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Experiential marketing in sports events:

The Race of Champions Case Study

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This thesis wouldn't be a reality without some people to whom I'm deeply thankful:

ABSTRACT (EN)

Marketing trends have been evolving to a new approach, where the previous feature-benefits concept is becoming outdated. The experiential marketing concept is one of the concepts that emerged in the last decade, introducing a new dimension to the way marketing looks at consumers. In order to comprehend fully the motivations for a consumer to buy we must go beyond the simple process of creating buying decision models, as its scope is not fully descriptive of the human complexity. In order to achieve full understanding, we must take marketing to another level, being able to understand the Sense, Feel, Think, Act and Relate dimensions of consumer behavior.

Events marketing relates deeply to the concepts identified in the experiential marketing aura. The Race of Champions, as a motor sport event, is an illustration of several dimensions discussed in the new marketing concepts. In a world where clutter overwhelms the consumer everyday is hard to communicate without noise. That's why events introduce a new possibility of reaching customers as actors in an uncluttered interaction where we may have the customers' undivided attention.

In this context, shall a company only target their actual potential consumers or shall we go further and reach the ones that will never be one? In searching to establish relationships and generate sense, feel, think, act and relate experiences, no longer ought we consider such limitation, allowing a broader concept for the individuals we market to. As our potential customers interact with other "actors", this "never to be consumers" may have an important role in the experiences that influence our actual consumers lives.

In this thesis we intend to demonstrate the parallelisms between experiential marketing concepts and events marketing, using the Race of Champions example as evolving event concept that intends to create more enjoyable holistic experiences from edition to the other.

ABSTRACT (PT)

As tendências do Marketing têm evoluído para novas perspectivas, nas quais os conceitos de características e benefícios começam a ficar desactualizados. O conceito de Marketing Experiencial é uma das corrente que emergiram na ultima década, apresentando novas dimensões à forma como o marketing olha para o consumidor. De forma a compreendermos todas as motivações que levam um consumidor a comprar, devemos ir além do simples processo de criar modelos de decisão de compra, já que o seu alcance não é completamente descritivo da complexidade humana. Para atingir uma percepção completa, devemos levar o marketing para um outro nível, compreendendo as dimensões do "Sense, Feel, Think, Act e Relate" no comportamento do consumidor.

O marketing de eventos identifica-se profundamente com os conceitos presentes na aura do marketing experiencial. A Race of Champions, como evento desportivo, é uma ilustração de diversas dimensões discutidas nos novos conceitos do marketing. Num mundo onde o "ruído" (leia-se excesso de informação) absorve o consumidor todos os dias, torna-se difícil comunicar por canais limpos. Daí nasce a importância dos eventos como apresentado uma nova possibilidade de alcançar os consumidores como actores numa interacção sem ruído onde temos a atenção total destes.

Deverá neste contexto uma empresa apenas considerar como target os seus consumidores potenciais ou deverá ir para além disso e tentar chegar aqueles que nunca serão seus consumidores. Na procura de criar relações e gerar experiencia de "sense, feel, think, act e relate", não mais devemos considerar tal limitação, permitindo um conceito mais lato no que respeita aos indivíduos sobre os quais o nosso marketing deve actuar. Tendo em conta que os nossos potenciais consumidores interagem com outros "actores", estes "jamais consumidores" poderão ter um papel importante nas experiencias que influenciam a vida dos nossos consumidores.

Nesta tese pretendemos demonstrar os paralelismos entre o conceito de marketing experiencial e o marketing de eventos, utilizando o exemplo da Race of Champions como um conceito de evento em constante evolução, pretendendo criar experiencias holísticas cada vez mais satisfatórias de edição para edição.

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Introduction

Introduction

Chapter 1: Introduction

Some of marketing concepts have some decades, and while we see generations passing from X to Y and years passing by, little is changing in the way some organizations are looking at the real world and the global market. We reached the Era of YouTube, Twitter and millions of blogs that join in seconds' people with similar interests, which are thousand of miles away. This people would have never met each other as little back in time as 10 years ago.

New online companies sprout every day, new Internet community models appear every week and marketing remains the same for most of the companies.

A "broader" concept of marketing is progressively being more used in answer to the expansion of the service economy and as a consequence, it has become increasingly used in public sector and other organizations including cultural sectors. There has been a disruptive move away from a traditional transactional marketing framework to a relationship-based perspective. The "marketing mix" as we knew it (Product, Price, Place and Promotion) is no more than one of several tools which can interact in order to improve the expansion and preservation of successful reciprocally advantageous relationships (Gronroos, 1994). When developing a relationship marketing strategy, instead of the traditional transactional role, we manage to achieve more value (Gronroos, 1994), emphasizing the central function for personalization of goods and services to ensure that the exclusive needs of customers are met (Oliver et al, 1998).

But customers don't just want win-win relationships and top-of-the-art goods and services, but also positive experiences (Pine and Gilmore, 1999; Schmitt, 1999). The need to add customer experience to the present complex essentials of marketing is an result of a change in the social and cultural factors that manipulate consumption (Arnould and Thompson, 2005). Without a doubt, for some authors (Holbrook and Hirschman, 1982; Pine and Gilmore, 1999; Schmitt, 1999) experiential marketing is the next big progress in Marketing.

For Pine and Gilmore (1999) companies must also supply experiences as memorable events that engage customers in an intrinsically individual way, and transformations as a succession of experiences that alter the customer in some elementary way. Consumers are ready to pay more for more agreeable experiences and those experiences are more likely to be recalled in the future.

Schmitt (1999) considers we must be able to control five "Strategic Experiential Modules" (SEMs): Sense, Feel, Think, Act, and Relate through several "experience providers", including communications, electronic media, physical environments and people

Being this theme contemporary, there is still little literature on this case, and the one that exists isn't yet harmonized between it. In order to surpass this limitation we not only took in consideration academic content, but also professional sources that could be helpful in developing a more detailed analysis. Considering several new theories are emerging, we must open the door for new concepts that may complete or even disrupt with experiential marketing concept, so we decided to look at some of this concepts in the end of chapter 2.

The main objective on this case study is to understand and identify the application of experiential marketing concepts in to sports events, creating relations between the case in chapter 4 and the theory approached in chapter 2. We also intend to know which are the satisfaction and dissatisfaction factors for these specific case studies event visitors.

The Event selected for this case study was The Race of Champions, an international motor sports event with over 21 years of existence and more than 21 editions presented to the public. This event, owned by IMP – International Media Productions, located in Monaco, was brought to Portugal for it's first time in history, by GNI Events, S.A., a company co-owned by the Golden Assets Group and the famous race car driver Ni Amorim. This is an event with a clear positioning: Adrenalin. The intention of ROC is to be a continuously thrilling event, going far beyond regular cars racing.

In order to shed light on this case we structured this thesis in 6 different segments:
The first chapter is the current introduction that works as a map for the rest of the work. A second chapter will cover theoretical analysis; the third chapter defines methodologies, while the fourth represents the case itself. The fifth chapter includes teaching notes, while the appendix chapter will include valuable contents for the case analysis. Also enclosed, a DVD may be found with several media contents, from videos to TV and Radio ads, as well as documents too large to fit the appendix.

In Chapter 2 we explore marketing concepts such as Branding, Brand value and equity, Experiential Marketing and its application to cultural and sport events. In the first part we go deeper into the experiential marketing concept, touching the most important concepts such as the Strategic Experiential Modules. After analyzing several views from different authors, we go more specific on what academic articles have to say about the application of experiential marketing concepts to cultural events or venues, and after that we go more specifically into sport events. In the end o this chapter we introduce to the reader new concepts such as Foreverism and other trends that are shifting the way we do marketing today.

After the Theoretical analysis, we determine in Chapter 3 the case study methodology. First we identify the research purpose, followed by the strategy and methods for completion. Sub-strategies applied for this case are also described in this chapter, always having the support of credible authors in order to validate the selected strategy. Regarding the case study we detail the two different approaches: the investigation and the teaching approach, so that we can further understand the objectives and why we are using the selected method.
Finally we go through details on class preparation and application in class of the case study, as a teaching aid for instructors.

In Chapter 4 we thoroughly describe the Race of Champions case, in an objective view with the intention of informing the students on the details so they may analyze the case in order to achieve the goals previously set by the instructor. The Case is divided in several sub-segments, starting from the History and event Profile, to smaller details that are part of the event. Integrated in the case there is also a Brand valuation, an analysis on sponsors return and a survey made to 500 people on consumers' opinions.

Chapter 5 focuses on supplying guiding lines for the case study's class application and for the case analysis. In this chapter we also make consideration on the case study target audience, as well as a class planning proposition combined with suggested class questions and suggested answers for them. We shall take into account that there are no exact answers to the questions supplied, being the proposed suggestion no more than a stepping-stone for further achievements and findings.

Chapter 2: Experiential Marketing

2.1. Introduction

In this chapter we intend to shed light on the existing marketing concepts, specially the brand and brand awareness concepts, as well as the experiential marketing view that appeared in the turn of the century. These concepts have changed the way marketing looks and interacts with the consumer, allowing a deeper and holistic understanding on the motivations that influence the human behavior as a buyer.

