Presentation of Brand Equity Management Pattern of Zob Ahan Isfahan Cultural and Sport Club

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Abstract: The aim of this study is to present a model of brand equity of Zob Ahan Isfahan club. This is an applied research in which the grounded theory was used in order to analytical study of effective issues and indicators in the process of brand equity of Zob Ahan Isfahan Club. In this research, brand equity was investigated through interviews with experts of brand management and directors of Zob Ahan club. In this regard, 18 interviews were carried out by snowball sampling and based on the theoretical adequacy of study and several effective indications in the brand equity of Zob Ahan club were identified through a process of open coding. Three concepts of organizational structure, marketing and audiences were clustered. Finally, these categories were presented as management pattern of brand equity of Zob Ahan club.

INTRODUCTION

Today, companies generate brands to grow their business and increase their profitability. Companies are trying to encourage consumers to buy their products or services by differentiating themselves from competitors and convince consumers that their product is worth more in order to transform the product into a safe and familiar brand for customers[1]. Familiar brand assures the customer to a certain level of quality and provides an opportunity to differentiate its brand while attracting loyal customers for marketers and managers. Brand is considered as one of the assets of company that is often a name, word, symbol, design or combination of these elements which aims to transfer and identify a meaning that distinguishes the products or services of the company from competitors. Companies create and manage customer's expectations through the efforts of branding; thereby they are intertwined in creating successful brands, brand quality and brand image[1]. In addition, according to the Chernetory *et al*.[2], a successful brand is able to quickly create a powerful personal and emotional relationship with customers; thereby it enables the possibility of customer loyalty towards the brand. Brand is a name, phrase, term, sign, symbol, design or combination of these that is used in order to identify products and services to the vendors or a group of sellers and to differentiate them from products of competing companies. Today, other elements such as experiences, stories and mental memories of consumers from particular

properties of the brand and even location of shopping centers or product's distribution and their price are also intertwined in this collection and they all together create the concept of brand[3]. Aaker[4] believes in making strong brands. Brand awareness, brand loyalty and perceived quality of the brand all lead to the creation of brand equity which is very important to the companies. If customers are loyal to the brand, then they are willing to pay a higher price for that and marketing programs will be more effective for them. This will allow the company to achieve a sustainable competitive advantage. Since, the customer is considered a key factor in enhancing organizational agility and orientation of all objectives, strategies and resources is focused on attracting and keeping customer, so, maintaining and strengthening the customer's loyalty for organizations concerned to maintain and develop their competitive position in the market is a strategic challenge. The purpose of creating a brand is beyond the sale of goods or provision of services. Brand poses methods to grow the business in addition to control the market share and recruits and maintains skilled employees and improves its value near shareholders[1]. One of the prestigious concepts in this context is brand equity that plays an important role in creating long-term benefits for organization. The brand equity is added value that is given to it because of brand name. The brand equity is an important asset of marketing that creates a unique relationship between stakeholders and organization and represents the brand meanings in the eyes of customers. So, it can be considered a key factor in brand management and branding strategies. According to Aaker[4], brand equity is a set of characteristics that is linked with brand, name and its symbol and increases or decreases the value provided by a product or service for an organization or its customers. Aaker claims that four aspects of brand awareness, perceived quality, brand loyalty and brand associations directly create the brand equity. Keller[5] with conceptualization of customer-based brand equity introduced it a different result of brand knowledge on consumer response to the brand marketing. The customer-based brand equity includes the reactions of consumers to one of the mixed marketing agents of brand compared to their reactions to the same mixed marketing factor but in relation to an anonymous and unknown product or service. Keller believes that brand equity occurs when the consumer is familiar with the brand and factors that are associated with the brand name (associations) are unique, pleasant and strong. Keller believes that knowledge of a brand in the consumer's mind affects him when decided a brand. He also defined brand equity of organization as different responses of consumers, customers, employees and other relevant areas to the words, actions, relationships, products or services

provided by (known) organization. In other words, a set of results formed by any action (that organization and its brand have done) make the brand equity of organization. For this reason, the growth of equity is an important and achievable goal for organizations, so, they can achieve it through the growth and development of associations and more pleasant feelings among consumers and target market. Studies on the brand equity can be set in three categories:

Customer-oriented dimension: Customer-oriented brand equity consists of two multi-dimensional concept of brand strength and brand value. The brand strength is defined based on the observations, perceptions and behaviors of customers that allow brand to be lovely for them and shapes privileged competitive advantages. In this method, brand equity is measured from the customer's perspective. In customer-oriented dimension, Aaker[4] model was accepted as one of the best presented theories. Aaker[4] stated that brand equity contains the dimensions of brand awareness, perceived quality, associated features of brand and brand loyalty and the other assets of brand (such as intellectual rights and distribution channels, etc.[4].

