

Estonian Business School

Department of Marketing and Communication

**THE PERCEPTION OF NIKE BRAND AMBASSADORS
IN ESTONIA**

Bachelor's Thesis

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Tallinn 2019

I herewith declare that I have written the thesis independently. References have been indicated for all the publications, claims, opinions and different sources by other authors.

April 25, 2019

...../M.Paalma/

ACKNOWLEDGEMENTS

I would like to thank my thesis supervisor Leonore Riitsalu, PhD for the support and feedback she provided throughout the writing of the thesis.

I would also like to thank all the people who dedicated their time to participate in the online survey. Without their participation and input the survey could not have been conducted.

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INTRODUCTION

In today's competitive world companies are looking for new ways to make their brand stand out and memorable. Marketing is put at the center of company's mission, strategy and success and inevitably plays a unique role. Consumers, on the other hand, are getting smarter and smarter about recognizing how businesses manipulate their minds and are losing trust in traditional ways of advertising. Due to this, companies need to be more creative, but simultaneously clear in their way of communicating and advertising in order to attract and retain customers. As stated by Sabradabi, Sarajiani and MonshiZadeh (2018), social networks have opened a completely new era of effective communication channels to spread the message through word of mouth. The consumer now has other people's knowledge to rely on, but that might not be enough without something else backing it up.

In this thesis, the author is looking at the brand image and use of brand ambassadors by Nike Estonia. Nike is undeniably one of the most powerful sports brands in the world and the author will take a look at the local perception by Estonian customers (Business Insider, 2018). Nike Estonia seeks to identify how to select brand ambassadors who would have the most positive impact on brand image and strengthen customer-based brand equity.

The author of the bachelor thesis chose this subject due to the inevitable changes the marketing practices are going through and the competitive market of brands out there. Marketing plays a central role, and since new channels have emerged, people are also using mediums like social media in unique ways. The subject of brand ambassadors was chosen specifically because there has been ample discussion around it, while clear framework seems to be lacking.

The goal of this thesis is to determine whether there is a perception gap of how brand ambassadors are perceived by Nike Estonia recruiters, brand ambassadors themselves

and customers of Nike Estonia. Moreover, this thesis sets out to explore how the perception of brand ambassadors is different across the three groups mentioned. Five research questions were designed to meet the goal of the bachelor's thesis. (1) How are the brand ambassadors perceived by Nike Estonia recruiters, the customers and the brand ambassadors themselves? (2) Is there a perception gap between how brand ambassadors are perceived by Nike Estonia Recruiters and the brand ambassadors themselves? (3) Is there a perception gap between how brand ambassadors are perceived by Nike Estonia Recruiters and the customers of Nike Estonia? (4) Is there a perception gap of how brand ambassadors are perceived by brand ambassadors and the customers of Nike Estonia? (5) Are the desired Nike brand image attributes seen the same way by the customers as by Nike Estonia itself?

Additionally, the author has personal interest in Nike and its outstanding social media campaigns in Estonia. Liisa Ennuste, Nike Estonia brand communications manager was consulted on the subject of the thesis. She provided background information to Nike Estonia marketing activities and gave useful comments for the questionnaire compiled by the author.

This bachelor's thesis consists of three chapters. In the first chapter, the theoretical framework is explained: more specifically the definition of brand image, its history and its importance in building brand equity. Following this, the concept of brand ambassadors will be discussed and the author will explore how brand ambassadors can boost a brand's value. Second chapter will outline the materials and methods used. In this part the author will justify the use of quantitative research, the scale that was used and also give an overview of Nike as an international and local brand. In the third part, the author will outline the results of the survey. Analysis and discussion chapter will present the results of the surveys and introduce the main findings, analyze the possible perception gaps between recruiters, brand ambassadors themselves and customers. At the end of the third chapter the author will give recommendations for the future brand ambassador related marketing activities of Nike Estonia. Finally, the conclusion will summarize the thesis.

1. THEORETICAL FRAMEWORK

In this chapter the author will give an overview of the history of brand image and its many definitions. Secondly, the author will discuss the connection that has been established in literature between brand image and different brand equity models, particularly from the perspective of where businesses desire to be nowadays with their customer relationships. Thirdly, the author will compare the use of brand ambassadors to other similar ways of marketing and lastly, discuss the advantages that brand ambassadors can bring to companies and how to accomplish the best match between the company and the ambassador.

1.1 The essence of brand image

In pursuit of making your company stand out and your future customers trust you, businesses try to take advantage of the increasing importance of a brand role (Sabradabi et al. 2018). If you needed to buy an umbrella, which one would you buy? The one that covers you from rain? Or one that is also fashionable and/or produced by a company you admire? Products are no longer judged by their practical attributes only: consumers base their purchasing decisions on quality and price but in many cases also on the brand. Brand has many suitable definitions, but the most common one is “a distinguishing name and/or symbol intended to identify the goods or services of either one seller or a group of sellers, and to differentiate those goods or services from those of competitors” (Aaker 1991). More specifically looking at how little difference tangible product features offer us, customers often base their decisions on not only brand, but brand image (Mudambi et al., 1997).

Exploring the history of branding, the author of this thesis discovered that the idea of brand image was introduced in 1950s and quickly found its place in consumer behavior research. Bastos and Levy (2012) refer to brand image as a major evolution in branding. They draw attention to the consumer revolution in the late 1940s and 1950s as a generator of a great number of new brand names. Many brands were sharing the market

segment and this led to a lack of distinction among brands, in addition boosted by similar claims about products. Consumers were naturally guided more by the brand image and based their purchasing decisions on it. Levy (1999) notes that the concept of brand image was embraced due to a new finding that consumers' purchasing decisions were no longer just based on the physical attributes and functions, but rather on their perceptions of the brand and the connections they made with the brand.

According to research done by Dobni and Zinkhan (1990, p. 111), the definition of brand image has shown some instability, but they define it as "the perceptual concept of a brand that is held by the customer". In addition, they claim that "brand image is largely a subjective and perceptual phenomenon that is formed through consumer interpretation, whether reasoned or emotional" (Dobni and Zinkhan, 1990, p. 118). Others have defined brand image as "the set of associations linked to the brand that consumers hold in memory" (Keller, 1993, p. 3) or the perception of a brand in the consumer's mind and what compiles the image is direct experience to the brand. It could be the consumer's exposure to advertisements and promotions, packaging and even seeing what type of people are using the brand (Patterson, 1999). Brand image is how the company is seen by its customers and the company's point of view is seen through brand identity - which the company wants the brand to represent (Aaker and Joachimsthaler, 2000). Out of the definitions of brand image from recent years, the author would like to bring out one of the most widely used definitions from Bastos and Levy (2012) - the intangibility that brands entail, such as the identity, associations and perception, together create brand image. As can be seen, the definitions have their specifications, but are to some extent overlapping.

As per Keller's definition of brand image, the associations, which are linked to the brand, take different forms. Keller himself distinguishes them by their level of abstraction into three major categories: attributes, benefits and attitudes. Attributes are "the descriptive features that characterize a product or service - what a consumer thinks the product or service is or has and what is involved with its purchase or consumption" (Keller, 1993, p. 4). When the customer is thinking about what the product or service can do for them, they are focusing on the benefits of the product. And lastly, brand attitudes are consumers' general evaluations of the brand. Brand attitudes are often the basis of the consumers' choice of the brand and determine their behavior. The strength of the brand image in that sense is the availability of the associations in the consumers'

mind. This is important because companies must remember that even though the strength of associations regarding the brand might not decrease fast, the consumer still needs frequent reminders in the context which the brand is considered (Keller, 1993).

Brand image should not be talked about without giving an outline of its connection to brand identity. Brand identity is about the company's values, how the company wants its brand to be seen and what makes it different and unique. Brand image is the same situation seen from the end-user's side, the perception of all that is connected to the brand (de Chernatony, 1999; Harris and de Chernatony, 2001). The identity and the image of a brand do not have to be the same, but in a perfect world they would be and the customers would see the brand exactly like the brand itself hopes they would be perceived. According to a paper on brand image development (Išoraite, 2018), an effective brand identity positions a company in a way that leaves room for development in the future, while supporting its progressing marketing strategy. Brand image and building it are vital in today's world because only by efficiently using your marketing strategies will you be able to build up an image that would match your brand identity.

1.2 Brand image and brand equity

Brand equity, moreover building strong brand equity, has been seen as a key concern to focus on in the business world (Ansary and Hashim, 2017). Aaker (1991) defines brand equity as "a set of brand assets and liabilities linked to a brand." He groups the assets and liabilities on which brand equity is based into five categories: (1) Brand loyalty, (2) Name awareness, (3) Perceived quality, (4) Brand associations and (5) other proprietary brand assets. Keller (1993), who has suggested two different types of brand equity measurements: financial-based and customer-based, defines customer-based brand equity as "the differential effect of brand knowledge on consumer response to the marketing of the brand". In order for customer-based brand equity to occur, the consumer has to have already developed some familiarity with the brand and keep brand associations in mind. Positive customer-based brand equity can result in enhanced revenue, lower costs and greater profit, because consumers are in many cases ready to pay more for a brand due to the name that is attached to it (Keller, 1993; Bello and Holbrook, 1995). In addition to the aforementioned, a research by Krishnan (1996) acknowledged that a unique brand image could be viewed as part of customer-based equity and that positive brand image was more likely to be connected to high-equity

brands than low-equity. Furthermore, according to Lassar, Mittal and Sharma (1995), higher prices and brand equity were found to have a positive correlation with higher brand image ratings.

To put it very simply, when a brand has a good brand image, it is also crucial to remember the importance of generating brand trust and brand satisfaction, which generates brand attachment according to Esch, Langner, Schmitt and Geus (2006). Then the company has the possibility of selling more products at higher prices compared to its competitors. Išoraite (2018) adds that a favorable brand image allows to carry out a more efficient marketing strategy and since marketing plays an important role in companies' strategy, building brand image is crucial.

Regardless of various reasons of how a well-built brand equity and a high level customer-based brand equity can benefit a brand, many businesses today have decided to move further from these concepts. These models, Keller's customer-based brand equity model and Aaker's brand equity model, seem to have reached their peak. Current understanding of branding just appears to be reaching far beyond from these models. More specifically, the above mentioned models are missing the variables, which play a key role in producing current and future purchases - relationships (Esch et al., 2006). Brands are constantly competing for the share of mind among customers and even though the importance of a brand and brand image has seen an increase in last years, there is a rising value of customer relationships. Researchers (Binder and Hanssens, 2016) state that while traditional branding should not be underestimated, marketing resources should have a greater focus on customer relationships, since these might matter more at some point.

In the following chapter the author will focus more on the word-of-mouth advertising and its power in creating the above-mentioned customer relationships. Companies try to focus their marketing activities on the more influential customers and identify, which customers are in the midst of the word-of-mouth conversation to influence them the most (Sabradabi et al. 2018).