Even authors like Kotler (2009) have broadened their marketing concepts to allow room for all the new concepts emerging. The importance of marketing puts it everywhere. "Formally or informally, people and organizations engage in a vast number of activities that we could call marketing." (Kotler 2009)

So how does marketing create this demand? "Meeting needs profitably" (Kotler 2009) This is a simple explanation of the marketing bottom line. Certainly this implies the implementation of different activities by individuals and organizations, activities whose objective is to satisfy needs in an easy and fast manner, in an environment that is constantly changing. But marketing is changing into much more than that. In this chapter we will approach several concepts that will work as theoretical basis for the case study we will develop in chapter 4.

2.2. Brand

For Kotler (2009), a brand represents a complex symbol that can convey 6 diferent concepts: atributes, values, culture, personality and consumers.

Image and Brand Equity

In order to determine the brand value and brand equity we must understand their meaning. According to Lancastre et al (2000), one of the broadest concepts is the definition proposed by Keller (1998, 2001) who defines *customer-based brand equity* as the differential effect that brand knowledge has on customer response to marketing activity.

The brand has effects for both the firm and the customes. For the firm, it is a source of sustainable competitive advantage, either from differentiation, price premiums, increased effectiveness and eficiencyof marketing programs; allows scale economies in customer acquirement and maintenance by cross selling or brand extensions; it has a market value and attracts and retains top emplyees. For the customer, the brand helps in the decision making process by reducing search costs, providing information, simplifies the decision making process and reducing risk; it also transforms the experience by providing confort and reassurance, as well as predictable quality.

Brand equity and awareness matter the most when low levels of involvement exist in the buying process, when experiences associated with that product can be transmitted from one person to the other, when quality of product or service may only be evaluated after consumption.

Chapter 2: Experiential Marketing

Figure 1 - Blind and Branded tests comparing Pepsi and Coke
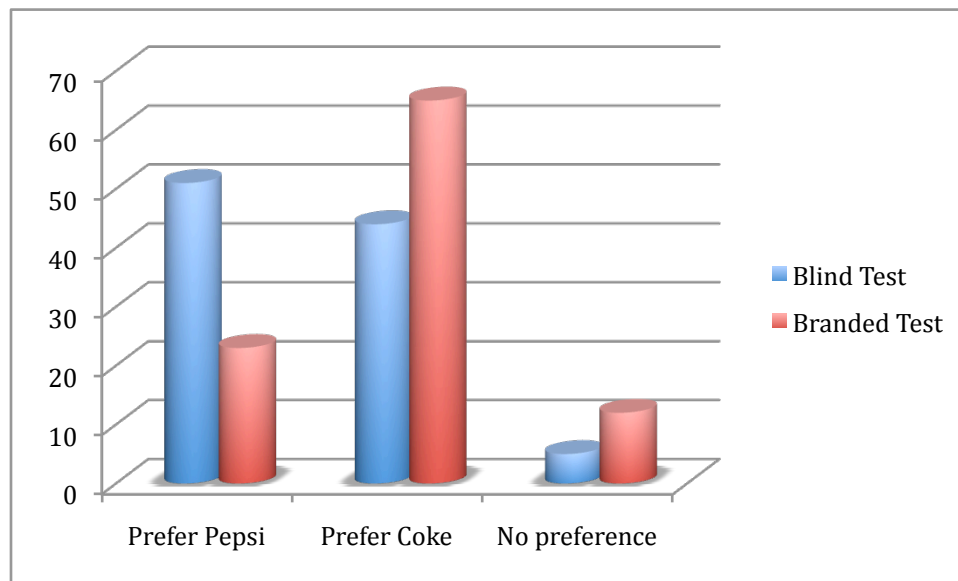
Source: Esch, F.R./Wicke, A 1999

According to Yoo et all (2000) "brand equity is the incremental value of a product due to the brand" By resuming, we may consider that brand equity consists of brand awareness, positive brand associations, high perceived quality, and brand loyalty assuring a competitive advantage edge. All these concept help creating emotional connections with the customers, generating repeated sales and good word-of-mouth.

Risks

It's important to perceive that with a brand the risk of the impact of downfalls has much more serious outcomes. According to Keller (1998,2003) there are different types of risks associated:

Functional risk: the product does not perform up to expectations.
Physical risk: the product poses a threat to the physical well-being or health of the user or others.
Financial risk: the product is not worth the price paid.
Social risk: the product results in embarrassment.
Psychological risk: the product affects the mental well being of the user.

We should also consider a time risk, when the failure of the product results in an opportunity cost of finding another satisfactory product.

Brand Functions

A brand integrates several functions that result in consumer brand loyalty. Kapferer (2005) defines eight different functions for a brand:

- Identification, informing the costumer on the products attributes

- Orientation, allowing the costumer to easily locate the product,

- Guarantee, assuring quality and reducing perceived risk of purchase

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- Personality, allows the client to project his ideal self on the brand

- Handiness, allows repeated buying behavior

- Hedonistic, creating satisfaction from its attractiveness.

- Ethical, developing social responsible behaviors.

- Continuity, assuring the continuous usage of a product or service.

Brand Awareness
In order to understand the concept of brand equity we must understand what brand awareness is. Brand awareness measures the consumer's acknowledgement of a brand. Brand awareness is measures in different ways, signifying different awareness strength. Top of mind brand awareness or spontaneous brand recall, is the first brand recalled when asked a consumer to remember the most brands he can, members of a specific category. Brand recall consists on the brands other than the first in the same process. Brand recognition is a less strong brand awareness form as the brands and categories are presented to the respondent and he will respond positively or not to the acquaintance of that brand.

Gwinner (1997) considers two important goals are achieved when sponsoring events: to create, alter or reinforce brand image; and boost brand awareness. The author defines brand image as "perceptions about a brand as reflected by the brand associations held in memory". An important part of sponsorship is the associations created, having the sponsoring brand connected to the event and the actors inside the event (championship winning race drivers, legendary drivers…). In this case the associations relating sponsored event and sponsoring brand will influence a brand's image perception among the target audience

Aaker (1991) defines brand awareness as "the ability of the potential buyer to recognize and recall that a brand is a member of a certain product category". According to Keller (1999,2003), brand awareness plays a significant role in consumer decision making process by conveying learning advantages, consideration advantages, and choice advantages.

Product Brand Loyalty
Brand loyalty is defined by Aaker (1991) as a condition that reveals the likelihood of a customer switching to another brand, particularly when that brand makes a change, either in price or in product features. Keller (2003), has a different approach, examining brand loyalty according to the "brand resonance" concept, refers to the nature of customer-brand relationship and the extent to which consumers consider that they are lined up with that brand. When true brand resonance exists, loyalty is high, actively pursuing interaction points with the brand and communicating their experiences to others.

2.3. Experiential Marketing concept

At the entry of this millennium, there were four key characteristics that portray traditional marketing, according to (Schmitt 1999). Traditional marketing was focused on functional features and the benefits they comprehended for the consumer, product categories were narrowly defined as well as competition was; rationality was

the base of customers for the decision-making process; and methods were verbal, quantitative and analytical.

With experiential marketing conception a new landscape emerged, shifting the characteristics into new concepts, much less quantitative and concrete, into more abstract conceptions that demand for an higher analytical capacity of the marketing professionals. Schmitt suggest we "involve them (the consumer) in a positive, innovative experience".

Pine and Gilmore (1998) consider we whitnessed in the last two centuries a customization of economy from commodities extraction, to goods production, services delivery and more recently experience staging. This is a continuity on the evolution for reaching a higher differentiation at a premium price.

Figure 2 - Customization and Commoditization of economy
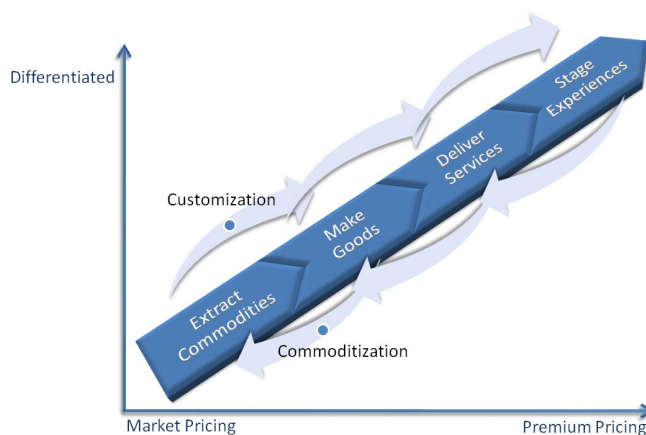
Source: Adapted from Pine & Gilmore, 1998

Schmitt (1999) detects three new trends in marketing at the entrance of the new millennium. The first one is the omnipresence of technology, trend that is a reality nowadays, 10 years from Schmitt considerations, entering an era where the online and real world mix together and where no business can survive without taking advantage of what information technology has to offer. With e-commerce being a constant presence in our life, with the possibility of buying items and services all around the world, without leaving the comfort of your home, with Twitter and Facebook as social interaction tools, with blogs and podcasts as information broadcast media globally, it's clear this trend is responsible for the scope globalization as attained in the present.

Another trend is the supremacy of the brand

As (Peters 1997) refers in The Circle of Innovation, not only he refers to the importance of the brand, but he goes further saying "The top half - Coca-Cola, Microsoft, Disney, and so on - are pure 'players' in brainware. The bottom half [Ford and GM] are still lumpy-object purveyors, though automobiles are much 'smarter' than they used to be," clearly assuming the power of marketing over production.

