been no studies that can show for certain how framing a message can affect a consumer, the goal of any organisation is to create a persuasive message that moves a consumer to buy and or build a relationship with the brand.

According to Tsai (2015) there are three dimensions that are essential to building the communication for a brand. These three dimensions are as follows: a consumer’s attitude towards a brand, looking at

the attitude consumers have towards advertisements and purchase intent. Instead of purchase intent I will be looking at participation intent as NANA is not selling a product but need more people to participate.

Message framing can be done negatively or positively, the choice of whether to use negative or positive depends on the consumer that is being targeted. (Cook et al., 2010) Having shared meanings between stakeholders (brand and consumer) and understanding these meanings links to understanding the difference from consumer to consumer. Knowing how to communicate with consumers means understanding the categories that a brand can put consumers in.

Consumers with high processed motivation are known to be more affected by negatively framed messages than positively framed messages (Tsai, 2015). Knowing when to use negative or positive framed messages means knowing the consumer. Positive and negative framed messages can be used in the same way to create a desired effect on a consumer. Cook et al (2010) states that consumers have different needs and wants. Understanding those can help understand to whom the brand is communicating with. Knowing a consumer means understanding which frame to use. Understanding that participants of NANA are working people that play for the love of the sport and get no monetary gain from playing the sport.

With communication it is vital to know your target audience as it will depict how the message that is being sent by the brand is encoded. Making sure that the message that is being sent is decoded the right way has to do with the research into the target market done before creating the message. The following deals with the understanding the type of customers a brand can talk to.

Self-construal is one of the three characteristics that has to be understood about a consumer before creating an effectively framed message. Consumers can be separated into two separate categories; independent and interdependent consumers as defined by Tsai (2015).

Independent consumers are seen to have unique attributes, they go against the social norms by standing out. In the fact that they stand out a positively framed messages are received better by these consumers.

Interdependent consumers are not unique in any aspect as they follow the norms of society this means they go with what the rest of society is doing. This type of consumer responds better to negatively framed messages telling them they are standing out from the norm and that it is not accepted.

NANA members are a very close knit group that are of different ages and come from different backgrounds that all seem to have a love for the sport. Looking at what is mentioned above, in my own opinion, I believe that NANA members would fit under interdependent consumers when it comes to action netball.

The following is a definition of consumer involvement according to Tsai (2015):

“Consumer involvement extent of personal relevance and perceived risk that individual consumers feel toward a product category.”

Consumer involvement is part of understanding consumer characteristics, dependant on the product category consumer involvement will vary. A brand should ask itself why the consumer wants to get involved with the brand (Cook et al., 2010). When it comes to NANA members, they become involved due to the love of the sport and possibly fitness and health reasons.

Consumer’s involvement is based on the response whether the brand framed a message on gain or loss (Tsai, 2015). Consumers are not gamblers by nature and rather be involved with a brand that has more gains than losses that they portray in their message. NANA does not portray a message, they post on their social media website (Facebook) how they are doing at tournaments and this can be seen as off putting as NANA does not do well at interprovincial tournaments. Would this be seen as negative framed messages?

Cook et al (2010) believes that high involvement means that the consumer has a high motivation to be involved with the brand, which means that they are invested in that brand. This I do believe is the case when it comes to NANA, many players are highly involved, training once a week, playing at least one game a week or more and taking off seven days every year from their day to day activities to play provincial tournaments which is not only time consuming but also costs the individuals money. I do believe that this shows players are invested, which does mean they have a captivated audience that they are not using to their full potential.

Lastly in understanding the consumer's characteristics when it comes to creating an effective framed message, product knowledge is essential. Knowing what the consumer knows about the brand will allow an understanding of what is needed to be put in the framed message as consumers having information will receive and interpret messages differently (Tsai, 2015). Cook et al. (2010) says the reason to why they see the brand in a positive or negative light affects how the framed message will be created. The effect of a framed message can be cancelled out by a consumer's knowledge, with high product knowledge the consumers decision making process differs. With negative word of mouth being in abundance from NANA members it is questionable how much of it is true due to the lack of the brands lack in presence and player perceptions. It's up to the organisation to find out the knowledge their consumers have on their product and make sure that all is accurate and positive. This for NANA could be as simple as communicating with the action netball community and being transparent.

Brand Identity

The following are aspects that talk about brand relationships that are created through a brand's identity. a brand's identity is not only visual aspects of the brand but the voice of the brand, having a connection that stakeholders know the brand through any aspect that is given to them means that the brand has a strong identity (Neumeier, 2006). A brand identity can be explained through Aaker's Brand Identity Model (2000). The model has four aspects that allow for understanding of what makes a brand's identity; 1) brand as a product, 2) brand as an organisation, 3) brand as a person and 4) brand as a symbol.

When looking at the Brand Identity Model created by Aaker (2000) looking at brand as a product, the scope with which the product in, its attributes, quality, users, uses and origin are all looked at.

The brand has to look at the product that they are giving to their stakeholders and whether their product is relevant, serving a purpose. This is looking at the brand's physical aspect which is the product that they give their stakeholders.

NANA was created for the competitive players of action netball that want to play provincial tournaments, this is their basic reason for being. The perceived quality by players is poor whereas NANA has won many awards as an organisation that is best at provincial tournaments. The product that NANA provides is their service that is only for players that are chosen to represent KZN in action netball.

Brand as an organisation is looking at what type of organisation the brand is, this is looking at the organisations and seeing whether they are a customer concerned organisation or an innovative organisation.

This is something that had to be considered when looking at NANA as a brand, due to the fact that they are a non-profit sports organisation. NANA as a brand have a basic purpose which they are fulfilling this makes NANA as an organisation is lacking in depth.

Brand as a person means looking at the brand as a physical being, which means giving the brand a personality. Many businesses don't see the reasoning giving a brand a personality and this can cause a huge downfall to many businesses brands. Making a brand have a personality means that stakeholders can relate to the brand. It is easier for a stakeholder to relate to a person than to a brand, this means that the brand has to match their personality to their target market as to create a connection. Creating a connection with stakeholders allow for a relationship to form. There are many positives that come from brand stakeholder relationships which is brand immunity and relationship continuance intentions which is explained below.