1.3 The essence of brand ambassadors

In many papers and public conversations, the term "brand ambassador" is used without a proper definition. The reason behind it might be the many different ways of defining

the concept. Researches (e.g. Schmidt and Baumgarth, 2018; Xiong, King and Piehler, 2013) have looked at brand ambassador options internally, in other words through internal branding changing company's employees into brand ambassadors in order for them to represent the values and beliefs of a particular company. Others (e.g. Andersson and Ekman, 2009; Chen and Dwyer, 2017) have focused on brand ambassadors from the point of view of branding a place, being destination brand ambassadors.

In this thesis, a brand ambassador is considered as someone who has joined a company under a contract in order to represent it not just by appearing in advertisements or as a spokesperson, but creating and maintaining the brand image by giving it extra value with personality or the specific activity features of the celebrity (Keller 2012). This definition was selected by taking into account how Nike Estonia sees its brand ambassadors. Nike Estonia divides the people that it collaborates with into four groups but the most important difference is between the face of a campaign and brand ambassadors. Just like in the definition given by Keller, Nike Estonia sees their brand ambassadors as people with whom they have a long (i.e. more than just one campaign) contractual relationship and who represent positive values and beliefs to which others can look up to (Interview with Liisa Ennuste).

What is important to keep in mind is that a brand ambassador is not the same as a celebrity endorser nor is it an influencer. (See table 1) Celebrity endorser, as defined by Grant McCracken (1991, p. 310) is "any individual who enjoys public recognition and who uses this recognition on behalf of a consumer good by appearing with it in an advertisement". Celebrities then help transfer the meaning of their celebrity status to the product. The term celebrity endorser is in some works (e.g. Ambroise et al. 2014 , Pantin-Sohier, Valette-Florence and Albert et al. 2014) used interchangeably with brand ambassadors as parallels could be drawn with what people look for in a celebrity endorser and in a brand ambassador, but most definitely they are not the same.

Table 1 Summary of definitions used (source: Compiled by the author based on Keller, 2012; McCracken, 1991; Blogfoster, 2019)

| Brand ambassador | Celebrity endorser | Influencer |
|--|---|---|
| Appears in advertisements, but in addition acts as a spokesperson, adds extra value with personality or specific activity features | Used in advertisements, must have overall recognition which promotes the product and use the recognition on behalf of a consumer good | Social media users and bloggers, who use their trustworthy perception and influence to impact the communities surrounding them and their purchasing decisions |

Influencers, on the other hand, according to Forbes article by Mathew (2018) do more than celebrity endorsers. An influencer promotes the brand through different mediums, such as YouTube, Instagram etc. Influencers must have a loyal following “group” and they are trusted in their niche community. As the audience of a brand keeps widening and is more difficult to reach, influencer marketing might be effective, however, it is not done using brand ambassadors. Influencers share their knowledge about the products and services with their follower base, but they are never used by the brand in its communication or as an actual spokesperson. As a result, an influencer is in many ways independent from the company, while a brand ambassador acts more like a stakeholder (Smith, Kendall, Knighton and Wright, 2018). In addition, based on the author’s social media research, it seems that it is common for an influencer to promote several products at once, (might even be competing products), whereas, a brand ambassador is more committed to a brand and does not promote competing brands.

1.4 Brand ambassador role in building brand value and generating brand relationships

As stated above, a successful brand ambassador gives brand extra value - as a result of both the ambassadors’ social and professional roles they can also reach a target group that the brand otherwise might not (Andersson and Ekman 2015). This is particularly important to a brand like Nike that has strategically avoided narrowing its target market due to its inclusive values. The famous quote by Bill Bowerman “If you have a body you are an athlete” exemplifies that same mentality (Nike, 2019).

Nevertheless, what companies must keep in mind is that a high reliance on an ambassador might make the business in some ways more vulnerable. Whenever the brand ambassador is involved in a major controversy or tangled up in a social issue, the brand might have to stop the cooperation with that person and bring in a new brand ambassador to represent the brand. This is one of the main reasons why taking on brand ambassadors must be done very carefully, as their actions strongly affect the image and values of the brand (Ghosh, Ghosh and Biswajit, 2013).

Brand image was specifically looked at in the previous chapter but the brand's value system has very little worth when the customer does not understand its meaning. In a paper by Leslie De Chernatony (2001), the importance of a spokesperson or a brand ambassador is emphasized as a good way of displaying the “human component” of the whole system. New products, services and values are created purely through social media and the quality of the relationship between customers and the brand keeps increasing (Do, Ko and Woodside, 2015). Customers are as well in constant search for emotions and a deeper bond, which often trigger the purchase. These emotions and bond can be created or enhanced just with a swipe of a thumb through social media and in addition, brand ambassadors and celebrity endorsers in this situation humanize the brand and help to grow an identity for it which consequently might increase the sales (Ambroise et al. 2014).

It is difficult to say whether using celebrity endorsements or a brand ambassador always translates into profit, but an example of a success story would be the partnership that Nike and the NBA legend Michael Jordan have made. The Nike-owned Jordan brand generated over three billion dollars during its 2017 fiscal year – this would have not happened if consumers would have not had a person with whom to familiarize the Jordan brand with (Badenhausen, 2018). Furthermore, study by Smith et al. (2018) states that brand ambassadors can be looked at as a way to boost the Corporate Social Responsibility image of a company. Through employing ambassadors, brands are able to engage customers with issues that the ambassadors were involved with before they were recruited as an ambassador and bring even more attention to these topics as they become one.

In a traditional business setting, marketing spending should be about 5% of the sales revenue, depending on the age of the company and the size of the company's revenue.

New companies might even invest 12-20% of the gross revenue back to marketing (Nuphorix, 2017). This being said, companies seek for cheap but efficient ways to market themselves. Social media has given brands the opportunity to interact with customers directly by taking away the costly middleman that exists in advertisements on television or in the newspaper. With the help of social media, brands are able to not only reduce costs but also have a platform to show its use of brand ambassadors (Binder and Hanssens, 2016). Brand ambassadors are considered to be efficient in generating word-of-mouth advertising, which is not just more cost-effective, but also considered to be highly effective when creating a positive brand image and influencing target groups (Andersson, Ekman 2015).

1.5 The qualities of brand ambassadors and selection process

Research on what qualities a brand ambassador should hold is very scarce. According to a research on celebrity co-branding by Ambroise et al. (2014) there is no existing method on how to assess a celebrity's level of relationship or identity to a brand. On the other hand, retailers spent an estimated three billion US dollars on celebrity advertising in 2006 and in 2016, U.S. organizations spent an estimated of 570 million U.S. dollars on Instagram brand ambassador campaigns alone (Ambroise et al. 2014; Smith, Kendall, Knighton and Wright, 2018). In one way or another marketing departments decide who are the best people to represent their brands even without a clear existing brand ambassador recruitment model. Ambroise et al. (2014) found that the ambassador's personality traits transfer to the brand and influence consumers' purchasing decisions. The effect was even more notable with well-known brand ambassadors. Given this, we can confirm that a brand has to know what it stands for and to which attributes it wishes to be connected to. Then the brand can focus on finding a brand ambassador to match the values and for the ambassador to enhance the presence of those values. In addition, the selection process should take into account where the ambassador is from, as the goal of a local brand ambassador network is mainly to promote local commitment and relate to the pride that people feel towards the ambassadors used (Andersson, Ekman, 2009). This does not necessarily mean that the ambassador has to be born and raised in the given country or that their nationality has to be the same as the customers', but the added value comes from the recognized face and the belief that the ambassador has developed a connection with the country.

The selection of a brand ambassador also depends on the compensation for using of the ambassador. In some cases taking on a brand ambassador only requires handing out free products, in Nike's case that would be free Nike clothes and footwear, in some cosmetics brand case it would be different cosmetic products etc. On other occasions, there is a certain collaboration fee and there might even be celebrities who do not agree to act as brand ambassadors to any brands. A research by Smith et al. (2018) suggests that some brand ambassadors do not need the compensation, but the publicity, earned media and word-of-mouth advertising they gain from being a brand ambassador is enough. Here there is an instance of co-branding, where both parties are benefitting from the partnership and no collaboration fee is necessary. The type of compensation is initiated by the company and decided mostly by mutual agreement between the brand ambassador and the company.

As mentioned, the research on brand ambassador qualities is scarce so the author is going to draw connections between the qualities looked for in a brand ambassador and in an endorser. In a research by Tzoumaka, Tsiotsou and Siomkos (2014) athlete endorsers and their desired qualities are specifically looked at. Why athlete endorsers and also brand ambassadors are so valued and take up 1/3 of total product endorsers is because they have an universal popularity and they reflect a clean image, meaning that athletes are liked by the majority owing to their neutrality. The clean image is specifically important when considering the numerous performance enhancing drug scandals, where brands have stopped working with endorsers due to the loss of "clean image". Kim and Na (2007) concluded that if a well-known athlete endorses for example sports shoes then the credibility and attractiveness could result in positive evaluations of the product, on the other hand when the athlete endorses perfume, something of a totally different purpose, the attractiveness alone would work as a booster to product evaluations. In addition, the product was perceived more favorably when the fit between the athlete endorser and the product was in harmony, moreover the compatibility should be high between the athlete and the product.

To conclude, there is no one single model to tell a marketing manager which person is the best suited to represent a brand and how to choose them. It depends on how the brand is perceived by the market and what kind of people are perceived similarly. If a company has reached a desired position on the market, then a suitable option would be recruiting a brand ambassador whose perception matches your brand's perception. On

the other hand, brand ambassadors are an efficient way of doing marketing and bringing your brand to a desired place in the market.

2. MATERIALS AND METHODS

The aim of the research was to compare the perception of brand ambassadors in the eyes of the Nike Estonia recruiters, brand ambassadors themselves and customers of Nike Estonia. The literature review provided an overview of brand image and the importance of it. Moreover, explained the essence of brand ambassadors including the reasons why they are used by companies. This chapter will give background to Nike and Nike Estonia, present the research question and provide rationale why this research method is suitable for this thesis.

2.1. Nike Estonia as the research object

Nike was founded in 1964 by two Americans Bill Bowerman and Phil Knight, a coach and his student. For the first 14 business years, it was known as Blue Ribbon and then renamed Nike in 1978, followed by going public two years later (Nike, 2015). By 2018, Nike owned 1182 retail stores all over the world and the number keeps growing. Nike carries a brand value of over 28 billion US dollars (in 2018), which also makes it the world's largest supplier and manufacturer of sports equipment, athletic shoes and clothes (Statista, 2018). A part of Nikes success can be explained to a great extent by the people they have used as their endorsers and brand ambassadors: well-known names such as Cristiano Ronaldo, Roger Federer and as mentioned before, Michael Jordan, who have even had the privilege to build their own brands under Nike (Encyclopedia Britannica, 2019).

In Estonia, Nike is represented by Jalajälg incorporated, Nike's official retailer in the Baltics from 1997. Nike holds two stores in Estonia and six in total in the Baltics. Even though the number of stores is very limited, in 2017 Jalajälg Inc. had a turnover of over 41 million euros (Inforegister, 2019), of which Estonia has the biggest market share of. This turnover is largely due to the cooperation with the biggest sport store in Estonia, Sportland AS. Nike Estonia has 20 employees in their office in Tallinn and the marketing is managed by Liisa Ennuste, brand communication manager. Jalajälg Inc.

is Nike's official retailer, which means that all the budgets are given and must be agreed by Nike European headquarters in The Netherlands.