Certainly there were opposite views at the entry of the new millennium regarding brands and their positive and negative aspects, as (Klein 2000) did with No Logo, looking back at what she considered the negative effects of a excessive brand centered marketing in the 90's.

The ubiquity of communication ad entertainment

So what do we market? We market goods, services mainly, but nowadays we also market persons, places, properties, organizations, information, ideas and, more important for our research, events and experiences. (Kotler and Keller 2009) All these categories relate to each other in such way we should not consider boundaries in between them, being that most of the things marketed nowadays may easily integrate two or more categories. Companies begun focusing more and more into the marketplace, making sure their consumer are listened to directly. But new concepts don't mean we shall forget about some basics. As an heads up, (Kotler 2004) published in Ten Deadly Sins the do's and don'ts of Marketing.

Table 1 - The Ten Deadly Sins of Marketing

The Ten Deadly Sins of Marketing
- *our Company is not sufficiently market focused and customer driven.*
- *Your company does not fully understand its target customers.*
- *Your company has not properly managed its relationships with its stakeholders.*
- *Your company is not good at finding new opportunities.*
- *Your company is not good in finding new opportunities.*
- *Your company's marketing planning process is deficient.*
- *Your company's product and service policies need tightening.*
- *Your company's brand building and communication skills are weak.*
- *Your company is not well organized to carry on effective and efficient marketing.*
- *Your company has not made maximum use of technology.*

The Ten Commandments of Marketing:
- The company segments the market, chooses the best segments,and develops a strong position in each chosen segments.
- The company maps its customers' needs,perceptions, preferences,and behavior and motivates its stakeholders to obsess about serving and satisfying the customers.
- The company knows its major competitors and their strengths and weaknesses.
- The company builds partners out of its stakeholders and generously rewards them.
- The company develops systems for identifying opportunities, ranking them and choosing the best ones.
- The company manages a marketing planning system that leads to insightful longterm and short term plans.
- The company exercises strong control over its product and service mix.
- The company builds strong brands by using the most cost-effective communication and promotion tools.
- The company builds marketing leadership and a team spirit among its various departments.
- The company adds technology that gives it a competitive advantage in the market place.

Source: Adapted from: Philip Kotler, Ten deadly sins (Hoboken, NJ: John Wiley & Sons, 2004)

Pine and Gilmore's book charts the shift away from goods and services and towards experiences as the commodity most worth selling in today's marketplace. As they memorably put it: 'The history of economic progress consists of charging a fee for what once was free.'

The authors write that 'those businesses that relegate themselves to the diminishing world of goods and services will be rendered irrelevant. To avoid this fate, you must learn to stage a rich, compelling experience.'

Pine and Gilmore congratulate concepts such as the Club Disney birthday experience, because it brings together the four 'realms' of consumer experience (Entertainment, Educational, Esthetic, Escapist). 'When all four realms abide within a single setting, then and only then does plain space become a *distinctive* place for

staging an experience. It is exactly this sense of place, experienced in all four realms, that makes a great heritage or cultural destination. (Pine & Gilmore 1999)

The world is a changed place when it comes to the force that influences the market. From the beginning of this decade, Schmitt focused on that change: "In this book, I am proposing that these phenomena [the omnipresence of information technology, the supremacy of the brand, and the ubiquity of communications and entertainment] represent the early signs of an entirely new approach to marketing, if not to business as a whole. These phenomena provide the outlines of a type of marketing and management driven by experience. And within a short period of time, this new approach will replace the traditional approach to marketing and business...

Unfortunately, traditional marketing and business concepts offer hardly any guidance to capitalize on the emerging experiential economy. Traditional marketing was developed in response to the industrial age, not the information, branding and communications revolution we are facing today." (Schmitt 1999)

Schmitt disagrees with the features and benefits approach of traditional marketing. In the traditional model, consumers are considered to make a well thought-out decision-making process, where every one of the features of that service or product suggest evident benefits, being all evaluated, consciously or unconsciously, by the potential buyer. Nevertheless, Schmitt, considers this a very limited way of looking at the purchase decision process, with too much focus on the logical and rational part of the decision and no focus on the non-rational or emotional details of the purchase.

Schmitt considers the emergence of two new elements: the SEMs or Strategic Experience Modules and the ExPros or Experience Producers. The first are basically different types of experiences, being the latter the implementation tactics available to the marketer in order to generate the different dimensions of the SEMs.

Both of the previous concepts are considered by Schmitt as having 5 different dimensions or types of experience or SEMs. These dimensions should all be present in order to attain an holistic experiential process.

SENSE: an experience or the tangible aspects of a product must appeal to the five senses. Sight, sound, scent, taste and touch. This works well on the differentiation level of products and services, to generate action and motivate them to buy and create a sense of quality and value in the mind of the purchaser. The author refers British Airways, Nokia, but other companies work very well at this level, such as Cirque du Soleil and Apple.

FEEL: The creation of moods and emotions they may up rise from that help in the process of creating affection for a brand and company. Here we work in creating parallelism from interpersonal behavior concepts into the consumer-brand relationship. It is clear that positive and also negative feelings towards a certain product will increase or reduce the consumption of that product or service. Examples of feel marketing referenced by Schmitt are Häagen-Dazs and Clinique. Automakers like BMW and most of the fragrances brands also give good examples to this concept.

THINK: The intellect is the focus on this dimension. Being creative is being different creating differentiation. But this is not only about being different, we must be able to amaze and fascinate the consumer through an experience that is seen useful and has a problem solving side to it, as told by the "Experiential marketing" book author. He continues in the 6th chapter of the book by saying "The objective of think marketing is to encourage customers to engage in elaborative and creative thinking that may result in a reevaluation of the company and products." Apple's 'Think Different' campaign and Genesis Eldercare are used as examples of think marketing strategies. We can add United Colors of Benetton and Mini as brands that illustrate think marketing strategies.

ACT: the physical side of experiences is not disregarded in the five types of experiences defined by Schmitt. Act marketing is oriented towards the creation of experiences through behavior on the part of the customer, either privately or in the company of others. The goal is to change long-term behavior and habits in favor of the particular product or service. Examples given are the Nike "Just do it!" ad Campaign and the Gillette Mach3 ads.

RELATE: relate marketing combines the previous four marketing concepts projecting the idea of an "ideal self" in a broader group context, such as Harley Davidson manage to do by creating the Harley Davidson way of life. "Relate marketing expands beyond the individual's private sensations, feelings, cognitions and actions by relating the individual self to the broader social and cultural context reflected in a brand." (Schmitt 1999)

All the experience types are conveyed through the ExPros or experience providers, which are vehicles such as communication, whether it's advertising, corporate communications (internal and external), visual and verbal identity, names, logos, product presence, product placement, design, package, display, event marketing, sponsorships, co-branding, partnerships, physical environments, retail locations, trade fairs and web sites and all the people that make the company.

The interaction of the two factors previously referred generates the "Experiential Grid", as Schmitt called it. This is a framework created with the objective of understanding the ways experiences can be induced to an actual customer.

Table 2 - The Experiential Grid

The Experiential Grid	Expros						
SEM	Communications	Identity	Product	Co-branding	Environments	Web sites	People
Sense							
Feel							
Think							
Act							
Relate							

Source: Schmitt, 1999

These different types of experience should be integrated in order to achieve what Schmitt (1999) calls holistic experiences, which will merge or fuse the different SEMs into a more comprehensive and fulfilling experience, which apparently would epitomize a higher-value offering with a superior income potential.

Schmitt also introduces the concept of the 'Experiential Wheel', similar to Maslov's 'hierarchy of needs' model: "If you start from scratch, the recommended sequence is the order in which I discussed the SEMs in this book: SENSE FEEL THINK ACT RELATE. SENSE attracts attention and motivates. FEEL creates an affective bond and makes the experience personally relevant and rewarding. THINK adds a permanent cognitive interest to the experience. ACT induces a behavioral commitment, loyalty, and a view to the future. RELATE goes beyond the individual experience and makes it meaningful in a broader social context."

In order to assure an effective usage of the experiential grid approach, some strategic questions and issues should arise:

Which SEMs are most suitable considering the product or service?

Is the holistic approach reasonable and pertinent?

Which elements of the experiential grid ought to be used?

What kind of experiential identities are supposed to be created for corporate brands and sub-brands?

To what degree should they be separate, in opposition to sharing experiential elements?

How should the experience marketing structure be used to launch new products, brand extensions or partnerships?

What cultural feature must be taken into consideration when preparing an experiential marketing global campaign?

We may conclude that experiential marketing is all about incorporating experience and entertainment elements into products and services

2.4. Experiential marketing and the cultural sector

Although Holbrook et al (1982) discussed the need to stop defining consumer behavior uniquely in terms of information processing, most of marketing literature from the end of the century considered a cognitive approach to consumer behavior.

Also marketing in cultural sector has been product or supply focused, still looking at product features and benefits as it's main emphasis (Leighton 2007). The participant visitor as a skilled and discerning actor in the consumption process was ignored, and existing models would treat consumer behavior with a limited scope, as a rational problem solving process. Consumers' expectations were also disregarded in this process, as well as hedonistic reasons. (McGuiggan in Manzenac, 2001).