Consumers can grow relationships with their brands says Jhih-Syuan and Lin (2014), where they see the brand as part of them. Many NANA members see the group as a family as they have spent weeks with the members on tours and during training sessions. Consumers become one with a brand that

means they will be loyal to the brand even if it means being inaccurate, they will counter argue for the brand as they feel a need to protect what they feel is a part of their identity (Jhih-Syuan and Lin, 2014). Although there is loyalty in NANA it is more to the relationships that have been created rather than loyalty to the brand itself. Making sure that the brand is transparent is one way Cook et al. (2010) believes that the brand can help itself in getting the trust of the consumer. With the brand being transparent it will help with consumers being able to find out more about the brand, this will form the trust that will evoke brand immunity. Jhih-Syuan and Lin (2014) discuss the concept that consumers can be fused with the brand through their relationship they have, but with this strong fuse there can be some negative effects, this will be discussed in negative word of mouth. With consumers that are not fused to the brand they are more drawn to the accuracy in information about the brand, they are not brand loyal but purchase brands on product knowledge.

Relationship continuance intentions is looking at the consumer loyalty to the brand in Jhih-Syuan and Lin (2014) article, this is brand identity through a consumer's relationship with the brand as they have identified something in the brand that they are drawn to. The benefit of having loyal fused consumers is Imperative in the growth and maintenance of having a positive brand identity.

If people can change the way they look but their personality doesn't change, why can't a brand do the same? Having a constant personality is important as inconsistency makes stakeholders feel uneasy. It therefore is essential that something like the brand's personality is always recognisable to the target audience, making sure that it stays true (Neumeier, 2006). Creating a brand personality is something that is vital to NANA as they are a non-profit organisation that depends of the players and how they form relationship with NANA. If there is no relationship formed there will be no loyalty to the brand which will affect the players and if they come back. This is essential to NANA as making sure that great players repeatedly come back is essential to making the best teams to represent KZN. I do think this one of the more important points that can easily be done by NANA through the association members. As right now they are just using the connection of the love of the sport, this is basic leaving NANA very one dimensional with only one aspect that they can connect with players.

Brand as a symbol this is looking at what is the symbol that comes to mind when the brand is mentioned. Having this association means that there is a strong brand image. Having positive associations with the brand is what all brands want, the associations are part of the brand identity. If

stakeholders cannot verbalise your brand, this means that your brand has not communicated its brand identity well (Neumeier, 2006). When a stakeholder can recall parts of the brand's identity means that the brand's identity is strong, having a strong brand identity means that the brand is standing out in the mind of the consumers.

This is an aspect that NANA is lacking in as a brand, NANA has no visual images of their own, and they do not have anything that they can physically say is part of their brand identity. Many players don't know about NANA and believe that they are KZN players and they do not know what NANA stands for or their purpose. With NANA having no brand identity their association becomes a ghost association that no one knows about, they are just a group of people that create KZN teams.

Another part of brand identity is what is being said about the brand as these are seen as credible and not paid for. Making sure that all communication from your brand about the brand is positive as all organisations want to be seen in a positive light. This is what NANA has to look at specifically as many have a lot to say about NANA but there are no facts behind what is said. Through the research it was also found that much of what was being said was untrue, and this disconnect is all lack due to the of communication from NANA.

'Love becomes hate' as discussed previously fused consumers can be positive as they can be loyal even to the point that they will rather be inaccurate for the brand then look on the brand negatively, but once the consumer feels betrayed they will be a NWOM with a goal (Jih-Syuan and Lin, 2014). A betrayed consumer will have the goal to expose the brand and communicate that to other consumers. Word of mouth is something that helps a brand immensely as it is seen as unpaid uncontrollable marketing. The more that a brand is transparent the more consumers have to communicate about it, according to Cook et al. (2010) being transparent in the information the brand gives out and even with their service and or product. This can be dangerous as negative word-of-mouth (which will be referred to NWOM from here forth) is more influential than positive word of mouth. A brand's strongest asset can easily turn into the brand's liability.

Brand Value

Brand value sometimes also referred to as brand equity is the value that the brand carries and is made up of various aspects that create the brand value. Brand value is not only in the name of the brand such as Apple, but that is the aspect that will be looked at, as the value of the NANA's name is questionable so looking at how to better the brand name would be of value.

Knowing the value that is captured in a brand name is knowing the perceived value that consumers have in their mind (Crimmins, 2000). Understanding the brand and knowing that it fulfils a need and want that a consumer has is creating a brand value (Cook et al., 2010). With a brand that is known to fill consumers' needs or wants will be seen as valuable. Evaluating a brand value has to exclude the positive and negative temperamental aspects according to Crimmins (2000), this can be examined by giving a consumer a choice of brands and seeing which one is chosen each time.

Normally a local store brand is chosen due to the price, this is irrelevant due to the fact that NANA does not have any other organisations that are competing within the KZN. The extension of a brand can enhance it or hinder it, this is why knowing the brand's core and sticking to it will allow for relevant sub-brands. Extensions that are irrelevant that succeed are due to a brand's name value. Right now NANA should not extend their brand as they need to create their brand identity before they consider extending their brand, but in the future extending their brand could be beneficial.

A brand's value can have such an impact that the consumer will stay loyal to the brand in accordance to Cook et al. (2010) article. Consumers become part of the brand tribe and no matter how irrelevant the brand extension might be they will follow due to the brand value. Such an example of a brand that's extension was far from its core is Ferrari which is a luxury car manufacturer that went into infant products.

It is in the best interest of the brand value that they monitor to understand what is causing a negative effect and what is causing positive effect, this monitoring must be done over a lengthy period and reviewed constantly according to Crimmins (2000). If a brand has a strong brand value it does not mean that it cannot get a weak brand value if not monitored.

Brand Purpose

Knowing the reasoning to why your brand is in business, according to Finley (2009) having a brand that is purpose driven will create a reason for the brand to continue from day to day. The purpose should have creativity and strategy combined, this means that there should be a strategic purpose with a creative flare. Having creativity combined with strategy allows for the purpose of the brand to be something unique, allowing the brand to stand out compared to its competitors (Neumeier, 2006). NANA is around to create teams to represent KZN, this is a very basic reason. NANA should want to have a greater purpose to achieve more than that by producing winning teams that represent KZN. Knowing the brand's purpose is also creating value, as knowing the need or want that your brand fulfils in society allows for understanding of the value (Finley, 2009). Know the reason for the start-up of the business Cook et al. (2010) believes it should be made sure that it is not forgotten or lost over the years. Understanding your business values in that aspect makes the brand aware of what they are giving to the consumer's that no other business is giving.