The financial dimension: From the financial dimension, brand equity can be defined as the difference of financial incomes of a product which is supplied once with brand and once without any brand. Of course, the product that is supplied with a special brand combines with the enhancement or reduction of value for customer and financial results for organization. This is known as financial dimension of brand equity.

Compound dimension: In the compound dimension, we looked at the brand equity, so that, it contains both previous (customer-oriented and financial) dimensions. The impact of brand equity on the organization is two-dimensional and it does not show its effect only in the field of customer relationship or financial sector. There is always convergent and positive relationship between brand equity in two financial and customer-oriented dimensions. Here, two marketing and financial perspectives are actually intertwined.

In a study conducted by Anara et al.[6] on the brand equity of international club, it is concluded that various marketing activities and appropriate strategic actions are needed in order to improve brand equity of club from national level to the international level and being active in the market. Also, the results showed that club should be promoted from the national level to the international level in order to improve brand image and promote brand equity. They concluded that the proper functioning of shareholders and productivity of shareholder's rights of

club are required in order to enhance brand equity from national level to the international level. They also know that the promotion of brand equity of club underlies the audiences support and recognition of club brand in the international level and concluded that a club cannot promote to the international level without appropriate brand and shareholder's support. Given the importance of brand equity of today's club, it is essential that in Iran and particularly Zob Ahan club, the glance of club managers changes to this important and effective issue and strategic planning will be done in order to increase brand equity of club and more supports of club. In this case, the quality of competitions and technical performance of teams of this club will improve in addition to guarantee the independence of the club and it's profitability. As a result, the national sports of the country will proceed more quickly towards international standards. In a study conducted by Belen *et al*.[7], the spectators-based brand equity model of French clubs was assessed. The aim of this study was to evaluate the brand equity model in professional teams of French football. The results showed that there is a significant relationship between internal factors and ten factors of brand equity (brand name, score, social issues, commitment, team history, club status, club success, coach, management and stadium). Fahd, etc., conducted a study on the impact of social responsibilities of organizations in brand equity to investigate the effects of social responsibility factors of organizations in brand equity and finds a relationship between brand equity and social responsibilities. The results showed that the users of company's products are loyal to the brand of company and there is a high correlation between brand equity and social responsibilities issue and companies have been able to obtain large profits and consolidate their position in the market with investments in the social responsibilities issues and taking advantage of consumers' loyalty to the brand. The results showed that companies and clubs should try to advance their goals by changing social responsibilities and benefiting from the advantages of brand equity. In a study conducted by Seifi *et al*.[8] on the impact of financial support on the customer-based brand equity of Mahram club, six factors of prominence, product performance, brand imaging, feelings, judgment and conformity are introduced as determinants of customer-based brand equity. The status of each factor was assessed after analysis and financial support has significant effect on all the factors. Customer-based brand equity was an appropriate index to evaluate the effectiveness of financial support. The results showed that the brand image of Mahram team is well positioned among audiences. In addition, audiences had good experimental and internal feeling to the supporters of Mahram club. In a study conducted by Rajabi *et al*.[9] on the factors affecting on the brand equity of Persepolis

Club, ten factors of spectator's loyalty, the stars, the team's success, the management of the club, the stadium, the history of the club, coach, media, sponsors and Lego are specified as determinants of brand equity of Persepolis club. Farahani, etc., assessed the modeling of supporter-based brand equity in the spectators of Pro League of Iran football. The results showed that the collected data are conformed to the theoretical model of the research and all showed the good fitness and confirmation of the research model. The results of the regression estimation showed that the characteristics' factor and benefits' factor of the association of the brand have no significant effect on the brand loyalty in the fans of Pro League of Iran football. However, the attitude factor of brand association and the factor of brand identity have direct and significant effect on the brand loyalty in the fans of Pro League in Iran. Given the titles, it seems that although much research have been done on the brand equity abroad but this important issue is less addressed in our country. This study can present valuable guidance for decisions of officials and managers of clubs by determining the effective factors on the enhancement of brand equity of Zob Ahan club and by extending these factors to all of the clubs in the country.