Pine and Gilmore (1999) defined experiential marketing as "when a person buys a service he purchases a set of intangible experiences carried out on his behalf. But when he buys an experience he pays to spend time enjoying a series of memorable events that a company stages to engage him in a personal way". This confirms experiential market has having a particular echo with the cultural sector that seeks to create unique and meaningful visitor experiences.

The hedonistic variables present in the cultural market are significant behavior predictors (Leighton, 2007). The search for "edutaining" as referred by Robinson, (1994) shows the consumer wants to be "entertained, stimulated, emotionally and creatively challenged" (Schmitt, 2000).
Pine and Gilmore (1998) identify four realms of experience:
- Education
- Entertainment
- Escapist
- Aesthetic

These concepts are constringed by two other concepts:
- Consumer participation (ranging from active to passive)
- Connection (ranging from absorption to immersion)

These four realms may and should coexist in one experience to provide the riches content possible.

Pine and Gilmore (1999) see an event visitor as an actor, rather than an spectator. This is further perceived by Prahalad et al (2004) as an "experience space" where organizations allow consumers to take part on experiences that meet their needs and match their desired level of involvement. The interpretive methods used by cultural events to connect with their consumers are aligned with Arnould et al (1998) view of the environment as a "communicative staging"

Getting the visitor to be part as an actor and co-producer of a cultural event requires cautious analysis of the existing offer and perceptions. Although in performing arts, experiential marketing seems almost as inherent, this paradigm shift has been hardly recognized. The heritage focused on features and benefits also makes harder this transition (Leighton 2007).

Kotler (2002) warns cultural attraction on losing sight of their core competences – "rich experiential happenings alone are not a sufficient condition for success" and "rich museum experiences definitely help build successful museums but the experiences have to be all embracing (covering services, programs, facilities, safety, the entire gamut of museum operations)". Cultural events and attractions must deliver the same, holistic services marketing experience as other service provider, worrying about each "moment of truth"(Carlzon, 1987) in the process.

Table 3 - Model of Image Creation and Image Transfer in Event Sponsorship.

Event Type
- ◆ **Sports related**
- ◆ Music related
- ◆ Festival/Fair related
- ◆ Fine arts related
- ◆ Professional meeting/trade show related

Image Transfer

Event Image → **Brand Image**

Moderating Variables
- ◆ Degree of similarity
- ◆ Level of sponsorship
- ◆ Event frequency
- ◆ Product involvement
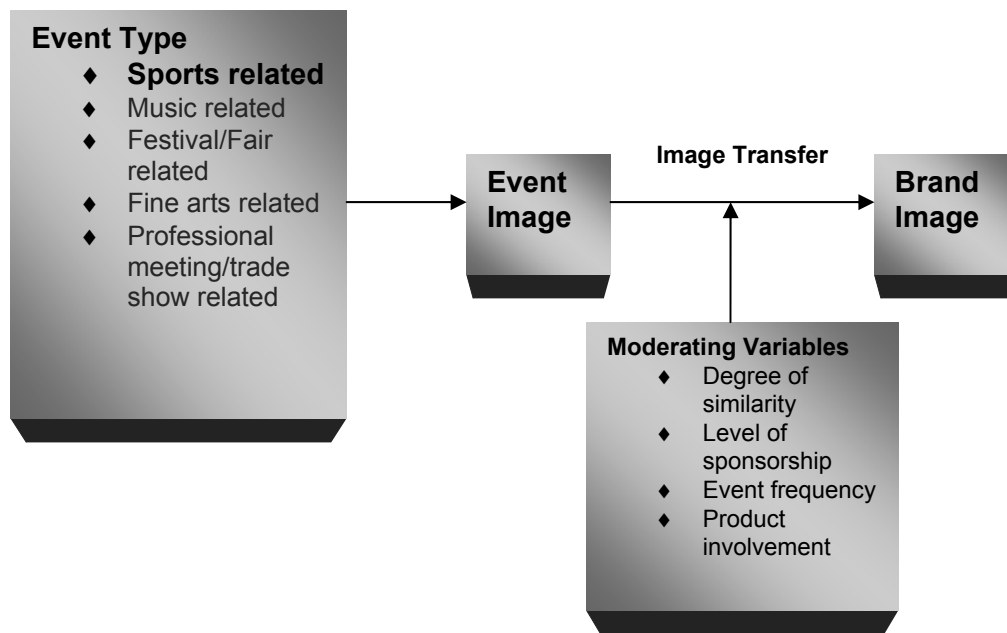
Adapted from Gwinner (1997)

According to Gwinner (1997), a sponsorship event may be divided into five categories: sports related, music related, festival/fair related, fine arts related (such as ballet, theatre, …), and professional meeting/trade show related. The type of event will determine the image the event has. First by relating to previous direct (past experience) or indirect (word-of-mouth) experiences, positive or negative attitudes may be developed towards the event.

Nevertheless, consumers' attitudes towards an event are just one part of an event's perceived image, and solely represent a result of their experiences. Usually, this will lead to a predisposition to respond to an event in a according positive or hostile manner. For that reason, companies shall evaluate attitudes towards a specific event when deciding upon which event type to sponsor (Gwinner, 1997).

Gwinner (1997) also describes event image as "the meaning of the event for an individual, and can be characterized using descriptive labels that represent a summation of one's perceptions". These labels may be considered as image associations such as exciting, exclusive, adrenalin, etc. Consequently, an event image may be considered as a compilation of associations transferred from the event labels to the company's brand image.

In the event image formation process, the most influential perceptions are the most contemporary ones, formed from the interaction with other event participants or staff (Gwinner 1997). This author also considers that this situations are the best opportunity to correct or create new image associations, consequently altering the sponsoring brand image.

2.5. Event marketing and Sponsorships

According to Taranto (1998), event marketing is being viewed as an increasingly important element in the promotion of a company's product, service or cause. The

definition of event marketing is: "Event marketing is an attempt to co-ordinate the communication around a created or sponsored event. In event marketing the event is an activity that gathers the target group in time and space; a meeting in which an experience is created and a message communicated". (Behrer et al., 1998).

Event marketing is one of marketing's most expanding disciplines today. In the United States, event marketing is growing three times faster than advertising.

Event Marketing is marketing through events, where the event is considered the actual marketing tool and marketing is seen as central purpose. Event marketing is centered on specific targets and involves very high contact strength. This positions event marketing as the perfect tool to develop the experiential marketing concept, by transforming a message into an event that can be experienced by a specific audience. All senses are engaged, increasing the likelihood of recalling the experience and consequently the message. Using event marketing, media clutter can be dissipated, and throughout the event a bond may be developed between the brand and its target audience. During an event a specific company undivided attention from the customer for some hours, with the competitors advertising efforts eradicated. Event marketing can be used in business to business as well as in consumer marketing, being this last one where it is significantly increasing today (Lundell, 1999).

According to Mava Heffler quoted by Schmitt (1999) "It is note enough for a brand to be seen or heard, it has to be experienced. Sponsorships are an important catalyst and component of that experiential marketing." It's considered by Schmitt that "special events tend to be more effective and less costly than media advertising", specially because the allow the audience to integrate the holistic experience, giving their undivided attention to the experience, removing clutter (usually present in advertising) from the equation.

In the book "There's no Business That's not Show Business: Marketing in an Experience Culture", Schmitt goes further with the experiential concept analyzing the use of creativity, humor, and play to reach out and engage customers. The application of show business techniques is suggested to astonish customers , build brands, launch products, create buzz, and develop unique customer relationships. From road shows to street evangelism, several are the new concepts that can be applied to every industry (Schmitt, Rogers et al. 2003), being that sport events may surely be integrated in such concept.

2.6. New Trends Emerge
New trends like Foreverism are emerging in the past months. Foreverism is a concept that implies that relations and experiences between consumers and businesses are never done. This is a trend only possible due to technology that allows consumers to "find, follow, interact and collaborate forever with anyone and everything". (Evers 2009)

Figure 3 - The growth in adult social network services use, 2005/09

Growth in Adult SNS Use, 2005-2009

46% of online American adults 18 and older use a social networking site like MySpace, Facebook or LinkedIn, up from 8% in February 2005.