Nike Estonia holds both an Instagram and a Facebook account, which is frequently updated with new campaigns, behind the scenes stories and new interactive campaigns. Nike Estonia has approximately 15 brand ambassadors, who are part of their main marketing activities. They use both their own social media accounts to present the ambassadors, but the personal social media accounts of the ambassadors are an additional important source of marketing. According to a paper by Ilicic and Webster (2011), celebrities are seen as human brands and celebrity co-branding often develops where the brand manager and the manager of the human brand present a coordinated approach. The connection between celebrity endorsers and brand ambassadors is relevant because in Estonia it is easier to be regarded as a "celebrity" due to the small size of the country: that means an individual can be a celebrity if even only in their professional area. The local brand ambassadors used by Nike Estonia contribute to the brand ambassador network almost daily, whether it is by participating in a new campaign, workshops or in workouts. It is co-branding and the personality traits of the ambassador transfer to the brand. The ambassador therefore develops their own brand as a result of being in the Nike Estonia's brand ambassador network. Nike Estonia manages to keep the consistency required in order to always be in the "top of mind" of their 25 thousand followers (Appendix 1).

In 1980s Adidas and Nike were two of the biggest companies in the sports market, but Adidas began to lose power with its brand-building model. Nike succeeded in surpassing Adidas by seeing a part of the market, which Adidas had missed: regular people who enjoyed running or jogging - the market was no longer just athletes. By 1990, Nike had exceeded Adidas and was the U.S. leader of sports shoes (Aaker and Joachimsthaler, 2000). This case demonstrates how even for sports brands, regular people could be the biggest market and as noted before, brand ambassadors are highly effective in reaching and influencing a specific target group or groups. Nowadays it is the use of social media that gives the users a way to express themselves and empowers them to be part of the organization's actions (Smith et al. 2018). People want to share their daily experiences with their close ones, whether it is through the world of social media or via physical contact. In a small country like Estonia, with a population of 1.3 million people, using local brand ambassadors is by far the most effective word-of-

mouth generator. Once you see a familiar face in a marketing campaign, especially if the person is used in many campaigns, you automatically transfer the values of the person to the product and connect with it.

2.2. Research method

In order to accomplish this, the author conducted a structured self-administrated survey (See Appendix 2) to answer the given research question:

- 1) How are the brand ambassadors perceived by Nike Estonia recruiters, the customers and the brand ambassadors themselves?
- 2) Is there a perception gap between how brand ambassadors are perceived by Nike Estonia Recruiters and the brand ambassadors themselves?
- 3) Is there a perception gap between how brand ambassadors are perceived by Nike Estonia Recruiters and the customers of Nike Estonia?
- 4) Is there a perception gap of how brand ambassadors are perceived by brand ambassadors and the customers of Nike Estonia?
- 5) Are the desired Nike brand image attributes seen the same way by the customers as by Nike Estonia itself?

As stated above, the aim of the research is to make comparisons and explore. According to Walliman (2011) these are primary purposes of using quantitative research. In addition a structured survey has the biggest possibility of all the sides understanding the questions in the same way while avoiding the possible contamination of answers (Saunders, Lewis and Thornhill, 2009). To gather some additional information on questions of interest to the author, the author also included some open-ended questions, but the main structure remains as described. In order to gather information about Nike Estonia an interview with the brand communication manager, which can be seen in Appendix 1, was carried out. This was relevant to gain insight about issues not accessible to the public.

2.3. Sample selection

The sample of the study consists of three groups: brand ambassadors, recruiters and customers of Nike Estonia. Non-probability sampling method is used with a mix between self-selection sampling and purposive sampling. Non-probability sampling

means that the groups are chosen non-random and is recommended when dealing with a case study research: the author can subjectively choose a sample which would offer the necessary richness in answers (Saunders, Lewis and Thornhill, 2009). Self-selection is used for the customers of Nike Estonia, the survey is posted as a link to one of the Nike Estonia's social media training groups and people who wish to participate, can take part in the survey. It is important to mention that the sample is gathered among people who have purchased Nike's products and are also people who train and use Nike or any other sports brand clothes. Purposive sampling is appropriate for the brand ambassador and recruiter selection. Firstly because purposive sampling means that the author can use her own judgement on who will contribute most to the questionnaire. In addition, purposive sampling is beneficial when dealing with a small group of people (Saunders, Lewis and Thornhill, 2009). Also, the samples of brand ambassadors and recruiters are considered to be heterogeneous because the goal remains to capture different opinions and understand the target group as much as possible.

According to researchers (Walliman, 2011; Saunders, Lewis and Thornhill, 2009) a quantitative research should present a large sample to be more convincing and trustworthy. On the other hand, a suitable sample size regarding non-probability sampling has almost no rules (Walliman, 2011). It is important that the focus remains on what the research is looking to clarify without forgetting the credibility of the responders and what resources are available to the researcher (Saunders, Lewis and Thornhill, 2009). According to this information and trying to reach the highest possible relevance of answers, approximately 150 customers, 10 brand ambassadors and 3 recruiters of brand ambassadors were targeted. A small market like Estonia only has two main people in charge of recruiting brand ambassadors and due to a recent change in the brand communication manager position, both the current and previous managers were asked to fill in the survey together with the person in charge of recruiting athletes as brand ambassadors. The size of the customer group was chosen based on the reachability in a limited amount of time, but still achieving to reach a sufficient sample to draw reliable conclusions. Nike Estonia distinguishes people who they collaborate with, on four levels and the highest, most committed level is brand ambassadors. The small number of brand ambassadors of Nike Estonia is the reason why a sample of only ten brand ambassadors will give a necessary understanding of the brand ambassador views what being a brand ambassador should entail.

2.4. Data collection

An online survey was designed to collect the data, the tool which was used was Google Forms. Online surveys are often preferred because they offer a way to collect a very broad range of data and can be answered from anywhere. This is to be considered the biggest advantage also in this thesis due to the different locations of the target groups and moreover a time limit on gathering the data (Saunders, Lewis and Thornhill, 2009).

Due to the time constraints, a cross-sectional model was selected. The difference from longitudinal study is that cross-sectional study takes place once and displays the current situation in the sample. A longitudinal study offers an insight to the changes over time and is conducted at least twice with the same sample of participants (Walliman, 2011).

The survey for the consumers was posted online with a description of the expected length of time it takes to complete and the subject of the research. The description also emphasized the authors interest in Nike to bring out the community feeling of Nike's customers and to generate more answers. The author believes that posting the survey on her own as opposed to having Nike Estonia do it, would generate more objective answers as people might be reluctant to tell their honest opinion to a big organisation like Nike. Differently from the surveys for the brand ambassadors and the recruiters, the survey for customers was in Estonian. The brand ambassadors and recruiters were targeted through messages and/or emails. The emails worked as a more efficient and formal way of reaching the people.

2.5. Measurement scale

The first part of the Nike customers' survey set out to measure Nike Estonia's image. According to a research done by Driesener and Romaniuk (2006) there are three measurement techniques to evaluate brand image- (1) A Likert rating technique (scaling), (2) A ranking technique and scaling (3) A pick-any technique (sorting). Pick-any technique was excluded from the selection for this research because the author aimed to measure the degree of association, as do the first two techniques, rather than measuring the presence of any association. To make the analysis of the results as clear as possible, the author decided for the forced choice technique, meaning the

attributes were given in the questions and the respondents could not choose the attributes freely (Driesener and Romaniuk, 2006).

For the part of surveys where customers, ambassadors and recruiters were asked to rate different attributes of brand ambassadors, a four-point scale was given to avoid neutral answers (3 out of 5) and generate clear preferences to a particular answer.

Finally, all three groups were asked about specific attributes inspired by Davie-Brown index (DBI). A six-point scale was used as this is also part of the original DBI. This index is often used by brand managers to determine which celebrities to take on as ambassadors and to calculate their sustainability with reference to the specific product or brand image (Okonkwo). The Davie-Brown index originally uses eight criteria: “appeal, notice, trendsetting, influence, trust, endorsement, aspiration and awareness” (Hollensen and Schimmelpfenning, 2013, p. 90).

2.6 Designing the survey

A semi-structured survey was applied, which has the characteristics of both a structured and an unstructured survey. A structured survey by definition has only close-end questions and can be statistically analyzed. An unstructured survey has questions which do not have to appear in the same order and are open-ended (Walliman, 2011). The emphasis in this thesis was on the structured part and the open-ended questions were more for the interest of the author and for general understanding and recommendations.

There were three different semi-structured online surveys. The survey for the customers of Nike Estonia consisted of 24 questions. The survey for brand ambassador recruiters had 20 questions and the survey for the brand ambassadors was 16 questions long. To compare results, one part of all three surveys was identical. The questions that were unique to specific surveys took into account only the group under consideration and these questions were irrelevant to other sample groups. The survey for the customers of Nike Estonia was the only one to have questions about the brand image because brand image is the perception in the mind of the customer. The questionnaire for the customers was carried out in Estonian due to possible language barrier among potential respondents. The questionnaires for brand ambassadors and brand ambassador recruiters were carried out in English, which was justified by the good English skills of the participants. Since the survey was self-administered, there was no possibility of

clarifying questions by the researcher nor could the participants ask additional questions. The questionnaires are included in the appendices.

Firstly, in all three questionnaires the participants were thanked for taking part in the survey and the study objectives were briefly introduced. The survey for the customers consisted of two parts, at first questions regarding brand image and secondly brand ambassadors. The surveys for the brand ambassadors and recruiters only consisted of questions regarding the brand ambassadors.

The first part of the questionnaire for the customers consisted of a question, where the customers were asked to rate different attributes about Nike Estonia. The ten attributes were given by Nike Estonia brand communications manager and the main goal was to discover whether the desired attributes by Nike (e.g. fashionable, technological, innovative etc.) are concurrent with how they are seen by the customers. With regards to attributes such as feminine and masculine, the goal was to understand if the brand is seen suitable for both genders.

The second part for the customers' survey and the first question of the questionnaire for brand ambassadors asked whether the respondents follow Nike Estonia Instagram account. This question was asked from the customers with connection to the second question to discover whether there is a connection between following the account, which is their main brand ambassador platform, and their familiarity with Nike Estonia advertising with local brand ambassadors (question 2). The same question in the brand ambassadors' survey aimed to clarify whether they are interested in following Nike's local activities and other brand ambassador campaigns. The first question in the recruiters' survey asked them to define how they see brand ambassadors: this aimed to get different definitions from their viewpoint.

Question 3 (of second part in the customers' survey and question 2 in the brand ambassadors' survey) asked to name three most influential brand ambassadors of Nike Estonia. This question was included to find out which names come up most and have stayed in people's minds, whether the most influential were the most recent ones or the ones that Nike Estonia has worked with for the longest period of time.