Knowing the brand's strengths, weaknesses, opportunities and threats are a basic analysis that any brand should do no matter how big or small. According to Cook et al. (2010) knowing the purpose should also give you the strength that your brand holds. Looking at the brand's strengths and making sure that they line up with the brand's value is essential to ensuring that there is a streamlined vision within the brand. This is something that I think NANA definitely needs to work on, externally NANA has a large community of Action Netball players that they can choose from, but they still need to make sure that there is a future community of great Netball players to come and I think this starts at school level. Neumeier (2006) explains how important it is that brand focuses on what their brand purpose, this is to make sure that stakeholders are able to know what your brand is about. Having a focus means that there will be no doubt in the mind of the stakeholders about what you do, and with looking at NANA there is an unclear vision by players of what NANA's purpose is.

A brand's belief system depicts how the brand will be run, how internal members will behave, it is vital that the belief system is understood by all in the organisation as it needs to be portrayed in the way the brand handles business. Making sure that the actions taken by stakeholders are in line with the brand's purpose.

Making sure that the brand's purpose and actions are in sync will allow for a brand that knows which direction they are heading in and how to get there. Crimmins (2000) has made me think that maybe NANA needs to create a formal rule book as to guidelines for certain situations. There are many actions that NANA take that are questionable, they change their mind from year to year with rules changing. With written rules and guidelines there is some sort of structure that can be followed. These rules can be changed if need be but it allows for a guideline.

Conclusion

In conclusion after analysing all four criteria; brand communication, brand identity, brand value and brand purpose, it is safe to say that NANA does not follow any of the frameworks that was found for each of the four criteria. There are many readings that back up each of the criteria and explain the role in which they play in creating a healthy brand. Each criteria further explains how they cannot stand alone, instead they have to collaborate to build a healthy brand status. NANA as a brand needs to be informed on the guidelines that will benefit them in creating a stronger, healthier brand.

Framework

Here are the frameworks that I choose to match Vega's Healthy Brand Criteria most of them are models as I believe that models are easier to remember rather than theories. Personally I would like my thesis to be able to be read by some small organisations and they are able to apply due to the ease of remembering the models.

1. Brand Communication

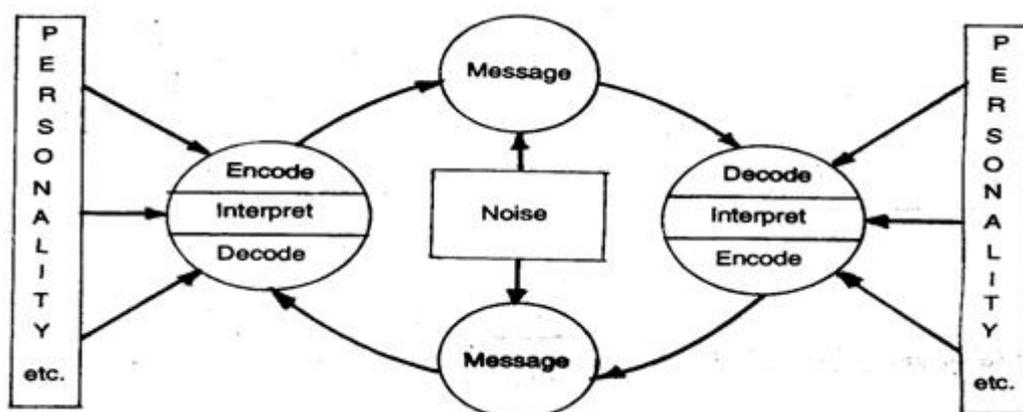


Figure 1

Osgood Schramm Circular Model of Communication - 1955

For brand communication one of the simple models that I think should be remembered is that communication is a dialogue (two-way-communication). Although the model was created so long ago it is still relevant today, it is at times forgotten by brands that communication is a two-way process. Some organisations may even be naïve to believe that they can dictate to their consumers. With that in the literature I go further into the creation of a message and the importance of knowing who the brands target market is, both which are part of the model in some way.

2. Brand Identity

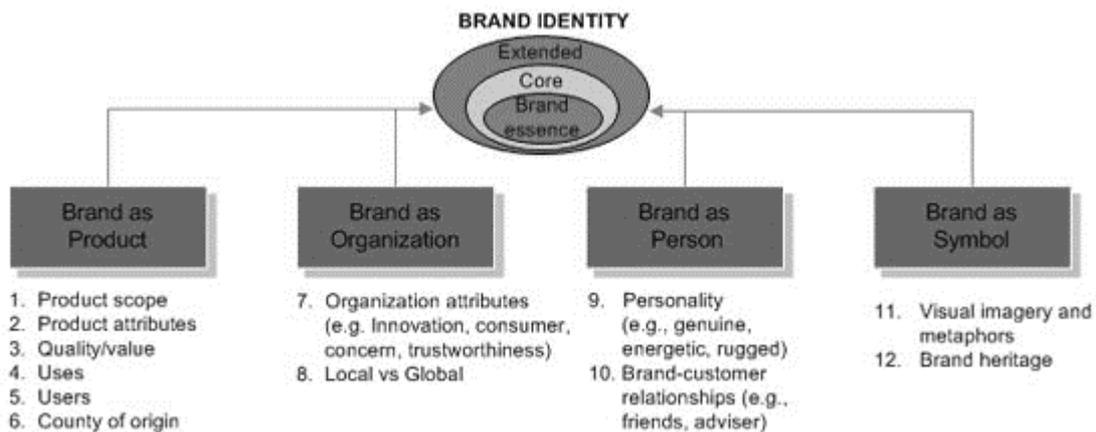


Figure 2

David Aaker Brand Identity Planning Model – 1996

The core aspect of this model was used in the literature review to be able to look at a brand and how they should go about when trying to create or audit their brand identity. The four components are ones that have been used over the years and from a great writer is still used till today by many. Although is it simple when broken down it allows for brands to understand all the components that need to be taken into account when creating a brand identity.

3. Brand Value



Figure 3

Brandt and Johnson Brand Equity Model – 1997

A simplistic model that talks about elements that are all part of brand equity, although there was no model mentioned in the literature review this was the model I choose to use in my activation. Parts of this model is discussed in the literature review and has the same ideas, this is why it is the framework that I choose to use to explain brand equity in my activation.

4. Brand Purpose



Figure 4

Michael Dale Brand Purpose Model – unknown

This was an article that I came across with a simplistic model that reiterates what I have written in the literature review. This model is created around what has been said by many writers, the three simple questions that a brand needs to ask themselves to find their brand purpose. An easy way to look at brand purpose that was also used in the activation instead of just giving straight questions.