Ever used
Yesterday

Pew Internet
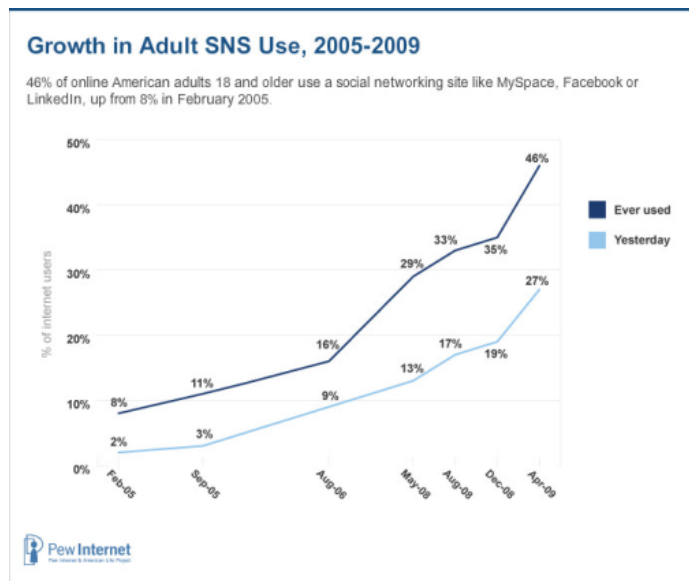
Source: Lenhart, 2009

Online presence is constant and reaches a significant percentage of the world's population, especially when we consider younger generations. Facebook reached the 200 million-user mark in April 2009, with more than 100 million daily logs; My space has 130 Million members, LinkedIn, a more professional oriented online community counts over 40 million. The number of adult users in the U.S. who have a profile on a social network is growing fast. According to The Pew Research Center's Internet & American Life Project, it quadrupled in the past four years—from 8% in 2005 to 35% now. For adults aged 18-24, it's 75%, and for teens, it's close to 100%. (Lenhart 2009)

Table 4 - Generational differences in online activities

	Online Teens^ (12-17)	Gen Y (18-32)	Gen X (33-44)	Younger Boomers (45-54)	Older Boomers (55-63)	Silent Generation (64-72)	G.I. Generation (73+)	All Online Adults^^
Go online	**93%**	**87%**	**82%**	**79%**	**70%**	**56%**	**31%**	**74%**
Teens and Gen Y are more likely to engage in the following activities compared with older users:								
Play games online	78	50	38	26	28	25	18	35
Watch videos online	57	72	57	49	30	24	14	52
Get info about a job	30~	64	55	43	36	11	10	47
Send instant messages	68	59	38	28	23	25	18	38
Use social networking sites	65	67	36	20	9	11	4	35
Download music	59	58	46	22	21	16	5	37
Create an SNS profile	55	60	29	16	9	5	4	29
Read blogs	49	43	34	27	25	23	15	32
Create a blog	28	20	10	6	7	6	6	11
Visit a virtual world	10	2	3	1	1	1	0	2
Activities where Gen X users or older generations dominate:								
Get health info	28	68	82	74	81	70	67	75
Buy something online	38	71	80	68	72	56	47	71
Bank online	*	57	65	53	49	45	24	55
Visit govt sites	*	55	64	62	63	60	31	59
Get religious info	26~	31	38	42	30	30	26	35
And for some activities, the youngest and oldest cohorts may differ, but there is less variation overall:								
Use email	73	94	93	90	90	91	79	91
Use search engines	*	90	93	90	89	85	70	89
Research products	*	84	84	82	79	73	60	81
Get news	63	74	76	70	69	56	37	70
Make travel reservations	*	65	70	69	66	69	65	68
Research for job	*	51	59	57	48	33	9	51
Rate a person or product	*	37	35	29	30	25	16	32
Download videos	31~	38	31	21	16	13	13	27
Participate in an online auction	*	26	31	27	26	16	6	26
Download podcasts	19	25	21	19	12	10	10	19

Source: Lenhart, 2009

Table 5 - Percentage of online adults in each demographic group who use Twitter or another status update service.

	% of U.S. adults
All online adults	**19%**
Sex	
Men	17%
Women	21*
Race/Ethnicity	
White (non-Hispanic)	19%
African American (non-Hispanic) (n=141)	26
Hispanic (n=123)	18
Age	
18-29	33%*
30-49	22*
50-64	9*
65+	4
Education	
Less than high school	18%
High school diploma	17
Some college	21
College graduate	21
Household income	
Less than $30,000	22%
$30,000-$49,999	21
$50,000-$74,999	20
$75,000 or more	20
Internet connection	
Broadband	21%*
Dial-up	11
Wireless or tethered	
Wireless	25%*
Tethered	8
Number of wireless devices	
One	10%
Two	19*
Three	28*
Four or more	39*
Social network user	
Yes	35%*
No	6

Source: Lenhart, 2009

According to Jeff Jarvis, a recognizable media guru, "Thanks to our connection machine, they [young people] will stay linked, likely for the rest of their lives. With their blogs, MySpace pages, Flickr photos, YouTube videos, Seesmic conversations, Twitter feeds, and all the means for sharing their lives yet to be invented, they will leave lifelong Google tracks that will make it easier to find them. Alloy, a marketing firm, reported in 2007(!) that 96 percent of U.S. teens and teens used social networks—they are essentially universal—and so even if one tie is severed, young people will still be linked to friends of friends via another, never more than a degree or two apart."(Jarvis 2009)

Another trend setting in the present is the Nowism concept. Consumers are searching for instant gratification, trying to maximize the number of experiences they might gather in the smallest time possible and in the most cost-effective matter. The now concept is a reality online, either by informing your social network what you are doing through Tweeter or by programs such as Google Latitude, that let you share your current location all the time and know where your friends and family are, just installing it on your smart phone.

2.7. Conclusion

Although the concept of experiential marketing has been present for almost a decade, the diffusion of the concept is yet to come to many realities. Different approaches still co-exist, some supported on the same experiential concept, but very different when it comes to the application of the concept. Some consensus arises on the basics, such as the brand as a multidimensional and complex entity integrating more and more the emotional concepts in its definitions. The evolution is clear

regarding the evolution of the consumption habits and new trends such has the foreverism concept. This forces a new view on marketing where a holistic experience concept is the main loyalty-generating model, especially on young generations (Generations Y and X). The experience is a combination of complex interaction, compelling us to think "outside the box" in order to come with new solution that may translate into sustainable competitive advantages for our businesses. Don't bear in mind: this is a continuous process

Brands will continue to be the repository where all marketing activities results lay as value and brand equity. They build new dimensions from day to day, in a world changing at an increasingly faster pace. The brand concept is growing into a point it will transcend the company and will integrate the consumers themselves as part of that brand. The consumers define the brand and more than ever they are defined by that brand.

In the next chapters we will discuss in more detail the Race of Champions case study, detailing all the components that make possible a holistic experience with the best possible outcome.

Chapter 3: Research methodology

"When you are fitted in a racing car and you race to win, second or third place is not enough."

Ayrton Senna

3. Case Study Methodology

Throughout this chapter will discuss the different methodological approaches selected as well as their capacities and limitations either detached or in the specific function in the study developed in the present dissertation.

In the current chapter we will present the applied methodology to shed light on the proposed research subject. This chapter will include the research purpose, the approach selected, the research strategy, the case study selection process and the application of this case study to the teaching process.

3.1. Research Purpose: Primarily Descriptive

The purpose of developing an academic research may be exploratory, descriptive, and explanatory (Foster, 1998). Exploratory studies consist on investigations whose primary objective is to discover new insights on specific themes or measure phenomena in innovative ways. This research method is developed to be flexible and adjustable in order to allow researchers to change their research approach when new data or insights arise (Sauders et al., 2000).

Explanatory studies generate theory that may be used to clarify the empirical generalizations that emerged in the descriptive phase, giving place to the construction, testing and reformulation of a certain theory (Foster, 1998).

Descriptive studies are the construction of careful descriptions of models originated from exploratory research, being that these studies may have the purpose of developing empirical generalizations (Foster, 1998). These empirical generalizations may lead according to Foster (1998) to long-term theory development leading to the previously referred exploratory stage. The main objective, as quoted by Miles and Huberman (1994) "making complicated things understandable by reducing them to their component parts"

This last purpose is the one this thesis has as rationale, making it primarily descriptive.

3.2. Research Approach: Qualitative Research

The research approach may be considered quantitative or qualitative (Denscombe, 2002). According to Wilderdom.com (2008) the objective of quantitative research is to: "...classify features, count them, and construct statistical models in an attempt to explain what is observed" by analyzing mostly numerical data, whether qualitative research's goal is to provide: "...a complete, detailed description" analyzing all data available. The difference

Chapter 3: Research Methodology

Denscombe (2000) considers qualitative research to be usually linked with a descriptive approach, being suited for specific or small-scale studies. This mix is also connected with an involvement from the researcher in the object of study.

Consequently, this approach is the best choice for our research, as this thesis intention is primarily descriptive and the study to be conducted is on a small-scale and is very specific. Moreover the purpose of this study is to obtain a more profound understanding on the motor sports events marketing with in an experiential marketing approach.

From choosing the qualitative research as the most appropriate approach, the next step in this chapter is to choose an appropriate research strategy.

3.3 Research Strategy: Case Study

According to Yin (2003), there are different primary strategies for social science research:
- Surveys;
- Case studies.
- Experiments;
- Archival analysis;
- Histories;

Denscombe (2000) also identifies as research strategy the first three strategies referred above.

The selection of one of these strategies depends upon the type of research question posed, the extent of control the investigator has over concrete behavioral events, and the degree of focus on contemporary events as opposed to behavior events (Foster, 1998).

Table 6 - Relevant Situations for Different Research Strategies

Strategy	Form of Research Question?	Requires Control of Behavioral Events?	Focuses on Contemporary Events?
Experiment	How, Why	Yes	Yes
Survey	Who, What, Where, How many, How much	No	Yes
Archival Analysis	Who, What, Where, How many, How much	No	Yes / No
History	How, Why	No	No
Case Study	How, Why	No	Yes

Source: Yin, 2003

Looking at Case Study strategy, it is stated to focus on one or a little units of research in order to acquire a profound assessment of events, experiences, relationships, or

processes which occur in specific research units (Denscombe 2000). Also according to Saunders et al (2000), case studies aim to gain an extensive knowledge about a single case or a small number of cases, vision shared by Carson et al (2001).