Questions 5-7 in the customers' survey (3-5 in the brand ambassadors' survey) were asked to elaborate on to what extent are the participants' perception of the brand, the purchasing decisions and everyday lifestyle affected by brand ambassadors.

The questions 8-18 in the customers' survey, questions 4-20 in the recruiters' survey and questions 7-12 for the brand ambassadors' survey collected information about different attributes and features connected to the brand ambassador. Firstly for the customers and the recruiters there were four questions regarding the similarity of the participant to the brand ambassador, attributes such as gender, age group, family status and nationality. Following, from all three sample groups questions were asked regarding brand ambassadors' success, credibility, values, celebrity status and physical attractiveness. According to Ohanian (1990), the credibility of the source plays an important role as to how well the message is received and the source-credibility model divides it into two factors: expertness and trustworthiness. The participants were asked an overall question about the credibility and later additionally about the importance of trust-worthiness. Moreover, the recruiters were asked how important is the role of the collaboration fee when choosing a brand ambassador and questions regarding professionalism, online presence and marketing knowledge of the brand ambassador were also included.

The final part of the questionnaires enquired about features that participants look for in a brand ambassador. Davie-Brown index (DBI) was used, which is originally used to discover a person's celebrity status and is graded on a 6-point scale. In this questionnaire the author got inspiration by the eight criteria given by Davie-Brown index, but customized it to fit the aim of the thesis. Appeal was not given as a choice, because brand ambassadors attractiveness was addressed before and awareness was changed to popularity to make it more understandable for the participants. The DBI is traditionally used to give celebrities grades based on how high average point scores they get on the 6-point scale, but in this thesis it was more to understand the relevance of those criteria in a brand ambassador.

In the very end it was asked from all three sample groups why they prefer Nike products to other sports brands. This question was asked to summarise the questionnaire and give the respondents an opportunity to write in their own words why they prefer Nike as a

brand. In addition, customers were asked for suggestions for future brand ambassadors so the author could generate useful suggestions to Nike.

2.6 Data analysis

The data was gathered from three different online surveys, the survey for the customers consisting of 24 questions, the survey for brand ambassador recruiters (20 questions) and the survey for the brand ambassadors (16 questions).

This section will explain how the author analyzed the data. For the open-ended questions, content analysis was chosen. Content analysis offers flexibility and can be used for different kinds of data. When possible, the participants were asked to reply in a specific way to make the data analysis less complicated. The author categorized the results and presented them in a tabular form to make it clear for the reader (Walliman 2011).

For the closed-ended questions the author calculated the average point-score for each question and interpreted the meaning of it. The questions represented numeric scales based on theoretical concepts. The author decided to use graphical options such as bar graphs to represent the results of closed-ended questions. According to Walliman (2011), charts and diagrams are easier to understand by a non-expert compared to when the results are presented as numbers. The answers of the customers are in many cases presented in percentages to make the amount clearer and visually understandable for the viewer. As the number of brand ambassador and recruiter respondents was relatively small, the amount of answers (n) is presented in graphs instead of percentages.

3. RESULTS AND DISCUSSION

In this chapter, the results of this study are presented along with an overview of the author's conclusion and suggestions. The responses from brand ambassadors, recruiters and customers of Nike Estonia were gathered during February 2019. The survey was completed by ten brand ambassadors, three recruiters and 107 customers. All responses have been analyzed and the results are presented below.

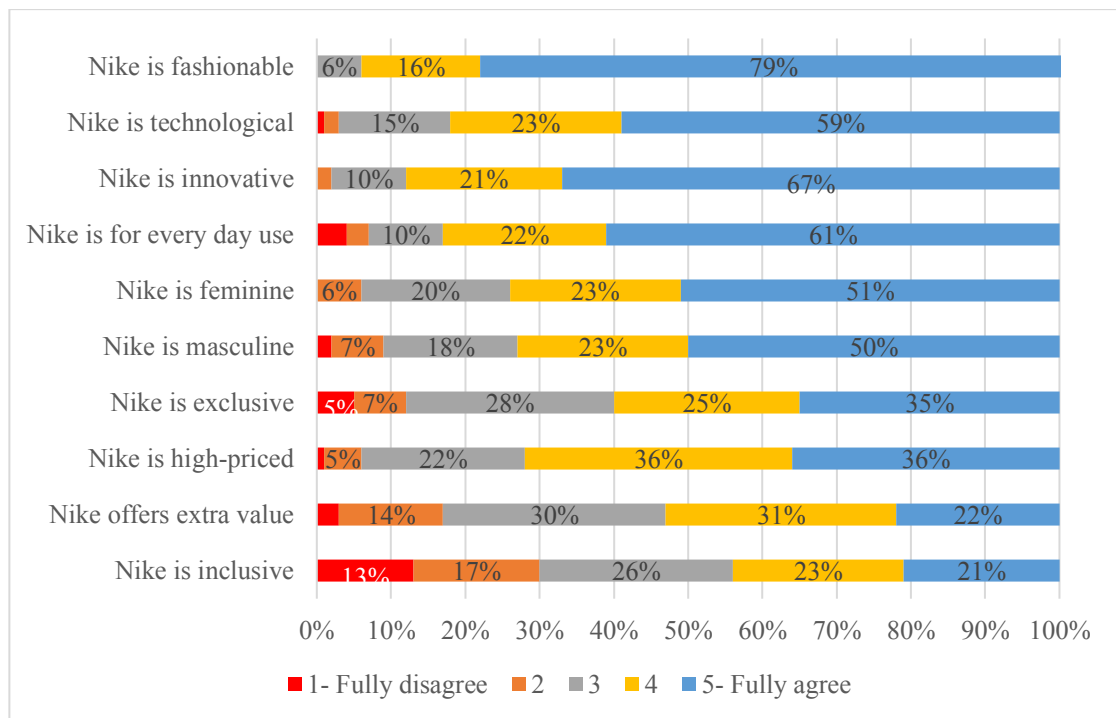
3.1 Results

The results are presented in the order of the questions asked. The responses to questions that were asked from customers are presented graphically and other responses are described accordingly in text.

3.1.1. Attributes on brand image seen by the customers

The value and success of Nike as a brand is evident and its dominance in the sports world has grown because of their ability to create a brand image, high level of visibility and the “Swoosh” as the company logo (ConceptDrop, 2018). Customers of Nike Estonia see Nike as a fashionable brand, as almost 80% of respondents fully agree with the statement “Nike is fashionable” and it got an average point score of 4,7 out of 5. Secondly, over 60% of respondents agreed that Nike is both innovative and for everyday use. “Nike is innovative” was rated 4,5 on a 5-point scale and “Nike is for everyday use” 4,3 on a 5-point scale. It turned out that inclusiveness, which is of high-importance to Nike brand, has not been clearly communicated to the customers as it got an overall average point score of 3,2 out of 5. 13% of customers fully disagreed with the statement that Nike is inclusive, meaning that it is considerate of all social groups and levels. When looking at the masculinity and femininity of Nike brand, then both attributes got similar responses. Around 50% of people fully agree with both statements and only 2% of people fully disagree with the statement that Nike is masculine (See Figure 1).

Figure 1 Rating different attributes about Nike Estonia on a five-point scale. Source: Composed by the author.



Nike Estonia uses social media channels like Facebook and Instagram as their biggest brand ambassador platform and 73% of the customers, who completed the survey, follow Nike Estonia’s account “Nikesinduskauplused” on social media. It is relevant that 88% of 107 respondents were aware of Nike Estonia’s use of brand ambassadors to advertise their products. The 15% difference between these figures shows, that the brand ambassador network has reached also beyond the social media platforms. Similarly to customers, 9 out of 10 brand ambassadors followed Nike Estonia’s social media accounts.

3.1.2. Definition, popularity and impact of Nike Estonia Brand ambassadors

The brand ambassador recruiters of Nike Estonia were asked to define, who does Nike Estonia see as brand ambassadors. Three different definitions were collected. Firstly, brand ambassadors were seen as “Young, bold, attractive”. Secondly, “People who carry the same values as Nike brand and showcase them in partnership with Nike”. Thirdly, “Brand ambassadors for Nike are people, who want to become a better version of themselves. It is important to have a split between true and authentic athletes, regular

people who aspire to become athletes, as well as influencers and regular people who every day, aspire to be a better version of themselves through sport. The message that Nike ambassadors have to give out needs to inspire, motivate and make sports a top of mind topic for their followers.” Based on the collected definitions it can be seen how differently brand ambassadors are defined even by three recruiters working for the same company.

The author presents brand ambassadors, who were mentioned the most by the survey respondents in Table 2. This question was not mandatory, so 86 customers out of 107 answered, together with all the brand ambassadors (n=10) and all the recruiters (n=3). The brand ambassadors who were mentioned most by customers were Sandra Raju and Katrena Tenno. This could be influenced by the fact that both ambassadors promoted the questionnaire in social media. The repeated names in the three questionnaires were Daniel Viinalass, Liis Velsker, Liisa Leetma and from professional athletes also Saskia Alusalu and Ksenia Balta. Of the most mentioned brand ambassadors, only 2 out of 10 were men. Moreover, six customers mentioned that in their opinion the brand ambassadors do not have any influence or that they consider their influence irrelevant.

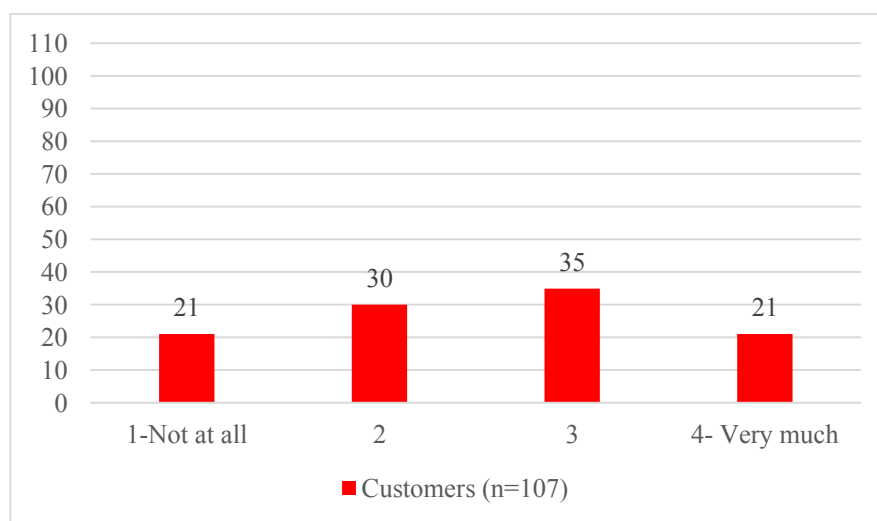
Table 2 Most influential brand ambassadors mentioned Source: Composed by the author based on the results of the online survey.

