# Budování nové značky golfového oblečení

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Fakulta multimediálních komunikací
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# ZADÁNÍ DIPLOMOVÉ PRÁCE

(projektu, uměleckého díla, uměleckého výkonu)

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podpis studenta

## ABSTRAKT

Tato práce se zaměřuje na branding nové značky golfového oblečení. Cílem práce je zjistit, jaké značky oblečení nosí amatérští golfisté v České republice, co je pro ně důležité při nákupu golfového oblečení, podle čeho si vybírají oblečení a zda a za jakou cenu by byli ochotni koupit golfové oblečení vyráběné v České republice. Práce se skládá ze tří částí: teoretické, praktické a projektové. V teoretické části jsou popsány pojmy značka, hodnota značky, budování značky a prezentována metodologie práce. Praktická část obsahuje analýzu sekundárních dat a popis respondentů, kteří byli následně dotazováni. Ve třetí části byly využity získané poznatky k návrhu brandingu nové značky golfového oblečení, včetně návrhu názvu, designu identity značky, produktového portfolia a cenové strategie.



Klíčová slova: Branding, golfové oblečení, golfová značka, značka, strategie brandingu, značka golfového oblečení



## ABSTRACT

This thesis focuses on the branding of a new golf apparel brand. The thesis aims to find out what brands of clothing are worn by amateur golfers in the Czech Republic, what is important to them when buying golf clothing, what they choose clothing based on and whether and at what price they would be willing to purchase golf clothing made in the Czech Republic. The thesis consists of three parts: theoretical, practical and project. The theoretical part describes the concepts of brand, brand value, and brand building and presents the methodology of the thesis in detail. The practical part includes analysing secondary data and describing the respondents who were subsequently interviewed. In the third part, the findings were used to design the branding of a new golf apparel brand, including the name, brand identity design, product portfolio and pricing strategy.



Keywords: Branding, golf apparel, golf brand, brand, branding strategies, golf apparel brand

In this section, I thank all those who have supported me in my work and add a piece of wisdom that will change the lives of any two people who read this section.

I would like to sincerely thank my thesis supervisor, Mr. PhDr. Tomáš Šula, Ph.D., who has been endlessly patient with me and, despite my not-so-active nature, has brought me to the point where I am writing this text.

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For the last time, I would like to quote my favourite classic author, whose quotes are the sincerest thing in the world. I want to praise and thank myself because as Jára Cimrman would say: "If I don't praise myself, no one's going to do it for me".

I hereby declare that the print version of my Bachelor's/Master's thesis and the electronic version of my thesis deposited in the IS/STAG system are identical.

# CONTENTS

# INTRODUCTION

This thesis focuses on the building of a new brand of golf clothing. The first or theoretical part defined the concept of brand, its historical perception, the function of the element and the types of brands. Then the concept of brand equity, brand equity models, brand equity measurement and ways of building brand equity were explained. The thesis further describes the research investigations carried out, namely secondary data analysis, quantitative interviews, and qualitative research. It then analyses the results and findings of these researches. The aim of the thesis is to find out what brands of clothing are worn by amateur golfers in the Czech Republic, what is important to them when they buy golf clothing, what they consider when choosing clothing, and whether and at what price they would be willing to buy golf clothing made in the Czech Republic. These findings will then be used in the practical part of designing a new brand of golf clothing.

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# I. THEORY

# 1 BRAND

A term that is widely used in marketing but not always correctly defined. A brand can be described as a bridge between the company, manufacturer, retailer, consumer, and customer. A brand makes it easier for people to remember and transmit experiences and associations with the product or service that the brand represents. Once we can simply name something, it is possible to start talking about it. A brand is, therefore, not just a logo; it is the thoughts, feelings and attitudes (i.e. emotions) of customers towards the service or product that the brand represents. The brand is the tone of voice they use with customers on the info line. It's the packaging and the storefront, the business owner and what the brand puts on its Facebook page. (Značka (brand), 2022)

In his book Modern Marketing, Kotler states that brands are the main enduring assets of a company that outlive the company's specific products and equipment. The CEO of McDonald's claimed that if he imagined a natural disaster that destroyed all of the company's assets, buildings and all of its equipment, he would be able to very quickly obtain the loans needed to rebuild all of the assets just because of the value of the McDonald's brand. The brand, he said, is worth more than the sum of all the other assets. (Kotler, Moderní marketing, pp. 635)

## 1.1 Brand from historical perspective

Brand. A concept whose origins must be sought in distant history. One of the first symbols that can be compared to today's brands is the simple pictogram of a fish, which began to appear and gain popularity in the second and third centuries AD. It was the sign of a sect whose teachings spread very quickly. It was the teaching of Jesus and his call to the fishermen - the future apostles. Ideologies, however, needed to use a symbol that evoked as strong an emotion as their teachings. A symbol that they are willing to die for. Therefore, they began to use the symbol of the cross, which carried with it a reference to death on the cross, which was the most severe and cruel form of execution. The cross thus evokes clear associations and connotations. Even in the greatest atheists, it evokes emotions when they see it. It contains a message which, in its barest outlines, is familiar to everyone. Its spontaneous familiarity is thus close to one hundred percent. It is one of the longest-lasting and most familiar brands our world has ever seen. (Cézar, 2007, pp. 3,4)

If we were to look at the brands' closest relatives, we would not have to look that far back in time. Town and guild crests are the most recent predecessors of what we now call a brand.

The best example is Pilsner Urquell. The symbol of this brand was a seal with a city gate. The seal had a recognition function but also an ownership function. The seal at that time was seen as an absolute guarantee. The city walls are deliberately placed in this seal, as in those times, it meant protection for the inhabitants from any danger that awaited them outside the city walls. And as can be seen in Figure 1, the original Pilsner Urquell symbol remains in the brewery's logo to this day. (Cézar, 2007, pp. 6,7)

Figure 1 - Pilsner Urquell logo (Source: https://www.prazdroj.cz/cospospohzeg/uploads/2016/03/Logo-Assets-1.png)

## 1.2 Brand Functions

According to the Vysekalová, the brand has 3 basic functions:

- Identification function - the brand allows the consumer to recognise the product based on specific characteristics, which allows it to be better recognised in a competitive environment.
- Guarantee function - the brand provides the consumer with a specific guarantee of the quality he expects and gives him certainty if he cannot make an objective decision.
- Personalisation function - the brand places the product in a particular social environment, allowing the consumer to identify with or define himself concerning that environment. (2012, pp. 27)

However, we can also look at brands in terms of the functions they perform for consumers and businesses..)

### 1.2.1 Brand functions for consumers

Brands serve essential functions for consumers. They identify the source or manufacturer of a product and allow consumers to assign responsibility to a specific producer or distributor. Through past experiences with a product and its marketing communication, consumers learn more and more about brands. They find out which brand best satisfies their needs and which ones do not. This subsequently makes it easier for consumers to make purchasing decisions. If they recognize a brand or are informed about it, they do not have to think further and gather information to decide whether to make the purchase. (Keller, 2007, pp. 38)

The meaning that a brand has for consumers is profound. A brand and consumer relationship can be viewed as a particular type of bond or pact. Consumers implicitly offer their trust and loyalty in exchange for the brand behaving in a certain way and providing them with quality benefits and a price for which they are willing to exchange their loyalty. (Keller, 2007, pp. 39)

### 1.2.2 Brand Functions for Companies

For both consumers and businesses, the brand offers many valuable functions. Brands help consumers identify products and companies, making it easier to handle a product or locate a business. They also help businesses keep track of their supply and accounting records and can provide legal protection for unique features or aspects of a product. For example, a brand name may be protected by a registered trademark, manufacturing processes may be protected by a patent, and packaging may be protected by copyright laws. These intellectual property rights help ensure that a company can invest in its brand and reap the benefits of building it. (Keller, 2007, pp. 40)

## 1.3 Brand elements

The brand is a unique combination of rational and emotional elements that come together to form its identity. Rational elements focus on identifying the brand and are visible, such as the logo and brand name. Emotional elements, on the other hand, are less obvious but shape the style and character of the brand and influence how potential customers feel and perceive it. These elements should be original, help create brand awareness, and evoke positive emotions. In addition, they should meet specific criteria, such as being memorable, meaningful, popular, portable, adaptable, and protectable. These emotional elements are crucial for the brand's success and market competitiveness.

De Chernatony uses the example of a brand iceberg to illustrate the complexity of brand perception. The experiment involves asking employees what they think makes up a brand. After all of their suggestions are written on a board, a simple iceberg is drawn on the board, with about 15% above the waterline and 85% below. Then, employees must place each element above or below the waterline, depending on whether it is visible to the customer or not. This experiment demonstrates that what is visible on the surface of a brand (usually the name and logo) is only a tiny fraction of its volume. It highlights the importance of critical elements, such as strategy, values, mission, or positioning, which are hidden beneath the surface. (2009, pp. 15-16)

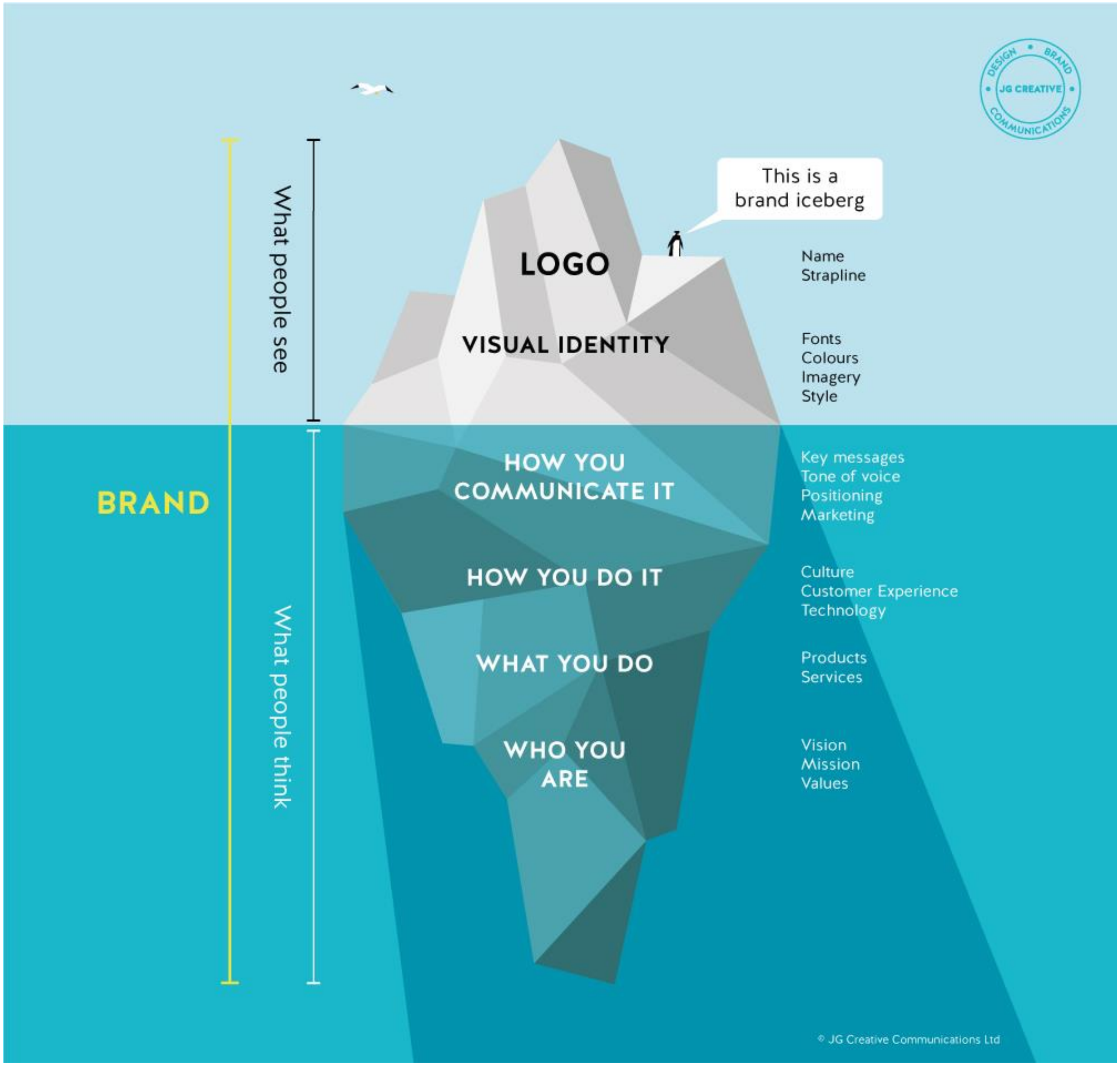


Figure 2 - Brand Identity Iceberg (Source: https://jg-creative.co.uk/wp-content/uploads/2020/01/Brand-iceberg-1.jpg)

### 1.3.1 Brand Identity

The critical elements of a brand's identity that are visible are the logo, name, slogan, and brand story. The brand's visual identity reflects its core identity code and should be governed by strict visual rules to ensure long-term consistency without compromising the brand's identity. These elements are crucial for the brand effectively communicate its identity and values to its target audience. In addition to these core elements, the brand's visual identity may also include colours, typography, and imagery, which all contribute to the overall look and feel of the brand. Consistency and coherence in using these elements are essential to establish and maintain a solid brand identity. (Kotler, Pfoertsch a Michi, 2006, pp. 92)

Keller complements the four vital elements of a brand's visual code with other elements that can be trademarked, such as URLs, symbols, signs, packaging, and signage. In addition, Keller identifies six general criteria for brand elements, divided into two groups based on whether they play an offensive or defensive role. Each brand element has its strengths and weaknesses. The key to building a solid brand is to balance these elements in their verbal and visual context to maximize their collective contribution. This approach allows a brand to communicate its identity and values to its target audience effectively and can help it stand out in a competitive market. (2007, pp. 74)

| | Offensive role | Defensive role |
|---|---|---|
| Elements | 1. Memorability | 4. Transferability |
| Elements | 2. Meaningfulness | 5. Adaptability |
| Elements | 3. Likability | 6. Protectability |

Figure 3 - Offensive and Defensive elements (Source: Ronald Van Haaften)

### 1.3.2 Brand Voice

Brand voice is a critical component of a company's branding strategy. It is the unique personality and tone that a brand uses to communicate with its audience and the world. A brand's voice can be sassy, humble, supportive, or snarky, depending on the brand's goals and values. It can help a brand build customer relationship and foster a sense of connection and community. A compelling brand voice is unique and easily recognizable, and it helps customers feel more confident in a brand's products. A brand must develop and maintain a consistent voice to effectively communicate with its audience and build brand equity. (Collins, 2022)

### 1.3.3 Mission

A brand mission statement is a concise statement that outlines a brand's purpose, objectives, and plan for serving its audience. It provides a clear and action-oriented explanation of what the business does and the impact it hopes to make. The brand mission statement may evolve as the company grows and its goals change. It is essential to the brand's overall strategy and can help guide the company's actions and decision-making. (Aboulhosn, 2022)

### 1.3.4 Vision

A brand vision is a company's idea of where it wants to go in the future. It is defined by the brand's identity, market position, and branding and influenced by its values. A brand vision should establish a sense of purpose for the business and its target audience and should guide the actions the company takes to achieve its future goals. It can help clarify the company's mission and develop a customer-focused approach. A brand vision provides a framework for future endeavours and helps to crystallize the company's core values. (Brand vision, 2022)

### 1.3.5 Values

Brand values are the fundamental beliefs that a company stands for. They refer to the ideals that guide the brand's actions, such as environmental protection, diversity, solidarity, or transparency. Brand values give meaning to the brand's existence and actions and form a critical part of the brand's core identity. It is essential for brand values to reflect what is truly important to the company behind the brand and to be implemented throughout the brand's strategy, from communication with employees and consumers to decision-making. (Matthew, 2022)

## 1.4 Types of brands

Brands can represent different value propositions, and the type of value provided can be categorized into the following categories:

### 1.4.1 Functional Brands

Functional brands emphasize the practical value of the product, such as its features and performance. For example, the Nano car provides reliable transportation for families at an affordable price, and Nirma offers a cost-effective way to get clean laundry. These brands are known for their functional benefits.

### 1.4.2 Image Brands

Image brands differentiate themselves from competitors and add value for customers by emphasizing their brand image. This image can be created by using celebrities, such as actors or sports stars, to associate the brand with a certain lifestyle or social class. For example, Scooty ads feature Priyanka Chopra using the two-wheeler, and Parker Pens ads show Amitabh Bachchan using the pen. Customers may be drawn to these brands because they want to be associated with their favourite celebrities.

### 1.4.3 Experience Brands

An experience brand can create value by projecting a unique experience that customers will have when using it. Service brands often use this approach to highlight the experience that customers can expect. For example, Kingfisher Airlines uses the slogan "Fly the good times" to suggest that their airline offers a luxurious experience, with an "exclusive lounge and bar on board". Customers interpret this as a promise of a high-quality experience. (Dutta, 2012)

# 2 BRAND EQUITY

In their book Contemporary Brand Management, Johansson, and Carlson state that in recent years the brand itself has become the most valuable thing many companies own. (2015, str. 2,3) Brands can vary in terms of their importance and equity in the marketplace. Some are relatively unknown to most buyers, while others are well-known among consumers. Brand equity represents the positive difference that brand familiarity makes to a customer's response to a product or service. Brands that have earned greater loyalty, have a more recognizable name, higher perceived quality, evoke strong associations, and have other benefits associated with them, such as patents, trademarks, and relationships with distributors, tend to have a higher value. One way to measure a brand's value is to determine how much customers are willing to pay. In some cases, up to 72% of customers are willing to pay 20% more for their favourite brand than competitors. (Kotler, 2007, pp. 635)

The brand names themselves can often be worth much more than any remaining assets of a company. This is particularly true for luxury brands like Louis Vuitton and Gucci, which have long been associated with quality and premium goods. However, even brands that offer more utilitarian products, such as Procter & Gamble or Coca-Cola, have acknowledged that their brand is their most valuable asset. In short, customers have come to trust certain brands, forming a relationship that ensures loyalty, simplifies purchasing decisions and delivers emotional benefits. For customers, specific brands represent "right decisions" that can withstand any doubts. That is why the brand is often the most valuable thing a company has. (Johansson, Carlson, 2015, pp. 3)

## 2.1 Brand Equity Models

### 2.1.1 Customer-Based Brand Equity Model

Two fundamental questions often arise when discussing brands: What gives a brand its power, and how do you create a strong brand? Answering these questions takes much work. To help answer these questions, Keller and Swaminathan recommend using a customer-based brand equity model called Customer-Based Brand Equity. This model approaches brand equity from the perspective of the consumer. Companies can build successful marketing strategies by understanding consumers' needs and wants and creating products and programs to satisfy them. In other words, a strong brand is one that is able to effectively meet the needs and wants of its target audience. (2020, pp. 68-69) Marketers must seek answers to several other critical questions in order to build strong brands. For example, they need to understand what different brands mean to consumers and how consumers' brand awareness will affect their response to marketing activities. In other words, marketers need to understand how consumers perceive different brands and how this perception will influence their behaviour in response to marketing efforts. By gaining this insight, marketers can tailor their strategies to better appeal to their target audience and increase the effectiveness of their marketing efforts. (Keller, 2007, pp. 90)

The fundamental idea behind the Customer-Based Brand Equity concept is that the strength of a brand is based on what customers have learned, felt, seen, and heard about the brand over time as a result of their experiences. In other words, the power of a brand is based on what is in the minds and hearts of customers. The challenge for marketers in building a solid brand is to make sure that customers have positive experiences with the brand's products and services and with the marketing programs that support them so that they associate the brand with the desired thoughts, feelings, perceptions, beliefs, opinions, and experiences. By creating these positive associations, marketers can build a strong brand that resonates with consumers and differentiates it from its competitors. (Keller a Swaminathan, 2020, pp. 69)

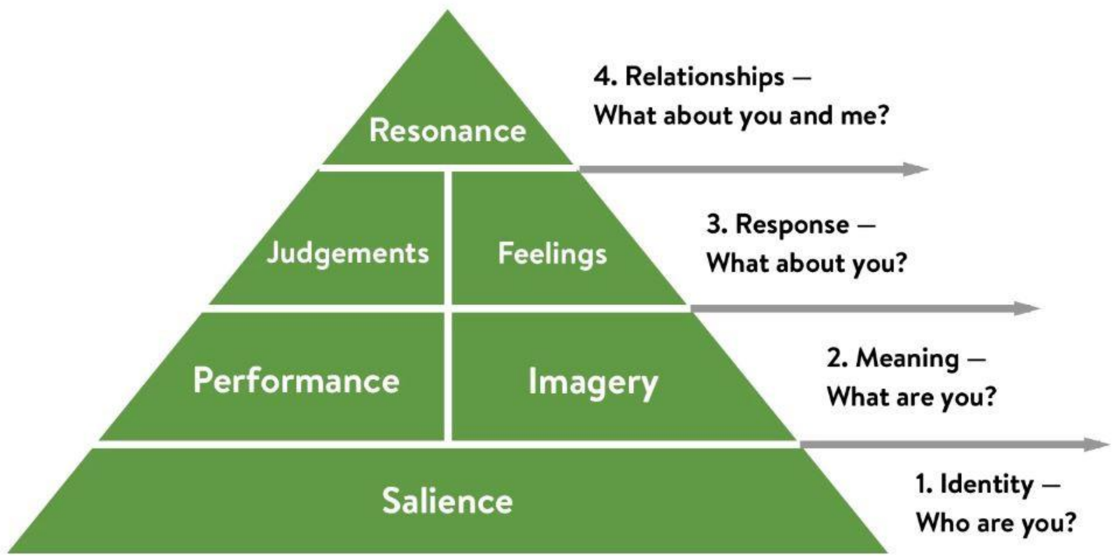


Figure 4 - CBBE model (Source: https://miro.medium.com/max/1004/1*hE-Yu63UKg31nRwXXo8r-A.jpeg)

According to the Customer-Based Brand Equity model, we can define brand value as the differential effect that brand familiarity has on consumer response to a brand's marketing activities. Brands can achieve either positive or negative value outcomes based on this model. Brands achieve a positive Customer-Based Brand Equity value if consumers are more accepting of new brand extensions, less sensitive to price increases and lower marketing support, and more willing to seek out the brand through new distribution channels. In other words, a brand with a positive value outcome is well-known and well-regarded by consumers and can generate positive responses to its marketing efforts. (Keller, 2007, pp. 91)

According to the customer-based brand equity concept, consumer knowledge drives the differences that manifest themselves in terms of brand equity. This understanding has important implications for managers. One significant implication is that brand equity provides marketers with a crucial strategic link between their past and future.