This strategy carries some downturns in terms of the limited credibility of generalizations made based on the result of the case study, the problems in limiting the number of data sources, sometimes in gaining access to the investigated environment and in making sure no influence is exerted to the investigated actors due to the observation itself (Denscombe, 2000).

On the other side, there are advantages linked with a case study, mainly because researchers may look at specific details in more complex social situations, multiple research methods may be applied, multiple sources may be used and researchers are encouraged to do so in order to facilitate methods triangulation, and the study may take place in a natural, non-controlled environment has researchers are not forced to control or change the environment (Denscombe, 2000).

As we are not required to control any behavioral events, experiments are not a suitable strategy for this thesis. We may also rule out history as our research is based on contemporary events. Being the purpose qualitative and not quantitative, we may also leave out archival analysis, although we will use surveys as a validating method for consumers' opinions.

A survey provides precise but superficial data and is most suitable when studying several entities and little variables (Eriksson & Wiedershem-Paul, 2001). There are three characteristics of the survey as a research strategy considered by Denscombe (2003):
- Wide and inclusive coverage. Implicit in the concept of 'survey' is the idea that the investigation is supposed to have a wide coverage and be representative of the analyzed universe.
- At a specific point in time. Surveys shall be updated and have in consideration a specific time frame.
- Empirical research. A survey involves being in the field seeking for the information and interacting with the research subjects. The investigator that selects the survey method tends to consider dimensions that can be measured and traced.

Consumers Satisfaction data was collected by a team of interviewers, who conducted intercept interviews of attendees over the two days of the event. Interviews were conducted at the Estádio do Dragão after each of the two days sessions.

Based on the previous description, the case study method is the most suitable choice of research strategy for this thesis, as we will be conducting an in-depth investigation on a small number of specific research units, The Race of Champions Events. Besides this, we will be applying multiple research methods and sources to shed light on the proposed theme.

The case study method, used for learning purposes in some of the worlds most important universities and business schools, such has the Harvard Business School,

the first education institution to introduce this method, is considered an highly effective method in building skills needed at the management and leadership level.

The interaction between student and a reality based case is the most valuable characteristic of this strategy, creating the need to find real solutions and preparing them to deal with cases that their professional life's may bring. As reality is not absolute, neither a case solution is. That's why multiple solutions are possible, what gives a high importance to the teacher in terms of validating the given answers. In this thesis we develop aids for class preparation in terms of this case study's application.

The case study method may be applied with different objectives: for investigation purposes or for learning purposes, for which in this case we selected the latest.

This method presents itself as an approach that may be used in areas such as marketing and management to understand phenomena in their actual context, allowing the subjectivity needed for the coexistence of multiple perspectives and consequently multiple outcomes.

This is also a well suited format for new areas of investigation, as in many cases the resulting theory may be tested and validated, even if only at an empirical level (Eisenhardt, 1989)

Detailing the Case Study method in terms of learning process, the selection of the correct teaching method is one of the most important milestones in order to assure success in the apprehension by students. In that dimension, the teaching method allows the organization of procedures that generate expected attitudes and outcomes, whether in students or teachers, making possible the assimilation of new knowledge and understanding of new behaviors. (Silva, 1992)

The same author distinguishes four different methods:

- Interrogative or Inquiring

- Demonstrative or Expressive

- Expositive

- Active

The first one consists on a verbal interaction between teacher and students, usually on a Q&A concept. The Demonstrative method reduces the interaction level, consisting on the exposition of the correct execution of a determined operation by the teacher, having the student repeating the task afterwards. Expositive method is the one with the lesser interaction, being characterized by unilateral communication from the teacher to the students, who assumes a passive role in the learning process.

The last method, known as Active, is the most interactive one, taking the interaction level beyond teacher-student communication, allowing the experience sharing also between students. This method provides knowledge, execution skills and also behavioral groundwork for students. In the advantages side of this last method we shall consider motivations as the most important one as the interaction and knowledge and experience sharing will increase concern. This will also provide the students soft skill needed for real world situations.

The biggest disadvantage is the limitation on the group size: it shall be small enough to allow joined considerations and discussions. Although this disadvantage may be overcame by division in subgroups, making the advantages clearly greater than the drawbacks.

Easton (1992), defines the Case study method as a real life situation faced by a corporation a specific point in time. It is supposed to be more than a mere story telling, as it should have specific teaching objectives, allowing several solutions. Selected and designed by the student himself. Case studies may also be used a examination questions to acknowledge students power of synthesis. (Easton, 1992)

As any method, we may find advantages and disadvantages to the case study as a teaching aid method, in addition to the ones referred previously. The parallelism to a real-life situation, allows an easier comprehension for students with lack of real-world experience. Sometimes a mere expositive, theoretical and generic approach isn't able to achieve the desired results (Silva, 1997). The cross-reference between theory and reality allows a deeper and more successful learning process. Also the positive role the student has to take, as an individual and as part of the group, in the search for a solution for the case study in analysis by combining his view with other members perspective, is important to create an empowerment process that will result in the creation of new skills, as considered by authors such as Easton (1992), Blunden et al (1993) and Silva (1997).

The students' critical view is also important and will be developed by case studies in selecting what are the main factors in the case, develop analysis on sometimes complex situations and come up with different solutions to several dimensions of the problem proposed. These steps in conjunction with the so needed interaction with the group will develop reasoning, interpersonal behavior, as well as leadership skills.

Despite de clear advantages, there are some disadvantages with the case study application to the learning process, most of them due to limitations created by a lack of readiness to convey with the application of such process. The interference of the teachers view on the selected case is one of the first problems that may arise. His (the teacher's) lack of ability in conducting group sessions and keep them organized so that all students are allowed to share positive inputs for the group discussion may also be a problem; this one also related to the previously addressed difficulty generated by large groups of students. The lack of generalization capability closes the shortcomings group.

When developing a case study, a investigator may use several sources of evidence, Yin (2003) points out triangulation as the technique of using multiple source. Triangulation allows the researcher to acquire multiple dimensions of the same phenomenon, enhancing the validity of the study.

Chapter 3: Research Methodology

Source of Evidence	Strengths	Weaknesses
Documentation	• Stable: can be reviewed repeatedly • Unobtrusive: not created as a result of the case • Exact: contains exact names, references, and details of the event • Broad coverage: long span of time, many events, and many settings	• Retrievability: can be low • Biased selectivity: if collection is incomplete • Reporting bias: reflects (unknown) bias of author • Access: may be deliberately blocked
Archival Records	• (Same as above for documentation) • Precise and quantitative	• (Same as above for documentation) • Accessibility due to privacy reasons
Interviews	• Targeted: focuses directly on case study topic • Insightful: provides perceived causal inferences	• Bias due to poorly constructed questionnaires • Response bias • Inaccuracies due to poor recall • Reflexivity: interviewee gives what interviewer wants to hear
Direct Observations	• Reality: covers events in real time • Contextual: covers context of event	• Time consuming • Selectivity: unless broad coverage • Reflexivity: event may proceed differently because it is being observed • Cost: hours needed by human observers
Participant Observation	• (Same as for direct observation) • Insightful into interpersonal behavior and motives	• (Same as for direct observations) • Bias due to investigator's manipulation of events
Physical Artifacts	• Insightful into cultural features • Insightful into technical operations	• Selectivity • Availability

Source: Adapted from Yin (2003)

Saunders, Lewis and Thornhill (2000) separate the data into primary and secondary data. Data collected by researchers for different purposes is identified as secondary data, whereas data collected by the investigator himself is referred to as primary data.

In our study, we will collect primary and secondary data, being the secondary data documentation on previous editions of the event, which according to Yin (2003) is important for all case studies and may be used in combination with other evidence sources; and primary data collected during the participant observation, which according to the same author is one of the mot important sources when developing a case study.

By participating in the actual case study as part of the organization team, we are creating an opportunity to conduct direct observations (Yin, 2003). The observations can vary from formal to casual data collection actions according to Yin (2003).

Observational proof is frequently useful in supplying supplementary information about the topic being studied. Yin continues to explain participant observation as a distinctive mode of observation, in which you are not purely a passive observer. As

an alternative you assume a number of roles inside a case or even be a participant in the studied events. Yin (2003) finally explains physical artifacts as an instrument, a work of art, or some physical evidence. Physical evidence has less probable significance in the the majority of case study.

3.4. Sample Selection

In the previous section of this chapter we presented determined the case study as the method to follow, in a learning concept, as well as different sources of evidence. The next step is to understand the determination of the sample, or in this case, the event we will be analyzing. Yin (2003) refers to multiple ways to select a sample for a case study. According to Saunders et al. (2000) judgmental or purposive sampling is when the investigator decides on cases that provide better answers to the research questions. Judgmental sampling is usually used when studying small samples such as in a case study when the investigator wants to choose cases that are exceptionally informative and to whose he has privileged access (Saunders et al. 2000). Based on the description from Saunders et al judgmental or purposive sampling shall be used when identifying the correct case for this thesis.