| The most mentioned Brand Ambassadors | Customers | Brand Ambassadors | Recruiters |
|--------------------------------------|-----------|-------------------|------------|
| Sandra Raju | 45 | 0 | 0 |
| Katrena Tenno | 23 | 0 | 0 |
| Liisa Leetma | 10 | 2 | 1 |
| Henrik Kalmet | 10 | 1 | 0 |
| Daniel Viinalass | 4 | 2 | 2 |
| Kristel Aaslaid | 3 | 0 | 0 |
| Liis Velsker | 4 | 4 | 1 |
| Saskia alusalu | 5 | 1 | 1 |
| Isabella G | 5 | 0 | 0 |
| Ksenia Balta | 1 | 1 | 1 |

The brand ambassadors and customers of Nike Estonia were asked how much is their perception of the Nike brand affected by the brand ambassadors. 21 customers out of 107 and 6 brand ambassadors out of 10 said that their perception of the brand is very much affected by the brand ambassadors. On the other hand, 21 customers responded

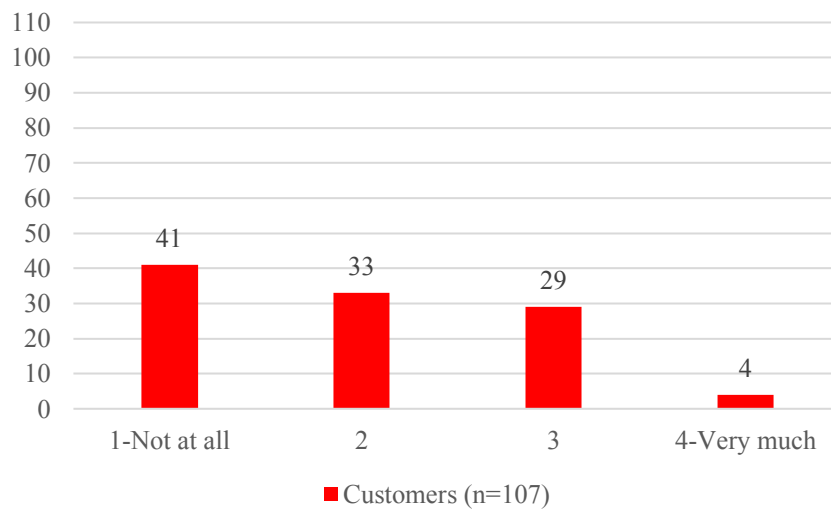
that their perception of the brand is not at all influenced by the use of brand ambassadors. In total, the effect of the brand ambassador on the perception of the brand was rated 2,5 on a 4-point scale by the customers and 3,4 by the brand ambassadors. This shows that brand ambassadors considered their own effect on the perception of the brand to be more influential. In connection to the question about the most influential brand ambassadors, half of the customers that did not leave an answer or who mentioned the lack of influence, answered accordingly that their perception is not at all influenced by the brand ambassadors.

Figure 2 Brand ambassador effect on the perception of the brand. Source: Composed by the author based on the results of the online survey.



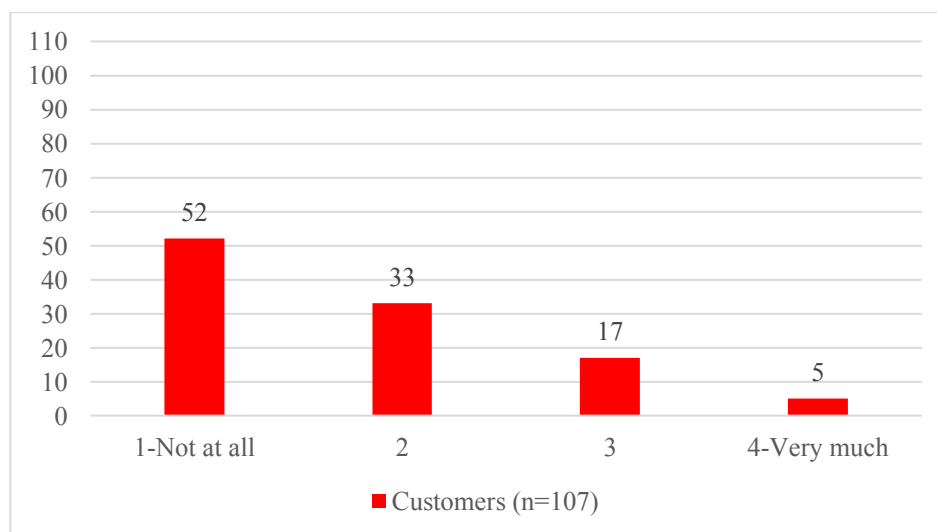
From the customers' point of view the purchasing decision does not seem to be influenced by the brand ambassadors as 41 out of 107 customers said that their purchasing decision is not at all affected by the brand ambassadors and only 4 out of 107, under 4%, believed that their purchasing behavior is very much affected by the brand ambassadors. On the other hand, 7 out of 10 brand ambassadors regarded the influence of brand ambassadors on their purchasing decision rather influential or very big (3 or 4 points). All together this gives the purchasing decision effect seen by brand ambassadors an average of 2,8 out of 4 and seen by the customers 1,9 out of 4. Similarly to the question before, the more than 1 point average difference shows that brand ambassadors consider themselves to be more effective than the customers in reality perceive.

Figure 3 Brand ambassador influence on the purchasing decision of the customer. Source: Composed by the author based on the results of the online survey.



Both among the brand ambassadors and customers there were very few respondents who considered their lifestyle very much affected by the brand ambassadors, as only 1 brand ambassador and 5 customers selected this answer. The biggest amount of brand ambassadors, 4 out of 10, did consider the brand ambassador effect on their everyday lifestyle influential (3 out of 4 points). On the contrary, almost 50% of the customers said that their everyday lifestyle is not at all influenced by the brand ambassadors. (See figure 4) With the average scores of 1,7 from the customers and 2,4 from the brand ambassadors, the everyday lifestyle is not in reality greatly affected by the brand ambassadors and the ambassadors themselves tend to consider it more affected .

Figure 4 Brand ambassador influence on the everyday lifestyle of the customer. Source: Composed by the author based on the results of the online survey.



3.1.3. The importance of the gender, age, family status and nationality

Nike Estonia Brand ambassadors

The customers of Nike Estonia were asked how important it is that the ambassador is the same gender as them. The recruiters of the brand ambassadors were asked how important do they think is the gender of brand ambassadors. Over half of the customers believed that gender of the brand ambassador is not at all important and the ambassador does not have to be the same gender as them. Similarly, the recruiters said that the gender is not at all important or rather not important. Only 7 people out of 107, less than 7%, considered it very important that the brand ambassador is the same gender as them.

In addition, both the customers and recruiters were asked how important is the age of the brand ambassadors. The customers were asked how important is that the ambassador is from the same age group as them and the recruiters were to evaluate the importance of the similar age group from the customers' point of view. Similarly to the question above about the gender of the brand ambassador, 41 people consider similar age group of the ambassador not important at all and 7 out of 107 considered it very important. As an average the customers perceive it as 1.7 out of 4 important. None of the recruiters considered the same age group not important at all, but the three answers divided on the points 2,3 and 4 out of 4, which gives it an average of 3 out of 4.

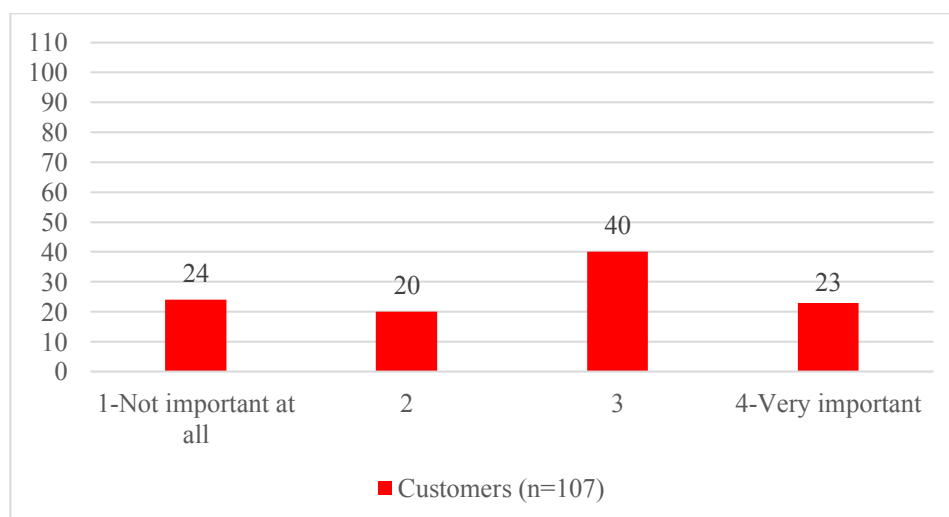
The family status of the brand ambassador showed little importance in the responses of the customers and the brand ambassadors. 90 people, over 80% of the customers, considered the same family status of the brand ambassador not important at all. Correspondingly, all the recruiters considered the same family status to the customer either not important at all (1 recruiter) or rather unimportant (2 recruiters).

Similarly, the nationality of the brand ambassador does not seem to play a role as 64% of the customers considered the same nationality not important at all. As an average the customers consider the nationality to have an importance of 1.6 out of 4. However, 2 out of 3 recruiters (overall average of 2.3 out of 4) fell into the half which gives same nationality more importance and only 20 customers equivalently considered the same nationality of the brand ambassador important or very important.

3.1.4. The importance of the professional success level and credibility of Nike Estonia brand ambassadors

The customers, brand ambassadors and recruiters were all asked how important is that the brand ambassador is in their opinion professionally successful. A big part of all the sample groups considered professional success of the ambassadors rather important or very important. 9 out of 10 brand ambassadors, all the recruiters and over half of the customers considered the professional success to be very important. That would give the personal success of the brand ambassador an average importance of 2.6 in the eyes of the customers, 3.6 in the eyes of the brand ambassadors and 3.6 from the recruiters, which represents what was stated above. (See figure 5)

Figure 5 The importance of the professional success of the brand ambassador. Source: Composed by the author based on the results of the online survey



The credibility of the brand ambassadors shows a trend of being very important. All brand ambassadors, 62% of the customers and 7 out of 10 brand ambassadors considered the credibility to be very important and only 10% of the customers said that credibility is rather unimportant or not at all important. The importance of the credibility of the brand ambassador was rated 3,5 on a 4-point scale of importance by the customers, a 3,7 by the brand ambassadors and a 4 by the recruiters.