MATERIALS AND METHODS

In this study, qualitative research method was used to achieve the main goal of the research. In order to identify ways of increasing brand equity of Zob Ahan club with initial support on the issues of brand equity as well as measurement indices of brand equity and inspired by the patterns of brand equity, the basic questions of the interview were developed. Then, the interview was done with knowledgeable experts (experts, researchers in the field of brand and directors of the club) in the field of research subject using designed questions. The numbers of respondents were 18 people. According to the theoretical foundations of the qualitative research along with interviews, their analysis and coding were carried out so that the analysis of each interview with previous findings is as guidance for data collection and a criterion for next data[10]. The qualitative interviews are continued up to reaching Theoretical Saturation. Finally, the data mining, classification and conclusion of findings were discussed using fundamental analysis of data processing.

The grounded theory is used when a general theory or explanation of a process is required. This theory explains better the subject, it fits with success, it is efficient in practice, it considers the people in an environment and understands their feelings and it may show all the complexities which are really in the process.

RESULTS

In this research, the new approach of Glaser[11] was used. Based on the new design of Glaser to analyze the qualitative data, nine steps of entry to the research field, theoretical sampling, open (real) coding, memoir-writing, theoretical coding, selective coding, background check of available expertise, access to theoretical adequacy and writing should be done. According to this approach, grounded theory gives a freedom to the researcher to create new concepts that human behavior explains them. That's when researcher avoids to record interviews, review professional background before research and talk about the research before writing it[11]. In this study, the issue and research field are created at the beginning. At the next step, the data collection and theoretical sampling are done, then open (real) coding step which is the first analytical activity of the researcher was done. At the open coding stage, each of the key components and concepts are labeled. In the first step of open coding process, a number of 793 initial concepts are identified and coded by thorough and line by line examination of collected data and at the next step, the theoretical memoir-writings were done that is the main stage of grounded theory methodology. The theoretical memoir- writing discussion was begun in parallel with open coding. At the axial coding stage, a number of 506 codes were found by separating the related codes and putting these codes in a group. After finding the axial variable, the selective coding was done. The selective coding can be done by reviewing field notes or previous memoir-writings which have been encoded once in the previous stage or can be done by coding data which are gathered from now on[11]. At the selective coding stage, a number of 16 concepts were adopted according to the comparison of secondary codes and putting the related codes in one category. At the next step, the researcher achieved the theoretical adequacy and finally the writing stage was done which was assessed from axial coding stage and selective coding aspect. Ultimately, researcher achieves three concepts of organizational, marketing and audience dimensions and extracts the brand equity of Zob Ahan club.

DISCUSSION

The results of the analysis of interviews with experts using open coding reveals various signs thatthree general categories are achieved through combining and matching these signs which are effective in brand equity of ZobAhan club. These categories include:

- Organizational dimension
- Market dimension
- Audience dimension (Table 1)

The management of brand equity of Zob Ahan club is considered as a studied phenomenon. Finally, Fig. 1 was developed as a management pattern of brand equity of Zob Ahan club. According to the mentioned matters and management pattern of brand equity of Zob Ahan club, three main dimensions are adopted.

Organizational dimension: The organizational dimension of brand equity pattern of Zob Ahan club includes three concepts of manpower, management and planning and organizational structure. In the organizational dimension, the concept of manpower was adopted with components such as training, staffs' commitment, staff role, staffing, professional staff, effective management and conflict. The category of brand and brand equity enhancement is an educational and cultural debate that should be occurs with the staffs of the organization. As audiences have perceptions of brand and brand should fit for them and the totality that is a name, shape, color, sound or sign should be generate in their mind, so the personals and staffs of the organization must accept the brand. An important issue that is effective in the enhancement of brand equity is training. On the other hand, the commitment of employees to the organization causes the brand of club to generate a stable image for people and increase the brand equity. In every organization, there should be an effective management before organizational structure in order to do proper planning and do well in recruitment and staffing. If a club does not have an effective management, it should not looking for brand and increasing the brand equity. If we claim that the selection and recruitment are one of the most important responsibilities of personnel managers, we have not exaggerated because success and failure in achieving organizational goals depend on finding and selecting committed and specialized human power. On the other hand, it can be said that the quality of an organization's work depends on the quality of its human resources. However, from the perspective of LuterGulick and Urwick, the third element of seven management elements is staffing because of its importance, so, one of the effective components in the organizational structure to increase brand equity of club is effective management followed by appropriate staffing. One of the most important effective skills of managers is controlling organizational conflicts. Of course, if the management of art club has a correct use of conflict in the club then it can apply it in order to advance goals of the club. The conflict is a phenomenon that has a positive effect on the performance of individuals and organization. The correct use of conflict improves the performance and promotes the health level of club and thus increases the brand equity of the club. Kunkel *et al.*[112], Belen *et al.*[7], Rajabi *et al.*[9] and Williams *et al.*[13] also pointed to these cases.