Marketers should think of all the money spent on manufacturing and marketing products each year not as an expense but as an investment in what consumers see, hear, learn, feel, and experience. If this investment is not correctly designed and implemented, it may not be a good investment in terms of creating suitable knowledge structures in consumers' minds. However, we should still consider it an investment. The quality of the investment in brand building is the most crucial factor, not the quantity beyond a certain minimum threshold. In fact, it is possible to spend too much on brand building if the money is not being used wisely. On the other hand, some brands are outspent but still accumulate a lot of brand equity through marketing activities that create valuable and lasting memories in consumers' minds, such as Netflix.

The brand knowledge marketers create over time determines the brand's appropriate and inappropriate future directions. Consumers will make decisions about the brand's future based on their knowledge and grant permission (or not) to any marketing actions or programs. Therefore, a brand's actual value and prospects depend on consumers and their knowledge of the brand. Regardless of how we define brand equity, its value to marketers depends on how they use it. Brand equity can provide focus and guidance, allowing marketers to interpret past marketing performance and design future marketing programs. Everything a company does can either enhance or detract from brand equity. Those marketers who build strong brands have embraced the concept and use it to their full potential to clarify, communicate, and implement their marketing actions. (Keller a Swaminathan, 2020, pp. 69-71)

### 2.1.2 AAKER MODEL

The Aaker model is a framework for understanding the value of a brand. It was developed by David Aaker, a former professor at the University of California, Berkeley, and was introduced in the 1990s. The model interprets brand equity as the combination of brand awareness, loyalty, and perceived quality. These assets can help a company increase the value of its products or services, providing several benefits to customers. According to the Aaker model, brand equity can help customers retrieve information, influence purchasing decisions, and increase customer satisfaction. This model can be used to guide branding and marketing strategies and help companies understand the value of their brand.

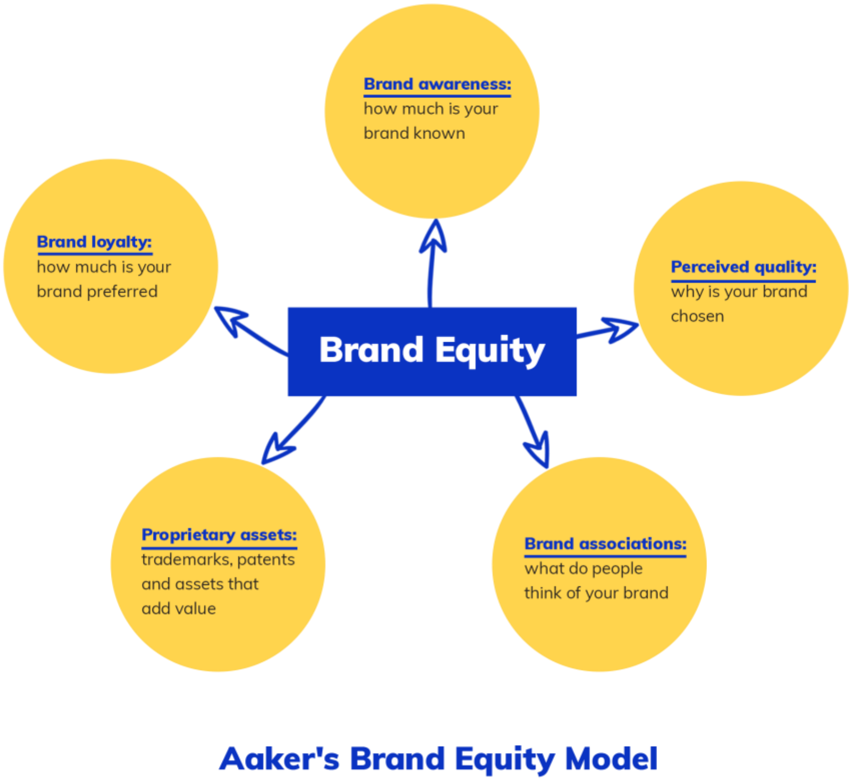


Figure 5 - Aaker's Brand Equity Model (Source: )

The Aaker model is a framework that helps companies understand their brand identity and build brand equity. The model includes several elements that a company can use to determine its brand identity, which can help it build and maintain its brand equity. These elements are:

- Brand as a product - This element of brand identity focuses on the product or service that a company provides for customers. It includes the product's scope, quality, and value for customers, as well as the customers who use the product and how they use it.

- Brand as an organization - This element of brand identity refers to the attributes of the organization. It may include the location of a company, the reach of its products or services, the values and culture of the company, and its mission statement.
- Brand as a person - This element of brand identity focuses on the relationships a company has with its customers. It also includes the personality of the brand, such as a set of descriptive traits that define the brand's identity.
- Brand as a symbol - This element of brand identity includes the symbols attached to a brand, such as its logo. It can include visual images, audio elements, or the history of the brand. These symbols can provide a structure for the brand's identity. (What Is the Aaker Brand Equity Model? Definition and Components, 2022)

Aaker defines brand equity as a group of assets and liabilities associated with the brand:

- Brand awareness - is the extent to which a brand is known among its target audience. It is measured through several parameters, including the strength of the brand name, the extent to which people like the brand, and the degree to which the brand is considered before purchase. These parameters can help companies understand how well their brand is known and whether it is well-regarded by its target audience. This information can be used to guide branding and marketing strategies and help companies improve their brand awareness.
- Brand loyalty - is the extent to which people are loyal to a brand and choose it over other options. To measure brand loyalty, Aaker proposes using several criteria, including reduced marketing costs, ease of attracting new customers, more time to respond to competitor threats, and steady income. These criteria can help companies understand the level of loyalty their customers have to their brand and identify areas for improvement. A loyal customer base can provide several benefits to a company, such as reduced marketing costs, easier customer acquisition, and more stability.
- Perceived quality - is the extent to which people perceive a brand's products or services to be high-quality. While brand loyalty and perceived quality are not necessarily connected, they are often related. Perceived quality can be measured through several parameters, including the actual quality of the product, the level of differentiation it offers, its price, and its availability in sales channels. This information can help companies understand how their products or services are

perceived by their customers and identify areas for improvement. A high perceived quality can help a brand build brand equity and increase customer loyalty.

- Brand associations - are the specific ideas, feelings, or experiences that are triggered by a brand. They are a more qualitative aspect of brand awareness and are measured by the specific associations that people have with a brand. This information can help companies understand the emotions and experiences that their brand evokes in its customers and can be used to guide branding and marketing strategies. For example, if a brand is associated with high quality, the company may want to emphasize this association in its marketing efforts.
- The proprietary assets theory considers the commercial aspects of a brand, such as the number of patents, intellectual property, and trademarks that the brand owns. Aaker believes these assets also impact purchasing decisions, as customers may view brands with many assets as trustworthy, professional, and high-quality. This theory suggests that owning a large number of proprietary assets can help a brand build brand equity and increase customer trust. (Popovic, 2022)

## 2.2 Brand Equity Measurement

Measuring brand value is an essential step for any company that intends to build its brand and increase its importance in the future. However, creating and maintaining brand equity requires long-term effort and constant care. It is, therefore, essential to have clear, measurable indicators to monitor whether these efforts and investments in the brand are effective or not.

Evaluating the brand's success and monitoring its evolution is an important process to help identify opportunities for improvement and ensure that the brand is constantly moving in the right direction. Measurable indicators can be, for example, increasing brand awareness, increasing customer loyalty, sales growth or return on investment in marketing activities. Brand equity can be measured using several characteristics that have already been identified in the brand equity models mentioned in chapter 2.1 (6 Ways to Measure Brand Equity and How to Build It, 2023).

According to Martin Roll, there are three most important measurable indicators brand equity can be measured based on. (2023) These are knowledge metrics, preference metrics and financial metrics.

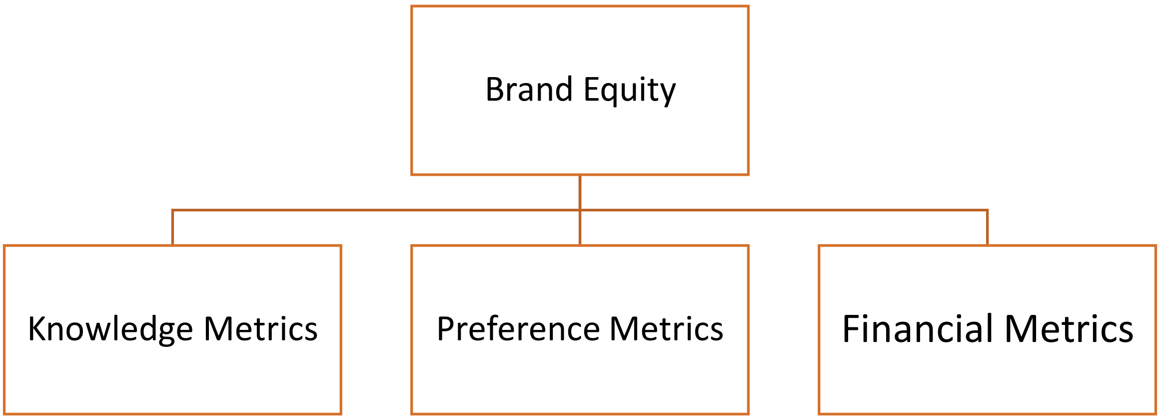


Figure 6 – Martin Roll’s Important Brand Equity Measurable Indicators (Source: Own Creation)

### 2.2.1 Knowledge Metrics

Simply put, knowledge metrics measure customers' popularity, recognition, and memorability. However, knowledge metrics are much deeper than a simple answers to "yes" or "no" to the questions.

According to an article published in the Asian Journal of Business Management, these metrics assess consumer awareness of and association with your brand at various stages of aided, unaided, and top-of-mind recognition and recall (2011).

This awareness can then be classified into one of two groups. These are functional associations and emotional associations.

**Functional associations**

These relate to the use of your product or service. If one could describe or show these functional associations, the easiest way would be to illustrate them with an example. When a customer sees an edited photo on the internet, they immediately think that the photo has been photoshopped. But the picture was not necessarily Photoshopped - it could have been any photo editing program. However, the term Photoshop was still used.

Adobe's Photoshop software is so well known that its name has become synonymous with its function - although many other similar products are on the market.

There are several issues to consider when assessing functional brand associations. Do customers or potential customers know and understand what the product or service actually does? Do they know the value they will get from using it? Do they have misconceptions or misunderstandings about its functions and/or value?

Customers or potential customers' answers to these questions can be very valuable to the entire company or product. They may be the basis for recognising the need to focus more on clarity in your advertising and marketing initiatives about what your product actually does. Functional association data will allow you to understand better how customers are actually using the product, whether they are using it in the way it was intended, and what else they expect from the company. (Rafi et al., 2011)

**Emotional associations**

Emotional associations pertain to the feelings a product or service evokes in customers, including how they felt when they first purchased it, during use, and after use. Additionally, it covers whether customers still think of the brand even when they don't require its services. Functional information, on the other hand, is more pragmatic, indicating whether customers received the expected value from the product. Emotion-related data, however, is more concerned with how customers felt after obtaining or not obtaining that value. (Fedorikhin, Park and Thomson, 2008)

An instance of a famous sportswear and equipment brand that uses a three-word catchphrase – Just Do It - serves as an empowering message to its customers, inspiring them to overcome obstacles and achieve their goals. For instance, if you were stuck in traffic on your way home after planning to hit the gym, or you don't want to feel sweaty while walking during your lunch break, or even if you're thinking of skipping leg day due to a cold, Nike's slogan encourages you to keep going. By concentrating on knowledge metrics, businesses can gather a broad range of data to obtain a better understanding of their product or service's subjective value to a vast customer base, hence concentrating on enhancing their service to cater to most of their clientele. When a brand empowers its customers, as Nike does, the products tend to sell themselves. (Patel, 2023)

### 2.2.2 Preference Metrics

The preference metric is a crucial aspect of measuring brand equity, which focuses on determining the likelihood of customers choosing a particular brand over its competitors. It's an important metric since it reveals how much customers value the brand and their willingness to pay for it.

Preference metrics can be measured using various methods, such as surveys or online analytics. Companies can track customer behaviour, including purchase history or website traffic, to assess how frequently their brand is preferred over competitors. Besides, surveys can be conducted to understand customer perceptions and preferences towards their brand and competitors.

Measuring preference metrics is beneficial for companies in identifying areas to enhance their brand value proposition and create more targeted marketing campaigns. Improving the brand's preference metric can lead to increased market share, revenue, and customer loyalty. (6 Ways to Measure Brand Equity and How to Build It, 2023)

### 2.2.3 Financial Metrics

Financial metrics are the last of the three aspects of measuring brand equity. They focus on assessing a brand's monetary value to the overall business. These metrics aim to determine a brand's economic impact on a company's bottom line and evaluate its financial performance.

Financial metrics commonly used to measure brand equity include sales growth, profit margins, return on investment (ROI) and market capitalisation. Return on investment measures the return on investment invested in brand-building activities such as advertising, promotion, and sponsorship. Revenue growth shows a brand's ability to attract new customers, increase sales and generate more revenue. Profit margins show how efficiently a company uses its resources to generate profits.

We can take market capitalisation also as one of the financial metrics. It reflects the total value of a company's outstanding shares and is a valuable metric for evaluating its overall market performance. A higher market capitalisation indicates greater investor confidence in the company and its brand.

Financial metrics are essential for companies to understand the economic impact of their brand-building activities and to identify areas where they can improve the financial performance of their brand. By focusing on financial metrics, companies can assess the effectiveness of their brand-building strategies and optimise their brand-building investments to achieve better financial returns. (Branding By The Numbers, 2023)

## 2.3 Building Brand Equity

It has already been mentioned that brand equity is important and many aspects of it can be inferred. However, brand equity does not appear by itself. On the contrary, it can be built and increased with a long-term strategy and precise actions. Many sources outline the steps by which brand equity can be built. One of the more interesting ones is the article by Jaime Lee, 8 Strategies for Brand Equity, which focuses on eight strategies that can be used to build and increase brand equity. (2023) Qualtrics then lists only four strategies in contrast, but they overlap in content with Jaime Lee's eight strategies. (Your Ultimate Guide to Brand Equity and How to Build it, 2023)

### 2.3.1 Build Brand Awareness

Brand awareness is one of the most critical elements for brand equity. This strategy can be called building brand awareness. It is how customers associate a brand name with its product or service. When customers see or hear the brand name, they immediately think of it. This awareness is crucial in building brand equity because the more people are aware of a brand, the greater its value.

Building brand awareness can be done through many different channels and strategies. One of the most effective ways is by regularly and consistently exposing the brand on various platforms. This includes, for example, advertising in print, on social media, television, radio, or through outdoor advertising. This regular brand exposure increases brand awareness and recognition among the public.

Another effective strategy is to get involved in communities and events related to the product or service. This may include, for example, sponsoring cultural or sporting events or charity projects. This can build brand awareness among specific groups of people and reinforce the positive brand perception. Linking to current trends and topics can also be an effective way to raise brand awareness. (B. Latif, Md. Aminul a Idris Mohd, 2014)

When building brand awareness, it is vital to consider the target audience and choose the appropriate channels and tools to achieve the most significant reach. A thorough market and competitor analysis can help determine a brand's unique position in the market. When used correctly, brand awareness can bring long-term financial benefits to a company and strengthen its market position.

### 2.3.2 Customer engagement

Understanding the role of the consumer as an active partner in creating brand equity is crucial in pursuing brand success in the marketplace. Involving consumers in the brand equity process allows companies to leverage their capabilities. Consumers who are engaged with a brand experience have greater emotional, functional, and social value. The brand creates positive associations for them and increases brand loyalty and equity.

Managing customer engagement to build brand equity can be advised by the so-called conceptual model of consumer engagement in creating brand value. It is a tool that helps companies and marketers better understand consumer engagement in brand value creation and manage this process correctly. The model is based on the relationships between factors influencing consumer engagement, levels of brand engagement, objects of engagement and dimensions of brand equity.

In practice, companies and marketers can use the model to identify the key factors that influence consumer engagement with a brand and optimise their marketing and communication strategies to effectively use consumers' skills and competencies in creating brand equity. The model also allows monitoring and measuring the level of consumer engagement with the brand and their contribution to the creation of brand equity. (Kuvykaite a Piligrimiene, 2014)

### 2.3.3 Customer Relationships

Customers don't just buy a product or service; they experience the brand and their experience with it. Focusing on and improving customer relationships is necessary to create a successful and sustainable brand.

The process of building customer relationships starts with understanding the needs and wants of our customers. We need to focus on what customers want and expect from our brand. Then we must ensure that their experience with our brand is positive and satisfying. Customers will remember how we treated them, how we solved their problems and how we tried to help them. (Lee, 2023)

The key is to communicate regularly with our customers to ensure they are happy and provide support and help whenever needed. Customers value brands that try to communicate with them and bring them relevant information and benefits.

It is also important to involve customers in the product design and development process. In this way, valuable feedback can be obtained, and an understanding what customers want, and need can be gained. In addition, involving customers in the product development process increases their interest in our brand and makes them feel part of it. (Avery, Fournier a Wittenbraker, 2014)

### 2.3.4 Customer Experience Investments

In today's competitive marketplace, it is essential for companies to not only offer quality products and services but also provide an excellent customer experience. Improving the customer experience can significantly benefit companies in building brand equity.

There are many ways to invest in customer experience to improve brand equity. One of the most important is providing excellent customer support. This can include quick and efficient problem-solving, personal attention and customer friendliness. Quality customer support increases customer loyalty and positively influences brand perception.

Another way to invest in the customer experience is to improve product design and packaging. Well-designed and attractive products can attract customers and increase their interest in the brand.

In short, any step at which a customer comes into contact with a brand during their lifetime should be honed to ensure that their experience at any stage is nothing but the best. (12 Reasons to Invest More in Customer Experience, c2022)

# 3 BRANDING

Branding can be understood in two ways. Narrowly, it focuses on creating, using, and managing a brand's visual identity and is associated primarily with graphic design. More broadly, it is used as a synonym for brand building, which includes the management and development of the brand. (Branding, 2022)

Branding is a crucial element and significant challenge in corporate and marketing strategies. (Opoku, Abratt and Pitt, 2006) A product without a brand is considered a commodity, like sugar or rice, and when purchasing a commodity, people only consider its physical attributes and benefits. A brand, however, is a "lens" through which consumers view the product and the company. It adds dimensions to a product that make it stand out in some way and creates an emotional connection with the customer. When consumers purchase a brand, they are purchasing a product that has been identified by its maker or seller and promises to deliver the features and benefits that the consumer desires consistently. (Kotler a Keller, 2013) Brand association with a specific product quality in the customer's mind can give the brand a competitive advantage. For example, when a customer purchases Nike footwear, they are assured of quality and can have confidence that the product will meet specific standards. (Jauhari a Dutta, 2009) This demonstrates that a brand name provides not only identification but also a unique advantage over other products that serve the exact needs and wants of the consumer. Therefore branding is becoming increasingly important, and more and more products are being branded, from everyday items like salt and sugar to technical gadgets like iPads and Kindles. Despite the cost involved, branding offers many advantages for marketers, making it rare to find unbranded products. (Dutta, 2012, str. 5)

## 3.1 Corporate Branding

A good way to understand corporate branding is to think about what a brand is. A brand is a marketing and business concept that encompasses a company's value and mission and distinguishes it in the market. Corporate branding is the application of this concept to an entire company, rather than just to a single product or service. It is a way for a company to present itself and its values to the world and to its employees. Corporate branding is an important part of a company's overall branding strategy and can help it stand out in the market and build brand equity.

The objectives of corporate branding are:

- Make the company stand out from the crowd
- Differentiate the company from the competitors
- Assist in publicity, advertisement, sales, and other promotional activities
- Reinforce position in the market
- Maintain quality of product and customer service
- Increase prestige of the company
- Build up a reputation
- Increase brand loyalty
- Establish market leadership
- Operate legally in countries
- Protect the company legally (Corporate Branding - Definition and Strategies, 2022)

### 3.1.1 Employee Branding

Employee branding is a critical part of a company's overall branding strategy. It is the process of creating and maintaining the company's positive image and reputation among its employees. This can help attract and retain top talent, increase employee morale and engagement, and improve the overall reputation of the company. Employee branding can be achieved through various strategies, such as providing opportunities for professional development and training, offering competitive benefits and perks, and promoting positive company culture. These strategies help create a positive work environment and foster a sense of pride among employees. Employee branding is essential because it can help a company attract and retain top talent, improve its reputation, and create a positive work environment. (Kiely, 2022)

### 3.1.2 Employer Branding

Employer branding is a strategic approach that organizations use to enhance their reputation as an employer among current and potential employees. This involves creating a positive image of the company and promoting it through various marketing and communication initiatives. The goal of employer branding is to improve retention and employee referral rates, as well as attract top talent to the organization. HR departments often play a crucial role in implementing employer branding strategies. These strategies can include marketing and advertising efforts, offering attractive fringe benefits, and presenting the company in a positive light to the public. Ultimately, employer branding is a way for organizations to position themselves as the "employer of choice" in their industry. (The Ultimate Guide to Employer Branding, 2022)

## 3.2 Branding strategies

### 3.2.1 Personal branding

Personal branding is a way for individuals to distinguish themselves from others and create a unique, memorable identity in the minds of their target audience. This can be particularly important in today's competitive job market, where employers often receive hundreds of applications for a single job and need a way to identify the most qualified and interesting candidates quickly and easily. By creating a personal brand, you can set yourself apart from others and make it easier for potential employers or clients to understand who you are and that you have to offer.

Creating a personal brand involves carefully crafting and promoting a consistent image of yourself across all online and offline channels. This includes things like social media profiles, resume and cover letter, business card, and personal website. It's important to be authentic and transparent when creating your personal brand, as this will help you build trust and credibility with others.