Chapter Three

Methodology

Research Problems

1. How do I get a greater understanding of the association when there is no information and the chairperson has not respond with information, as she is the only person with the information needed?
2. Making sure that all in the focus groups feel safe and secure as there could be repercussions if their names are given to NANA members for saying negative information.
3. Making sure that I do not affect my relationship with the brand through asking the wrong question.

Research Design

Qualitative research is primarily exploratory research which is finding the opinions, motivations and reasoning's to give understanding to situations (Slevitch, 2011). The qualitative research refers to the primary research component that is oart of the research. With secondary being the research that someone else has done for their own reasons which means that parts of their research may be relevant to your own, and primary research, this is when a researcher goes out and does the actual research themselves (asking people the questions themselves).

With the frameworks that were found to be relevant from the exploratory research I was then able to create questions that will allow me to conduct primary research.

The chosen primary research is focus groups and participate observation, both are descriptive which allows for understanding of people's opinions and feelings towards the NANA brand (Slideshare.net, 2007). This is relevant as looking at a brand is all about opinions and feelings as mentioned in the literature review. Qualitative research is harder to analyse but it will give more understanding into NANA as a brand.

Focus Groups

The choice for using focus groups is to get a community feedback and or comments. It allowed me to gather a number of comments in one sitting, assisting me understanding the feelings, beliefs, experiences and opinions that persons have on NANA. With a group it allows for group discussion on the topic, with this information it allows for planning, marketing, or evaluating and or improving a specific product or service (Simon and McNamara, 2015). With NANA the focus group will be evaluating NANA and the opinions, motivations and feelings people have towards the brand.

Advantages

More people are evaluated at one time, there is face-to-face feedback and communication (Temkin, 2015), there is dynamic interactions between participants and there is involvement of moderator and participant. These are some advantages as to why there will be focus groups (Creswell, Fern and Krueger, 2015).

Disadvantages

With so many people talking at once there can be a problem making sure that all participants are heard, there could be one dominate participant that takes over the conversation (Temkin, 2015), the moderator can give biased feedback or the information could be misunderstood (Creswell, Fern and Krueger, 2015). These are aspects that have to be kept in mind when doing a focus group as to get the best results out of it.

Focus group process

The following is the process that I took when conducting the focus groups

1. Identifying the purpose or object

To identify how healthy NANA's brand is in the eyes of its participants (the netball players and the board members).

2. Establish a timeline

This is a limitation to remember as there is only a short period of time that is given to do all the research.

3. Generate questions

With a focus group these questions should be more leading, the facilitator must allow the conversation to flow, and there might even be new subjects that arise that needs to be followed. The questions should not be too broad but they should give the participant space to think, they must also not be leading or have terminology that confuses the participant.

4. Develop a script

Create a welcome that introduces you and the reason to why they have been brought together. Then go into the questions that must have a time limit as to not consume all of the participants time. In concluding thanking the participants and telling them that you appreciate their participants.

5. Select a facilitator

I will be facilitating the focus group but I will be getting a scribe. Leading the focus group myself as I have understanding of Action Netball and branding making me qualified to lead the conversation.

6. Choose a location

Choosing a location that is easy for conversation with not too much background noise and no interruptions. Choosing the Action Netball arenas to have them in a familiar environment while making sure that their minds are on Action Netball. At the arena there is a seating area which will be utilised before social games proceed.

Observation

When observing this is a systematic way of collecting data in its natural settings, which means that the settings have to be understood through the prolonged engagement in the setting (Adler et al., 2015). There are two types of observing, participant observation and non-participant observation. I will be conducting participant observation while researching NANA as a brand.

Participant observation

This means emerging oneself into the setting and getting a greater understanding of the setting by interacting (University of Strathclyde, 2015). Being able to interact means that the person should be learned in the field as to participate, this type of observation gives interaction and observation understanding or the participant and setting.

Non-participant observation

Here there is limited interaction, this is where a recording device is relevant as everything they say needs to be analysed. In this observation there is also visual observation that is needed participants body behaviour and contours of talking (University of Strathclyde, 2015). There are many ways that people communicate non-verbally and it is very hard to be able to read all of them perfectly. This type of observation takes a lot of understanding of the human and that subjects non-verbal communication (Cook, 2011). With less interaction it does however allow for more time to take down observations.

A general look at the advantages and disadvantages of observation research methodology.

Advantages

With observation emerging into the setting is essential for understanding this means that the environment noise is seen at work and how it affects that participants (Cook, 2011). With having understanding of the setting will allow for understanding of participants beliefs, attitudes and reasoning's (University of Strathclyde, 2015).

Disadvantages

There of course can be bias when it comes to observation as there is your understanding of the setting and another person's understanding that may differ. This bias can happen due to human experience, another human error may be miss reading nonverbal communication (University of Strathclyde, 2015). This type of study is depending on one person's understanding of a situation, environment and or participant.

There is no one perfect way to conduct an observation research study, just remembering the objective, knowing what to look for, don't go with preconceived ideas and keeping notes whether they be mental or written. Observation is great when paired with other research methods which will then allow for triangulation.

Triangulation

Triangulation is cross examining information to allow for credibility and reliability of conclusion, with sources validating each other will allow for a true findings. This strengthens the research that is being done as it is validated by more than one source (Anonymous, 2015). This is mixing case study, focus group and observation used all together to create a true finding obtaining to my subject. This

means mixing methodologies to get the findings, this is a great way to make sure that findings are not bias.

The theoretical frameworks that were spoken about will help in the selection of models that I will choose to help create questions. This means that I will use theoretical frameworks and models together to formulate the best questions that are aligned with the Vega's Healthy Brand Criteria. This means that I already have the structure of four core concepts with the models and theoretical frameworks that have been found relevant, with that I have a great foundation to create questions for each of the four criteria.

Advantages

By using more than one method this allows for more insight into the subject, if one of the methods are lacking in information the other research method will be able to fill in the gap. Triangulation makes there less chance of inconsistency and if there is it is more recognizable of where the inconsistency is.

Disadvantage

The only disadvantage to is a person that is not able to implement triangulation, some people become bias to one type of methodology so making sure that the triangulation is implemented and utilised correctly is the only disadvantage (Murdock, 2015).