The final choice fell on The Race of Champions, which was one of the biggest motor sport events in Portugal during 2009 and is seen as one of the biggest motor sport events to take place in the international events landscape. This choice was influenced by the direct participation of the researcher in the analyzed event as Chief Marketing Officer of the company in charge of the event production. This will allow deeper understanding and further information access on the researched case.

3.5. Teaching with a Case Study

The application of a case study to a class room intends to generate a positive debate which results in several alternatives and conclusions from whose a combined view of the classroom will arise.

3.5.1. Class Preparation

As Seneca once told over 20 centuries ago "Luck is what happens when preparation meets opportunity."

In order to achieve the expected performance for this case study application, previous work must be developed by the teacher. The natural and spontaneous dynamics of thriving case debate camouflages the substantial planning which instructors develop prior to each class session (Garvin, 2009). He shall determine a reliable case study that allows students to developed informed decision. For these informed decisions is mandatory that the teacher supplies the students with qualitative and quantitative data about the case. Although we must integrate thorough information on the case study, we shall not deviate from the proposed learning objectives. We must also consider the level of knowledge of the student analyzing the case, assuring the existing skills are enough for the development of the case study analysis.

This case study is prepared accordingly to the objectives discussed previously. Learning aids are also fundamental to assure a deeper understanding of the case as well as a less influenced view on the case. That is why we introduced in this thesis

DVD several elements, from event videos, to TV and radio advertising spots, as well as exhaustive media coverage information.

Class environment must also be taken into consideration, starting on class disposition, where all students shall be in such way that interaction between all is possible. Erskine (1996) also refers to students' identification, suggesting that students shall be familiarized with each other in order to allow good interaction, and learning aids, which sometimes shall be made available to students before class so they may spend some time going through that information. Haaken et al. (1999) also consider valuable the usage of multimedia technology such as videos and images. In order to assure the correct usage of these learning aids, the teacher must confirm classroom conditions are suitable for this.

To help the teacher preparing this case study's class, this thesis includes a teaching note, which shall work as a guiding tool for the instructor, helping the outline of the teaching session. In this note there are suggested several parts of the case analysis, as well as suggested timings and evaluation tools. Teachers are suggested to use this teaching plan, but also make their teaching plan their own, in order to adapt it to their own view and capabilities.

Table 8 - Elements of Effective Class Preparation

Learning Objectives
1.What are the two or three principal learning objectives for this class?
2.What role does this class play within the course module?
3.What impact do you expect the class to have on students' depth of knowledge, development of judgment and analytical skills, and leadership capabilities?

Teaching Opportunities and Challenges
1.What compelling topics, points of tension, or potentially surprising or counterintuitive insights stand out in the case? How will you leverage these to engage your students in high- quality discussion and debate?
2. What in the case might this audience find difficult or confusing? How will you manage the discussion of these issues?
3.At what points in the discussion is the class at greatest risk of going off-track? How will you manage such contingencies should they arise?
4.How might you draw upon relevant connections between this class session and your own research or business experience?

Class Design
Structure
1.What issues or pieces of analysis should be covered during the discussion?
2.How will you sequence the discussion pastures and how much time should be devoted to each? What is the logic underlying each transition from one pasture to another?
3.How will your board plan support the class design and facilitate student learning?

Opening
1.What comments, if any, will you make to introduce the discussion? Why?
2.What is the rationale behind your opening question?
3.Which student will you select as the opener? Why? 4.How do you expect the discussion to emerge following the opener's initial response?

Discussion Leadership
1.What follow-up questions within each pasture will motivate students to think beyond their initial contributions?
2.How will you phrase the transition between each pasture?
3.What question will you use to introduce each pasture following the opening discussion?
4.How will you incorporate student backgrounds into the discussion? Are there specific students who should/should not be encouraged to contribute during particular pastures?
5.How might you stimulate students to think beyond this class and develop insights through linkages across classes, modules, and courses?

Closing
1. How do you plan to close the class discussion? Why?
2.What are the risks of providing too much closure at the end of this class? Too little?

Source: C. Roland Christensen Center for Teaching and Learning, Harvard Business School

3.5.2. The Class

At the class beginning, the instructor shall present the theoretical framework the case will be inserted in, in order to make clear what is the objective intended for this case study analysis. During the class, everyone's participation must be assured and maintained as homogeneous as possible. Nevertheless positive inputs shall always be cherished and encouraged; despite they may end up coming from a limited group of students. In this process the teacher must ensure group thrust and cohesion is kept at all time and debated ideas don't oppose any constrain for the parts involved.

After this first introduction, the case study shall be read. We suggest this is made individually. After the case is comprehended, the instructor shall propose a group of questions, orientating the case analysis. Bonoma et al. (1989) suggest several steps in the case analysis:

1. Most relevant information's must be identified, as well as the players and problems they are facing.

2. Indirect information and omission shall be analyzed and consensus on solution for any omission shall be reached, so that outcomes are valid.

3. Student shall propose resolution alternatives, analyzing the pros and cons of each one in order to reach the best solution possible.

4. After a full review, students shall determine a resolution path and plan the tasks needed to obtain the objectives pursuit.

The teacher's role is to act as a dynamization agent in the classroom, assuring everyone's participation while maintaining a neutral position, in order to limit the influence he may enforce upon students. Despite the neutral position he shall be able to stimulate whenever possible, students uncertainties and conflicting views in order to bring into the discussion new views and possible solutions. In doing this role, he must also make sure time control is kept very tight, making sure the planed class structure is not affected by any major delays. In order for a clear and comprehensive class, the student shall review each of the class segments, pointing out the key points in each part. At the end of class, a key learning points' concept shall be introduced to summarize the case discussion.

3.6. Conclusion

The case study method, as we saw in this chapter, allows the reach and scope we intend to achieve with this thesis. Despite this method was previously only used for investigation purpose, it is furthermore applied to teaching processes, making part of most of the worlds best business schools class portfolio. The interaction and reality check this method allows student to have makes it one of the best options for today's teaching objectives.

Consequently, the case study method may have very positive outcomes, not only in the knowledge creation process, but also on the development of different soft skills, increasingly useful for the students' future professional life.

Figure 4 - Summary of methods
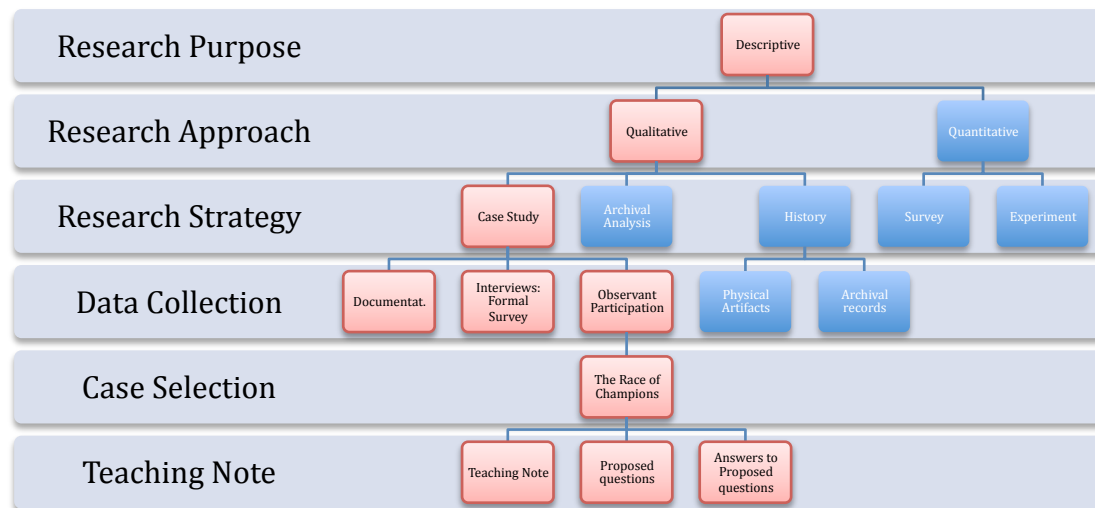
Source: Authors own construct

Chapter 4: The Race of Champions Case

> *"You will never know the feeling of a driver when winning a race. The helmet hides feelings that cannot be understood."*
>
> **AYRTON SENNA**

4.1. The concept

Every year The Race of Champions brings together the world's best racers from rallying and racing, on two wheels and four, to answer the question: Who is the world's fastest racer?

The concept is simple: using identical equipment, drivers compete head-to-head in heats on a parallel track, to prove they're the greatest. They start alongside each other, race on exactly the same track, and finish side-by-side. Cars are swapped between heats so the racers have to prove themselves in a variety of vehicles in order to win.

Figure 5 - ROC Start Finish Arch

Source: International Media Productions

The competitors love it as it's a fun way to end the season – they're not racing for sponsors, they're not racing for next year's drive – they're racing just for their own glory, in front of a crowd of thousands. The crowd loves it because they get to see the world's greatest drivers fight it out in a unique battle in a stadium atmosphere.

In 2009, The Race of Champions will start with a group stage, where each driver in a group will race against each other, and those with the most wins move on to the next stage – the quarter finals.

Here it becomes a head-to-head, no second chances, knockout, to get to the semi-finals and then the final, where the two finalists take part in a best-of-three fight to claim the title "The Champion of Champions".

4.2. Since 1988 to the present

The idea for The Race of Champions was created in 1988 by IMP (International Media Productions) President Fredrik Johnsson and Michèle Mouton, the most successful ever female rally driver.