Overall, personal branding is a valuable tool for anyone looking to differentiate themselves in their industry and build a successful career or business. By creating and promoting a unique and consistent image of yourself, can increase visibility, attract new opportunities, and establish yourself as a trusted and credible expert in your field. (Chan, 2022)

### 3.2.2 Product branding

Product branding is the process of creating and promoting a unique identity or image for a product, to differentiate it from similar products and make it more appealing to customers. This can include things like packaging, design, advertising, and messaging. By building a strong product brand, companies can increase customer trust and loyalty, and ultimately drive sales. Everything from household cleaners to candy to cars can benefit from a well-crafted product branding strategy. When done right, product branding can help your company stand out from competitors and give customers a reason to choose your product over others. (Kiely, 2021)

### 3.2.3 Service branding

Service branding is a marketing strategy in which a company's services are treated like products that can be uniquely marketed to increase reach and sales. This involves creating a unique image and message for the services and using branding techniques to make them more appealing to consumers. This can help the company to stand out from competitors and to attract more business. (Service Branding, 2022)

### 3.2.4 Geographical branding

Geographic branding is a marketing strategy that uses a geographic association to attract people to visit or invest in a company or region. It involves highlighting the unique characteristics of a particular location, such as tourist attractions or natural beauty, to create a positive image and make the area more appealing to potential customers. For instance, the Eiffel Tower is a well-known symbol of France, and many businesses in Paris use its image to establish their own association with the city. Similarly, Champagne vineyards may use their geographic location to market their wines at a higher price. (Cass, 2020)

### 3.2.5 Cultural branding

Cultural branding is a marketing tactic that involves incorporating elements of a culture into a brand's image and messaging to appeal to consumers from that culture and create a connection with them. This can include things like traditional designs, colours, or customs. Brands may use this strategy to differentiate themselves from competitors and appeal to a specific cultural group. (Holt, 2016)

### 3.2.6 Online branding

Internet branding, also known as online branding, is a technique in brand management that uses the internet as a medium to present a brand to the marketplace. This involves creating a unique online presence for the brand and using various online marketing strategies to promote it. The goal of internet branding is to establish a strong and positive image for the brand, and to attract more customers and increase sales. (Internet Branding, 2021)

### 3.2.7 Offline branding

Offline branding is a marketing strategy that involves creating physical materials to promote a brand, such as billboards, event banners, and media placements. This type of branding is focused on creating a strong and positive impression on consumers, and on establishing what people think of when they think of the brand. It is an important part of brand management and can help a company to stand out from competitors and to attract more business. (Common Offline Branding Challenges (Plus How to Get It Right!), 2021)

### 3.2.8 Co-branding

Co-branding is a marketing strategy that involves two or more companies working together to create a product or service that combines their respective brand identities. This can include things like unique logos, colour schemes, and other brand identifiers. Co-branding is also known as brand partnerships, and it is a way for companies to collaborate and create a melded brand that can be more appealing to consumers. This type of branding strategy can help companies to stand out from competitors and to attract more business. (Kenton, 2020)

# 4 METHODOLOGY

## 4.1 The Aim of the Thesis

The aim of the thesis is to find out what brands of clothing are worn by amateur golfers in the Czech Republic, what is important to them when buying golf clothing, what they choose clothing according to and whether and at what price they would be willing to buy golf clothing made in the Czech Republic. These findings will then be used in the practical part to design a new brand of golf clothing.

## 4.2 Purpose of the Thesis

The development of the thesis will serve to define the direction of the creation and branding of new golf clothing brand. The thesis will also serve as a basis for setting the long-term vision, mission, goals, and values of this newly created brand.

## 4.3 Research Questions

Research question number 1: What parameters are important when choosing golf clothing for Czech consumers?

Research question number 2: What are consumers' golf apparel buying habits?

Research question number 3: Is the prospect of Czech-made golf clothing interesting to consumers?

## 4.4 Selection of Research Method

This thesis will conduct two types of research – qualitative and quantitative. The qualitative study will be carried out in the form of a semi-structured interview, and the quantitative study will consist of a questionnaire survey and an analysis of secondary data. The research will begin with a qualitative study to uncover insights and, in particular, the feelings and opinions of consumers about the market for golf apparel in the Czech Republic. Based on the findings from this study, a questionnaire survey will be constructed to verify the information and expand upon it with new insights into the buying behavior of consumers. Finally, an analysis of secondary data will be conducted, and the results will be compared with the findings from the previous studies.

### 4.4.1 Secondary Data Analysis

The process of analysing data from secondary sources serves as an essential preliminary stage before primary research begins. This step is essential as it offers valuable insights into the market, the competitive environment, consumer behaviour and prevailing trends that can inform the design of the research project and the setting of research objectives. Secondary sources include market surveys, sales statistics, industry reports, news websites and social media platforms.

By tapping into data from these secondary sources, it is possible to gain insight into industry trends, identify the most successful brands, determine the target audience they are addressing, and uncover the marketing strategies these brands use. This wealth of information can help researchers focus on critical elements of the market and competition when designing a research project.

In addition, secondary data analysis can inspire ideas for relevant questions that should be included in primary research. This ensures that the research is comprehensive and considers all relevant aspects of the market.

In summary, the analysis of data from secondary sources serves as a basis for primary research and provides a deeper understanding of the market, competitors, and target audience. This analysis can also stimulate ideas on issues that might otherwise be overlooked at the research design stage, thus ensuring a more thorough investigation. Incorporating this essential preliminary phase can optimise primary research efforts and improve understanding of the market environment.

### 4.4.2 Quantitative Research.

The quantitative phase of the research will be based on the knowledge and findings obtained from the secondary data analysis, which serves as a crucial input for the design of the questionnaire structure and individual questions. Given the specificity of the target group, getting a sufficient number of respondents will take a lot of work. Therefore, it is essential to ensure that the questionnaire is easy to understand and well structured so that in case of respondent gain, responses are preserved in the completion process.

To assess the structure and clarity of the questionnaire, a pilot test will be conducted with ten randomly selected respondents from the target group. This preliminary evaluation will allow for possible questionnaire refinement before its wider distribution. The main objective of the quantitative research is to collect at least 300 relevant completed questionnaires that will provide a substantial data set for analysis.

Once the quantitative research is completed, the findings from the secondary data analysis will be compared and contrasted with the quantitative research results. This comprehensive approach will ensure that multiple perspectives are considered, offering a more thorough understanding of the issue.

These combined findings will then serve as the basis for the design of the qualitative semi-structured interviews. The insights from both the secondary data analysis and the quantitative research will help inform the development of interview questions and guide the selection of topics to be explored in detail. This iterative research process, including quantitative and qualitative methodologies, will ultimately provide a comprehensive understanding of the research subject, allowing for more informed decision-making and targeted strategies.

### 4.4.3 Qualitative Research

The combined analysis of secondary data and the results of the primary quantitative research will supply all the necessary evidence required for the development of qualitative semi-structured interviews. These interviews will build upon and expand the information already gathered, aiming to uncover insights from the participants that would be difficult, or even impossible, to ascertain or analyse. They will delve deeper into the connections and perceptions surrounding brands and explore participants' needs, preferences, and overall perspectives on the golf apparel market.

One of the primary objectives of these interviews is to identify the factors that influence participants' decisions to purchase or abstain from buying golf clothing. The interviews will also seek to understand the aspects of products that participants find most unappealing and the challenges they face during the purchasing process. They will also discover any potential improvement possibilities that could simplify their choice of golf apparel.

To conduct this research, it will be necessary to conduct interviews with 12 amateur or recreational golfers representing the target demographic for the golf apparel market. By engaging with these individuals, the research will generate in-depth insights and a nuanced understanding of their experiences, preferences, and motivations. This qualitative approach will complement the secondary data analysis and quantitative research findings, ultimately providing a comprehensive view of the golf apparel market and consumer insights. It will help create future strategies and decision-making processes.

## 4.5 Distribution

In a research project, the qualitative part is the only part that needs to be distributed in bulk among the respondents.

The quantitative research will be created and distributed through the Vyplňto.cz platform, which allows researchers to create questionnaires easily, manage the distribution and collect the data. The advantage of using the Vyplňto.cz platform is its simplicity, efficiency, and easy integration with other data analysis tools.

The distribution of questionnaires is crucial for the success of quantitative research, as it ensures a sufficient number of respondents. In this case, collecting respondents is mainly done with the help of golf communities of interest on the social networks Facebook and Reddit and through mentions in the database of golf club members. The Golf Club Holešov and Golf Jezera have promised to participate in distributing the questionnaire.

This approach has several significant advantages. First, distributing the questionnaires through communities of interest on social networks and golf club member databases allows us to reach the exact respondents who are the precise target audience of the questionnaire. This increases the likelihood that responses will be relevant and accurate.

Second, social networks and golf club member databases include many people from different demographic groups and geographic areas. This allows for a representative sample of respondents and improves the quality of the data collected.

Distribution via online platforms and social networks simplifies data collection by allowing respondents to complete the questionnaire anytime and anywhere, increasing the likelihood of successful completion and subsequently facilitating data evaluation due to the ability to export data.

## 4.6 Timing of the Research

### 4.6.1 Timing of the Secondary Data Analysis

The secondary data analysis research is scheduled to begin during a period when the analysis and statistics for the golf market for 2022 have yet to be available. Consequently, the research will primarily rely on data from 2021 and forecasts for the coming years based on the same year's data. The analysis of secondary data must be completed prior to the development of the questionnaire for the primary quantitative survey, so this analysis is slated for December 2022.

### 4.6.2 Timing of the Quantitative Survey

The subsequent quantitative survey is planned to commence in early January 2023 and continue through March 2023. This timing coincides with the preparations most golf courses make for the new season and when players begin gearing up for the season's start. This phase often involves updating golf equipment and apparel and taking advantage of discounts in golf equipment stores. Data analysis and the drawing of conclusions from the primary quantitative research will need to be completed by early March 2023 to inform the preparation of semi-structured interviews for the qualitative research component.

### 4.6.3 Timing of the Qualitative Research

The qualitative research phase will occur between late March and early April 2023. Weather conditions will influence participant recruitment, as they significantly impact the start of the golf season. However, efforts to recruit participants will primarily target indoor golf tees and open driving range tees, as these locations tend to see an increased concentration of amateur and recreational golfers at the beginning of the golf season.

### 4.6.4 Timing of the Results Analysis

The final phase of the research, which involves concluding all three components, will commence as soon as sufficient data has been collected. This phase must be completed by April 10, 2023. By adhering to this timeline, the research aims to comprehensively understand the golf apparel market, encompassing both quantitative and qualitative perspectives.

## 4.7 Budget of the Research

The first part of the research consists of analysing secondary data, which will be based on publicly available sources. This method will not require any extra funding as this is freely available data.

The second part of the research focuses on the primary quantitative investigation. There will be costs associated with purchasing the STUDENT plan on the Vyplnto.cz website through which the survey is created and distributed. The purchase of this tariff will allow the export of raw XLS data for easier processing of the results. The STUDENT tariff costs 299 CZK, including VAT. This investment will allow to work more efficiently with the data and facilitate its analysis.

The third and final part of the research concerns qualitative interviewing, which will occur in publicly accessible places such as cafés or the university library. For a more relaxed atmosphere and greater comfort for the participants in this part of the research, it will be advisable to provide basic refreshments, which is the only associated cost. A total of 12 participants are expected, and a sum of 100 CZK for refreshments for each of them. Therefore, the total cost of refreshments for the participants is 1 200 CZK.

The research project, therefore, involves a total cost of CZK 1 499. This amount covers all costs related to secondary data analysis, primary quantitative research, and qualitative interviewing. The added value of the research for creating a new golf clothing brand will thus far exceed the prohibitive costs of the research itself.

## 4.8 Selection of Survey Participants

For qualitative research, participants will be selected as representatives of the target group - amateur and recreational golfers, whose needs the newly established brand aims to satisfy. Representation will be evenly distributed between those who prefer men's cuts and those who prefer women's cuts. This will result in six representatives from each group. Other criteria for selecting participants: economically active, working people, playing golf at least once a week during the season, aged 18-65+. For quantitative research, a diverse group of non-professional golfers is chosen, which, will be conditioned by playing golf at least once a month. The questionnaire will be distributed primarily to amateur members of golf clubs in Moravia, because they are the most relevant respondents in terms of interest and these courses are mostly small, 9-hole courses, which are visited mostly by the target group.

## 4.9 Advantages and Disadvantages of the Chosen Research Methods

The planned research methods have their advantages and disadvantages and are limited in some respects. When evaluating data from certain surveys, the possible problems mentioned below should be considered and the effects on the obtained data should be considered. Since there is still some caution regarding the Covid-19 pandemic, it is possible that the quality of the survey may be affected. However, this is not a likely possibility.

### 4.9.1 Secondary Data Analysis

The analysis of secondary data has two main advantages:

- Financial savings – already-conducted research is cost-effective as it involves analysing already-evaluated data
- Access to information – secondary data offers numerous different perspectives on the issue being studied

The disadvantages include:

- Poor data formulation in the research – the data may be incorrectly evaluated and inadequately formulated, leading to a distorted analysis
- Evaluation based on different criteria – secondary data is evaluated with different goals or criteria, so it is important to be thoroughly familiar with the entire research (Crossman, c2023)

### 4.9.2 Quantitative Research - Online Questionnaires

The advantages of this survey include:

- Time-saving – the questionnaire can be created in a relatively short time frame, and the subsequent distribution and collection of data (primarily in an online space) is significantly more time-efficient than qualitative research
- Use of media elements – images, videos, music, or other elements relevant to the survey can be incorporated into the questionnaire
- Cost-saving – surveying through online questionnaires is one of the most cost-effective research methods as it does not require the use of interviewers, materials, or other data collection processes
- Easy distribution and collection of data – questionnaires can be easily distributed to target groups through email, social media, or links on websites

The disadvantages of questionnaire surveys include:

- Possibility of false respondent identity – questionnaires are filled out on various devices without the control of an interviewer, making it difficult to verify the true identity of the respondent

- Low response rate – insufficient motivation of the respondent or ineffective distribution to poorly chosen target groups can result in a low response rate for the questionnaire
- Difficulty of questions – the absence of an interviewer combined with complex questions can demotivate the respondent from filling out the questionnaire. (Kozel, 2006)

### 4.9.3 Qualitative Research - Semi-structured Interview

The advantages of a semi-structured interview are:

- Insight and details – the interviewer can ask follow-up questions to gain insight into the respondent's claims and the issue being studied

The disadvantages may include:

- Inability to generalize data – due to the small sample size, the data cannot be generalized to a specific group or population
- Time-consuming – interviews can be time-consuming due to their topic and depth (Tahal, 2017)

# II. ANALYSIS

# 5 PREFACE TO THE RESEARCH

In today's highly competitive marketplace and with customers more demanding than ever, it is necessary to conduct market and customer research. The golf apparel market is no exception, and thorough research is thus an essential step in planning a new golf apparel brand and its entry into the golf apparel business.

In the first phase, the research focused on gathering and analysing data on the golf apparel market and its major players using secondary data sources. The secondary data collection was based on research of available sources such as market analysis, statistics, and research previously organised by others. These sources provided information on the latest trends, fashions and demographic data that were vital to the second part of the research, which was the collection of primary data using a quantitative questionnaire survey and qualitative semi-structured interviews with reactionary golfers.

The second phase of the research focused on primary data collection. For this, a quantitative questionnaire was used, which included questions relating to purchasing behaviour, preferences, brand selection, and customer motivations when purchasing golf apparel. This questionnaire was distributed to recreational golfers selected based on demographic data such as age, gender, education, and other relevant factors. The questionnaire was distributed to players within the Czech Republic, especially Moravian golf clubs, through the golf clubs' databases. The results of the questionnaire were subsequently analysed and evaluated.

In addition to the quantitative questionnaire, a semi-structured interview scenario was also constructed to interview recreational golfers qualitatively. The aim was to gain a deeper understanding of what influences their purchasing behaviour and the factors that affect their purchasing decisions. These interviews were conducted with a small group of customers in order to obtain qualitative data and uncover additional details that would not be included in a quantitative questionnaire.

# 6 SECONDARY DATA ANALYSIS

## 6.1 European Golf Participation Report

This is the most basic report published each year by the European Golf Association. The report focuses on various aspects of golf participation, such as the number of registered golfers, the number of golf courses, and golf club membership. It also compares the data across different European countries and examines growth trends and fluctuations in the golf industry.

The primary objective of the European Golf Participation Report is to offer valuable insights into the state of golf participation in Europe, identify trends, and provide stakeholders with relevant information for decision-making and strategy development in the golf industry. The report can offer a behind-the-scenes look at the evolution of golf's popularity as a sport and the number of players in Europe.

### 6.1.1 Number of registered golfers

Between 2019 and 2021, Europe experienced a 4.6% growth in registered golfers, with numbers rising by over 190,000 from 4.13 million to 4.32 million. Approximately 75% of markets witnessed growth in registered golfers during this period, while 6% remained unchanged, and 21% declined. Interestingly, the pandemic had a positive impact on golf registration, with 73% of markets showing growth from 2019 to 2021, compared to only 34% of markets growing from 2018 to 2019. The Post Covid Opportunity Research commissioned by The EGA supports this trend, as 98% of new golfers interviewed enjoyed playing golf, and 95% foresee themselves continuing to play for years to come.

Emerging golf markets experienced significant growth, with nine markets seeing over 30% growth in registered golfers. Latvia and Belarus stood out with over 150% growth. However, the pandemic also led to a loss of golfers across federations due to health concerns, lifestyle changes, financial challenges, and new activities discovered during lockdowns. Despite this, the influx of new golfers has resulted in a net increase in registrations.

The largest growth in registered golfers from 2019 to 2021 was observed in England (an increase of 63,500) and Sweden (an increase of 54,589). In contrast, Spain and France saw the most significant declines, with a decrease of 35,377 and 15,750 registered golfers, respectively. However, more recent data from October 2021 showed a strong increase in registered golfers in France, indicating that other markets experiencing declines earlier in the year may now be witnessing a positive turnaround in golf registrations.

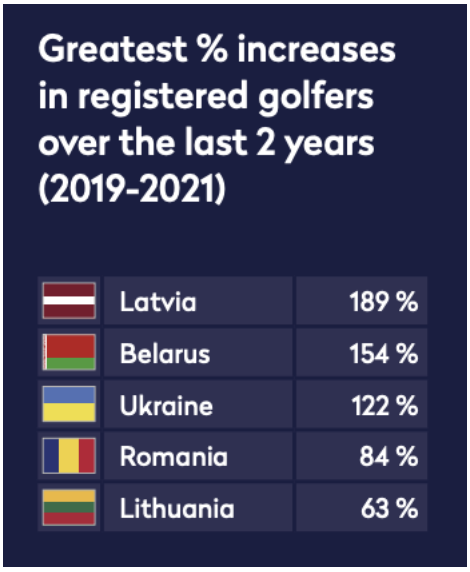


Figure 7 - Increases in registered golfers (Source: European Golf Participation Report)

This clearly shows which markets are interesting for the brand in the future. A growing market means an opportunity to gain market share. The important thing for branding is to consider that the markets mentioned are most likely to be the first ones the brand will expand into. Therefore, the brand should be clear and understandable in all these markets and avoid attributes that could cause problems in the countries concerned. (Be it naming, slogan, colours, or communication style).

### 6.1.2 Growth of Women in Golf

Over the past two years, the number of female golfers in Europe has experienced a net gain of more than 13,000, increasing by 1% from 1,030,226 in 2019 to 1,043,338 in 2021. The proportion of women registered as adult golfers in Europe has remained relatively stable, with female golfers representing 27% of registered adult golfers in 2019 and slightly decreasing to 26% in 2021.

The established Western markets continue to attract and retain the highest concentration of female golfers, with the top five markets accounting for 64% of registered female golfers in Europe. In these markets, gender representation among registered adult golfers is close to or above 30%, as reported by four federations. However, the number of registered female golfers in absolute playing numbers has increased by only 1% or less in these five federations over the last two years.

This indicates that there is still room for growth in raising the profile of women's golf in established markets and increasing the overall proportion of registered female golfers. All federations have opportunities to promote women's golf further and encourage more female participation.

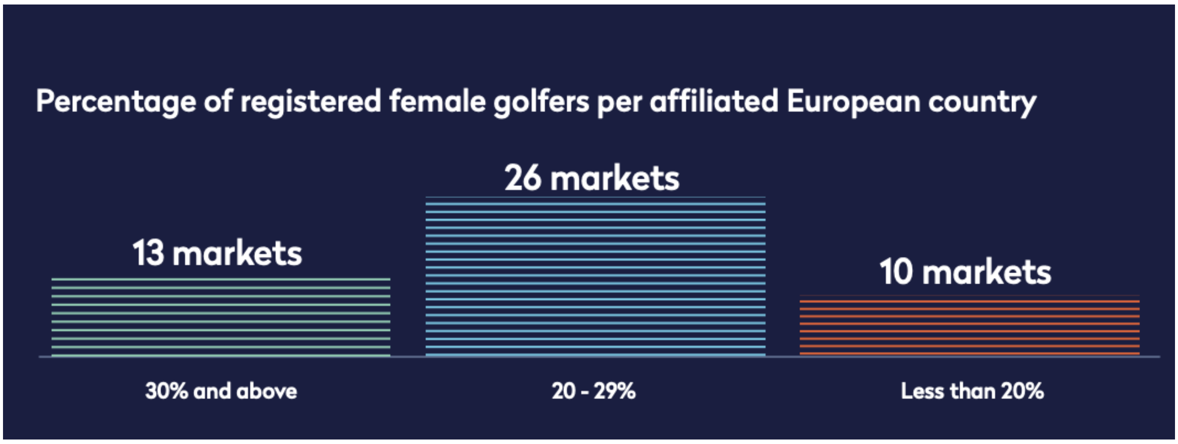


Figure 8 - Percentage of registered female golfers per affiliated European country (Source: European Golf Participation Report)

This suggests that it is important to have women's golf apparel in the product portfolio as they make up 27% of the target group in the golf apparel market.

## 6.2 Customer Insights

It is very difficult to find relevant studies and research from publicly available, non-paid secondary sources that cover a narrower insight into the decision-making process of customer buying behaviour directly in the golf apparel sector. For the size of the market involved, it is astonishing that data can only be obtained from specialist research companies for sums running into thousands of dollars. However, there is one market where studies have recently emerged that look specifically at customer buying behaviour in golf apparel. Although these studies do not focus directly on the European market, they can be considered relevant as they come from a market that may seem a mile away from the European one. But that is far from the truth. These are studies that looked at customers in the South Korean market, which is very similar to the European market in terms of demographics and growth rates.

### 6.2.1 Influences Affecting the Decision-Making Process in the Purchasing Behaviour Framework

The first study is a study entitled "Analysis of golf apparel purchase decisions using the extended model of goal-directed behaviour" published in Social Behaviour and Personality. This study addressed several hypotheses that the research sought to confirm or refute. Some of them correlate thematically with the thesis objectives:

- **Hypothesis 1:** The attitude of golfers toward golf fashion apparel purchase decisions will influence their desire.
- **Hypothesis 2:** Golfers' subjective norms toward golf fashion apparel purchase decisions will influence their desire.
- **Hypothesis 3:** The positive anticipated emotions of golfers toward golf fashion apparel purchase decisions will influence their desire
- **Hypothesis 4:** Golfers' desire to buy golf fashion apparel will influence their purchase intention.
- **Hypothesis 5:** Prior knowledge of golf fashion apparel will influence golfers' intention to purchase such apparel.