Target Market

Participation Observation

Participant observation environment

1. IPT tournament

This will be observing the KZN team that is representing NANA while on tour. I will be on tour with members of various age groups. This will be participation observation, as there will be other teams that I will observe and there will be my own team that I participate with and observe. This will be an observation of how players feel about NANA

2. Social games

I will be observing social games that happen on Monday and Tuesday night at the various Action Arenas. This will have to be participation observation so that the issue of NANA can be brought up. This will show how players react to NANA representatives.

Participant observation participants

3. Ladies age group

- KZN team

The team that I am in and the B team. This will be the easiest team not only to observe but to understand.

- Western province team

I have friends in the team so this means that I will be able to get into the conversation without changing the environment. This is so there is understanding of what other provinces see when looking in, an external view.

2. Under 23's

- KZN team

With this being juniors that I have played against and have a relationship with allows me to communicate with them.

- Vaal team

There are juniors here that have been part of KZN and have moved to the Vaal team. Having not only the KZN team perspective from other teams, this specific team does have a KZN member that have moved to the Vaal team giving very true feedback.

Focus group

Focus Group Participants

Action Netball players

These are players that play Action Netball some have come into contact with NANA and some have been selected by NANA to represent KZN. Both focus groups had five participants, this would just be of a specific team but a mix of age groups. The environment will be chosen by convenience.

The pilot study did work in getting an external views on NANA as a brand, it showed that NANA was not only unknown to KZN representatives but all provincial teams. The pilot study allowed me to be able to get true understanding of what people knew with no false pretences. It was hard at times to retain and absorb all the information as there was no order to the way people spoke as it was an informal setting. I did realise that some information I was not able to retain word for word, but the general understanding allowed me to be able to get an understanding. Refer to appendix A for more information.

Chapter Four

Findings

Analysis

Looking at all of the primary research which was to participant observations and two focus groups the following are the patterns that were seen for the four main criteria.

Brand Communication

Players want two-way-communication with NANA, this means being informed about events and rules and NANA also being open to questions.

Brand Identity

NANA has no brand identity, the closest thing that they have to a brand identity is that Samantha Van de Merwe is the face of the association.

Brand Value

There is defiantly loyalty between players but the loyalty between NANA and the players is something that can be worked on.

Brand Purpose

The purpose of NANA is basic, creating KZN teams. Players expect NANA to be in constant communication with them with what is happening and be more organised with the putting together of KZN teams and their tournament needs.

Findings

Participant Observation

Participant observation – IPT (Appendix A)

1. Brand communication

- Is NANA a coherent communicator?

It is evident to me that players are not happy with the communication that NANA is giving as they believe that they are not transparent when it comes to budget. When in need of an answers players are detruede to ask by the way in which they get answers from NANA members or managers (which are extensions of NANA).

- Is NANA communicating often?

KZN members complained how they didn't know if they made the team as the team list where put up on a social media platform that not all players are a part of.

- Is there one voice communicating?

NANA as a whole have a way in which they want their players to portray themselves but with a double standard that was mentioned at the ceremony they definitely do not have one voice as they say one thing and do another. They also have broken lines of communication between the actual board members, players, managers and coaches.

2. Brand identity

- What NANA's identity?

I was surprised at the response that KZN members had to the word NANA with most not knowing what the name stood for, or not ever hearing the abbreviation before.

- What is associated with NANA?

With not even knowing about the association means that players don't associate NANA with KZN Action Netball which is an association that is basic.

- What does NANA mean?

As mentioned above players have no knowledge of what NANA is, what they stand for or how it affects their Action Netball.

3. Brand value

- What value do players associate with representing NANA?

Well looking at it many KZN players see KZN as a weaker team compared to other provincial teams. NANA is the reason that there are KZN teams and this means that they as an association are not viewed as an elite association to me associated with when it comes to players. Other teams do see players that have potential in the KZN side but unfortunately that does not show on the score board.

- What do you get from NANA?

NANA is in control of trials, the managers, coaches, and finances for the tournament, players, transport and accommodation. They collect monies from players and pay for the necessary items (uniform, tournament fees, accommodation and transport) they do take a small amount for their

services. As seen in the observation NANA needs to become more transparent and have the information accessible to players.

4. Brand purpose

- What does NANA do?

NANA is meant to create teams to represent KZN at a provincial level, they need to better this by creating strong teams that win at a provincial level.

Focus Group

Focus group – Club champs (Appendix C)

1. Brand communication

NANA doesn't have two-way-communication as it was apparent that players have suggestions but have no way of communicating it to NANA. It was also made evident that players were not being communicated about what was happening with their money they paid when being selected for KZN.

2. Brand identity

Many communicated that they were not familiar with the NANA brand as they see themselves as playing for KZN and don't see the association between NANA and KZN Action Netball.

3. Brand value

Players did talk about how there are people that leave KZN due to politics, this means that politics are driving players away. From what was understood many players said in so many ways that their loyalty is blowing in the wind, that they have more loyalty to friends and keep coming back to play with friends on a competitive level.

4. Brand purpose

The actual purpose of NANA is to create KZN Action Netball teams but this is not known to many, players expect more from NANA and find problems in what they do. This is a hard one as NANA does their basic purpose, and when I mentioned to them what NANA's purpose is and how they feel about that, many said that can be done by arena owners or a single person and does not need a whole association.

Focus group – Super League (Appendix D)

1. Brand communication

Players showed that communication between players was striving but they had the desire to want NANA to communicate with them and also wanted to be heard by NANA. Players want to be able to ask questions and get answers.

2. Brand identity

When it comes to NANA as a brand they are seen as disorganised and secretive this is not the light that a brand would like to be seen in. other than that there is no real brand identity the best starting is that all players knew who Samantha Van de Merwe is, she could become the face of the brand.

3. Brand value

When it came to the value of NANA as a brand it was hard to judge as there is a mixed feeling from the group that NANA has the loyalty, but no real association to KZN playing as this would bring up the value of NANA.

4. Brand purpose

The purpose of the brand was not known but they did expect more as they believe that some of the money that they pay is going into the association and for that they wanted more. They believe that NANA should be better at organising for players as they do it every year.

Insights

- NANA could fall under the KZN name but do not they are an association that works to create KZN teams.
- NANA does not have a rule book set in place leaving NANA as an autocratic association. This leaves many players in fear of the association body or confused to why they exist.