Table 1: The results of coding (dimensions, issues, indicators)

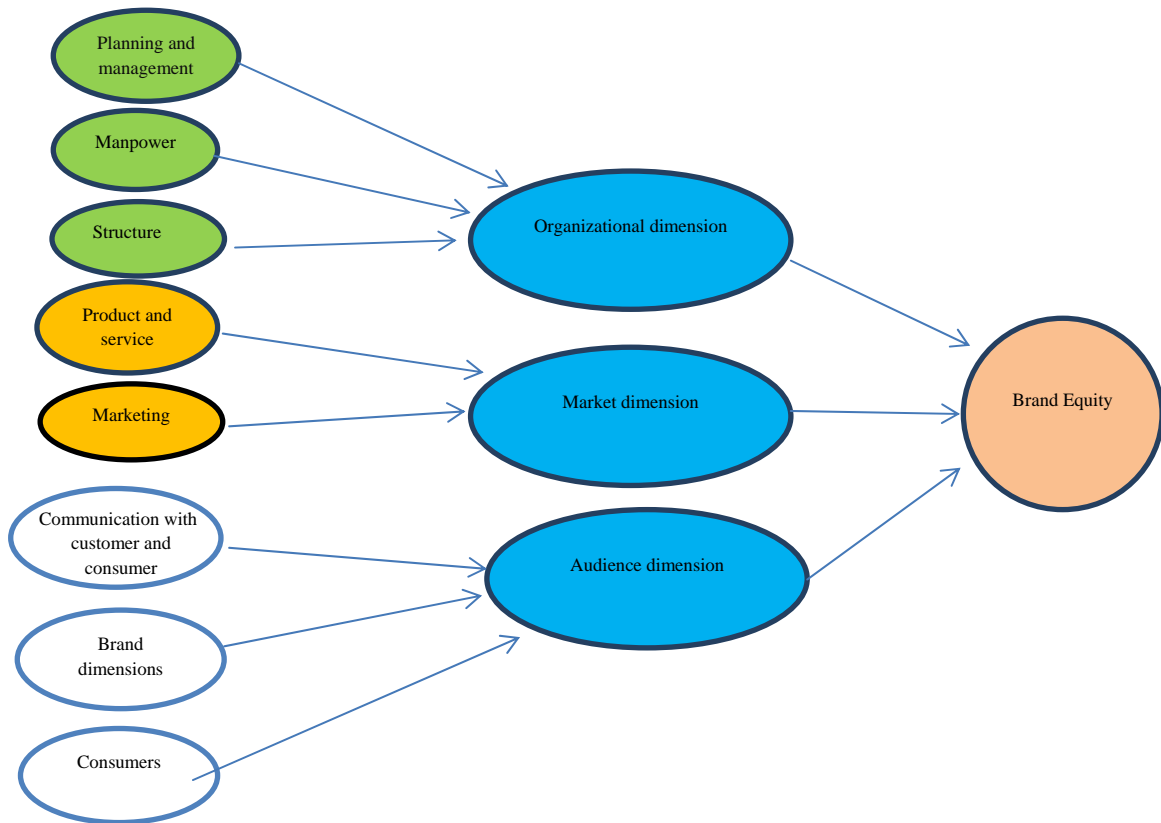| Dimensions	Issues	Indicator
Organization	Manpower	Training, staffs, hiring specialized staffs, effective management, conflict, Club outlook, strategic program, re-branding, personal goals, proper control and organizational philosophy
	Management Structure	Organizational culture, organizational structure, social responsibility, infrastructures, organizational mission, organizational position, proper communications, economic, political, social issues and organizational goals
Market	Product/service	Quality of product/service, product innovation, diversification of product/service
	Marketing Reputation	Market research, competitive advantage, market changes, marketing mix international competition, continued success, being at the top of the table, attendance of celebrities, trademark, distinguish the brand by audiences
Audience	Communication with customer and consumer	Unified Communications, Association of supporters, create incentives, advertising, needs, psychological needs, satisfaction of audiences , surveys of consumer
	Brand dimensions	Brand image, brand awareness, brand association, brand popularity, brand loyalty, brand personality