3.1.5. The importance of the values of the brand ambassador of Nike Estonia brand ambassadors

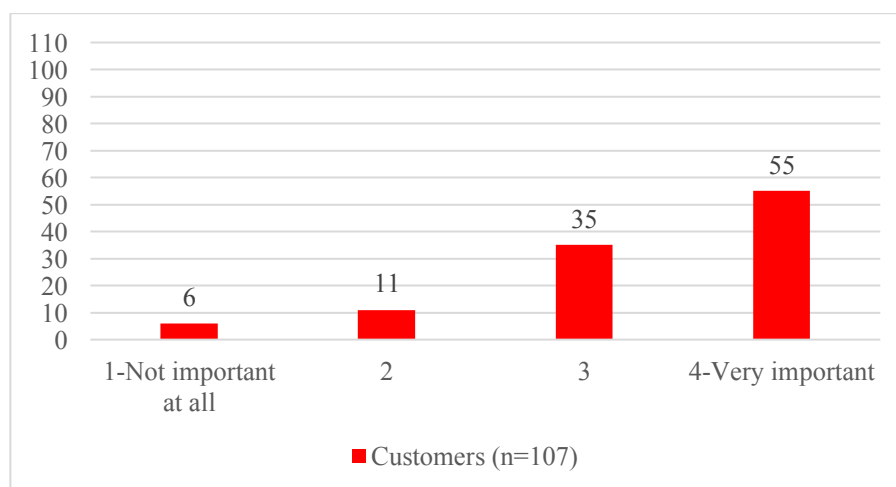
The customers, brand ambassadors and recruiters were asked how important is that the values of the Nike brand align with the values of the ambassador. A majority of the

respondents fell into the rather or very important category. 55 customers, 7 brand ambassadors and 2 recruiters consider it very important that the ambassador carries values which align with the brand. A 3.3 of 4 level of importance in the eyes of the customers, a 3.7 in the opinion of brand ambassadors themselves and similarly a 3.7 according to the recruiters. (See figure 6)

The customers were also asked how important is that the brand ambassadors' personal values align with the respondents' personal values. 65 customers considered it important or very important that the individual's values align with the ambassador. On the other hand that leaves nearly 40% of customers, who consider it rather unimportant. As an average, aligning personal values of the customers and brand ambassadors got 2.7 out of 4.

Moreover, the recruiters and brand ambassadors were asked how important is that the ambassadors past collaborations' values match with Nike's. This question was not asked from the customers due to their probable lack of knowledge of the brand ambassadors' past collaborations and moreover the relevant values. All the recruiters considered it rather or very important (3 or 4) that the values of Nike are matching with the past collaborations', which gave it an average of 3.3 of 4. The answers of the brand ambassadors on the other hand were very spread out to different levels of importance and gave an average of 2.5, which is on the higher level of importance.

Figure 6 The importance of the alignment between the brands values and the ambassadors'. Source: Composed by the author based on the results of the online



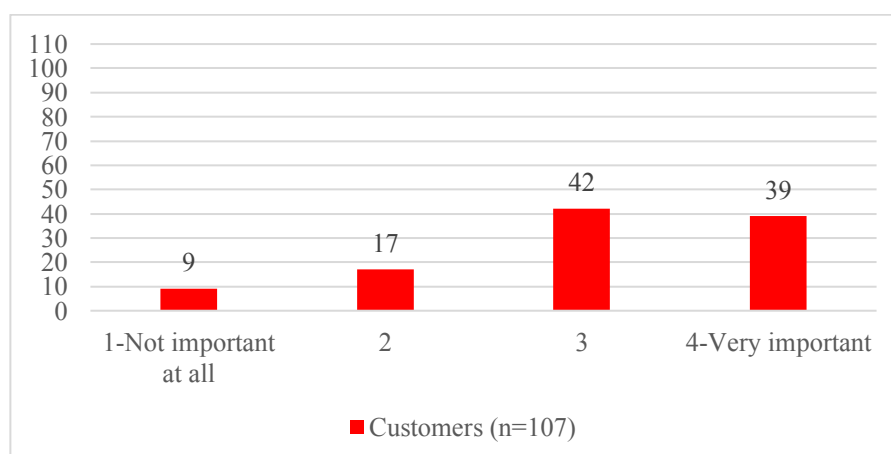
The question "How important is that the brand ambassador has specific positive values they stand by?" gathered one of the most similar responses among all three respondent

groups of this survey. Over half of the customers, 7 out of 10 brand ambassadors and all the recruiters considered it very important that the brand ambassador has specific positive values they stand by.

3.1.6. The importance of the physical attractiveness and local and international recognition of Nike Estonia brand ambassadors

The physical attractiveness of a celebrity has been considered to have an influence on their power as a spokesperson (Ohanian, 1990). As we apply this to a brand ambassador, the author concluded from the responses that the majority of all answers from the three samples fall into the higher level of importance. It is important to mention that 3 of 10 brand ambassadors consider the attractiveness rather unimportant together with 15% of the customers. All three recruiters consider physical attractiveness of the brand ambassador to be rather important.

Figure 7 The importance of the physical attractiveness of the brand ambassador. Source: Composed by the author based on the results of the online



All three respondent groups were asked about the importance of the brand ambassador being well-known locally and on the other hand, internationally. Being well-known in the local market was considered important as 6 customers, 9 brand ambassadors and 2 recruiters gave it either 3 or 4 points out of 4. On the other hand it is important to mention that 40% of customers considered the “local celebrity status” of a brand ambassador not important.

On the contrary, the fact that the brand ambassador is well-known internationally shows a trend of not being important. 83 customers consider it rather unimportant or not important at all, together with all the recruiters and 7 brand ambassadors.

3.1.7. The importance of the marketing knowledge, established online presence and level of professionalism of the brand ambassador

The recruiters were asked three questions about the importance of the marketing knowledge, established online presence and the level of professionalism of the brand ambassador they choose. All the questions got similar answers, the marketing knowledge got an average importance of 2.3/4, established online presence a 3.0/4 and a high level of professionalism 2.7/4.

The collaboration fee might play a big role in choosing someone as your brand ambassador. Nike Estonia traditionally compensates the ambassadors their time with free clothes and footwear, but in some cases additionally with monetary compensation. As an answer to “How much does the collaboration fee with the ambassador play a role in choosing them?”, two ambassadors considered it rather unimportant and one ambassador quite important. The average answer to that question is accordingly 2.3 and could be said it does not play a very important role in choosing the brand ambassador.

3.1.8. Features looked for in a brand ambassador and the preference of Nike products

All three groups were asked about different features and to grade them on a 6-point scale. Figures 16 and 17 show the answers by customers and the brand ambassadors. The brand ambassador recruiters said the most important attribute to be trust-worthiness as all the recruiters considered it very important. Similarly, the customers and brand ambassadors considered trust-worthiness important as it got an average point score of 5.2/6 from brand ambassadors and 5.0/6 from customers. Secondly, more than half of the customers considered aspiration to be very important. From brand ambassadors aspect it got a 5.1/6 average and a 5.3/6 from recruiters.

Figure 8 The features looked for in a brand ambassador- answers by customers Source: Composed by the author based on the results of the online

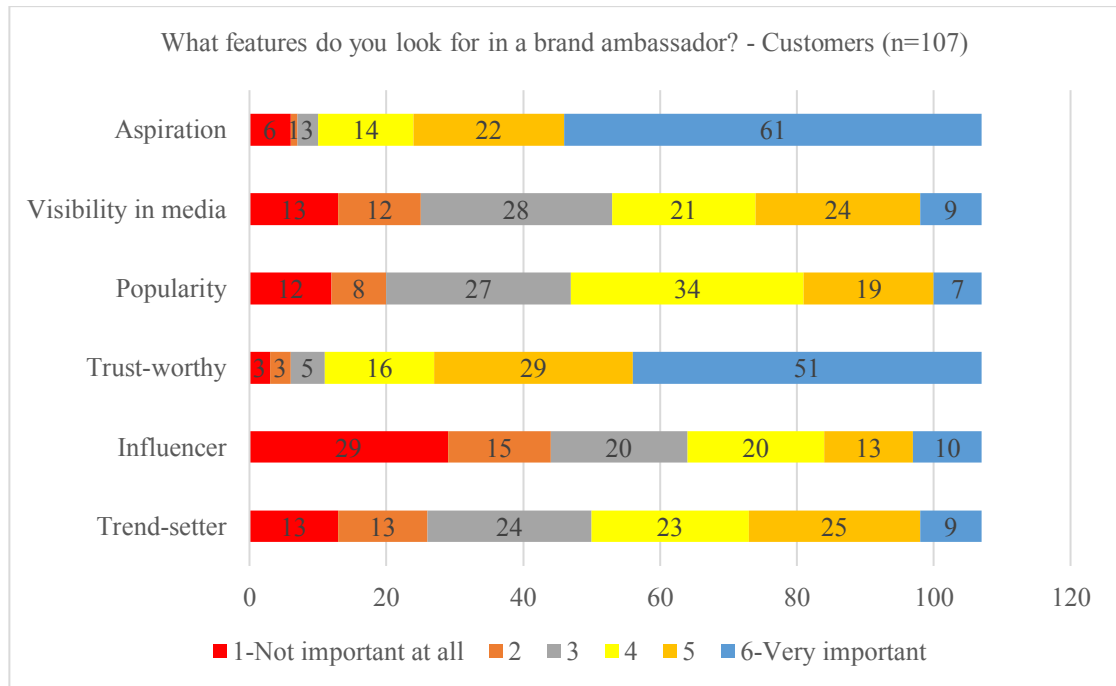
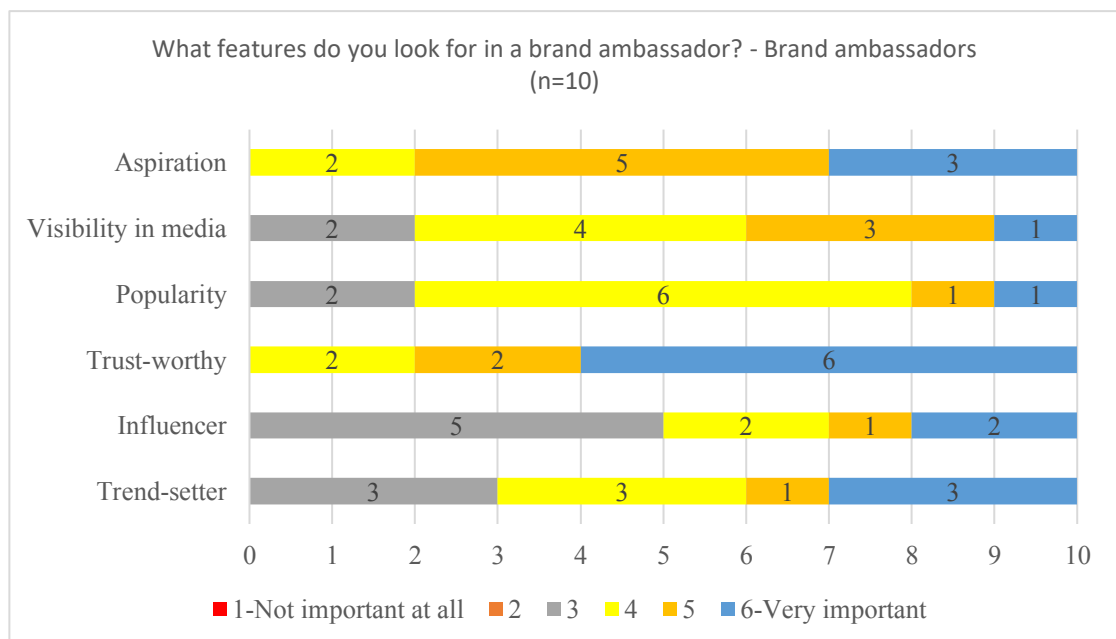


Figure 9 The features looked for in a brand ambassador- answers by brand ambassadors. Source: Composed by the author based on the results of the online



For the question about the reasons the respondents prefer Nike products to competitors, the most popular answers were the design and attractive appearance of products and the quality. This question was not mandatory and was asked from all three sample groups. 88 responses were gathered from customers, 10 from brand ambassadors and 3 from the recruiters. Attractive and innovative design was mentioned over 50 times in

total. The quality and the fact that Nike products are long lasting, gathered similarly over 45 answers. Additional reasons why people prefer Nike brand were the prestigious image that comes with wearing the brand, the inspiring messages behind the brand, good marketing strategies and that it is easy to keep buying a brand to which you have been loyal since childhood. Although good marketing was mentioned, some people considered Nike to be too approachable and said it to have lost its uniqueness.