The study arrived at several conclusions. First, golfers' attitudes, subjective norms, and perceived control did not have a significant relationship with their desire concerning golf fashion apparel purchasing decisions.

Second, positive anticipated emotions, negative anticipated emotions, and prior knowledge had a positive impact on golfers' desires.

Lastly, both prior knowledge and desire positively affected their purchasing intentions. These findings suggest that participants purchased golf fashion apparel for their own benefit as a need-based emotional decision, relying on previous knowledge rather than making impulsive buys to achieve higher social standing.

Thus, this study concludes by pointing to steps that can be taken to increase sales of or interest in golf apparel. To positively influence and encourage golfers' purchasing decisions for golf fashion apparel, it is essential to comprehend the significance of their golf participation and leverage the positive aspects of golf fashion apparel to maintain and expand their involvement. For instance, sharing stories about fashion apparel with golf participants, offering free golf course coupons upon purchasing apparel items, and providing information on new products can heighten their desire to make a purchase. (Han and Sa, 2022)

### 6.2.2 Attributes Influencing Consumer Purchasing Behaviour

The second study is a study titled "An importance-performance analysis on selection attributes for young golf apparel consumers" published in the Korean Journal of Sport Science.

This study aimed to determine what amateur golfers consider most when purchasing golf apparel and to determine the importance and satisfaction of golf apparel selection attributes using the IPA method., and the following conclusions were drawn from the analysis.

This ongoing study has revealed several other interesting insights into consumer buying behaviour in the golf apparel market. These findings show that young golfers are concerned about how they look and function when choosing golf apparel, but they are also highly satisfied with golf apparel that is comfortable to wear and can be worn daily. Golf apparel companies need to quickly grasp the needs of young, fashion-conscious golf consumers and continue to develop various designs, patterns, and colours that they want, and in terms of functionality, they need to develop new technologies related to body temperature retention, sweat absorption, and elasticity. In addition, marketing strategies that can strongly appeal to young consumers by developing products that are stylish but comfortable to wear in everyday life should be established. (Ji-Hae, 2020)

## 6.3 Market Overview

### 6.3.1 Golf Apparel Market

The golf clothing industry is witnessing continuous growth, as key manufacturers launch innovative golf clothing with new designs, vibrant colours, and styles to strengthen their product portfolios. This has encouraged consumers to spend on these products, fuelling revenue generation and market growth.

However, the COVID-19 outbreak disrupted the growth of the golf clothing market in 2020, leading to the postponement or cancellation of many golf tournaments. The pandemic also resulted in the closure of sports complexes, state sports activities, and specialty stores, causing a decline in golf participation and hampering the demand for golf clothing.

The golf clothing market is segmented by product type (top wear and bottom wear), end user (men, women, and kids), distribution channel (specialty store, franchise store, online store, and others), and region. The market's growth is attributed to the increase in sports enthusiasts in countries like India and the UK and the rising trend of golf tourism.

In 2020, the top wear segment was the most prominent category, and it is expected to remain dominant during the forecast period. This is due to the introduction of nanotechnology and microfibers, which have opened new opportunities for manufacturing smart textiles that meet the needs of golfers and help athletes achieve high performance with enhanced comfort and safety. However, the bottom wear segment is expected to experience the fastest growth during the forecast period. (Priya, 2021)

# 7 QUANTITATIVE SURVEY RESEARCH

## 7.1 Execution and timeline

The questionnaire was sent out and was open for collecting responses from 13 March 2023 until 7 April 2023. The Vyplňto.cz website was used for the distribution of the questionnaire and its compilation. However, to improve the user experience of filling in the questionnaire, the questionnaire was subsequently created and distributed mainly by using Google Forms online. The questionnaire was distributed mainly through golf interest groups on the social network Facebook and through the Reddit platform. Selected members of the Jezera Golf Resort helped with its dissemination to the right target group and active outreach to players was also carried out directly at the golf courses in Ostrožská Nová Ves and Lázně Kostelec. All distribution channels were pre-selected to reach the most relevant research sample. A minimum threshold of 300 relevant respondents was set in the research design in order to consider the questionnaire survey relevant enough for research purposes. This threshold was met the day before the data collection closed and a total of 322 relevant responses were received. This figure has already been adjusted for respondents, 13 to be precise, who were not relevant for this survey. These were mainly those who accessed the questionnaire but were also not golfers. The questionnaire in its course contained several additional questions which managed to weed out the non-relevant respondents and move them to the last page with thanks. This saved these respondents a considerable amount of time that they would have spent answering the questions. The questionnaire was open to respondents from the Czech Republic and Slovakia. The full text of the questionnaire can be found in Annex P III.

## 7.2 Evaluation of the questionnaire survey

### 7.2.1 Demographics of respondents

In order to make a basic breakdown and understanding of the research sample, it was necessary to obtain basic demographic data. Of the 322 respondents, the overwhelming majority are male, a full 75.47%, which corresponds with the findings that were drawn during the secondary data analysis, confirming that golf is a predominantly male game, although it is growing in popularity among women. 79 women and 243 men responded to the questionnaire survey.

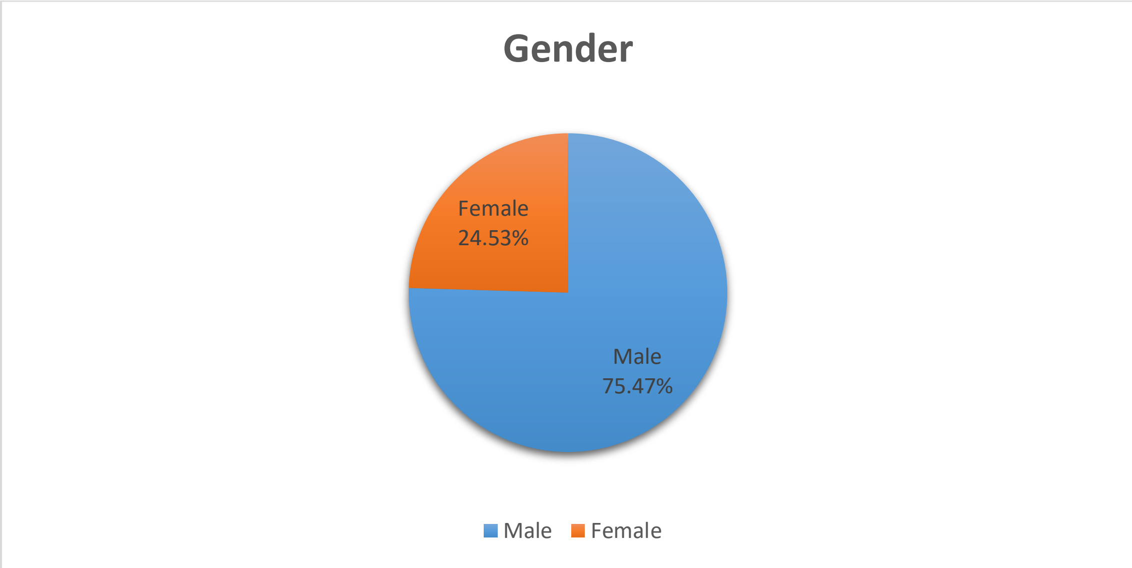


Figure 9 – Martin Roll's Important Brand Equity Measurable Indicators (Source: Own Creation)

In terms of age group distribution, the largest group was the **25 to 34 age** group. However, this is not the majority. This group is represented by **30.43%**. The second most numerous age group is 35 to 44 years old representing 28.26% of the respondents, followed by 45 to 54 years old representing 22.67%, then 15 to 24 years old with 14.6% and the least numerous groups is players aged 55 to 64 years old representing 4.04% of the responses.

Next, to look for possible associations and recurring patterns in groups with similar educational attainment, the highest educational attainment was identified. An interesting finding is that the most golfers **achieved a university degree**, namely **45.03%**, with the highest number, 50 out of 145, being represented in the 25 to 34 age group. From figure X this is followed by secondary education with a high school diploma, secondary education with an education certificate and even eight respondents in the questionnaire survey indicated primary education as the highest level of education. However, these were representatives of the 15 to 24 age group, who can be assumed to be still studying in secondary school.

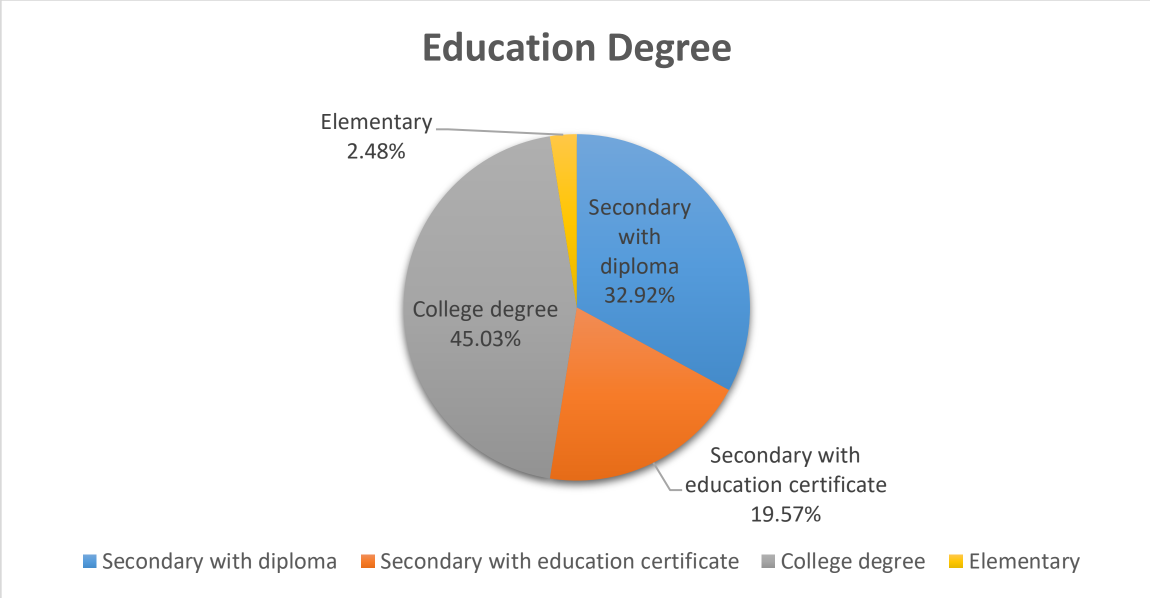


Figure 10 - Level of Education (Source: Own Creation)

Another measured data was the respondents' place of residence. Respondents were from only six regions, namely 26.71% from the capital city of Prague, 19.88% from the Zlín region, 14.91% from the South Moravian region, 14.29% from the Moravian-Silesian region, 13.66% from the Olomouc region and 10.56% from the Hradec Kralove region.

The last data measured was the respondent's net income. Since the survey was designed to gain insight and reveal details of customer buying behaviour, it was useful to find out whether and how this buying behaviour changes for different income groups.

The income group between CZK 30,000 and CZK 39,999 has the highest number of representatives among the respondents, namely 31.68%. An interesting finding is that the second most frequent answer was "I do not want to answer" with 22.36%. On deeper examination, it can be found that this phenomenon appeared especially among respondents with a university education. Out of 72 responses, 60 were represented by respondents with university degree. Surprisingly, the third largest income group with 18.63% representation is the part of respondents with net incomes between 20,000 and 29,999 CZK. 11.18% of respondents have a net monthly income between 40,000 and 49,000 CZK. The penultimate group with 9.94% is the income group above CZK 50,000 and, unsurprisingly, the least numerous groups with a net income of up to CZK 20,000 per month is 6.21%.

The age composition is very diverse and covers all generations of recreational golfers. The gender of the respondents, particularly the number of female players, correlates with the data that emerged from the analysis of secondary data sources. There is also a large number of colleges educated people among golfers, who take in the largest numbers in the higher income categories and many of whom do not like to share their net monthly income.

### 7.2.2 Game frequency and performance

In addition to the traditional demographic data mentioned in the previous chapter, understanding golfers' buying behaviour and influences on their buying behaviour involves also finding out how often they play golf, how long they have been playing it and how good they are at it. This data can be useful in analysing the needs of qualitatively diverse players.

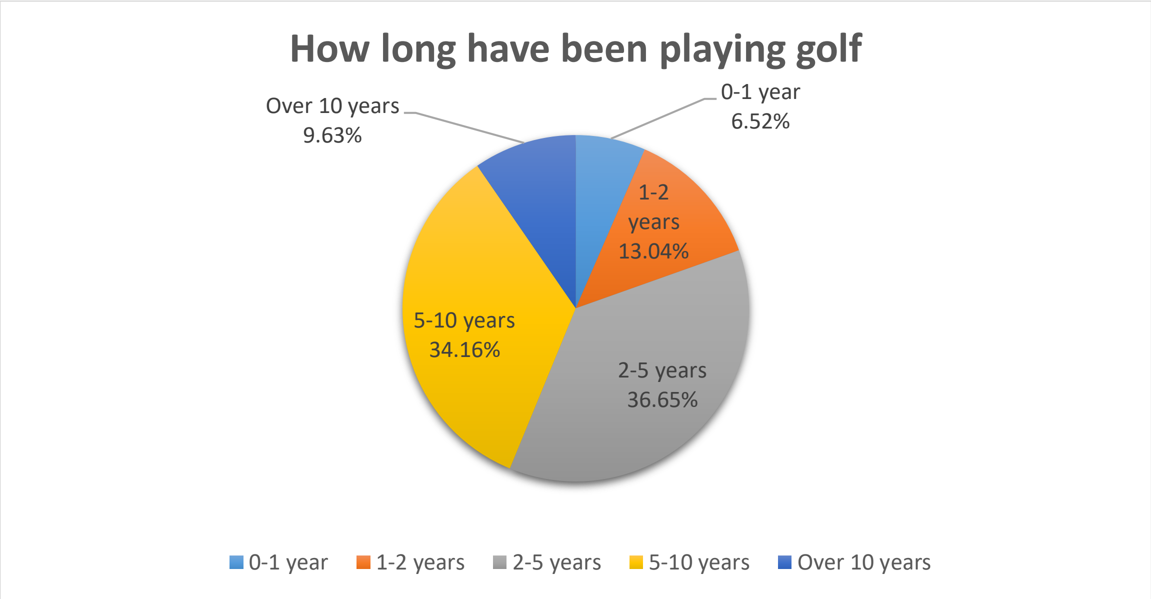


Figure 11 - How long have respondents been playing golf (Source: Own Creation)

The first objective was to find out how many years golfers have been playing. This figure will help to give an insight into the respondent's experience of playing golf. From the figure number 11 above, a positive finding can be observed. This is because respondents who have less than a year of experience playing golf represent only 6.52% of the total responses. This implies that responses were obtained from **more experienced players who have already played enough hours to objectively evaluate product attributes**.

Another objective was to find out how often these players play golf. This data may provide insight into differences in purchasing behaviour between players who play golf intensively and those who play occasionally. The results and figure number 12 shown below show that more than 88% of respondents play golf at least once a month, with 26.4% of the total respondents playing golf at least once a week. 3.73% of respondents play golf irregularly but at least once a season, and 4 players representing 1.24% of all respondents, play golf only occasionally.

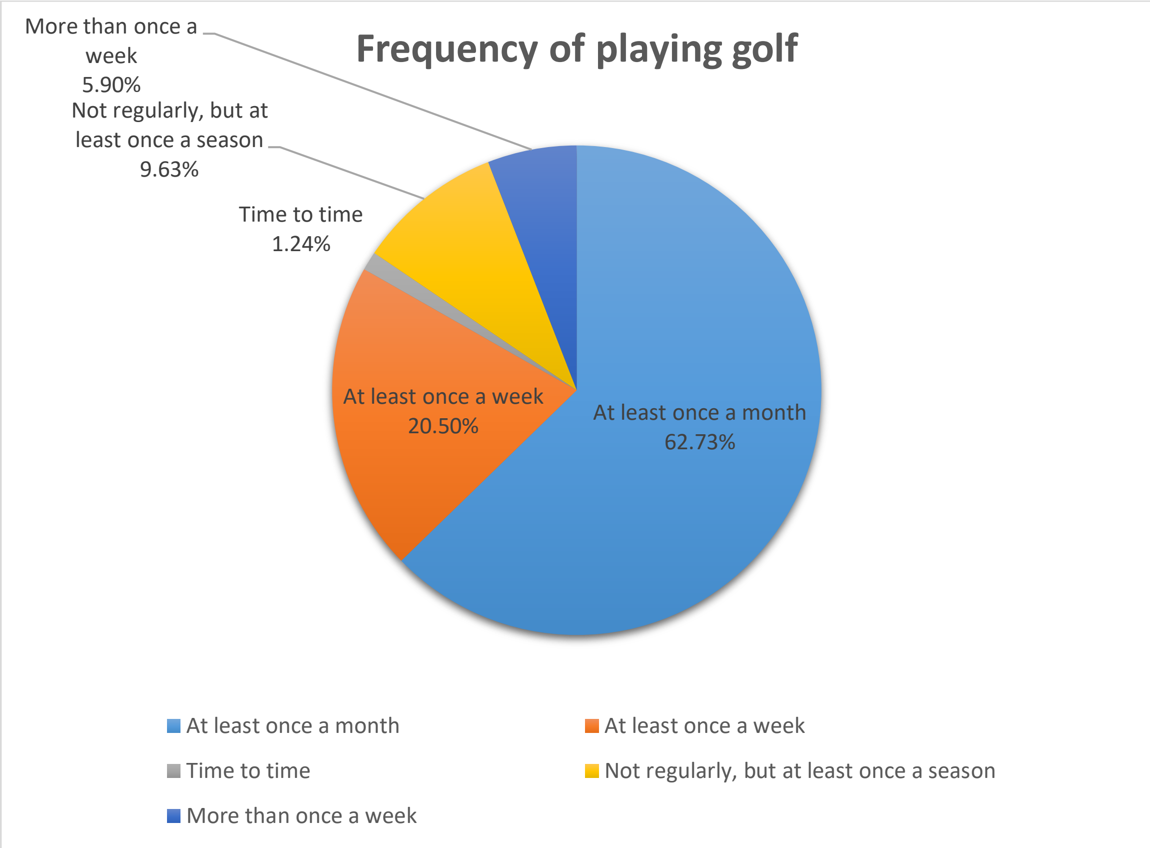


Figure 12 - Frequency of playing golf (Source: Own Creation)

The last question was about the HCP, which reflects the quality of a player. The lower the number, the better the player performs in the long run. This figure is used for subsequent analyses of whether performance is reflected in consumer purchasing behaviour, for example in the value of purchases or willingness to spend more money on clothes.

The largest number of players are at the HCP level 19 to 10, specifically 33.54% of players. The second largest group, representing 23.29% of respondents, are players who do not have an active HCP indicator, meaning they have not played any official measured game for a long period of time. This is followed by 18.32% of respondents with HCPs between 29 and 20, 13.98% of players with HCPs below 9, 9.01% of players with HCPs between 39 and 30, and the least numerous groups of players with HCPs between 54 and 40.

No statistically significant associations were found between frequency of golfing and the level of HCP. However, where a statistically significant difference could be found is the **effect of age on the height of the HCP**. In the figures number 13 and 14 we can observe the comparison of the HCP performance indicator between players aged 25 to 44 years and other age groups.

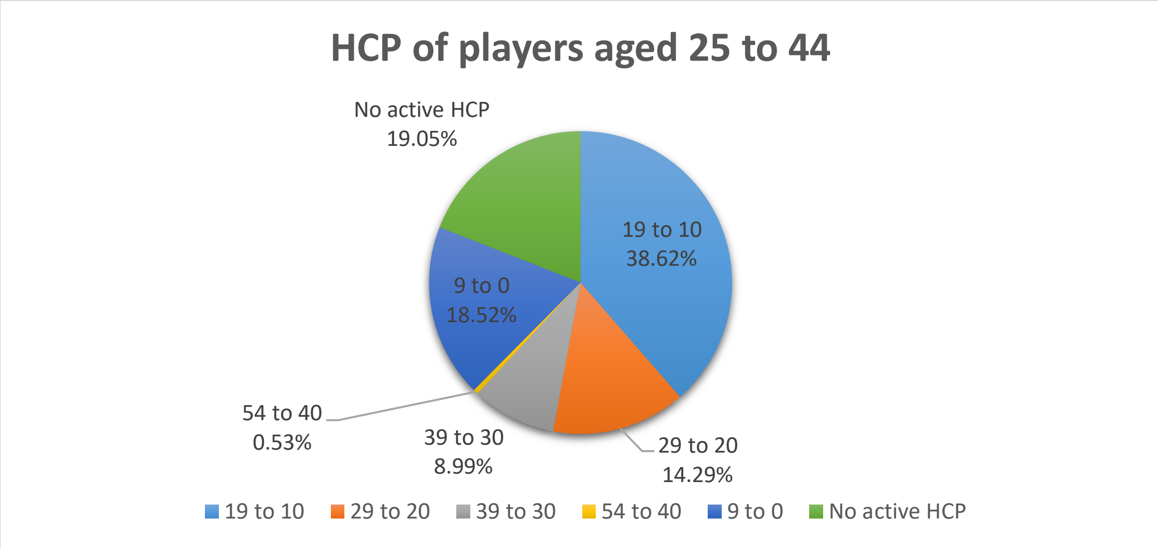


Figure 13 - HCP of players aged 25 to 44 (Source: Own Creation)

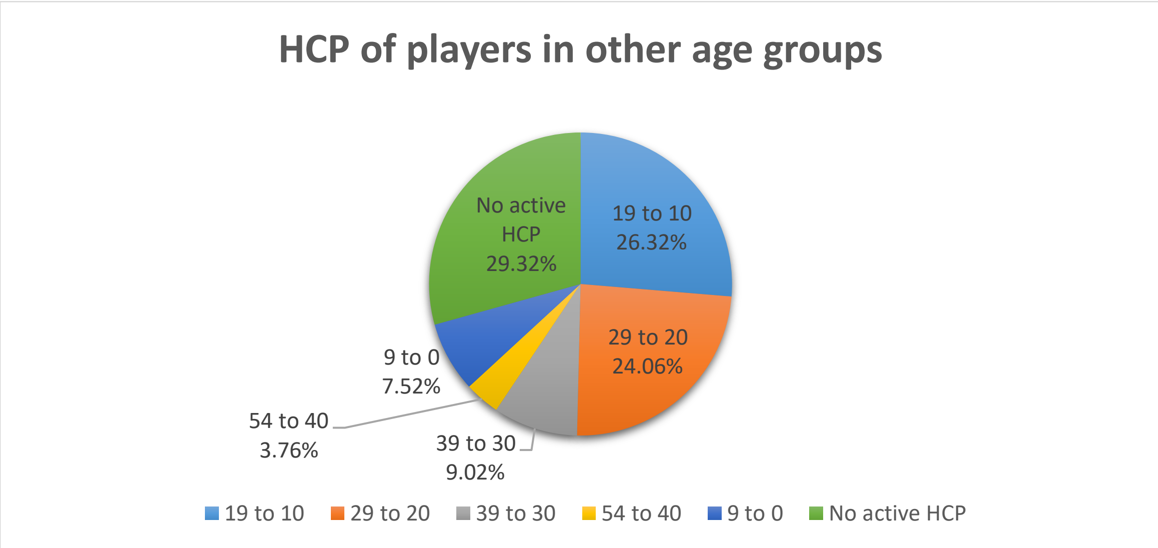


Figure 14 - HCP of players in other age groups (Source: Own Creation

In the age group of 25 to 44 years, 57.14% of respondents have an HCP of 19 and below. On the other hand, only 34.84% of respondents in other age groups achieve the same results. From this comparison, it can be concluded that the performance of recreational golfers is not so much related to the frequency of playing golf, but rather to the physical fitness of the players.