Fig. 1: Developing the management pattern of brand equity of ZobAhan club in Isfahan

There is no doubt that organization should be in line with competitive requirements in terms of competition debate. Thus, changes must be done in areas that attract audiences. Since the role of manpower is fully evident in enhancing the brand equity, so if manpower working in the gym trains about brand and brand equity and better understands the brand and branding and generally the goals and strategies of the club, certainly the club will pushed back towards a progressive organization and will be more introduced among the audiences and will increase the brand equity of the club and this implies a strong organizational structure with appropriate organizational communications and committed and specialized human resources. Thus, the component of human resource is used as one of the effective indicators in increasing brand equity of Zob Ahan club. The second concept of organizational dimension was planning and management concept that includes the components of club vision, the strategic plan of the club, rebranding, individual goals, organizational agility, proper control and organizational philosophy. Strategic planning is an organized foresight. The strategic planning does not predict the future but it can help a manager to overcome the future requirements, present timely opportunities, correct the inevitable errors and to make right decisions at the right time and focus on the actions that should be done

in order to achieve the desired future. The club vision is a prospect that the club wants to achieve it and it should be specified; because it creates incentives and obliged the organizational forces to achieve it. The lack of brand strategy weakens the organization and will have a direct effect on the brand equity. Rebranding is actually a creation of a new looking and feeling towards a brand about a particular product or service that differentiates the product and service of the club from the competitors' products. Attention to the alignment of individual and organizational objectives implies to consider this fact that sometimes there are contradictions between the goals of the individual and club. In the case of non-alignment of individual and organizational objectives, the club will facewith difficulties to realize its objectives and its effectiveness will be minimized and the brand equity of the club will be reduced. Therefore, the management of the club should create conditions to be able to create cooperation between individual and organizational goals. This would cause the alignment of the organization's goals with the obtained results and thus increases the brand equity of the club. Organizational structure in the successful countries is usually in the pyramid form and pyramid structures interact quickly due to the organizational agility. Almost, in all of the top teams and clubs of the world, the flexibility and agility of the organization exist. The ZobAhan club is not excluded from this rule and on the one hand, because of rapidly enhancement of the technological changes in the sport industry and on the other hand, alteration of the demand nature of club's audiences and intensification of competitions between clubs, it understands the need for organizational agility and strongly seeks to achieve new competitive advantages to overcome rivals and better meets the customers' needs. Appropriate control is another effective factor in increasing brand equity. If the management of the club has proper control over each three resources of manpower, financial resources and infrastructures of the club and guides these three resources in order to achieve organizational goals then it makes optimum use of these resources and the brand equity of the club will be increased. The organizational philosophy is also an important factor in the enhancement of brand equity. The organizational philosophy of the club should be in line with the strategic plan or marketing philosophy of the club. If these factors are aligned with each other, then the organization will reach its main purpose of increasing the brand equity. Seifi *et al.*[8], Anvar *et al.*[7], Belen *et al.*[7] and Rajabi *et al.*[9] have also pointed to these cases.

Thus, according to the participants' opinion as well as the analysis of data obtained in the first phase of the research, planning and management components are classified as one of the prerequisites and causal conditions of the realization of increasing the brand equity of ZobAhan club. The third concept of the organizational dimension was organizational structure concept that includes the components of organizational culture, organizational structure, social responsibility, infrastructures, organization's mission, organization's position, proper communications, economic, political and cultural issues and organizational goals. Organizational structure is one of the important dimensions of the organization that its real aspect is necessary for the club. In our country, the profitable structure which meets the needs of audience and club is market-oriented structure, because it is customer-oriented and competition-oriented. It is better that ZobAhan club designs the organizational structure based on the market-oriented structure in order to increase the brand equity of the club. Organizations should emphasize more on the social responsibilities and today, social responsibilities are one of the important concepts of the organizations to branding and increasing the brand equity. On the other hand, economic, political and social issues can influence the promotion of the club's brand. In advanced countries, the economic issue is more effective in increasing the brand equity. However, in our country, all of the components including the component related to the political issues are the most influential component in enhancing the brand equity of the club and its influence is evident in any discipline. Anvar *et al.*[6] and Belen *et al.*[7] also refer to these cases. The ZobAhan club should consider all of the mentioned issues about the structure of the club and it should take best advantage of them.