In 2009 Nike launched its first app, a free workout app called “Nike+ Training club”. It gives an individual the opportunity to get fit without paying colossal gym memberships (Tesa Aragones). In Estonia, Myfitness started trainings called “Nike training club” a few years ago. They are workouts inspired by the app and the participants get stamps every time they take part (Myfitness, 2019). In many cases this was also listed as a reason to buy Nike clothes : over 15 customers mentioned that they prefer buying Nike clothes because they get discounts from working hard and getting enough stamps.

3.1.9. Messages communicated by the brand ambassadors and recommendations for the future

Each brand ambassador was asked at the end of their survey to say in their own words, what messages do they want to communicate to Nike Estonia customers. Key messages were “staying true to yourself and your body”, “living a healthy and sporty life” and additionally that comfortable and durable sporting clothes such as Nike’s will help you through your active life. These could be translated into positive values that the brand ambassadors carry and communicate to the followers and as can be seen above, there is very high importance on the positive values that the brand ambassadors carry.

The customers were asked for recommendations for future brand ambassadors. Many people wished to see more ordinary people, “people from the street”. Customers also mentioned the preference towards ordinary people and young age of the brand ambassadors. They also requested more diversity. Different age groups have shown to create a stronger demographic connect and would additionally help to reach new target groups (Zipporah and Mberia, 2014).

3.2 General discussion

The overall purpose of using brand ambassadors in the advertising of your brand is to connect with your customers and create long-lasting two-way relationships. In order to achieve this, the brand ambassadors should have a maximum appeal to the general public.

This thesis sought to understand, whether there is a perception gap of how brand ambassadors are seen between different groups of people - the customers, the brand ambassadors themselves and the recruiters of the brand ambassadors. Additionally, brand image was seen through attributes given by Nike Estonia and the goal was to find out if there is difference between how these attributes are seen by the customers of Nike Estonia and Nike Estonia itself.

Firstly, to bring closure to research question number one, all three respondent groups regarded the positive values that the brand ambassadors stands by and trustworthiness as most important. At the same time, the family status, gender and international acknowledgement of the brand ambassador presented the least importance across all three groups.

Based on the next three research questions, the differences in the perception of brand ambassadors across three groups are compared below.

The perception of brand ambassadors by the recruiters and the brand ambassadors themselves did not present a notable gap. Both the brand ambassadors and recruiters considered very important that the ambassador has specific positive values they stand by, trust-worthiness and credibility to promote the brand. Additionally a lot of importance was placed by both groups to the professional success and aspiration of the brand ambassador.

The perception of brand ambassadors by the recruiters and the customers of Nike Estonia presented a gap in how important is the age group and nationality of the brand ambassador. A similar age group showed no importance from the customers' perspective, the recruiters did consider it quite important that the brand ambassador is from the same age group as the customer. Similarly, the nationality of the brand ambassador was not important at all according to the customers, on the other hand, the

recruiters considered it notably more important. Both the recruiters and the customers considered the professional success and specific positive values of the ambassador very important so no perception gap was detected there. Additionally, credibility, aspiration and trustworthiness were seen as important by both groups.

The perception of brand ambassadors by the customers and brand ambassadors themselves demonstrated some differences. **Biggest difference is that the brand ambassadors considered their effect on the purchasing decision, perception of the brand and everyday lifestyle of the customers to be more significant than the customers did.** On the other hand, both the brand ambassadors and customers considered it important that the brand ambassador is professionally successful, that the brand values align with the ambassadors' and that the ambassador has specific positive values they stand by. The brand ambassador should also be trustworthy and credible to promote the product.

Lastly, in connection to the last research question, there were ten attributes given to assess the perception and accuracy of the attributes by the customers. Nike itself would like to have the brand perceived as fashionable, technological, innovative, for everyday use and suitable for both men and for women. Additionally, Nike considers itself to be quite exclusive and offer extra value with customer service and the collective spirit of the brand. Nike also believes to be considerate of all the social levels and groups. The study revealed that more than half of the customers who completed the survey, fully agreed that Nike is fashionable, technological, innovative and for everyday use. Additionally, Nike was seen to be both masculine and feminine, which is a good result because Nike does not narrow their target market based on gender. The attributes which did not match the brand identity, meaning how the brand wishes to be perceived, were extra value and being inclusive. Nike itself wishes to stand out as not just a provider of workout attire but offering the person acknowledgement of being part of the Nike family and as a sign of a positive mindset. In addition, Nike's famous quote by Bill Bowerman "If you have a body you are an athlete" shows, that they do not intentionally exclude any section of society or any part of the population being active. (Nike, 2019)

3.3 Limitations and recommendations for future research

The respondents for the customer survey were found through social network, which does make the results rather biased and does not offer a lot of diversity. For this reason, the generalization of the results should be done with extreme care and for future research more personalized approach might be considered.

Quantitative research methods were used for this thesis. If both quantitative and qualitative methods would be used, the respondents would have more opportunities to add comments and elaborate on their responses. Interviews could have opened an opportunity to go more in-depth with the recruiters of the brand ambassadors about what they look for in an ambassador.

The survey for the customers was carried out in Estonian. The surveys for the brand ambassador and the recruiters, on the other hand, were carried out in a foreign language to the respondents. This could add a risk of not understanding the questions perfectly or misinterpreting the given answers. Nevertheless, as the customers' survey was in Estonian due to possible language barrier, the author believes that the other respondents of the survey would not see English as a limiting factor in the survey.

Additional conclusions could be made based on the gender and age of the respondents as this thesis did not focus on these aspects. These specifications could show whether men and women of different ages are influenced differently by brand ambassadors and also the average age of Nike customers and brand ambassadors could be looked at.

Finally, the point scales given in the survey could have been more limiting to allow for more specific answers. For example instead of a 4 point scale giving a 2 point scale and pressuring the respondents to give a specific response.

CONCLUSIONS

The goal of this thesis was to determine whether there is a perception gap of how brand ambassadors are perceived by Nike Estonia recruiters, brand ambassadors themselves and customers of Nike Estonia. In addition, specific attributes on the brand image of Nike Estonia and their alignment with the customers' perception were explored by the author. To reach this goal, existing literature on brand ambassadors, brand image and customer relationships was reviewed to establish the theoretical framework. The literature on brand ambassador use was quite scarce and due to that, brand ambassadors were in some cases compared to the use of celebrity endorsers.

Based on the goal of the thesis, it was concluded that quantitative approach was reasonable given the time restrictions. Data was collected using a semi-structured online survey distributed to three target groups through social media, emails and personal messages. A desired number of respondents was achieved with both the recruiters and the brand ambassadors, over 70% of the amount targeted for customer respondents was reached.

The key finds from the study were: First, all three respondent groups considered brand ambassadors standing for specific positive values and trustworthiness most significant. Second, there is no remarkable difference in how brand ambassador are perceived by the recruiters and the brand ambassadors. The third key finding was between the recruiters and the customers of Nike Estonia: there was a considerable difference in the importance of age and nationality, which the recruiters considered to be more important. Additionally, the brand ambassadors considered themselves to be more influential in changing the customers' lifestyle and purchasing decisions than what was actually perceived by the customers. Finally, Nike is seen locally as a fashionable, innovative brand for every-day use. This aligns with Nike Estonia's brand vision. The customers, on the other hand, do not perceive Nike as an inclusive brand neither do they think that Nike offers high additional value.

The figures in the thesis gave a detailed overview of the opinions on how influential brand ambassadors are, what is most important and what people are looking for in a brand ambassador of a sports brand like Nike.

This Bachelor's thesis represents a source of information for Nike Estonia in seeing the importance and effect of their brand ambassador campaigns, they can have an overview what do customers consider important and what does not hold relevance. Additionally, it is useful for students who wish to look into similar subjects in the future.

As recommendations for Nike Estonia, the future brand ambassador choices should be more relatable to an average Nike customer. Secondly, the definition and attributes of a brand ambassador should be discussed and agreed upon among the brand ambassador recruiters. And finally, a comprehensible ambassador recruitment and promotion program could help to take advantage of the full potential of the brand ambassadors in Nike marketing activities.

As recommendations for managers across different industries, I would recommend using unique ways to reach customers such as brand ambassadors, who serve as a direct channel between the firm and its customers. This enables the firm to communicate its values in a more relatable way to its target market, assuming that there is an alignment between the values of the brand ambassador and the firm he or she represents.

The author believes that the purpose of this thesis – to explore the difference in the perception of brand ambassadors and to examine Nike Estonia's brand image – was fulfilled and provided both interesting and useful information.

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APPENDICES

1. Interview with Liisa Ennuste

- Please state your name and current position in Nike Estonia

Liisa Ennuste, currently working as a brand communications manager.

- When did Nike have its first retailer in Estonia?

Nike is represented in Estonia by the official retailer Jalajälg inc., which started the company in 1997.

- How many Nike stores are there in the Baltics and in Estonia?

There are 6 stores altogether in the Baltics and in Estonia, Nike is represented by 2 stores, one in Viru shopping center and one in Ülemiste shopping center.

- How many employees work in the office of Jalajälg inc.?

There are currently around 20 people working in the office of Jalajälg inc, marketing is done by one person.

- How do you manage the money you put on marketing?

As Jalajälg inc. is Nike official retailer then all the budgets are given by the Nike European headquarters in The Netherlands.

- What are your main marketing channels?

Screens inside stores, screens also inside their biggest reseller Sportland. The biggest marketing channel is social media – Instagram and Facebook. Facebook has focus on as a channel of media. Outdoor marketing is only done on led-screens. Moreover, the brand ambassadors social media channels are considered a big source of Marketing.

- Do you have any specific ways how you differentiate the people you collaborate with?

We divide the people we collaborate with on our marketing campaigns into three groups. The highest of them are who we consider our brand ambassadors as people who we are working with for a longer period (more than one campaign) and who contribute to our brand additionally as spokespeople and representatives.

- What 10 attributes would you consider are the most important for Nike as a brand?

Nike puts a lot of effort on being fashionable, technological (keeping up with the latest new clothing and footwear technology), innovative, for every-day use and to offer extra value. Inclusivity is a very important value for Nike as the brand believes that everyone can be an athlete. Additionally, Nike offers a lot of extra value with different applications such as Nike Run Club and Nike training club, which creates a whole new Nike community.