Overall, more than 88% of the respondents have been golfing regularly and 80.44% of the respondents have been golfing for more than 1 year. These respondents, due to their multiple years of playing experience, will already have enough experience with golf apparel to be able to make relevant judgments about the attributes and factories they look at when making purchasing decisions. How long players have been playing golf has no statistical effect on how often they play golf, nor does it have any effect on their performance. The biggest influence on performance is the age, or physical age, of the players.

### 7.2.3 Perception of the game of golf

For the purposes of the project part of the thesis and the development of the new brand branding proposal, it was necessary to find out how the respondents view the game itself, what their relationship to it is and what added value the game brings to them.

The first question in this section asked whether respondents agreed with the statement that golf is one of the hardest sports ever. There was a significant opinion gap here, with 71.76% of players agreeing or rather agreeing with this statement, while only 22.67% of players disagree or rather disagree with this statement. This fact could be an important element in brand building.

Another very interesting statistical agreement occurred when asked whether respondents agreed with the statement that they prefer to play golf with friends rather than alone. Here, **76.08% of respondents prefer to play golf with friends** rather than alone. At the other end of the spectrum, those who said they disagreed or rather disagreed, only 4.3% of respondents were at the other end of the spectrum. The remaining 19.88% of respondents indicated a neutral response option.

The next objective was to find out whether the respondents tease each other while playing golf and whether they bet on anything during the game. 48.14% of the respondents tease each other a little while playing with friends, only 13.05% do not do so while playing golf. The responses regarding betting during the game show that 54.04% of the respondents cannot identify betting during the game as a fun multiplier, 44.17% of the players take it as an element that makes the game more fun.

Finally, it was necessary to find out how much recreational players cling to the final result on the scorecard. For 61.49% of them, having fun during the game is more important than the final result, and **81.37% of respondents believe** it is necessary to **rise above a lousy game and lighten it with humour**.

The section used to determine the perception of golf itself and the game among respondents and some interesting insights emerged. Most players think that golf is one of the hardest sports there is, which in turn is reflected in the mentality during the game itself, where the fun they experience during the game is far more important to the respondents than the result itself. With the result, it is necessary to consider that it can often be much worse than the players would like and so it is necessary to be able to rise above their bad game and lighten it with fun. Golf is then a game they prefer to share with other people and friends as opposed to playing alone.

### 7.2.4 Affection for brands

Which brands resonate with the respondents, which professional golfers are associated with which brands, which brands are worn by the most popular professional golfers, which brands are worn by the respondents, and which features of their products are most appreciated. All of this was the aim of the section of the research that looked at respondents' affection for brands and the players wearing those brands.

In finding out the favourite players among the respondents, the dominance of the most prominent PGA tour players of recent years became apparent. More than half of respondents awarded their votes to the pair of Tiger Woods and Rory McIlroy. Tiger Woods was named as their favourite golfer by a whopping 37.27% of respondents and Rory McIlroy by 16.15%. Other players worth noting include current world number one John Rahm with 9.94%, Phil Mickelson 6.21% and Scottie Scheffler 4.97%. The remaining players featured in much less than 5% of responses. Thus, the dominance of the top 5 players becomes even more interesting with the finding that 3 of these top 5 players have sponsorship deals with Nike. In Figure 15 we can see how a large proportion of the respondents' most popular players wear Nike clothing.

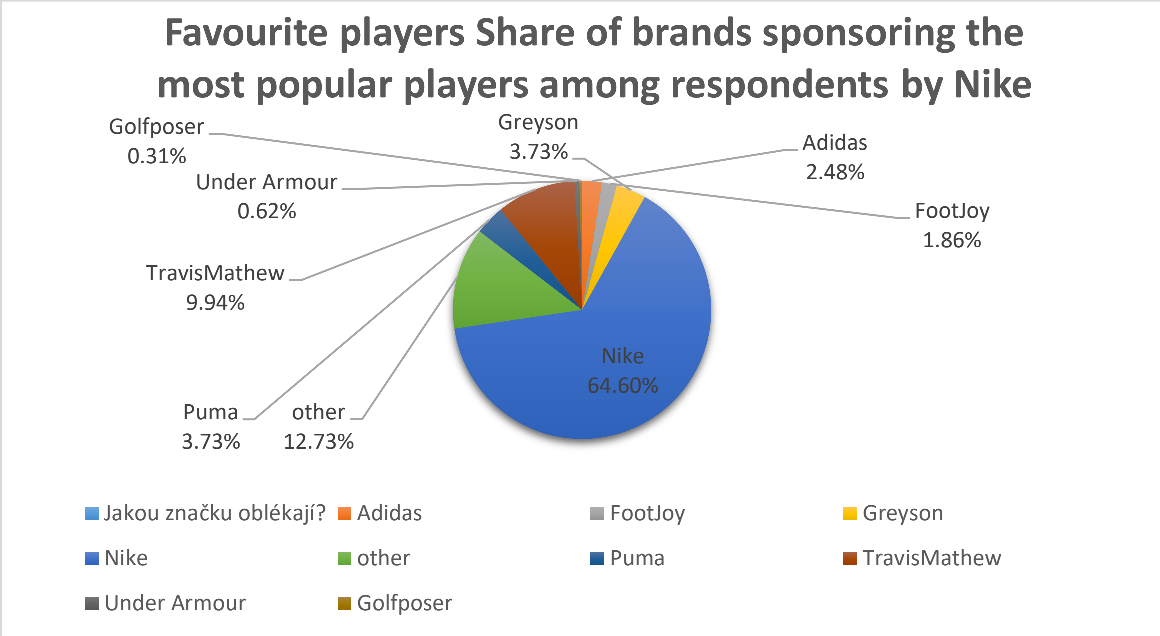


Figure 15 - Share of brands sponsoring the most popular players among respondents (Source: Own Creation)

Here, there is an overwhelming dominance, with Nike sponsoring 64.6% of the most popular players of the respondents.

However, the brand's dominance is far from over. When asked if they knew what brand of clothing their favourite player wears, 46% of respondents were able to answer correctly, 13% answered incorrectly and 41% said they did not know what brand their favourite player wears. Digging even deeper, we find that Nike represented 93.2% of the brands correctly assigned to each player.

However, if we look at the brands that respondents dress, we see that the dominance demonstrated by the Nike brand in recognition fails to translate into market dominance. In Figure 16 we can see that the Nike brand shares the top spot with Adidas, both with a share of 19.44%.

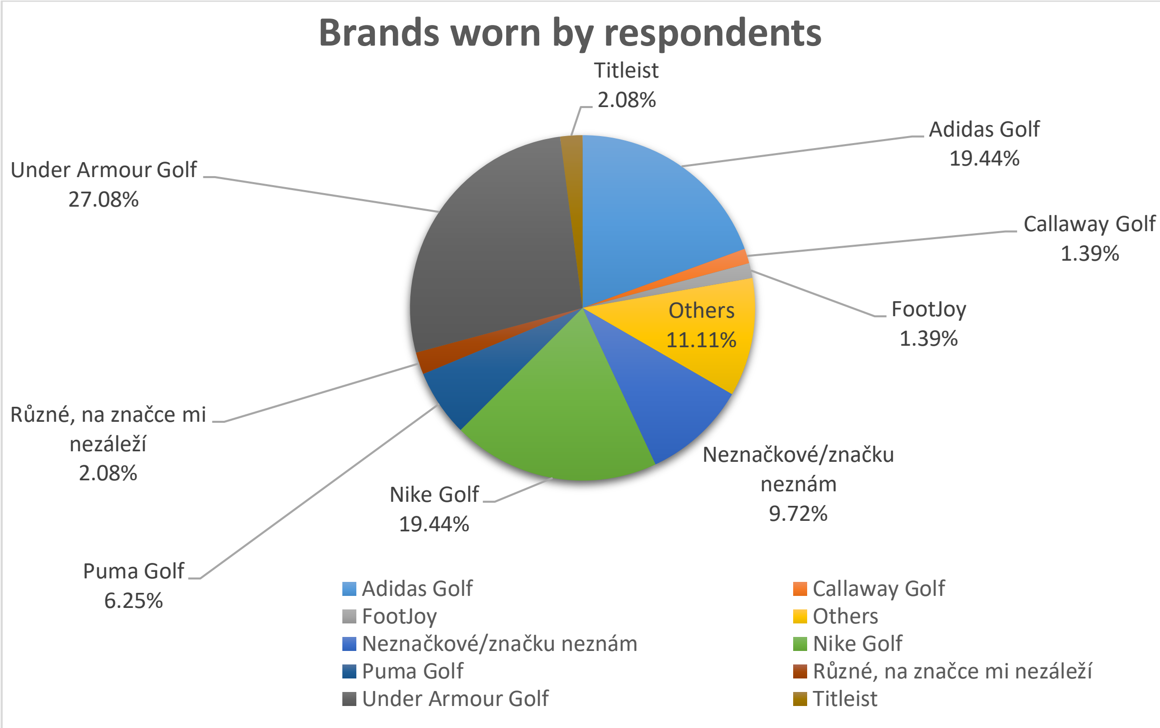


Figure 16 - Brands worn by respondents (Source: Own Creation)

The aim was to find out which specific attributes made the respondents choose the brands. If we look at the overall proportion of attributes, we find that price, appearance and expected quality of clothing were the most important reasons why respondents chose a given brand. Price was most frequently mentioned for Nike, Adidas and Under Armour.

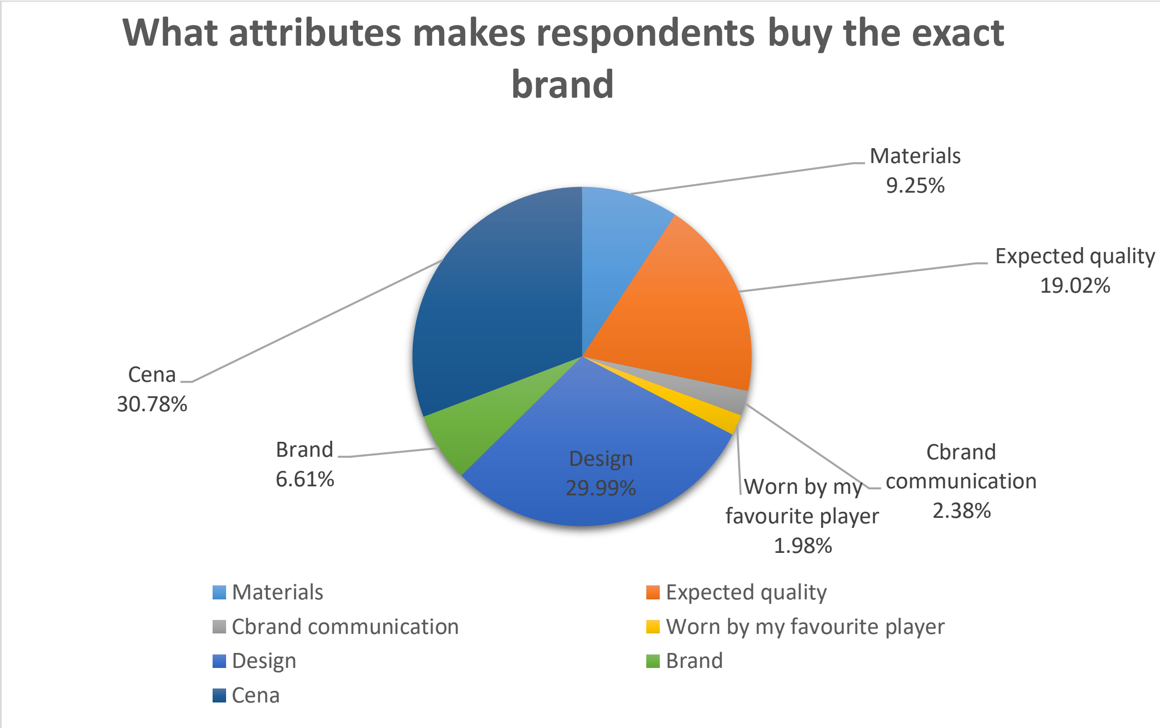


Figure 17 - What attributes makes respondents buy the exact brand (Source: Own Creation)

The findings showed that the most dominant professional players in the PGA tour over recent years were Tiger Woods and Rory McIlroy, with more than half of the respondents voting for them. Furthermore, three out of the five most popular players among respondents had sponsorship deals with Nike, which also dominated the respondents' recognition of brand association with professional golfers. However, Nike's dominance did not translate into market dominance, as Adidas shared the top spot in brand popularity among respondents who wore their clothing. Respondents cited price, appearance, and expected quality as the most important attributes for their brand choice, with Nike, Adidas, and Under Armour being the most associated brands with price.

### 7.2.5 Attributes of a dream brand

For the purpose of branding, especially brand identity and brand DNA, it was necessary to find out the respondents' attitudes towards the emotional attributes of their imagined ideal brand. These attributes were sorted into a semantic differential and evaluated using it.

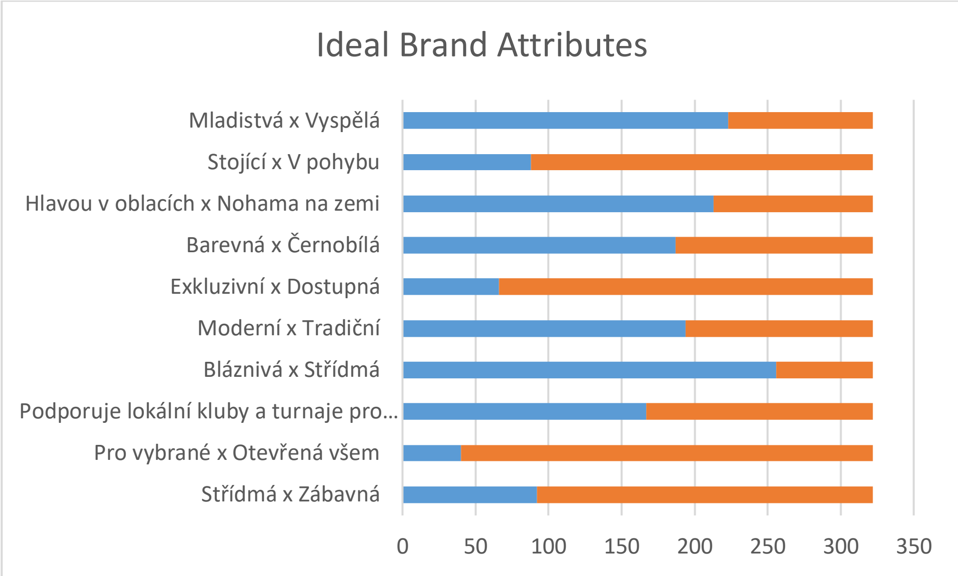


Figure 18 - Ideal Brand Attributes (Source: Own Creation)

It can be noted that respondents want a modern crazy brand that feels youthful, is constantly on the move and can have its head in the sky. They imagine it more in colour, although a significant proportion of respondents still stick to traditional black and white. The brand should be accessible and modern, which goes hand in hand with the fact that they see it as rather wacky and fun. It should be accessible and open to all without distinction.

### 7.2.6 Attributes Influencing Buying Behaviour

The aim of this part of the survey was to find out which product features are the most important for the target group when making a purchase.

First, respondents were asked to assign importance to individual product features when deciding whether or not to buy a product. Specifically, brand, appearance and design, price, material, and reviews and recommendations from other golfers.

They assigned scores from 1 to 10, depending on how important the feature was to them when choosing a product. 10 most, 1 least. The findings showed that customers placed the most importance on price and appearance/design when choosing a product, which received an average importance score of 7.98 and 7.89 out of a total score of 10. Reviews and peer recommendations came in second place with an average importance of 6.17 points. Brand, as well as material, received an average importance of 6.34 and 5.93 points, suggesting that these attributes are less important in product selection, but are still considered by customers.

Subsequently, the attributes were expanded and placed in pairs in turn against each other to determine which attributes are the most important to recreational players.

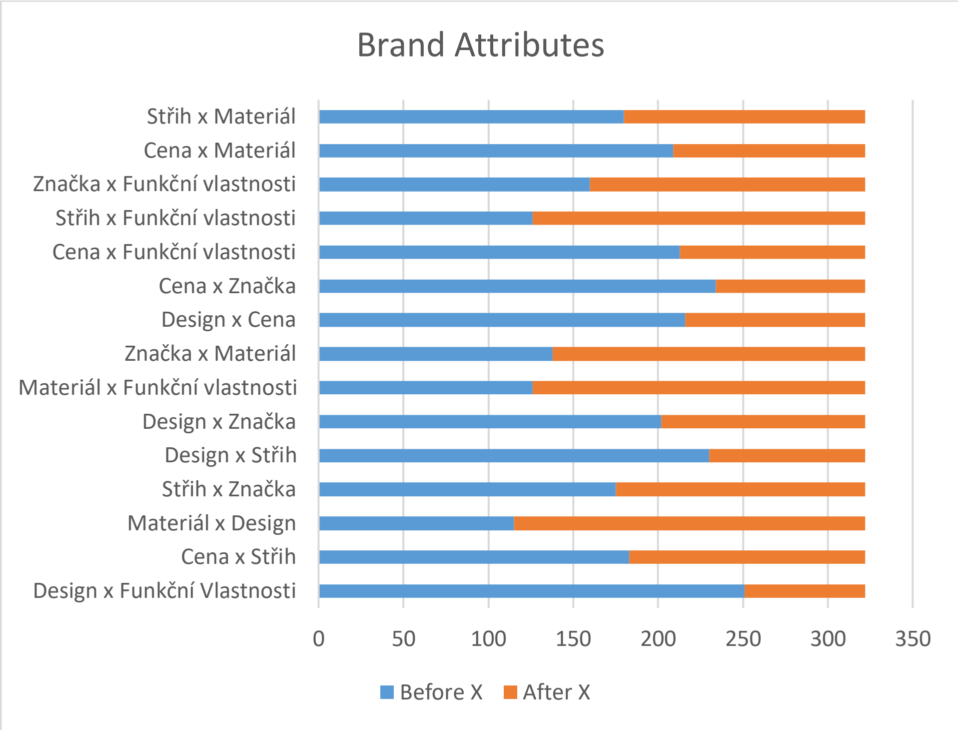


Figure 19 - Brand Attributes

Based on this section, it was found that the most important attribute that influences product selection and consumer buying behaviour is appearance and design. Thus, for respondents, the most important factor in their choice is whether they like the product visually.

At the same time, the most important product attribute in the selection process is price. This is surprisingly similarly important across all acceptance categories. Price is nowadays a very important factor in deciding whether a customer will buy a product.

Of all the attributes listed, functional features rank in the upper half of the importance scale. Consumers expect a product to fulfil its purpose and provide them with comfort and freedom of movement during play.

Fit followed by material are also notable attributes, however, in comparison to the others, appearance, price and functional features of the product come right after in the decision-making process.

Last among the respondents on the scale of attribute importance in deciding whether or not to buy a product was brand. This suggests that brand is not that important to respondents, and there are no majority love brands among golf apparel brands. This gives the opportunity for new players to enter the market.

From the above, it can be concluded that there is room for entry into the golf apparel market among the respondents. The appearance and design of the products and the price offered by the brand to the consumer should be the biggest considerations when entering the market. If it can offer sufficient functional features to do this, it will meet the basic three requirements for meeting customer needs.

### 7.2.7 Product Attributes

In order to deepen the knowledge of the product characteristics that respondents consider when buying different types of clothing, questions were developed in which they were asked to rank the characteristics from the most important to the least important. They were ranked in order of price, appearance, anti-odor properties, ease of maintenance, lightness of material, ease of maintenance, UV protection, flexibility/elasticity, and breathability. Most important with a rating of 9, least important with a rating of 1.

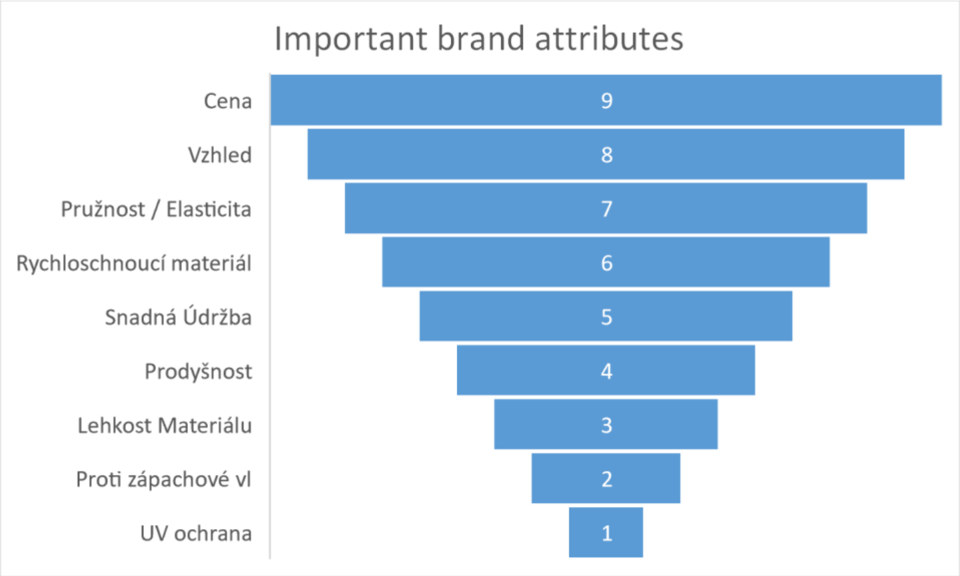


Figure 20 - Important Brand Attributes (Source: Own Creation)

With golf shirts, the most important thing to focus on is again the price and the look. Subsequently, elasticity/elasticity to allow for any range of golf movement and quick drying material are essential for respondents.