Market dimension: The market dimension of the brand equity pattern of Zob Ahan club includes three concepts of product and service, marketing and reputation and market characteristics. From the market dimension, the concept of product and service was adopted with components such as quality of service and product, product innovation, diversification of products and services. The delivery process of product and service in clubs is different with other organizations because the products and services of the sport clubs are intangible and their process cannot be changed easily and they must focus on the service delivery process. In the sport industry, the audience often faces with a series of products and services which can thereby satisfy his known needs. The audience selects the product or service according to the perception of the quality and value of supplied products and services. The value and quality for customer means the difference between value and quality of having and consuming a product and service and the costs that he must pay in order to reach them. In recent years, many clubs implement plans called total quality management and the goal is to continually improve the quality of the product, services and marketing processes. The ZobAhan club is not excluded from this rule and it

should consider the quality of services and products of the club and this is realized with the use of best planning and available resources and total quality management. The organizational innovation variable is associated with organization and organizational objectives that can partly provide the alignment conditions of the club with the existence changes and has considerable impact on brand equity. However, one of the important ways of dealing with problems and compatibility with the changes is to generate different products and services through which club can take advantage in the global competition. Seifi *et al.*[8] and Rahimnia[14] have also raised these issues. Therefore, it is essential that the managers of ZobAhan club systematically look at the innovation and diversity of product and service and identify the needs and opportunities in the competitive market and create innovation in their products and processes and provide the conditions to increase the brand equity of the club. The second concept of market dimension is marketing concept that includes the components of market research, competitive advantage, market changes and marketing mix. All of the factors that are active in the marketing of ZobAhan club are influenced by main forces of the changeable environment. These forces are demographic, economic, physical, technological, political, legal, social and cultural forces that each of these forces increases the value of the product and service of ZobAhan Club to a certain amount in marketing and provides the conditions to increase the brand equity of the club and causes the success of the club.

The first issue of the club for enhancement of the brand equity is the management thinking of the marketer. It creates a coherent and comprehensive marketing structure in order to better analyze the internal and external environment of the organization. The marketing mix and its dimensions include all cases of the marketing and these dimensions have 4p and 1s including price, location, production type, promotion and ultimately service delivery. The marketing committee of Zob Ahan club should completely work on all these factors. On the other hand, ZobAhan club should have strong marketing research and complete and comprehensive information of market potential, the market share of club, the customer satisfaction, audiences behavior and also the way of pricing, the type of product, production, promotion and extension of service delivery in order to create an effective and growing marketing and increase the brand equity of the club. As Anvar *et al.*[6] and Vand[15] have also pointed to these cases. The third concept of the market dimension is reputation concept and the distinctive features of the club which include the components of international competitions, success continuity, being at the top of the table, attendance of celebrities, trademark and differentiation of the brand by audiences. The

ZobAhan club with great potential can provide the progress and competition conditions with top clubs of Iran and even the world by having star coaches and players and with the use of celebrities. On the other hand, the existence of the club in the international competitions or at top of the competition table of Iran clubs or being one of the top teams in the table encourage the fans and create additional incentive for employees and rise their working rate and ultimately cause higher production and higher quality in the club in one hand and introduce the club in another hand. The introduction of club brand increases the differentiation level and separation of the club brand by audiences and fans. Brand is a commercial name that has the brand identity background. What distinguishes the commercial brand from the brand is actually brand identity. Anvar *et al.*[6], Vand[15] and Kunkel *et al.*[12] have also referred to these cases. The important factor that can introduce the club is the club brand. So, the ZobAhan club should use from all of its available resources and introduce its brand to the entire community and especially the fans and supporters.