Chapter Five

Conclusion

Recommendations

The recommendations that I suggest for NANA's policies is to create a website where their rules and regulations are accessible to all Action Netball players. This will help with the communication, on this website people will be able to access information and contact information if they want more information. This is both a practice and policy change as they will have to physically practice communication if people want to contact NANA personally, and policy which is opening up the policies they have for all to see.

I do think that KZN Action Netball is a name they should rather take on as NANA is unknown and unfamiliar with players. By associating themselves more closely with KZN I think will help create a brand through association. This will also mean that they will automatically have a logo and brand colours, this is a springboard into creating a healthy brand.

To help NANA immensely I do think they need to decide what their purpose is and stick to it. If they choose to manage teams throughout the tournament I do believe that they should become more organisation. This could mean that systems be put in order so that it is easier to follow.

Significand's of Research

My research will allow for small organisations to be able to brand themselves through the four models that can be seen as creating a healthy brand. This means a small organisation can also be branded, the four components are the basics and once they have been achieved means that the brand is on the road to success. This does not mean that the branding stops once all components still have been achieved, it just means that they will have to monitor and maintain. The research will allow small organisations to find knowledge in this thesis to guide ones organisation to achieve a healthy brand.

Conclusion

In this final conclusion I believe that Cook et al's article on Vega's Healthy Brand Criteria was a perfect fit for the brand I chose to look at. The variations of articles that I combined to show the importance of each aspect and how all can be adapted to a small non-profit sports organisation such as NANA. There is the potential for NANA to grow as a brand but there needs to be the time and effort into applying the knowledge that was given to them. NANA is just a name of an association thus far, they are not a brand and if they want to become a brand that is known in the Action Netball community, they need to be ready for the challenge of creating a brand.

Appendices

Appendix A

Participant observation - IPT

Inter-Provincial Tournament (IPT) is a tournament where provincial teams play a round robin against each other of seven aside Action Netball. This happens once a year with one under's age group tournament and one overs age group tournament. These tournaments are long awaited by many players as this is the most competitive Action Netball games that some get to participate in. Natal Action Netball Association (NANA) is the association that represents Kwa-Zulu Natal (KZN). There are age groups from under 14's to over 35's this means a large variety with men's teams and women and men teams also playing. With ethical restrictions I will talking and observing players that are of age.

I myself attended the overs tournament of 2015 representing the ladies division, while playing I did observe the following.

Procedure

I will be looking at these teams when I can get the majority of the team together, this will mean me taking mental notes while observing players as they communicate with one another. I will have to spark conversation around what information I need, this has to be in an unbiased and more of leading the conversation in to the relevant topic way. Observation will be taken between games, as teams play multiple games and it is essential to make sure that I am not taking up rest or warm up time. There are two main events where is will be observing, one the departure to Cape Town which will only be KZN representatives and the ceremony for KZN teams. I will be observing the two other teams on the third day, game days, as there are many teams with less games on that particular day.

Results

Day 1: Airport departure

KZN ladies team

The team seemed disorientated as one team member had already left for Cape Town. There was no arranged meeting point but all KZN players have to book in at the same time as NANA does block booking. Most of the ladies where preoccupied with their families and significant others not looking very excited to be going on a tour. Communication between players lacked with just superficial conversations happening, the lack of communication did end in a team member arriving late.

KZN under 23 team

This team was standing around the ladies team with also a lack of direction until their manager arrived, once the whole team was there hoodies were handed out to the team. These hoodies showed a wanting to be in a team, not only did they have matching hoodies the team also dresses with similar clothes.

Day 3: Between games

Western province team

Western province sees KZN as a strong team, they were surprised to hear how little the KZN team had practiced. Listening to how often the Western Province team practiced, which was twice a week with a game a week. The Western Province team communicated that they immediately started training and played games after being selected.

Vaal under 23 team

There is a member of the Vaal team that was part of the KZN team last year, she communicated that the teams trained more often and how there was financial sponsors that helped with payment for tour. She discussed how their training was different and how their association kept in contact before the trials and after. Their association communicated to the Action Netball community when trials are with flyers and email, they then told players if they made the teams immediately. This shows efficient communication.

KZN ladies team

When hearing about the amount of practice others teams got ladies got upset and could not understand why there was no structure to the practice times for KZN. They also spoke about the disorganisation when it came to trials as many players were not informed about trials and due to that there were not enough players to make certain teams.

Day 6: Ceremony

KZN ladies and under 23

Everyone was communicating how NANA members came to watch the last two days of games as they wanted to be there for the ceremony to collect the award. Many members wanted the support from these members throughout the tournament. Not having the NANA board members at the tournament throughout does leave space for misrepresentation and problems that cannot be resolved immediately. This is something that affects all KZN teams. KZN as a whole was

disappointed that no members were selected to represent South Africa in the Common Wealth Games, many believe it is because of the lack of participation NANA board members have with IPT's, many believe that other provinces get more say as they also win more often.

Many KZN players were ready to go home and wanted to know the time of departure which shows a lack in communication as players didn't know departure time. While in the car drive to the ceremony venue I did mention the word NANA which is a term that KZN player should be familiar with, no one in the car knew what it meant except for the team manager. Players then continued the conversation about how they don't know where their money went and why is there no team outing that can come out of the monies paid. This became a very heated topic as many seemed disgruntled as they could not get a break down that stipulated where their money was spent, and if they did receive a break down the totals did not add up.

Players communicated further at the ceremony the wanting of a manager that knew all that was going on as they did not feel the manager knew what was going on when it came to certain things such as departure times. What was more mentioned is how communication lacked or when communicating how they were treated rudely. They all understood that managers and NANA members don't get paid much, but they found that when trying to find out answers they were not able to talk to them as they were abrupt or rude to players on previous encounters.

A conversation came about alcohol consumption and how at one stage NANA said that no players in an under's category was allowed to consume an alcoholic beverage, this included under 23's. Many players spoke about how there is no cohesion as rules change from year to year, showing no consistency.

Participant observation- Social games

This observation was done over a four weeks of social games at the Durban North Action Arena and the New Germany Action Arena. Social games are on a Monday and Tuesday night where players create their own teams and play round-robin games in categories. Social games can be played by the beginner to the veteran Action Netball player.

Procedure

As it is a more social setting I had to make sure that when asking any of the following questions that I didn't come across as random or being nosey, it all had to come across as natural. I will be taking down short understanding that I got from the feedback that I got from players. When doing this observation I have to be careful not to ask the questions to NANA members or NANA member relatives as they would know the answers to the questions.