For golf trousers, the requirements are exactly the same, except for the last two positions, which are swapped between anti-odor properties and UV protection.

For outer layers such as jackets or vests, it is again very similar to golf shirts. The only difference. In this case, appearance is listed as the most important feature before price.

Overall, then, if products should focus on any of their features, it would certainly be advisable to invest in quality design workmanship and place emphasis on price. Flexibility/elasticity, quick-drying capabilities of the material and ease of maintenance are also important. On the other hand, it is not necessary to give products special properties such as anti-odour or UV protection.

### 7.2.8 Shopping habits

Insight into common buying behaviour is important when creating a new brand as it is central to understanding customers. In the case of the question of how often respondents purchase golf apparel, a cursory glance reveals a very ambiguous split between golfers who purchase golf apparel at least once a year and occupy 52.8% of the respondent group and those who change their golf wardrobe irregularly with 47.2%.

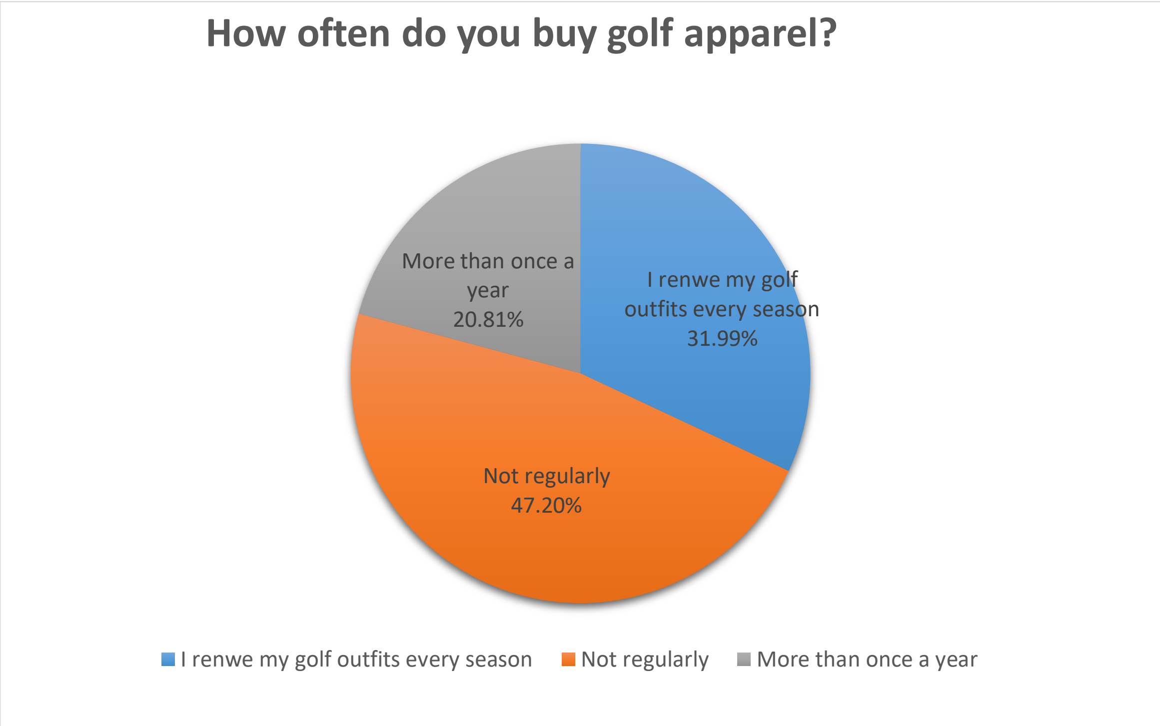


Figure 21 - How often respondents buy new golf apparel (Source: Own Creation)

However, a deeper examination of the context reveals that the ratio changes based on the level of income. If we focus on the group with an income of CZK 40,000 or more, we find that 75% of respondents in this group change their wardrobe at least once a year and a full 25% more than once a year. At the other end of the spectrum, the group with incomes of Respondents were also asked about the size of clothes they normally buy. This information can be used to subsequently optimise the stocking of goods for the first products. The distribution can be seen in Table 1.

| Size | Male | Female |
|---|---|---|
| **XS** | 1.23% | 12.66% |
| **S** | 4.53% | 36.71% |
| **M** | 26.74% | 35.44% |
| **L** | 32.51% | 15.19% |
| **XL** | 19.75% | 0 |
| **XXL** | 15.23% | 0 |

Table 1 - Sizes worn by respondents

Another important thing was to find out how much players normally spend on golf clothing when shopping for the new season. 77.02% of respondents spend more than CZK 2,000 on golf clothing. 7.14% of the respondents are over CZK 5,000. However, what is the maximum amount they are willing to spend on individual products was found out by means of further questions.

81.06% of respondents are willing to spend more than CZK 1 000 for a golf shirt. This finding is surprising, but it corresponds with the frequency of wardrobe renewal among the different income groups. Most are willing to invest money in quality equipment, the only difference is how often they can afford it.

For trousers, the situation is very similar. A full 74.22% are willing to pay more than CZK 1 500 for a pair of trousers. The situation is like that of golf shirts. For outerwear such as jackets or vests, the situation is similar. 76.08 % of respondents are willing to pay more than CZK 1 500 for a jacket.

After finding out how much customers are willing to pay for individual products, it was appropriate to ask which additional products they most often buy with golf clothing. Based on this, the design of the complementary assortment can be optimised to increase the average margin of individual purchases. An interesting finding is that cross-sell works very well here. 77.02 respondents add golf gloves to their purchases, 72.67% also buy golf balls and 71.43% add tees. So, it is a great move to offer these products as part of the product cross-sell during the buying process. On the other hand, for starters, it is not worth stocking up on golf club grips as only 14.29% of customers add them to their purchase. None of the respondents added an answer in the free field.

Another interesting finding is that 89.44% would consider purchasing golf apparel whose brand, although unfamiliar to them, would have its products manufactured in the Czech Republic. This points to the fact that they are not attached to a particular brand and are willing to switch to a brand they are not familiar with as part of sustainability, as they believe in the quality of Czech production.

The last finding was that 54.66% of the respondents prefer to buy golf clothing online. 43.34% of the respondents, however, still like to buy in brick-and-mortar stores. For these customers, it is necessary to create such an offer that they are willing to order goods online. If successful, efforts should be made to get products from the portfolio into specialist brick-and-mortar stores.

Overall, more affluent clients renew their wardrobes more often and therefore it is possible to create products for them and invest in production and new collections more often than in products for the lower income group. This section also gave a statistical insight into which clothing sizes are most represented by the respondent. All income groups are willing to pay extra for golf clothing, only the frequency of golf wardrobe renewal differentiates them. Suitable products for cross-selling and increasing the average purchase value are balls, tees, and golf gloves. Respondents are also opened to buying an unknown golf brand if it is produced in the Czech Republic. However, an online e-shop alone may not be enough over time, and it is advisable to think about the distribution chain of brick-and-mortar stores from the beginning.

## 7.3 Summary of the results of the questionnaire survey

Overall, the survey results provide a varied picture of golfers of all ages, gender composition, education, and income levels. In the first phase, they confirm the data collected in the secondary data analysis and show that golf is a predominantly male sport. The questionnaire was then overwhelmingly answered by players who had at least one year's experience of golf. The respondents' golf performance was then directly proportional to their age. In total, more than 88% of respondents play golf regularly.

In the context of playing golf, the company, friends, and the presence of other people are important. Players prefer to play in the company of someone rather than alone, as the vast majority consider golf to be the hardest sport ever. Because of this, they like to lighten a bad game with humour and fun, which is more important to them than the final score on the scorecard.

Within the popularity of professional players, two representatives of the Nike emblem roll their category, which are Tiger Woods and Rory McIlroy. Even because of them, the Nike brand has decimated all other competitors in brand recognition and endowment. However, this has not had the expected effect on purchasing behaviour among consumers, as Nike was no longer so unrivalled in this indicator and had to accept that brands such as Adidas and Under Armour were nipping at its heels. Even the Under Armour brand is more frequently purchased by respondents than Nike.

Across all types of questions to identify the attributes that are important to customers, the results rely consistently on the same two attributes. These are price and design, which were most frequently cited as the main influencers of purchase behaviour.

Thus, customers have made it clear that they mainly want a brand that offers great design for reasonable money. They would like a modern brand that can offer each customer a product that is right for them.

Although customers are price sensitive, they are willing to pay medium and higher amounts for golf clothing. This then differentiates the frequency of golf wardrobe renewal for each income group. It is then appropriate to create limited offers and other special editions more than once a year for the more affluent group.

Overall, the research offered a lot of interesting insights into the target group and provided a lot of data that will serve both to find key insights for the creation of a new brand, but also mainly for the creation of a qualitative investigation.

# 8 QUALITATIVE RESEARCH

## 8.1 Execution and timeline

Interviews for the thesis took place between 7 and 9 April. The premises of the cafés or public areas of the library of Tomas Bata University were used for their realization. To lighten the atmosphere, refreshments worth 100 CZK were prepared for each participant. The interview script, which can be found in Appendix P III, was developed based on the interim findings from the quantitative interviewing and its structure was subsequently verified with the results of the quantitative survey just before the start of the interview collection period. All participants were carefully selected to match the target group as closely as possible. The aim was to recruit 10 participants, which was eventually achieved.

## 8.2 Introduction of The Participants

3 women and 8 men participated in the study. In the following table we can clearly observe the demographic distribution of the participants.

| | ***Gender*** | ***Age*** |
|---|---|---|
| *P1* | Male | 28 |
| *P2* | Male | 36 |
| *P3* | Female | 27 |
| *P4* | Male | 22 |
| *P5* | Female | 42 |
| *P6* | Male | 52 |
| *P7* | Female | 35 |
| *P8* | Male | 24 |
| *P9* | Male | 54 |
| *P10* | Male | 32 |

Table 2 - Demographics of participants

## 8.3 Analysis and Evaluation of the Qualitative Research Results

The interview itself was divided into 4 parts, which were sequentially linked to each other and gave the whole research a logical structure. A similar structure will be followed in the analysis and presentation of the results.

### 8.3.1 Participants Golf Relationship

This part was mainly devoted to finding out the relationship that the participants have with golf and their habits in golf life. Whether this relates to the frequency of their play or the actual course of their play.

When analysing the motivations for why the participant took up golf in the first place, the responses were broadly divided into two groups. The first was the group who stated that their motivation for starting golf was that they had enjoyed golf for a long time and were tempted to try it. Once they had done so, they stayed with golf. The second group was those who were introduced to golf by someone in their immediate vicinity. In some cases, it was friends, in others it was family members who introduced them to golf.

Before they started playing golf, all participants' thought golf was very financially demanding. One of the participants literally said, "I always thought it was a sport only for rich old men in shirts". However, all of them said that it is not so expensive to start golfing after all, compared to other sports.

There was a very interesting consensus when asked what they thought about golf and its difficulty. They all confirmed that golf is an incredibly difficult game. One of the participants even said that golf is very difficult compared to other sports because the only opponent that you confuse and whose game you can influence is yourself. It's like fighting against yourself in the mirror. This analogy captures the view of the difficulty of golf. It was dismissed with the fact that none of the participants thought they could play a flawless game at any time and with reference to this, each of the participants admitted that they could get angry on the course at times, some even throwing away the golf club.

For 8 out of 10 participants, golf is a purely social game, as they would prefer to play with friends and even complete strangers rather than playing alone. All of this translates into what fun means for recreational golfers. Their answers may differ on the details of fun, but they all have one common denominator. This is that having a good time is more important than the final score on the scorecard. 6 participants like to spice up their game with a bet, 4 of them regularly take an alcoholic drink, and another 4 participants like to light up while playing. One of the participants even mentioned that he and his friends play a tournament every week where they buy small beers and go to the course. For every small beer a player drinks during the 18 holes, one point is deducted from their final score. He describes this private tournament as his favourite golf-related experience each year.

Thus, in this section, the outputs from the quantitative survey were confirmed and combined into a single entity. Golf is, in short, a tough game, and all participants accept this fact. However, this is not a reason that means that their experience on the course cannot be enjoyable, and everyone tries to improve it according to their own taste. Whether it's with alcohol, bets or even a cigar. Everybody's got their own thing, but everybody wants to have fun.

### 8.3.2 Buying Behaviour Insights

This part focused on delving into the participant's purchasing decision-making process and on trying to find deeper nuances in purchasing behaviour that could not be gleaned from the quantitative part of the research.

Participants gave very interesting perspectives on how they relate to golf clothing. 2 of the participants compared it to classic clothing, to which they have no special relationship and in fact would have no problem wearing ordinary clothes for everyday wear on golf or vice versa. 5 participants agreed that golf clothes are more special to them than everyday clothes and that they have a specific relationship with them and take much more care in choosing them. 3 participants agreed that golf clothes are a way for them to express a part of their "crazy" personality that otherwise remains hidden in everyday life. Therefore, they like to wear clothes that they do not encounter on the course.

All participants agreed that they change their wardrobe on a regular basis or always at the beginning of the season. They renew or expand their wardrobe irregularly. They are influenced by discount events or when a brand releases an interesting collection. All of them, however, admitted that they expand their golf wardrobe at least once a season. Most often, they buy items that have the shortest shelf life, such as golf gloves. If we focus only on clothing, then they most often buy T-shirts and polo shirts, followed by trousers or shorts. None of them indicated that they rotate outerwear such as sweatshirt, vest, or jacket frequently. In terms of the size of their golf wardrobe, there was a consensus that their golf wardrobe was in the units of one participant. Only one single participant stated that their wardrobe consisted of dozens of pieces of golf clothing. The most expensive item in all participants' wardrobes was then shoes.

In terms of the brands that the participant dresses and buys, it can be noted that everyone has it a little different. 7 participants have one brand that they currently buy. However, for each of them it is for completely different reasons. 2 participants prefer the Nike brand on the basis that they wear it I in their everyday life and they have such a relationship with the brand that they could not imagine changing it for another one in the case of golf clothing. 2 Participants buy one brand because they bought their first piece of golf clothing from it and have since added other products to it because they did not want to be mismatched and wear multiple brands at the same time. In this case, the brands are Adidas and Under Armour. Although they are different brands, both associate the word quality with theirs. 3 participants then buy the Under Armour brand because they believe it gives them the highest quality at the best price. The remaining participants do not care about the brand. These participants associate the brand with the word's quality and value for money.

Although the quantitative research found that attributes such as fit and material were not as important in purchase decisions, a closer look during the interviews revealed that these attributes were also important in product selection and purchase decisions. Of course, most of the participants' first choice is made with their eyes. First, they have to like the product and be attracted by its appearance, then they move on to the price and see if it meets their price requirements. But then other features come into consideration, which are just the material and the fit. For all participants, it is important that the clothing is as comfortable and elastic as possible and that the player can feel as little as possible that he is wearing it. This was also confirmed in the question where participants were asked to describe what the ideal golf outfit would look like. This was also reflected in detail such as colour or patterns. However, this again had common denominators, among which price was not mentioned this time. Here again, attributes such as comfort and appearance were the most prominent. 6 participants preferred a more traditional and rather minimalistic style of golf clothing, while on the other hand 4 participants preferred garish colours and fun patterns.

The questions about the average spending on golf clothing and the maximum amount that participants would be willing to spend on golf clothing are almost identical to the results of the quantitative research, so it is unnecessary to elaborate on them.

The last thing that was aimed to find out in this part of the survey was whether customers are open to trying a new brand of golf clothing and whether there is a prerequisite for the new brand to have a chance of success.

Each participant would be willing to buy clothing from an unknown brand if they knew it was made in the Czech Republic and was comparably expensive or cheaper than the biggest players on the market. They would also all appreciate the effort to create a golf clothing brand in the Czech Republic. Even more so if the brand was built on environmental sustainability. They would then give such a brand a chance and 7 of them would forgive the initial complications in the early stages of the business both in the logistics process and in the product line. 5 participants would be willing to pre-order clothes of such a brand I if it was necessary to get sufficient funds to finance the production of the first collection.

### 8.3.3 Participants' views on golf apparel brands operating in the market

This part of the qualitative research was mainly used to gain insight into why the participant chooses certain brands. This insight can then help in the development of designs and overall branding.

To establish and open the conversation, the first question asked was whether the participants follow any of the professional golf competitions. They all answered that they do not watch regularly, but they do watch any highlights and highlights from tournaments.

When asked and required to give a spontaneous answer to the question of which golf player comes to mind first, a staggering 8 out of 10 participants said the name Tiger Woods. The other two mentioned Rory McIlroy. When asked which brand they associate with the player mentioned, all 10 said Nike. The ability to recall the Nike brand corresponds in this case with the same findings from the quantitative research.

Figure 22 - Example of Photo of the Golf Player Shown During the Research Without The Logo

In the next part, participants were presented with photographs of golfers from which the brand logos on their clothing were removed. It was found that the different brand designs were not distinguishable from each other at all and most of the designs worn by professional players were simply interchangeable. Thus, it cannot be said that there is a brand that is unique in terms of design and its designs stand out among the others.

### 8.3.4 The Perfect Brand

The last phase was to find out what the perfect brand and the perfect golf outfit would look like in the eyes of the participants. How it would interact with them, what it would look like, what it would say and other data points that would help in the creation of the brand. Here it is convenient to break down the questions in detail question by question, possibly combining multiple questions into one answer.

**What does this clothing look like? What are the colours?**

The responses to this question can be divided into two groups, those participants who like more colourful and bold outfits and those who like a more traditional look. Thus, three participants mainly gushed about colours and pretty patterns, while on the other side the remaining 7 participants mainly talked about minimalistic designs in traditional colours.

**What materials should be used?**

They all want the materials relatively the same. The most important thing for them is that it feels good, is flexible enough not to restrict movement when playing and that sweat doesn't show too much on it. So, they have to be breathable.

**What cut of clothes?**

Here, all the answers were mainly about comfort when playing. However, most would like modern cuts that correspond to the development of the game itself.

**How does it feel?**

There was a comparison amongst respondents that they would like to feel like a second skin in it. Comfortable and at the same time in a way that the clothes didn't restrict them from playing the game, while at the same time making them feel nice and confident enough.

**How does the brand treat you?**

Looking at the selection of what participants mentioned, the most repeated expression was that the brand treats them like a partner, trying to help them and offer the best they can at an optimal price. It was also mentioned that they should have good enough customer support so that there are no problems in the ordering process and if there are problems, they should be solved quickly.

**What kind of communication does it have? Is it more humorous or serious?**

This is where the participants split into two groups. The larger one of 7 participants would like a brand that is fun, funny, with light-hearted communication, that is not afraid to make fun of itself, not afraid to rise above bad situations in golf and considers that none of us are perfect. Here, she then incorporates this in her communication, where it was mentioned that she might make funny videos as well.

The second, the less numerous groups of 3 participants, would like to see a brand that is more calm, moderate, with clear and serious communication referring to the traduce of golf.

**How do you feel about it?**

All the participants agreed that they would have a very warm relationship with the brand they are describing and would love to return to it again and again.

**How should it relate to ecology and sustainability?**

Here there was 100% agreement. All participants said that the brand should behave responsibly towards the environment in which it operates and towards the planet. It should work with sustainable materials and use greener technologies and technological solutions.

**Where should it manufacture its products?**

None of the participants mentioned a specific place where the brand should be produced, but instead they mentioned places where it should not be produced. These places included Asian countries where production costs are lowest and where most of the big players in the market nowadays produce their products.

**Does this brand create educational or more entertaining content?**

Here again, the previously divided groups have shown themselves. Those who envision a more traditional brand with traditional values would like more educational and serious content. Conversely, those who would like a brand that is funny and entertaining would imagine more content that they can have fun with.

**Is there any other brand that you could compare it to?**

Only one single brand was mentioned here from the mouth of a single respondent. That brand is BogeyBoys. It is the modern trendy brand of the world-famous artist Macklemore.

## 8.4 Verification of Research Questions

### 8.4.1 Research question number 1: What parameters are important when choosing golf clothing for Czech consumers?

The research provided valuable insights into what is key for consumers when choosing golf apparel. Design and price are the most important factors, confirming that consumers are looking for clothing that not only suits them aesthetically but also meets their affordability requirements. Flexibility/elasticity came in a close second, showing that customers appreciate clothing that allows them to move comfortably on the course.

However, it is important to consider that other attributes such as material or fit are also key, although they were not directly evident in the quantitative research. In deeper interviews with participants, it became apparent that these attributes are subliminally perceived and come to the mind of customers only after primary factors such as price and design.

On the other hand, brand did not emerge as a key factor in the selection of golf apparel in this study, which is an interesting finding. It seems that in most cases, customers do not favour a particular brand when choosing clothing, but rather focus on the features and price. This can be good news for new brands trying to enter the market as they can focus on offering quality products at a reasonable price without having to build brand prestige.

### 8.4.2 Research question number 2: What are consumers' golf apparel buying habits?

The research focused on the buying behaviour of the respondents and understanding it is key in creating a new brand. It was found that 52.8% of golfers purchase golf apparel at least once a year, while 47.2% change their golf wardrobe irregularly. However, a more detailed analysis showed that the ratio varies depending on income level. If we focus on the group with an income of CZK 40,000 or more, we find that 75% of respondents in this group change their wardrobe at least once a year and a full 25% more than once a year.

Respondents were also asked about the sizes of clothes they usually buy. This information can be used to optimize the stocking of goods for first products.

81.06% of respondents are willing to spend more than CZK 1,000 on a golf shirt. 74.22% of respondents are willing to spend more than CZK 1,500 on golf pants and 76.08% are willing to spend more than CZK 1,500 on a golf jacket.