Audience dimension: The audience dimension of the brand equity pattern of ZobAhan club includes two concepts of communication with customer and consumer and brand dimensions. From the audience dimension of the concept of communication with customer and consumer, the components such as unified communications, supporters' association, motivation, publicity, psychological needs, audiences' satisfaction and surveys of consumer were adopted. One of the most important factors that link the economic and sporting events is advertising that means the method of thought or idea induction so ZobAhan club must take this advantage and adds to its reputation and brand among audiences and supporters of the sport. Public Relations Unit of the club should be a link between the audience and the club and reflects the product and service defects and needs and ideas of the audiences to the other units of the club through the idea of audiences and surveys of audiences about the type of supplied service and creates a two-way relationship between the audiences and the club. People who work in this unit must be selected from the experts of this field in order to reflect the best and most comprehensive ideas and needs to the club. The supporters' association is another unit that can help the club in this area and take the progressive conditions and introduction of the club brand and advertisement of the club brand among audiences through research among audiences and reflect the useful opinions of supporters and audiences to the club. Four factors that ZobAhan club should take into consideration in order to customers' satisfaction and resolves their needs and causes the motivation among audiences to use the club brand include

valuation of product and service, assurance, cost-effective and attractiveness. Therefore, ZobAhan club should take advantage of this benefit and create conditions to increase its brand equity. Rajabi[9] have also pointed to these cases.

The second dimension of audience dimension was the concept of brand dimensions which includes components of brand image, brand awareness, brand association, brand popularity, brand loyalty and brand character. The brand image is a simple phenomenon of perception that customer shapes an image in his mind by combining all of the signals transmitted by club brand including name, apparent signs, products, advertisement, messages and formal announcements and etc. When a proper image of club brand is created in the consumer's mind, the process of creating the position of the club brand will easily gone through his mind. If ZobAhan club has a strong brand then it gets closer to the mind. However, brand awareness refers to the recognition ability of the brand. In the sport field, it includes the familiarity of consumer or a sporting organization or a special sporting team. Therefore, ZobAhan club can create the brand awareness by more selling and utilization of media and advertising channels. The ZobAhan club should use this index as a basis to increase its brand equity. The association related to the ZobAhan club and its brand is a notable asset for business since the strong, pleasant and unique associations provide the strong brands. The ZobAhan club should try to lead the thought of more consumers towards its brand by a systemic planning. Brand loyalty can defined as a positive attitude of a customer towards a brand or a degree of his commitment to a brand and his intent to buy it in the future. The enhancement of intellectual engagement level of audiences of ZobAhan club with the products and services of the club increases the brand loyalty and the brand loyalty is influenced by all aspects of product and service involvement of the club. The high level of loyalty to the club brand among the customers will cause a series of competitive advantages for ZobAhan club and has a positive effect on increasing the income of the brand and decreasing the marketing costs and consequently, the brand equity of the club and also the level of customer retention in the long term will increase the market share and corporate profitability. The ZobAhan club should develop the marketing strategies in order to increase demand through growing and pushing up the audiences to the maturity in the loyalty ladder of the club. Today, audiences' satisfaction is not enough and ZobAhan club should not happy with the customers' satisfaction but it must ensure that its satisfied customers are loyal as well. Since the personality is a basis that shapes the communications of the brand with the consumers, ZobAhan club should consider this issue. It is obvious that all of the brands have character. If ZobAhan club does not design this character for its brand, a character

shapes in the consumers' mind as a result of club activities. If this character is not aligned with the goals of the club and creates a negative image for the club and causes losses for the club then the club should design its character according to the needs and surveys of the supporters based on the five factors of intimacy, excitement, competence, sophistication and violence to be aligned with the goals of the club and can attract more audiences. The opinions of Azadi *et al.*[16] are aligned with these cases. The results of this research showed that three main factors are effective on the brand equity of ZobAhan club. The first factor is the organization that includes human resources, planning and management and structure. The second factor is market that includes product and service, marketing and reputation and the outstanding properties of the club. The third factor is audience that includes the communication with customer and consumer and the brand dimensions. It seems in this context that the proper management of human resources, recruiting specialist organizational staff and experienced teams of the club, effective management and strategic planning of the club, appropriate organizational structure, creating infrastructures, promoting service quality, attractingvalid supporters, proper use of new media and appropriate design of Logo that represents the value and the history of the club can be helpful in increasing brand equity of ZobAhan club of Isfahan.

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