Results

1st & 2nd June 2015

This week I concentrated on NANA's brand communication with my observation, the following is the general feedback I observed from the following questions.

1. Has NANA contacted you when trials are?
 - Players looked at me and asked whose NANA.
 - Everyone was unsure to when trials for KZN was.
 - Others here unsure how to find out when trials were going to be held.
2. Who knows when trials are?
 - No one knew who to contact about how to find out about trials.
 - Certain NANA members were unsure themselves about when trials would be held and where.

As trials were coming up at the end of the month I took this to my advantage to find out if NANA had communicated where or when the trials will be held.

8th & 9th June 2015

This week I concentrated on NANA's brand identity with my observation, the following is the general feedback I observed from the following questions.

1. What does NANA stand for?
 - Many didn't know what NANA stood for some thought I was referring to a player whose name is Nana.
2. Who is Sam? (Samantha Van de Merwe is the chairlady of NANA)
 - Many said she is the chairlady of Natal Action Netball, there was only one person that said that Samantha is the head of Action Netball.

Samantha is the chairlady of NANA, this means that she could be the face of NANA but with the responses it shows that people did know who Samantha was and that she was important in Action Netball but no one associated her with NANA.

15th & 16th June 2015

This week I concentrated on NANA's brand value with my observation, the following is the general feedback I observed from the following questions.

1. Have you heard about the Midlands team?
 - Many players had heard about the Midlands team but what they had to say about it was the actual answer I was looking for. Players spoke about how they would love to go to Midlands just to get away from politics or to try something different, but many of the players heard rumours that if they play for Midlands they would not be allowed to play for Natal again. This scared many players to stick with playing for KZN.

With brand value loyalty is one of the aspects and I feel that it is one of the more important ones as loyalty means the brand will become immune to any other competitor in the market as the consumers/ players will be brand loyal to NANA.

22nd & 23 June 2015

This week I concentrated on NANA's brand purpose with my observation, the following is the general feedback I observed from the following questions.

1. What does Sam do?

- Many said that she was in charge of formulating trials and booking flights and accommodation. These were the basics that players mentioned Samantha did for players. There were also more comments that Samantha made the rules for KZN teams.

Since many know Samantha but not NANA seeing if players knew what Samantha even does would be representative of what NANA does.

Focus group – Club Champs

Club champs is a tournament held in Durban once a year where Johannesburg teams come down to play against KZN teams. This gives all teams a chance to play competitively not only against the normal players they play against during social games but also new competition. I was in a team of friends that all have played for KZN before and one member that is part of NANA. To make sure that no one is targeted for what they said in the focus groups I chose to keep all anonymous.

Procedure

With the group I had to make sure that the focus group was done at the action arena, this does mean that there will be a lot of noise and distractions but making sure that the focus group was held in a convenient place at a convenient time. I did the focus group on the last day of the tournament while waiting to play final games. I had a friend be the scribe but I also took my own notes.

The following are some questions form Vega's Healthy Brand Criteria that I created for the focus group. However there is space for deviation as other aspects brought up may not be thought of. The questions will be worded in a more people friendly way.

1. Brand communication
 - Is NANA a coherent communicator?
 - Is NANA communicating often?
 - Is there one voice communicating?

2. Brand identity
 - What NANA's identity?
 - What is associated with NANA?
 - What does NANA mean?

3. Brand value
 - What value do players associate with representing NANA?
 - What do you get from NANA?

4. Brand purpose
 - What does NANA do?

Results

The focus group had many opinions it was quite a lot to take in, players had the following to say. I have given some direct quotes and some of what was being said around the subject.

“NANA is just around to dictate”

Players don't like that they cannot look up the rules that NANA and its players have to abide by. They also feel that they should be a part of the rule making process after a certain amount of years that they represent KZN.

“What does NANA do with our money?”

A lack of communication and knowing who to speak to was something that kept coming up in different ways, one was that players can't get information at times or get incorrect information.

“Coaches are selected through relationships not merit”

“Players are chosen before trials which is great for some of us but not for new players”

Favouritism is something that does bother many players, many of the players want to be chosen on merit and believe that it will make KZN teams stronger. However they appreciate that Action Netball is not Government subsidised which means that there is no Black Economic Empowerment, which would mean that there would have to be a race ratio. Players also believe that some coaches should not be coaches as they do not have enough merit. Players believe that there are people that that should be considered to be coaches as they would have a lot to offer.

There was a mixed emotions in the discussion with many saying how they have been playing for more than five years and love the sport but the politics was one of the huge subjects that changed the focus very negatively. Other than the negativity there was a lot of suggestions that were being given for some of the problems that were brought up, for me this showed that players don't have a way to communicate with NANA to give their suggestions. It also showed that players are so emotionally attached and involved with the brand that they have ideas on how to make a brand they feel attached to become better.

Appendix D

Focus groups- Super league

Super league is created as a build up towards trials, teams are created in various age groups all representing an arena. They play a round-robin every two weeks at the various action arenas. These teams are made up of many that want to trail for KZN, which means these teams are made up of strong competitive individuals, making the games very competitive.

Procedure

As before I will be holding a focus group with the team players that I played with, this time there was the opportunity to go to a restaurant for a breakfast that all five participants were happy to meet at. It was an early morning so the restaurant wasn't too busy/ noisy which allowed me to hear all members. I did choose to keep the same questions that I had created for the earlier focus group on hand to guide the conversation. I knew that there would be a different mentality in this group as it was closer to KZN trails and they had been socializing in the KZN type atmosphere. This was an hour long focus group with just myself as a scribe, this made it hard for me to make sure the group is always focused.

Results

Players were in a happy mood and spoke about the great talent that was at the games thus far. Some players were talking about how they were even a bit frightened that someone else could take their position that they have been playing for a few years for KZN. All the players were in a competitive frame of mind talking about teams that they thought were going to be made up.

The group spoke about how they wanted NANA to communicate more with them, as they want to know what's going on as they do care. I got the feeling that the players see each other as family and what brought them together is NANA. Although there were problems mentioned they believed that the politics and problems came from the fact that NANA was not organised. They saw that NANA as a brand was disorganised and needed more structure, such as bringing the association forward to players to see association members. Players saw nothing that NANA did other than when planning for tour and players can get why they don't have it right by now, as each year it is the same.

Players continued to talk about the great players that there are and how much potential is not being utilised as there is not enough of a training period before tour. There was the talk that coaches don't push enough and are teaching the same techniques every year, players feel like there should be a change in the way people coach.