The results showed that cross-sell is very successful in this area. 77.02% of customers add golf gloves to their purchase, 72.67% also buy golf balls and 71.43% add a golf tee. Therefore, it is a good move to offer these products as an add-on to the main merchandise during the buying process. On the other hand, it is not worthwhile to stock a golf club grip as only 14.29% of customers add it to their purchase.

Another interesting finding was that 89.44% of respondents would consider buying golf apparel whose brand, although unfamiliar to them, was manufactured in the Czech Republic. This points to the fact that they are not tied to a specific brand and are willing to switch to a brand they are unfamiliar with as part of sustainability because they believe in the quality of Czech production. The qualitative research also showed that consumers would be willing to forgive the brand even for initial problems in the product portfolio and logistics.

54.66% of respondents prefer to buy golf clothing on the Internet. However, 43.34% of respondents still like to shop in brick-and-mortar stores.

### 8.4.3 Research question number 3: Is the prospect of Czech-made golf clothing interesting to consumers?

The idea of a Czech golf clothing brand is interesting for customers. They would be willing to buy clothes of an unknown brand if they were products made in the Czech Republic and the price would not exceed the market average. Participants very much appreciated any effort to create a golf clothing brand in the Czech Republic, especially if this brand was based on the principles of environmental sustainability. All participants would give such a brand a chance and would forgive even the initial complications in logistics or product line in the initial stages of the business. In addition, participants expressed a willingness to pre-order clothes from such a brand, especially if it was necessary to finance the production of the first collection. Overall, participants appear to prioritise factors such as local production and sustainability over brand familiarity when considering their purchasing decisions.

# III. PROJECT

# 9 PREFACE TO THE PROJECT

The project part of the thesis is based on essential findings and knowledge from the analytical part of the thesis. Thanks to the detailed analysis of customer preferences, desires, needs and behaviour, it was possible to create recommendations for the branding of a new golf clothing brand in the project part and then to develop a complete project of the golf brand design, which is what this part of the thesis introduces. This project part is based not only on the actual data obtained in the analytical part of the thesis but also on the theoretical aspects presented in the theoretical part of the thesis. This combination of analytical and theoretical elements has made it possible to create a project that is based on relevant information and actual data.

# 10 GOLF APPAREL BRAND PROPOSAL

## 10.1 Critical Insights for Branding Based on Research

Several valid conclusions emerged from the analytical part of the thesis. For a new golf apparel brand and its subsequent positioning, several important insights should be reflected across the entire brand DNA so that it can be as close as possible to its target audience and help them develop an experience of their golf game not only on the course but also off the course.

### 10.1.1 Golf is Hard

During a research study, a question was asked, resulting in an unprecedented 100% agreement among the respondents: Golf is hard. With such a large sample size, this level of agreement is not just a coincidence. Golf is challenging because it requires high technical skill and precision. Players must be able to maintain the correct body posture, execute the proper swing and apply the appropriate force during their shots, all with a high degree of consistency. Additionally, golf requires great mental focus and strategic thinking, as players must factor in variables such as wind speed and direction, course layout, and shot placement. All of these factors contribute to the inherent difficulty of golf and make it a sport that requires tremendous dedication and practice to master.

According to research, statistically, almost half of all customers will never reach one hundred or fewer strokes on eighteen holes in their lifetime. And that's important to realise and incorporate into your entire brand identity. The brand doesn't work with pros who fail to hit five shots out of 100 but is far more likely to work with players for whom that statistic is exactly the opposite.

Based on this, it is appropriate to write into the brand identity that we don't have to be good at golf. We don't have to be successful. We can mess up shot after shot and still have fun at golf. Yet it's a game we love. It's an exciting relationship, where some players can think at one moment that golf is the worst sport they've ever played, and the next moment, after one good shot, they go back to thinking it's the most beautiful sport in the world.

So just like the brand's potential customers, the brand itself should be able to rise above the game's difficulty, above the fact that we will never all be good at golf. But we all can have even more fun with it and enjoy the combination of sport, fresh air, friends, and fun.

If we were looking for one brand attribute to take away from the insight, it would be the ability to rise above itself and be able to make fun of itself when appropriate. This attribute can bring a brand closer, connect emotionally, and help build customer relationships.

### 10.1.2 Fun is More Important Than Score on the Scorecard

For most golfers, golf is a sport and a way to relax and enjoy quality time with friends and family. Many players feel relaxed and relaxed when they play, which helps them to unwind from the stresses and strains of everyday life. Therefore, golf has become one of the most popular sports in the world.

Although some golfers find golf a challenge and try to achieve the best possible results, most golfers never reach a handicap lower than 10. This means they will never become great golfers. However, even if they are not the best players, they play golf mainly for the fun and company they enjoy during the game.

Being part of a golf fling and measuring up with friends is why many players enjoy golf. They have good and bad days on the course, but what matters to them is not the final score, but the fun and time spent with friends. For them, golf is an opportunity to unwind and relax in a pleasant environment.

In addition, golf offers the opportunity to enjoy the beautiful surroundings on the course and creates opportunities for social activities and networking. Golfers can meet people who share their interest in the sport and establish new friendships or business relationships with them.

Overall, it can be said that for most golfers, the fun and company they enjoy during the game is more important than the final score on the scorecard. Golf is not only a sport for them but also a way of relaxation, entertainment, and social interaction.

### 10.1.3 Product Attributes

Research conducted among golf product consumers revealed that the following attributes were most important to respondents when selecting products: price, appearance, flexibility, quick-drying material, and ease of maintenance. These attributes are key for consumers as they allow them to purchase products that not only visually appeal to them, but also perform practical functions and are comfortable and easy to maintain.

Brands should focus on these attributes as they are key factors that influence customer buying behaviour. If a brand wants to succeed, it should try to satisfy each of the important attributes as much as possible. By satisfying these needs, it will increase its chance for success in the market.

#### 10.1.4 Price and Style Are an Important Aspects in the Decision-Making Process of Purchasing Behaviour

Another key insight for building a new golf apparel brand is that price and style are important factors in consumers' purchasing decision-making process. Customers not only focus on the quality and features of products, but also whether they can afford them and whether they match their taste and style.

Therefore, a brand should be able to offer products with quality and functionality that meet the needs of golfers, while focusing on affordability and modern design that will appeal to customers with different tastes and styles.

It is also important to pay attention to competition and price ranges in the golf apparel market. The brand should offer prices that are both competitive and different from other brands in the market. If customers are convinced of the value for money and the quality of the products, they are willing to pay a higher price, but at the same time they must feel that they are getting real value for their money.

The current trend in golf clothing is for minimalist and modern designs that combine traditional elements with current fashion trends. A brand should strive to be in line with this trend, but at the same time offer something extra to set it apart from other brands. For example, it can be original design elements that will appeal to customers with a certain style.

#### 10.1.5 Wealthier clients buy golf apparel more times a year

Based on research, a greater number of wealthier clients tend to change their golf wardrobe more frequently than lower income people. Therefore, it would be advisable to create special editions and limited collections for this group of clients, which would only be available for purchase in limited quantities.

Such an approach could be very appealing to this target group as it would allow them to have constant access to new and interesting pieces to add to their golf wardrobe. In addition, limited editions would allow for more variation in design, which could be very attractive to customers.

Another benefit of more frequent collections would be the ability to react quickly to new trends and fashions that emerge throughout the year. This flexibility could be key for customers who wish to have access to the latest trends and styles.

### 10.1.6 First love never dies

The last interesting key insight is the fact that it's important to be the first brand a customer wears. It may be that the customer doesn't want to mix brands within their outfit and will subsequently buy the rest of their clothes from the brand they bought the first item from. This could be achieved by working with golf clubs during the first practice sessions to offer new golfers a discount on their first purchase.

## 10.2 Brand Values

Having a defined mission, vision, and brand values is crucial when creating a brand identity. These elements are the foundation for creating a successful and sustainable brand identity that will appeal to customers and be recognisable in the marketplace. The brand mission sets out the brand's intent and purpose, while the vision describes what the brand should look like in the future and what goals it should achieve. The brand values determine what the brand represents and what principles it is guided by.

For the whole, which we call the brand, to correspond with everything else the company does, these fundamental aspects of the brand must be clarified at the outset, and the branding and all subsequent activities of the company should reflect these elements.

### 10.2.1 Vision

The brand wants to be a leader in golf apparel for recreational players and be seen as one that combines quality materials and functional design with distinctive style and imagination. We want our customers to enjoy wearing our clothing on and off the golf course and to see us as a reliable partner for fun on the golf course. We strive to innovate and develop new trends and technologies to enhance the playing experience and help our customers push their own limits and improve their performance on the course. We want to be a journey for our customers to have even more fun playing golf.

### 10.2.2 Goals

It aims to become a reliable partner for golfers in European markets. It wants to offer not only quality and functional clothing but also to emphasise stylish design and a variety of collections that will suit all types of players. The brand aims to create a strong community around golf that is fearless in showing its personality and love for the game.

Within the first five years, to penetrate the essential European golf markets: the UK, Germany, Sweden, the Netherlands, France, and Spain.

Another goal of the brand is to be as ecological and sustainable as possible. It focuses on producing clothing from the quality and environmentally friendly materials that minimise the impact on the environment. It also aims to minimise waste and reduce emissions in the production and distribution of products.

The brand wants to be not only a clothing manufacturer for its customers but also a partner that offers them the best shopping experience and supports them in their interest in golf. The aim is to create long-term relationships with customers and to be an inspiration and resource for them.

Lastly, it aims to be socially responsible and support the golf community. The aim is to support local and charitable projects related to golf and its development. The brand also wants to help spread the popularity of golf and attract more players to fall under its spell.

### 10.2.3 Mission

To create quality golf apparel that can reflect the personality hidden within every golfer at affordable prices and quality that will match the best-known brands.

### 10.2.4 Values

The brand values can be divided into several points:

- **Innovation and creativity** – The brand strive to always be at the forefront of innovation in golf apparel and accessories. Creativity will drive the creation of new and bold products that conservative brands are not bringing to market.
- **Quality** – Quality always comes first. Customers are offered products made from quality materials that will last many seasons and be comfortable to wear.
- **Personality** – To create clothing that will allow customers to express their personalities. Products will offer bold yet elegant styles.
- **Fun and Enjoyment** – Bring to their customers fun and enjoyment in golf. Products will be designed to help customers enjoy the game even more.

- **Social Responsibility** – The brand honours the principles of social responsibility and strives to minimize its impact on the environment.
- **Customer Service** – Customers always come first. The brand provides excellent customer service and strives to meet customer demands best. It not only makes the game of golf fun but also makes the customers' journey an enjoyable experience.

## 10.3 Target Audience

### 10.3.1 Brand Independent, Price Sensitive

This target group of recreational and amateur golfers includes players of all genders and ages looking for apparel that meets several critical criteria.

The main requirement is a fitting and functional garment that fits nicely on the body while offering enough freedom of movement to make playing golf easier and more comfortable. The quality of materials is essential to them, as high-quality fabrics ensure wear resistance, easy maintenance, and product longevity.

Price is an essential factor for this group, but not at the cost of compromising quality or functionality. They are looking for clothes that offer good value for money without paying a premium for a well-known brand or logo.

Fashion brands and trends are not a priority for this group as their main goal is to find practical and comfortable clothes. Multi-functionality is vital to them as they want their clothing to be suitable for outdoor activities such as hiking, running, or cycling, allowing them to maximise the value of their purchases.

These golfers are also concerned about sustainability and the ecological impact of clothing production as they recognise the importance of being environmentally friendly. They look for brands that make products from recycled or eco-friendly materials while focusing on ethical manufacturing and supply chain.

In short, this target group includes recreational and amateur golfers who are looking for clothing that is functional, high quality, affordable, multifunctional, and environmentally friendly without having to pay extra for brand prestige.

### 10.3.2 Want to Differentiate Themselves, Sensitive to Price

This target group of recreational golfers includes individuals who engage in golf primarily for fun and social interaction. For them, golf is not just a sport but also an opportunity to spend time with friends, talk, laugh, and enjoy the relaxed atmosphere of the course. These players need to be able to consume drinks, bet and cheer each other on during the game, allowing them to enjoy golf to the full.

In terms of clothing, these players seek comfort and reasonable value for money. They want comfortable, durable clothing that will last through casual and fun times on the course. They don't have to wear expensive brands or luxury materials. Rather they are looking for practicality and value for their money.

Expressing personality is vital to this group, so they are interested in clothing with fun and original designs. They like to wear unconventional clothing that sets them apart from other players, but at the same time respect the basic rules of golf attire. They want their clothes to show that they belong in the golf world, but at the same time, they don't want to be perceived as stereotypical golfers.

This target group focuses on practical and durable clothing, allowing them to express their uniqueness and sense of humour. They are looking for brands that offer a wide range of colours, patterns and fits that can be easily mixed and matched and worn on and off the course.

In short, these recreational golfers are looking for apparel that is comfortable, practical, affordable, and durable while still allowing them to express their personality and fun approach to the game. They want to look good and feel good without having to sacrifice their unique style and golfing experience.

### 10.3.3 Conservative, price insensitive

Premium golfers are the target group who want to present themselves tastefully and elegantly on the course. These customers value quality and a high standard of clothing, which must be perfectly fitting, comfortable and exclusive at the same time. This target group is willing to invest in quality clothing to make them feel confident and luxurious on every pitch.

Premium golfers are usually middle-aged and older men and women with high quality and style standards. This group of people are often very successful in their professional lives and wants to present themselves as successful and sophisticated on the course. At the same time, they are often members of exclusive golf clubs, and for them, golf is not only a sport but also a social event.

Premium golfers often like brands with a high reputation in golf clothing and choose clothing that is tasteful, elegant and in line with current fashion trends. The price level of these brands tends to be higher because they are luxury and exclusive products. Premium golfers expect clothing to be perfectly fitting, high quality and highly functional to give them maximum comfort and freedom of movement on the course.

The target group of premium golfers is very attractive for golf apparel brands because they are willing to spend on quality and luxury. Brands strive to offer products that meet their demands for quality, taste, and style and that will present them as successful and sophisticated individuals on the course.

### 10.3.4 The Funny Ones

This target group are customers who appreciate, above all, the practicality and durability of golf clothing. It is not essential to them what brand they wear. Instead, they are looking for clothing that meets their requirements for comfort and functionality. These customers are often recreational golfers who are not focused on their appearance on the course but rather on their game and fun. Thus, it is crucial for them that their clothing survives when they overdo it with their drinks during a game and fall in the mud, spill beer, or make it through their four-by-four trip home. These customers are looking for clothing that will be easy to maintain and resistant to the elements at a reasonable price.

## 10.4 Naming

When choosing a name for a new golf apparel brand, it is crucial to ensure that it matches the brand's vision and values and resonates with the target customer group. To make the name as effective as possible, it is advisable to draw on the results of the research conducted in the analytics section, from which we can tailor brand name suggestions to give them the best chance of success.

Since the brand will target customers outside the Czech market from the beginning, choosing a name that will be understood worldwide is essential. Ideally, the name should reflect golf terminology, making it easier to remember and communicate the brand internationally.

Therefore, when choosing a name, it is essential to consider not only the research results but also the international context and ease of understanding of the name. This will ensure that the golf apparel brand will be successful not only in the Czech market but will also have a chance of success in other European markets.

After considering all the circumstances and based on the results from the research, the four best name options were selected that are the best ones suitable for the brand from all proposals. These name options were carefully selected and evaluated based on criteria such as ease of remembering, meaning, originality and alignment with the brand's vision and values.

From these four names, a single name will have to be selected. This will be done through name tests, visual identity, and brand positioning tests, carried out after the thesis submission date. These tests will serve to select the final brand identity that the participants of the follow-up research will best perceive.

### 10.4.1 Chip'n'Sip

The first name chosen for the brand identity is Chip'n'Sip. The first and fundamental reason for choosing the name Chip'n'Sip for the new golf brand is that it is a name that is catchy and very easy to remember. It is playful and completely captures the fun and casual atmosphere that the brand represents.

The name is also a pun. It combines two words that inherently belong to golf. Those words are chip and sip. Chip refers to a type of golf swing that is one of the hardest and most important in golf. Sip, on the other hand, refers to drinking, drinking alcohol, which is, according to research, an inherent part of the game of golf. Moreover, both words are part of every golfer's basic English vocabulary.

The name Chip'n'Sip also allows for the creative use of puns and slogans in advertising campaigns. For example, "Chip your way to style with Chip'n'Sip" or "Sip in style on the green with Chip'n'Sip". This can lead to more excellent brand memorability.

Another reason for using the Chip'n'Sip name is that it evokes fun, casual and playfulness, which is ideal for customers looking for a modern and playful alternative to traditional golf wear. It points out that golf does not have to be a game for elderly dapper gentlemen but that everyone can enjoy golf the way they like it.

Finally, the brand can also slightly profit and parasitise on the already existing modern brand Rip'n'Dip, which has earned its place in the wardrobes of millennials and Generation Z in recent years. However, this link-up could be an opportunity but a potential threat as well.

### 10.4.2 Tee-rific

For several reasons, the name "Tee-rific" could be an ideal choice for a golf apparel brand. First of all, the name is playful and creative, which attracts attention and signals the brand's fun and casual approach. The play on words combines the words "terrific", meaning amazing, and "tee", meaning the location of the first shot on each hole. The word "tee" is thus an official part of golf terminology, including the rules of golf. Players all over the world are familiar with it, regardless of the language they speak. This connection helps customers quickly identify that it is a brand aimed at the golf sector. In addition, the positive connotation of the word 'terrific' supports customers' favourable attitude towards the brand and their perception of the products as high quality and attractive.

### 10.4.3 Three-Putt Golf Club

The name Three-Putt Golf Club reflects another insight discovered during the research. It is the insight that golf is a hard and often unforgiving game. Three-Putt is a common term used when a player needs three strokes inside the hole (called putts) to get the ball in the hole. Everyone wants to avoid this situation. However, it happens to everyone from time to time. Thus, this name mainly tries to rise above lousy play and instil in potential customers that they are not alone in this. The term is specific to golf only and thus links the brand to the sport. Customers who play golf may perceive the name as natural, relevant, and fun, which could increase credibility and customer trust.

Furthermore, the word Golf Club in the name may evoke to customers that it is not only a golf apparel brand but also a community they can join and share common experiences with. This could give customers confidence in the quality of the products that the brand offers and also help create a specific brand image linked to the golf community.

Given the brand values, the name Three-Putt Golf Club could be a meaningful fit if the brand wanted to be perceived as a reliable and quality partner for golfers. The name could signal to customers that no matter what happens to them on the course, they will never be alone.

### 10.4.4 Mulligan Makers

The name "Mulligan Makers" for the golf apparel and accessories brand is again derived from the insight "Golf is hard". It expresses the ability to rise above a bad situation and turn it into something good. This reference to golf slang, where the term "mulligan" tends to be part of the unofficial unwritten rules, often based on an agreement between players in noncompetitive games, means a new penalty-free shot if the first one went wrong. This may evoke that the brand is intended for all golfers regardless of their skill level.

This name offers several benefits that could contribute to the brand's success in the marketplace. One of these is originality - the name is relatively unusual and not yet used much in the golf industry, which will allow the brand to differentiate itself from the competition. The easy-to-remember word 'mulligan' combined with 'makers' makes the name an exciting and easy-to-remember phrase.

The gamer attitude that the name evokes shows that the brand is aimed at real golfers and their needs, which customers may find appealing. The name also allows the use of different puns in slogans or advertisements. For example, the slogan "We make the best of every shot" could be appropriate for the Mulligan Makers brand and appeal to customers constantly trying to improve their game.

The flexibility of the name is another strength. It is broad and flexible enough to be applied to other golf-related products and services. In this way, the brand can expand its offer and reach an even more comprehensive range of customers in the future.

Considering all these aspects, the name 'Mulligan Makers' is an attractive choice for a golf clothing and accessories brand with ambitions to succeed in the market and reach a wide range of customers.

## 10.5 Brand Identity

The brand aims to appeal to both target groups - those looking for a distinctive and expressive style, as well as those who prefer classic and traditional designs. It is important to remember that there are different preferences and tastes in golf apparel and being a brand that can cater to the needs of both groups of customers can only help. Brand identity is a critical factor in a brand's success in the marketplace. In the case of a golf apparel brand, whatever the name is chosen, it is essential that it corresponds with the research results and can offer customers what they are looking for. It is, therefore, necessary to create a brand image that embodies modernity and elegance while artfully and deliberately disrupts that elegance, allowing its customers to express and show their golfing personality fully. To differentiate themselves against market competitors who claim to be the best players with their products.

The brand's values should be reflected across the entire brand identity. The brand itself, its communication and its appearance must show that it is a brand that is there for everyone. A brand that can offer products for everyone, whatever style they are looking for. A brand that is with players in the moments when they play triple-bogey on the first hole, but also in the moments when they play hole-in-one. In short, it's always there for players and ready to entertain them and show them that the fun doesn't have to end with bad play.

As the brand targets the European market, it is also crucial that the brand identity is adapted to local cultural practices and preferences. For example, a brand could use a European golf course or historic building as a backdrop for its advertising campaigns. Overall, the brand should create a positive relationship with European customers and show that it understands and respects their customs and preferences.

### 10.5.1 Brand Personality and Brand Voice

In addition to its trendy and bold style, the brand voice includes a cute cat with a golf cap drinking beer. Her name is Swingin' Whiskers and her catchphrase is Keep swingin', keep sippin', keep smilin'! This cat symbolizes the relaxed and friendly atmosphere the brand offers its customers. It is also a symbol for the fact that the game of golf can be fun and that it is not just about the result, but also about the experience and fun. This is described in more detail in section 10.5.2.

Brand personality and brand voice are important tools for a brand in building relationships and communicating with customers. The brand wants customers to perceive its voice as friendly and personal, so it strives to establish strong relationships with its customers and be part of their golfing experience. Swingin' Whiskers is a strong symbol of this effort, and its presence brings an even more personal and friendly dimension to the brand voice.

Brand personality and brand voice are important tools in building a brand's identity and helping it communicate with potential customers. Chip'n'Sip wants to be seen as a modern and trendy brand that understands the needs of golfers and can offer them not only quality and functional products, but also a fun and relaxed golfing experience. The importance of brand personality and brand voice for the brand is therefore not a question of trying to be different at all costs, but rather a question of adapting to the needs and tastes of customers while remaining true to its principles of quality and functionality.

### 10.5.2 Fluent Device

A fluent device is an advertising character or element used repeatedly within an advertising campaign or brand communication to increase the recognition and memorability of the advertisement or brand itself. This element can be a figure, symbol, slogan, melodic theme, or other consistent elements that help create a unique and cohesive brand image in customers' minds. The use of a fluent device, as a character that is witty and above the fray, is precisely what is suggested for using a modern brand with light-hearted communication.