2. Survey questionnaires

2.1 Questionnaire for the recruiters

The link to the survey: <https://goo.gl/forms/itC78mV2eBM8gJxi2>

I am Maria Paalma, a third-year undergraduate student at Estonian Business School and I am doing my bachelor thesis on Nike brand image and brand ambassadors in Estonia. This questionnaire will take about 10 minutes. I am very grateful for your contribution to my bachelor thesis.

1. Nike Brand ambassadors in Estonia

- Could you please define who does Nike Estonia see as a brand ambassador?
- Can you relate to the brand ambassadors of Nike Estonia? (can you see yourself in the brand ambassadors)
 - Yes
 - No
- Please name three most influential brand ambassadors of Nike Estonia in your opinion:
- How important is that the ambassador is the same gender as you?

| | 1 | 2 | 3 | 4 | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

- How important is that the ambassador is the same age group as you?

| | 1 | 2 | 3 | 4 | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

- How important is that the ambassador shares the same family status as you?

| | 1 | 2 | 3 | 4 | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

- How important is that the ambassador is the same nationality as you?

| | 1 | 2 | 3 | 4 | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

- How important is that the person used as a brand ambassador is in your opinion professionally successful ?

| | 1 | 2 | 3 | 4 | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

- How important is the credibility of the ambassador to be promoting the product?

| | 1 | 2 | 3 | 4 | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

- How important is that your personal values align with the ambassadors?

| | 1 | 2 | 3 | 4 | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

- How important is that Nike values align with the ambassadors?

| | | | | | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | |
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

- How important is it that the ambassadors past collaborations' values match with Nike's? (E.g competing brand collaborations or some other industry collaboration)

| | | | | | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | |
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

- How much does the collaboration fee with the ambassador play a role in choosing them?

| | | | | | |
|------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
| | 1 | 2 | 3 | 4 | |
| Not at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very much |

- How important is the physical attractiveness of the ambassador?

| | | | | | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | |
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

- How important is that the ambassador is well-known on the local market?

| | | | | | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | |
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

- How important is that the ambassador is well-known internationally?

| | | | | | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | |
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

- How important is that the ambassador has specific positive values they stand by?

| | | | | | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | |
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

- How important is that the ambassador has knowledge of marketing?

| | | | | | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | |
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

- How important is that the ambassador has an established online presence?

| | | | | | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | |
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

- How important is that the ambassador has high level of professionalism?

| | | | | | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | |
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

▪ **What features do you look for in a brand ambassador?**

| | 1 Not Important at all | 2 | 3 | 4 | 5 | 6 Very important |
|------------------------|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Trend setter | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Influencer | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Trust-worthy | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Popularity | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Visibility in media | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Aspiration | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

▪ **Why do you prefer Nike to other sports brands?**

2.2 Questionnaire for the brand ambassadors

Link to the survey: <https://goo.gl/forms/Xw7xlXsNF8TxpNX92>

I am Maria Paalma, a third-year undergraduate student at Estonian Business School and I am doing my bachelor thesis on Nike brand image and brand ambassadors in Estonia. This questionnaire will take about 10 minutes. I am very grateful for your contribution to my bachelor thesis.

1. Nike Brand ambassadors in ESTONIA

- **Do you follow “Nikeesinduskauplused” on social media?**

- Yes
- No

- **Name three most influential brand ambassadors of Nike Estonia in your opinion**

- **How much can the brand ambassador affect your perception of the brand?**

| | 1 | 2 | 3 | 4 | |
|------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
| Not at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very much |

- **How much do you feel your purchasing decisions are affected by the brand ambassador? (have you decided for a Nike product over competitors, because of the brand ambassador)**

| | 1 | 2 | 3 | 4 | |
|------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
| Not at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very much |

- **How much do you feel your everyday lifestyle (interests, opinions, behaviors) is affected by the brand ambassador?**

| | | | | | |
|------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------|
| | 1 | 2 | 3 | 4 | |
| Not at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very much |

- How important is that the person used as a brand ambassador is in your opinion professionally successful ?

| | | | | | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | |
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

- How important is the credibility of the ambassador to be promoting the product?

| | | | | | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | |
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

- How important is that brand values align with the ambassadors?

| | | | | | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | |
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

- How important is it that the ambassadors past collaborations' values match with Nikes? (E.g competing brand collaborations or some other industry collaboration)

| | | | | | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | |
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

- How important is the physical attractiveness of the ambassador?

| | | | | | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | |
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

- How important is that the ambassador is well-known on the local market?

| | | | | | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | |
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

- How important is that the ambassador is well-known internationally?

| | | | | | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | |
| Not important at all | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Very important |

- What features do you look for in a brand ambassador?

| | | | | | | |
|---------------------|------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | 1 Not Important at all | 2 | 3 | 4 | 5 | 6 Very important |
| Trend setter | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Influencer | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Trust-worthy | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Popularity | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Visibility in media | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Aspiration | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

- Why do you prefer Nike products to other sports brands?

2.3 Questionnaire for the customers

Link to the survey: <https://goo.gl/forms/IFQyghU0y0Utx2ae2>

Olen Maria Paalma, kolmanda aasta üliõpilane Estonian Business School'is ning kirjutan oma lõputööd Nike brändi kuvandist ning brändisaadikutest Eestis. See küsimustik võtab Teie ajast umbes 10-15 minutit. Olen teie panuse eest oma lõputöösse väga tänulik.

1. Brändi kuvand- Selles sektsioonis palun hinnata erinevaid tunnuseid Nike kohta ning nende seost Nike Eesti brändiga.

Palun hinda väitega nõustumist/mitte nõustumist viie palli skaalal (Ps. kui täidad küsimustikku telefonis, saab kõiki vastusevariante näha paremale tõmmates)

| | 1- Ei nõustu üldse | 2 | 3 | 4 | 5- Nõustun täielikult |
|---|-----------------------|-----------------------|-----------------------|-----------------------|--------------------------|
| Nike on moodne | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Nike on tehnoloogiline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Nike on innovaatiline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Nike on igapäevane | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Nike on naiselik | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Nike on mehelik | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Nike on eksklusiivne | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Nike on kallihinnaline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Nike pakub kõrget lisaväärtust | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Nike on kaasav (kaasab kõiki sotsiaalseid kihte) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Brändisaadik on inimene, kes on firmaga liitunud mitte ainult reklaamides esinemiseks või brändi eestkõnelejaks vaid lisab brändi kuvandile väärtust oma iseloomu või kindlate tegevusaladega, kus ollakse aktiivne.

Selles sektsioonis on küsimused Nike Eesti brändisaadikute mõju ja tunnuste kohta.

2. Nike brändisaadikud Eestis

- **Kas Sa jälgid Nikeesinduskauplused sotsiaalmeedias?**
 - Jah
 - Ei
- **Kas teadsid, et Nike Eesti kasutab kohalikke brändisaadikuid oma toodete reklaamimiseks?**
 - Jah
 - Ei
- **Kui vastasid JAH, nimeta palun Sinu jaoks kõige mõjukamad brändisaadikud?**
- **Kas Sa samastud Nike Eesti brändisaadikutega? (Kas sa näed neis ennast)**
 - Jah
 - Ei

- **Kui palju mõjutab brändisaadik sinu arvamust brändist?**

| | | | | | |
|-------------|-----------------------|-----------------------|-----------------------|-----------------------|------------|
| | 1 | 2 | 3 | 4 | |
| Mitte üldse | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Väga palju |

- **Kui palju muutub Sinu ostukäitumine olenevalt brändisaadikust? (Kas soled brändisaadiku tõttu otsustanud osta Nike toote)**

| | | | | | |
|-------------|-----------------------|-----------------------|-----------------------|-----------------------|------------|
| | 1 | 2 | 3 | 4 | |
| Mitte üldse | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Väga palju |

- Kui palju on Sinu igapäevane eluviis mõjutatud Nike Eesti brändisaadikutest?

| | | | | | |
|-------------|-----------------------|-----------------------|-----------------------|-----------------------|------------|
| | 1 | 2 | 3 | 4 | |
| Mitte üldse | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Väga palju |

- Kui oluline on, et brändisaadik oleks Sinuga samast soost?

| | | | | | |
|--------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------|
| | 1 | 2 | 3 | 4 | |
| Pole üldse oluline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Väga oluline |

- Kui oluline on, et brändisaadik oleks Sinuga samast vanusegrupist?

| | | | | | |
|--------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------|
| | 1 | 2 | 3 | 4 | |
| Pole üldse oluline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Väga oluline |

- Kui oluline on, et brändisaadik jagaks sama perekonnastaatust mis Sina?

| | | | | | |
|--------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------|
| | 1 | 2 | 3 | 4 | |
| Pole üldse oluline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Väga oluline |

- Kui oluline on, et brändisaadik oleks Sinuga samast rahvusest?

| | | | | | |
|--------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------|
| | 1 | 2 | 3 | 4 | |
| Pole üldse oluline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Väga oluline |

- Kui oluline on, et brändisaadik oleks Sinu arvates professionaalselt edukas?

| | | | | | |
|--------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------|
| | 1 | 2 | 3 | 4 | |
| Pole üldse oluline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Väga oluline |

- Kui oluline on, et brändisaadik oleks usaldusväärne toodet turundama?

| | | | | | |
|--------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------|
| | 1 | 2 | 3 | 4 | |
| Pole üldse oluline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Väga oluline |

- Kui oluline on, et brändisaadiku isiklikud väärtused kattuvad Sinu isiklike väärtustega?

| | | | | | |
|--------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------|
| | 1 | 2 | 3 | 4 | |
| Pole üldse oluline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Väga oluline |

- Kui oluline on, et brändisaadiku isiklikud väärtused kattuvad Nike väärtustega?

| | | | | | |
|--------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------|
| | 1 | 2 | 3 | 4 | |
| Pole üldse oluline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Väga oluline |

- Kui oluline on, et brändisaadik oleks füüsiliselt atraktiivne?

| | | | | | |
|--------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------|
| | 1 | 2 | 3 | 4 | |
| Pole üldse oluline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Väga oluline |

- Kui oluline on, et brändisaadik oleks kohalikul turul tuntud?

| | | | | | |
|--------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------|
| | 1 | 2 | 3 | 4 | |
| Pole üldse oluline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Väga oluline |

- Kui oluline on, et brändisaadik oleks rahvusvahelisel turul tuntud?

| | | | | | |
|--------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------|
| | 1 | 2 | 3 | 4 | |
| Pole üldse oluline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Väga oluline |

- Mis tunnusjooni otsid brändisaadikus?

| | | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | 1- Pole üldse oluline | 2 | 3 | 4 | 5 | 6- Väga oluline |
| Trendilooja | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Influencer | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Usaldusväärne | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Populaarne | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Nähtaval ka mujal meedias (uudistes, sotsiaalmeedias jms) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Edasipürgiv | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

- **Kas näed end osa Nike turunduse sihtgrupist?**
 - Jah
 - Ei

- **Miks Sina eelistad Nike tooteid konkurentidele?**