This group was more on the positive side, yes they had complaints but they want to see NANA change as they have a connection to NANA.

References

- Adler, P., Adler, P., Atkinson, P., Hammersley, M., Bernard, H., Bogdewic, S. and Creswell, J. (2015). RWJF - Qualitative Research Guidelines Project | Observation | Observation. [online] Qualres.org. Available at: <http://www.qualres.org/HomeObse-3594.html> [Accessed 4 Jun. 2015].
- Administrator, (2015). History of Netball. [online] International Netball Federation. Available at: <http://www.netball.org/images/documents/history/history-of-netball-download.pdf> [Accessed 1 Jun. 2015].
- Anonymous, (2015). ACTION SPORTS - ACTION NETBALL | Social Indoor Netball | Indoor Netball Leagues | Corporate Events | Team Building | Birthday Party Venues. [online] Actionsports.co.za. Available at: http://www.actionsports.co.za/IPT_Netball_History.html [Accessed 1 Jun. 2015].
- Anonymous, (2015). Data Triangulation: How the Triangulation of Data Strengthens Your Research | Write.com. [online] Write.com. Available at: <http://www.write.com/writing-guides/research-writing/research-process/data-triangulation-how-the-triangulation-of-data-strengthens-your-research/> [Accessed 5 Jun. 2015].
- Cook, Gordon, Enslin, Carla, Erwin, Carmody, Patrick, Kira, and Erwin, (2010). How healthy is your brand?. Brands & Branding Intelligence, [online] p.p12. Available at: <http://connection.ebscohost.com/c/articles/63226380/how-healthy-your-brand> [Accessed 1 Apr. 2015].
- Cook, S. (2011). 10) Non-Participant Observation. [online] Revise Sociology. Available at: <https://revisesociology.wordpress.com/2011/05/04/10-non-participant-observation/> [Accessed 5 Jun. 2015].
- Creswell, J., Fern, E. and Krueger, R. (2015). Focus Groups / Issues including advantages and disadvantages. [online] Focusgroups.pbworks.com. Available at: <http://focusgroups.pbworks.com/w/page/5677430/Issues%20including%20advantages%20and%20disadvantages> [Accessed 4 Jun. 2015].
- Crimmins, C. (2000). : Better measurement and management of brand value. Journal of Advertising Research, [online] 40(6), pp.p136-144. Available at: <http://web.a.ebscohost.com/ehost/detail/detail?vid=16&sid=4b1c52c8-fde0-4776-bb35-dec36ea37853%40sessionmgr4001&hid=4207&bdata=JnNpdGU9ZWwhvc3QtbGl2ZQ%3d%3d#db=buh&AN=4009796> [Accessed 5 May 2015].
- Farooq, U. (2013). Advantages & Disadvantages of Case Study Method of Data Collection. [online] Studylecturenates.com. Available at: <http://www.studylecturenates.com/social->

research-methodology/advantages-disadvantages-of-case-study-method-of-data-collection
[Accessed 4 Jun. 2015].

- Finley, C. (2009). What's Your Purpose?: Steps to creating a purpose-driven business. *Journal of Financial Planning*, [online] 22(5), pp.p18-19. Available at: <http://web.a.ebscohost.com/ehost/detail/detail?vid=2&sid=4b1c52c8-fde0-4776-bb35-dec36ea37853%40sessionmgr4001&hid=4207&bdata=JnNpdGU9ZWhvc3QtbGl2ZQ%3d%3d#db=buh&AN=37007727> [Accessed 5 May 2015].
- Jhiah-Syuan, and Lin, (2014). Nothing Can Tear Us Apart: The Effect of Brand Identity Fusion in Consumer–Brand Relationships. *Psychology & Marketing*, [online] 31(1), pp.p54-69. 16. Available at: <http://web.a.ebscohost.com/ehost/detail/detail?vid=14&sid=4b1c52c8-fde0-4776-bb35-dec36ea37853%40sessionmgr4001&hid=4207&bdata=JnNpdGU9ZWhvc3QtbGl2ZQ%3d%3d#db=ufh&AN=93278044> [Accessed 10 May 2015].
- Murdock, R. (2015). Advantages & Disadvantages of Triangulation Design | eHow. [online] eHow. Available at: http://www.ehow.com/info_12039552_advantages-disadvantages-triangulation-design.html [Accessed 12 Jun. 2015].
- Simon, J. and McNamara, C. (2015). Conducting Focus Group:. [online] Cse.lehigh.edu. Available at: <http://www.cse.lehigh.edu/~glennb/mm/FocusGroups.htm> [Accessed 4 Jun. 2015].
- Simpson, J. and Weiner, E. (1989). *The Oxford English Dictionary*. Oxford: Clarendon Press.
- Slevitch, L. (2011). Qualitative and Quantitative Methodologies Compared: Ontological and Epistemological Perspectives. *Journal of Quality Assurance in Hospitality & Tourism*, 12(1), pp.73-83. (2012). Advantages and Disadvantages of Case Studies. [online] psud43. Available at: <https://psud43.wordpress.com/2012/02/19/advantages-and-disadvantages-of-case-studies/> [Accessed 12 Jun. 2015].
- Slideshare.net, (2007). Marketing Research Ch3. [online] Available at: <http://www.slideshare.net/kkjkevin03/marketing-research-ch3> [Accessed 16 Sep. 2015].
- Temkin, J. (2015). Advantages and Limitations of Focus Groups - HowStuffWorks. [online] HowStuffWorks. Available at: <http://money.howstuffworks.com/business-communications/how-focus-groups-work1.htm> [Accessed 4 Jun. 2015].
- Tsai, s. (2015). Message Framing Strategy for Brand Communication. *Journal of Advertising Research*, [online] 47(3), pp.p364-377. Available at: <http://web.a.ebscohost.com/ehost/detail/detail?vid=18&sid=4b1c52c8-fde0-4776-bb35->

dec36ea37853%40sessionmgr4001&hid=4207&bdata=JnNpdGU9ZWhvc3QtbGl2ZQ%3d%3d#db=buh&AN=26977135 [Accessed 1 May 2015].

- University of Strathclyde, (2015). Advantages and disadvantages of observation - University of Strathclyde. [online] University of Strathclyde Humanities & Social Sciences. Available at:

<https://www.strath.ac.uk/aer/materials/3datacollection/unit5/advantagesanddisadvantagesofobservation/> [Accessed 5 Jun. 2015].