A fluent device called Swingin' Whiskers was created for our brand.

Swingin' Whiskers is an unforgettable and adorable cat that could become a brand symbol. Her drunken face and golf cap give her a funny and casual look that instantly catches the eye. Her inquisitive eyes and slightly tilted head convey that it is ready to take up golf, even if it is not very good at it yet.

It represents every golfer who wants to enjoy the game and have fun, even when their performance is not what they like. Its confused expression and clumsy swing attempts are a reminder that golf is a challenging sport and that even the best players sometimes have to deal with bad shots. Swingin' Whiskers thus encourages golfers to laugh at their mistakes and enjoy the game even when they fail.

It can also appear in various positions and situations that illustrate different aspects of golf. She can be seen attempting to make a drive, make a show with a wedge or get out of a sand bunker, which always ends in a funny situation. This cat constantly reminds players that golf is all about fun and enjoyment.

In addition to its cute appearance, Swingin' Whiskers also has a distinctive catchphrase that matches the slogan "Let the good times swing". The catchphrase could be, for example, "Keep swingin', keep sippin', keep smilin'!". With this slogan, Swingin' Whiskers encourages golfers not to give up when they fail but to laugh and enjoy the game with a positive attitude.

### 10.5.3 Visual Identity

The brand is striving across its DNA to catch the wave of emerging young golfers, the millennials who will take the reins of the golf world and soon become the largest demographic group. But at the same time, not forgetting those who have been playing golf for a long time but still want to belong to a brand whose community they will feel comfortable in the presence of. The look and feel of the visual identity of this modern brand should be in a modern, fresh, and playful style that reflects the brand's personality and values. At the same time, it should be recognised and perceived as quality and reliable. Colours should focus on fresh and vibrant tones that evoke energy and vitality. The dominant colours could be green, blue, white, and grey, which are traditionally associated with the sport of golf.

The logo should be modern, easy to remember and simple. It can include a symbol or emblem that is reminiscent of golf, yet sufficiently abstract and unique. The use of unadorned fonts could add playfulness and individuality to the logo.

Dynamic and moving elements within the visual identity, such as animations, videos, or interactive elements on the website, could also be appropriate for the brand. This could increase interaction with users and provide an experience that blends with the brand personality.

Overall, the visual identity of this modern brand should reflect innovation, creativity, fun and individuality.

# 11 PRODUCT PORTFOLIO AND PRICING STRATEGY

## 11.1 Product Portfolio

For brand launches, it is crucial to set a narrow product portfolio to eliminate the risk of an overly crowded and disjointed product portfolio as much as possible. According to the values set by the brand based on research, there is a need to bring quality clothing at a reasonable price for players who stick to traditional colour combinations and players who like flashy colours and patterns to express their golf personality. The entire product line is thus divided into two collections. The first collection includes classic and conservative pieces for golfers who prefer an elegant and understated look, and the second, the personality collection, for those who are not afraid to express their personality through bold colours and patterns. The products will thus be produced on a limited scale and in only two main categories - clothing and other golf accessories.

### 11.1.1 Collections

As already mentioned, based on the two main groups of customers that are present on the market, it is advisable to work with two collections in the long term. These collections can change their names seasonally, but also gradually I products and their appearance according to current trends. It is advisable to renew the collection at least once a year, ideally twice. In spring and autumn.

**Timeless Swing**

This collection focuses on traditional and classic styles for golfers who prefer subtle and discreet colours and designs. The Timeless Swing collection includes polo shirts, shirts and golf trousers made from quality materials such as cotton, polyester, or spandex to ensure comfort and freedom of movement during the game. The collection offers sleek cuts and minimalist designs that are perfect for players who are trying to stay true to a traditional style.

**Funky Fairway**

This collection is designed for players who like to stand out on the field and want to show their personality through bold colours and patterns. The Funky Fairway collection features modern and imaginative pieces of clothing and accessories such as polo shirts, shirts and golf pants with bold prints and patterns. The collection also offers accessories such as golf bags, hats, and socks to help you express your personality on the course. The Funky Fairway collection is perfect for golfers who want to be distinctive and original.

### 11.1.2 Products

The initial collection should include core pieces of golf apparel and complementary products that can add value to the shopping cart.

Men's products that should not be missing from either collection are golf shirts and polo shirts, which are the cornerstone of the entire collection. This should be followed by golf trousers, shorts, and outer layers. Outerwear should include jackets as well as vests, hoodies, and sweaters.

Women's products that should be represented in both collections are golf shirts. For the lower body, pants, shorts, as well as golf skirts. Both can be combined in the category of golf overalls. This should be followed by outerwear as in the case of the men's products.

This entire product portfolio should be complemented by complementary products, which respondents in the survey indicated that they purchase at the same time as their clothing. These are golf balls, golf tees and golf gloves. However, these are difficult to develop and manufacture and can only be included in future collections. It is also appropriate to add socks, markers, and any type of headgear to these additional products.

### 11.1.3 Sizes

Research has shown how which sizes are represented in men and women. It would be advisable to stick to this output when creating the first collection and when ordering sizes, the percentages should be divided according to the values in the table below.

| Size | Male | Female |
|---|---|---|
| **XS** | 1.23% | 12.66% |
| **S** | 4.53% | 36.71% |
| **M** | 26.74% | 35.44% |
| **L** | 32.51% | 15.19% |
| **XL** | 19.75% | 0 |
| **XXL** | 15.23% | 0 |

Table 3 - Sizes worn by respondents (Source: Own Creation)

## 11.2 Pricing Strategy

Based on the fnact that price is one of the most important attributes for the brand's target audience in their purchasing decisions, it would be appropriate for the brand to adopt a price differentiation strategy. This strategy allows setting different prices for the same product for different customer segments.

For customers who are more price-sensitive, lower prices should be chosen so that they can afford to buy the brand's quality products regardless of income group. This category would include basic products in different colour variants so that each customer can find the product that suits them best. Especially for these customers, the best value for money should be offered. Even if at the cost of low margin products. It is important for a brand to build a community, not to reap meaningless margins.

This lost margin is then ideally made up with customers who are willing to spend more on the brand and prefer exclusivity. These customers can be appealed to by the quality and design of the products and offered, for example, limited editions with unique designs. Margins on such products can be increased and can compensate for reduced margins on the remaining products.

Overall, the price differentiation strategy is a great option for the brand, where any discerning customer will come into their own.

## 11.3 Timing and Budget

Since the whole thesis is about branding, not about a communication strategy for brand entry, it is difficult to indicate the timing and budget that will have to be invested. Branding is essentially a never-ending process that starts with the setup of the brand DNA and its identity and continues to build the entire identity throughout its lifetime. Nevertheless, a timeline and budget can be designed to create that brand.

### 11.3.1 Timing

After the completion of this thesis, the next steps would be towards graphic work on the whole brand. A quality brand manual would take approximately 60 days to create. After its completion, the preparation of the online store, social media profiles, layout of the fluent device or creation of content plans could begin. This additional preparation would take 30 days. Thus, if the preparations for the project begin after the thesis is completed, i.e., at the beginning of June 2023, the overall branding could be ready by the beginning of September 2023. The actual design and production of the products, including the raising of investment funds, are not included in this plan, as these are complex management processes that would require a further diploma thesis.

### 11.3.2 Budget

The budget, for the branding itself, is difficult to determine like this from the waist up. The brand is defined and so the graphic designer would have a precise brief of what is expected. This would certainly make his work faster, therefore cheaper. The expected costs for the creation of a brand manual, graphic templates for social networks, brand identity and an online e-shop on the Shopify platform is 100 000 CZK. Again, it should be noted that this amount includes only the cost of branding.

# CONCLUSION

The thesis focused on the branding of a new golf clothing brand. The aim of the thesis is to find out what brands of clothing are worn by amateur golfers in the Czech Republic, what is important to them when buying golf clothing, what they choose clothing according to and whether and at what price they would be willing to buy golf clothing made in the Czech Republic. The thesis consists of three parts. The first or theoretical part defined the concept of brand, its historical perception, the function of the element and types of brands. Then it was devoted to the clarification of the concept of Brand Equity, Brand Equity models, measuring brand equity and how to build brand equity. Last but not least, the theoretical background of the concept of Branding was presented. The conclusion of this section was devoted to the methodology, presenting the objectives of the thesis, the research questions, and the chosen methods for the research, which served as the basis for the next part of the thesis.

The theoretical part of the thesis is followed by the practical part, the introduction of which was devoted to the analysis of secondary data regarding the target group of recreational golfers in Europe. The secondary data served to describe early insights into the industry and offered a pivotal basis for the development of the next part of the research.

The next stage presented respondent demographics and analysed the frequency of golfing, perceptions of golf as a sport, individual respondents' relationships with brands, attributes of a dream brand, attributes influencing purchase behaviour, product features that are important to respondents and shopping habits. After answering the research questions, the key findings of all analyses were used and further deepened in the qualitative research in the form of semi-structured interviews with recreational golfers.

The final data from all three types of research were then collected, compared, and analysed. The results and key insights were then drawn from these data to verify the research questions.

In the project part of the thesis, which dealt with the branding design of a new golf apparel brand, the basic and key insights for branding, brand values, target audience were described, and 4 brand naming options were proposed. This was complemented by the design of the brand identity, product portfolio and pricing strategy.

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# LIST OF ABBREVIATIONS

HCP Handicap – Handicap is a numerical expression of the playing level of an amateur golfer. In tournaments it is used as an "advantage" for less experienced players to also win. The highest possible handicap is 54.

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# APPENDICES

# APPENDIX P I: QUANTITATIVE QUESTIONNAIRE

**1) Hrajete golf?**
Jsem profesionálním hráčem
Jsem amatérským či rekreačním hráčem
Golf nehraji

**2) Kolik let se věnujete golfu?**
0-1 rok
1-2 roky
2-5 let
5-10 let
Více než 10 let

**3) Jak často hrajete během sezóny golf?**
Více než jednou týdně
Alespoň jednou týdně
Alespoň jednou měsíčně
Nepravidelně, ale alespoň jednou za sezónu
Golf hraji pouze výjimečně

**4) Jaké je Vaše HCP?**
54-40
39-30
29-20
19-10
9-0
Nemám aktivní HCP.

**5) Golf je jeden z nejtěžších sportů vůbec.**
souhlasím
spíše souhlasím
nevím
spíše nesouhlasím
nesouhlasím

**6) Golf chodím hrát radši s přáteli než sám.**
souhlasím
spíše souhlasím
nevím
spíše nesouhlasím
nesouhlasím

**7) Při hře s ostatními hráči mám tendenci se navzájem hecovat a popichovat.**
souhlasím
spíše souhlasím
nevím
spíše nesouhlasím
nesouhlasím

**8) Když je při hře něco v sázce, tak je hra zábavnější.**
souhlasím
spíše souhlasím
nevím

spíše nesouhlasím
nesouhlasím

**9) Při golfu je pro mě důležitější dobrá zábava než dobrý výsledek.**
souhlasím
spíše souhlasím
nevím
spíše nesouhlasím
nesouhlasím

**10) Alkohol při golfu dokáže zvýšit úroveň zábavy.**
souhlasím
spíše souhlasím
nevím
spíše nesouhlasím
nesouhlasím

**11) Nevadí mi, když se při golfu kouří.**
souhlasím
spíše souhlasím
nevím
spíše nesouhlasím
nesouhlasím

**12) Je třeba se umět povznést nad nepovedenou hrou a odlehčit ji humorem.**
souhlasím
spíše souhlasím
nevím
spíše nesouhlasím
nesouhlasím

**13.1 - 13.10) Jaký je Váš oblíbený golfový hráč?**
Tiger Woods
Phil Mickelson
Rory McIlroy
Bryson DeChambeau
Rickie Fowler
Jordan Spieth
Dustin Johnson
Justin Thomas
Brooks Koepka
Matt Kuchar
Jiné

**14.1 - 14.1) Víte jakou značku obléká tento hráč?**
Ano
Ne

**14.2) Víte jakou značku obléká tento hráč?**
Doplňte

**15.1 - 15.10) Jaké značky golfového oblečení oblékáte?**
Nike Golf

Under Armour Golf
Adidas Golf
Puma Golf
Titleist
FootJoy
Callaway Golf
Galvin Green
Ralph Lauren Golf
TravisMathew
Jiné

**16.1 - 16.6) Co je pro Vás při výběru této značky rozhodující?**
Kvalita
Použité materiály
Komunikace značky
Obléká ji můj oblíbený hráč
Styl / Vzhled / Barva
Renomé značky
Jiné

**18.1 - 18.10) Představte si dokonalou golfovou značku, jaká by měla být?**
Tato otázka není kódována, v exportu jsou přímo číselné hodnoty.

**19) Jak důležitá je pro Vás značka při výběru golfového oblečení? (1 nejméně, 10 nejvíce)**
Tato otázka není kódována, v exportu jsou přímo číselné hodnoty.

**20) Jak důležitý je pro Vás vzhled a design při výběru golfového oblečení? (1 nejméně, 10 nejvíce)**
Tato otázka není kódována, v exportu jsou přímo číselné hodnoty.

**21) Jak důležitá je pro Vás cena při výběru golfového oblečení? (1 nejméně, 10 nejvíce)**
Tato otázka není kódována, v exportu jsou přímo číselné hodnoty.

**22) Jak důležitá je pro Vás kvalita použitých materiálů při výběru golfového oblečení? (1 nejméně, 10 ne**
Tato otázka není kódována, v exportu jsou přímo číselné hodnoty.

**23) Jakou roli hrají recenze a doporučení od ostatních golfistů při výběru golfového oblečení?**
Tato otázka není kódována, v exportu jsou přímo číselné hodnoty.

**24.1 - 24.15) Co z níže uvedeného je pro Vás důležitější při výběru golfového oblečení?**
Tato otázka není kódována, v exportu jsou přímo číselné hodnoty.

**25.1 - 25.9) Seřaďte vlastnosti, od nejvíce po nejméně důležité, na které berete ohled při nákupu vrchní v**
**atd.)**
Tato otázka není kódována, v exportu jsou přímo číselné hodnoty.

**26.1 - 26.9) Seřaďte vlastnosti, od nejvíce po nejméně důležité, na které berete ohled při nákupu golfový**
Tato otázka není kódována, v exportu jsou přímo číselné hodnoty.

**27.1 - 27.9) Seřaďte vlastnosti, od nejvíce po nejméně důležité, na které berete ohled při nákupu golfové**
Tato otázka není kódována, v exportu jsou přímo číselné hodnoty.

**28) Jak často nakupujete golfové oblečení?**
Více, než jedenkrát za rok

Každou sezónu obnovuji šatník
Nepravidelně

**29.1 - 29.7) Seřaďte jaké oblečení pro golf nakupujete od nejčastějšího po nejméně časté?**
Tato otázka není kódována, v exportu jsou přímo číselné hodnoty.

**30) Jakou velikost golfového oblečení běžně kupujete?**
XS
S
M
L
XL
XXL
XXS

**31.1 - 31.4) Které doplňky často nakupujete s golfovým oblečením?**
Golfová rukavice
Golfové míčky
Týčka
Gripy

**31.5) Které doplňky často nakupujete s golfovým oblečením?**
Tato otázka nemá žádnou hodnotu k zakódování (nebylo nic vyplněno).

**32) Kolik běžně utrácíte za nákup golfového oblečení**
Méně než 1 000 Kč
1 001 až 2 000 Kč
2 001 až 3000 Kč
3 001 až 5 000 Kč
Více než 5 000 Kč

**33) Kolik jste maximálně ochotni utratit za golfové tričko?**
600 Kč
1 000 Kč
1 500 Kč
2 000 Kč
Více něž 2 000 Kč

**34) Kolik jste maximálně ochotni utratit za golfové kalhoty?**
1 000 Kč
1 500 Kč
2 000 Kč
3 000 Kč
Více než 3 000 Kč

**35) Byli byste ochotni si pořídit oblečení neznáme golfové značky, pokud by bylo vyráběno v Česku?**
Ano
Ne

**36.1 - 36.4) Kde nakupujete golfové oblečení?**
Kamenné obchody se sportovním vybavením
Online e-shopy
Specializované kamenné prodejny

Specializované online e-shopy

**37.1) Pohlaví:**
Muž
Žena
Jiné

**38) Věk:**
15-24 let
25-34 let
35-44 let
45-54 let
55-64 let
65 a více

**39) Nejvyšší dosažené vzdělání:**
Základní
Středoškolské s výučním listem
Středoškolské s maturitou
Vysokoškolské

**40) Čistý měsíční příjem:**
Méně než 20 000 Kč
20 000 až 29 999 Kč
30 000 až 39 999 Kč
40 000 až 49 999 Kč
Více než 50 000 Kč
Nechci odpovídat

# APPENDIX P II: SEMI-STRUCTURED INTERVIEW SCRIPT

Scénář výzkumu.
Pěkný den, děkuji, ţe jste si udělali čas zúčastnit se dnešního výzkumu k mé diplomové práci. Má diplomová práce je na téma Branding nové golfové značky a tento rozhovor, který spolu absolvujeme je třetí a poslední fází analytické části této diplomové práce. Rozhovor by neměl trvat déle než 30 minut. Během celého rozhovoru si budu psát poznámky a náš rozhovor bude nahráván pro účely diplomové práce. Účastí na výzkumu souhlasíte s nahárváním a případným zveřejněním nahrávky do doby obhajoby práce.

Jako první se budu ptát na základní otázky, abychom objevili váš vztah ke golfu jako takovému.

Poté volně bez přestávky přejdeme v druhou část, kde se budeme věnovat vašemu vztahu ke golfovému oblečení.

Ve třetí části si mírně odpočineme a přesuneme se ke krátké práci s fotkami a ke vnímání golfových značek.

V poslední a čtvrté fázi si pak budem opět už jen povídat. Následně Vám poděkuji za rozhovor a celé to tady ukončíme.. Celý proces výzkumu včetně rozhovoru bude anonymně zaznamenávám za účelem vyhodnocení výzkumu a následného doložení k dipomové práci.

Tak, můžeme na to?

1. Prosím, v krátkosti řekněte svůj věk a jak dlouho se věnujete golfu
2. Co vás motivavovalo k tomu začít s golfem?
3. Než jste s golfem začal/a, co jste si myslel o jeho finanční náročnosti?
4. A co si o jeho finanční náročnosti myslíte nyní?
5. Co si celkově myslíte o golfu jako o hře a sportu?
    a. Pokud náročnost hry nezmíní při odpovědi, doptat se. Je golf těžká hra?
    b. Pokud ano, Proč je pro vás golf težká hra?
6. Jak často se golfu věnujete?
7. Jaký je váš HCP?
8. Myslíte si, že někdy dokážete zahrát bezchybnou hru?
9. Vy a vztek na golfovém hřišti. Vztekáte se?
10. Hrajete radši o samotě, nebo s přáteli?
    a. A pokud by byll na výběr hrát o samotě a nebo s úplně cizími lidmi ve flightu?
11. Co pro vás znamená zábava při golfu?
12. Jak vypadá vaše běžná návštěva golfového hřiště?
    a. Jdete o samotě nebo s někým?
    b. Rozvičujete se?
    c. Co děláte během hry?
    d. Co děláte, když se vám nedaří?
    e. Je něco, čím si hru samotnou spestřujete?
    f. Co alkohol či tabák a golf?
13. Jakou máte výbavu?
14. Jaký je váš vztah ke golfovému oblečení?
    a. Jak často golfové oblečení nakupujete?
    b. Které části nakupujete nejčastěji?

   c. Máte oblíbenou značku které se držíte nebo naopak nakupujete různě?
      i. Proč jste si tuto značku vybrali?
      ii. Pokud byste měl/a říct jedno slovo, které vás k této značce napadne, jaké to je?
   d. Kolik golfového olečení doma máte?
   e. NA čem vám u golfového oblečení záleží?
   f. Představte si, že si vybíráte golfové oblečení, po čem se koukáte jako první, co vás zaujme?
   g. Co je pro vás při jeho výběru nejdůležitější?
15. Když si představíte ideální golfové oblečení, jaké by bylo? Můžete popsat i jednotlivé části celého outfitu.
16. Jaký styl golfového oblečení se vám líbí?
17. Jaká je vaše nejdražší položka v golfovém šatníku a kolik stála?
18. Kolik tak běžně utratíte za sezónu za oblečení?
19. Kolik jste ochotni maximálně zaplatit za
   a. Golfové tričko
   b. Mikinu
   c. Bundu / vestu
   d. Kalhoty či jiný spodní díl
20. Byli byste ochotni koupit si oblečení neznámé značky (předpokládejme, že by se vám libilo), pokud
   a. By bylo dražší než konkurenční známé značky
   b. By bylo stejně drahé
   c. By bylo levnější
   d. A kdybych vám řekl, že je vyráběno v Česku?
21. Ocenili byste značku, která se vyrábí v Česku a snaží se jít co nejudržitelnější cestou?
   a. Dali byste jí šanci?
   b. Podpořili byste ji v začátcích jejího vzniku?
   c. Byli byste ochotni této značce v počátcích prominout nedokonalosti v logistickém procesu?
   d. Byli byste ochotni této značce v počátcích prominout nedokonalosti v produktové řadě?
   e. Byli byste ochotni si její produkty předobjednat, pokud by to byla jediná cesta, jak by mohla vzniknout?

Nyní se vrhneme na část o v nímání značek.

1. Sledujete golfové turnaje, například sérii PGA?
2. Řekněte první jméno golfového hráče, které vás napadne.
3. Kterou značku oblečení nosí?
4. Sledujete nějaké golfové profily na sociálních sítích?
   a. Jaké?
   b. Je mezi nimi i nějaká značka golfového oblečení?

Nyní vám ukážu několik fotografií, na kterých uvidíte golfové hráče v golfovém oblečení. Toto golfové oblečení bylo zbaveno značek.

## APPENDIX P III: RAW QUANTITATIVE DATA

Raw data from the quantitative survey is available at the following link: https://drive.google.com/drive/folders/1-7rTa40K54Omzc5s9cMaivoANlyte9Jq?usp=sharing

## APPENDIX P IV: TRANSCRIPTS OF SEMI-STRUCTURED INTERVIEWS

Transcripts of the recordings of the cavitational interviewing are available at the link: https://drive.google.com/drive/folders/1HRyop2hXBLTR_ju49L1962P6IMjTUP6Y?usp=share_link