The first edition of the event, held in Paris, celebrated the 10th anniversary of the World Rally Drivers Championship and gathered all the World Rally Champions together in identical cars. The event was held in memory of the late Henri Toivonen, who died at the Corsica rally while leading the world championship in 1986 and The Henri Toivonen Memorial trophy is still awarded to the winner of The Race of Champions each year.

Originally conceived as the ultimate shoot-out between the best international rally stars, experts from other disciplines have given the rally boys more than just a run for their money over the years. They include Multiple MotoGP Champion Valentino Rossi, 8-time Le Mans 24 Hours winner Tom Kristensen, multiple NASCAR Champions Jeff Gordon and Jimmie Johnson, multiple F1 World Champions Michael Schumacher and Fernando Alonso and Audi's 2-time DTM Champion Mattias Ekstrom.

The Race of Champions boasts a list of past winners that reads like a "who's who of racing". Five-time World Rally Champion Sébastien Loeb beat David Coulthard by just a fraction of a second in the third decisive heat of the 2008 Final at Wembley for his third ROC title, while previous rally drivers who won the event include the late Colin McRae, Didier Auriol, Juha Kankunen and Carlos Sainz.

It hasn't always gone the way of rally drivers though – F1 star Heikki Kovalainen (who was the Nissan World Series Champion at the time) caused huge surprise when he beat home favorite Sébastien Loeb at the Stade de France in 2004, while double DTM Champion Mattias Ekström did the same to Loeb in the 2006 final before going on to beat Schumacher at Wembley in 2007.

For the last 20 Years, ROC has promoted the best of motor sport to a large audience through innovative competition concepts and venues easily accessible for spectators.

4.3. The ROC Brand

Figure 6 - Race of Champions former logo

Source: IMP

The ROC brand suffered a rebranding in 2008 for the second edition in the Wembley Stadium. Assuming the stadium parallel track concept, the rebranding signaled a new era for Race of Champions, not forgetting the event past, but moving one into a more

modern brand image with a more dynamic and prestige look. Also new and stricter brand guidelines were implemented as seen in the appendix. This rebranding process generated several changes, from the website to track image, co-drivers suits, cars décor, prize design, and many other brand elements.

Figure 7 - The Race of Champions Logo

Source: International Media Production

4.4. Event Structure

The Race of Champions

The Race of Champions competition itself is a head-to-head tournament where the world's best motor sport stars battle to prove that they're the fastest on earth.

Through a series of head-to-head races in identical cars on a parallel track, one winner comes through as the fastest and is declared "The Champion of Champions." Cars are swapped round between heats, to ensure that all drivers have to prove themselves in a variety of machinery.

For 2009, the format for The Race of Champions has been changed to maximize the entertainment value for fans, who will see more action than ever before from every driver.

As in previous years, drivers compete in head-to-head heats in identical cars, with each heat held over two full laps of the parallel track.

This year, instead of using a knockout system from the start, the event will begin with a group stage, where each racer in a group will race against every other racer, and those with the most wins move on to the next stage – the quarter-finals.

Here it becomes a head-to-head, no second chances, knockout competition to get to the semi-finals and then the final, where the two finalists take part in a best-of-three fight to claim the title "The Champion of Champions".

In 2008, 5-time World Rally Champion Sébastien Loeb beat F1 star David Coulthard in the third of three heats to win his third Race of Champions title, while in 2007 it was Mattias Ekström who triumphed by beating Michael Schumacher in the final.

The ROC Nations Cup

Figure 8 - ROC Nations Cup logo

Source: IMP

In 1999 The ROC Nations Cup was added to The Race of Champions, as a battle to decide the world's fastest motor sport nation.

Drivers team up in pairs based on their nationality and, as in The Race of Champions, they compete head-to-head to determine who is the best.

The 2009 ROC Nations Cup features a group stage for the first time, allowing more nations than ever before to take part. Every nation in a group will race against every other nation in their group, with the most successful progressing to the next round.

The four teams that go through to the semi-finals, compete in a best-of-three fight to decide who gets through to the final, which is also decided in a best-of-three battle.

Germany's Michael Schumacher and Sebastian Vettel head to Beijing as the reigning ROC Nations Cup Champions, and will be aiming to add to their titles won in 2007 and 2008 at Wembley Stadium. If they do so, Germany will become the first nation to win the ROC Nations Cup three times.

Roc Nations Cup winners include seven times Formula1 World Champion Michael Schumacher & Sebastian Vettel (representing Germany), Nascar champions Jimmie Johnson and Jeff Gordon (Team USA), Fernando Alonso (Spain), Multi WRC Champion Sebastien Loeb (France), Mattias Ekstrom and Tom Kristensen (Team Scandinavia), Heikki Kovalainen and Marcus Gronholm (Finland), just to name a few of the stars that walked by this event.

The ROC Regional Final – ROC Southern Europe Final

With a potential market of 33,24% of the Iberian Peninsula total population (17.934 thousand inhabitants), regarding people who lived inside a 600km radius from Porto, ROC South Europe is the event version we had done most of the case study's about. For promotion purpose it was considered that we should limit to 70% of the population who lives in a 400km radius from the event location, in a total of 10.590 thousand inhabitants (19,6% of Iberian Peninsula total population).

Chapter 4: The Race Of Champions Case

Figure 9 - ROC in Portugal - Cars crossing finish line

Source: GNI Events

The Portuguese version of the Race of Champions, introduced a new format to the event. This was the first Regional Final in the event: The Southern Europe Final. This concept is similar to the original format, but was adapted for a two-day competition in order to allow a better financial performance in terms of fixed cost. The first day had two sub-events: The ROC Portugal and ROC Legends; while on the second day there was ROC Iberia and ROC South Europe.

ROC Portugal

This competition would have eight of the best Portuguese drivers competing against each other in order to determine who is the fastest Portuguese driver. Drivers from off-road to touring cars and rally competed in the same conditions. The drivers listed included names such as Filipe Albuquerque, Felix da Costa, Pedro Matos Chaves, Armindo Araujo, Bruno Magalhães, Carlos Sousa, José Pedro Fontes and the winner of this competition Miguel Barbosa. The first 4 drivers would have access to the ROC Iberia competition

ROC Legends

In this competition, come of the worlds former and current champions compete in a head-to-head format. Drivers like 2 times Le Mans winner Emanuele Pirro, 7 times Moto GP champion, Michael Dohan, WRC Champions Carlos Sainz, WTCC 2 times Champion Andy Priaulx, amongst other stars competed for the legends title.

Figure 10 – Race Track overview in the Stadium

Source: GNI Events

ROC Iberia

The second day of the event started with this competition having the best 4 Portuguese and 4 best Spanish drivers competing for the Iberia title. To the 4 Portuguese who were first in ROC Portugal, we added Carlos Saiz, Daniel Sordo, Sergio Vallejo and Jaime Alguersuari; in order to determine the best Iberian drivers.

ROC South Europe

The main event was about determining the best drivers in the competition. To the best 2 Portuguese and Spanish, one All Star Team joined up and Monaco's team with Emanuele Pirro and Clivio Piccione. The winning team would have access to the world final in Beijing in the beginning of November. This place was taken by Team Monaco, after defeating the Spanish team in the final.

New ROC Xtra Races to come

Starting this year in the yet to come 2009 ROC World Final, we'll see two new concepts appearance under the name ROC Xtra Races. This concept, such as the ROC Regional Final, follow the intent of allowing an higher approach to the local audience, integrating in the event, local stars competing against some of the greatest drivers and between them. This allows a new level of experience for the audience, giving them the opportunity to see their countries favorite driver competing against an international superstar whose paths wouldn't cross otherwise.

In the Xtra Races we'll find:

ROC Beijing Challenge

The ROC Beijing Challenge will follow a similar format to The Race of Champions, with the four fastest drivers from ROC China going head-to head with four "ROC Legends." It will take place after ROC China on Monday 2 November.

The eight drivers will race in one-on-one knockout heats to determine who progresses to the semi-finals and then the final. The winner of the ROC Beijing Challenge will then be determined in a best-of-three final.

ROC China

Held on the first of three days of competition, ROC China is a qualifying heat to determine which Chinese drivers will represent their country in the ROC Nations Cup a day later.

Following a similar format to the ROC South Europe event held in Portugal earlier in the 2009 where Monaco beat Portugal, Spain and Italy to a place in the ROC Nations Cup, China's best drivers will compete against each other to determine who is fastest.

The top two drivers will get to represent China in The ROC Nations Cup, while the fastest four will be entered into the ROC Beijing Challenge, which takes place immediately after ROC China.

4.5. Physical Structure

The Venue – Worlds Greatest Stadiums
Figure 11 - ROC at Wembley Stadium

Source: IMP

Since 2005, the Race of Champions has shifted its venue location to some of the world's greatest stadiums. From Stade de France to Wembley Stadium, from Estádio do Dragão to Beijing National Stadium (The Birds Nest Stadium), ROC was always looking for the same objective with this venue selection:

- Effective venue structure tested in weekly soccer matches, Olympic Games and other events.
- Easy access to the venue through a good public transportation system and parking.
- Full event visibility. Usually in motor sport events, the audience is able to see one or two turns of the race, but not the whole event. With a stadium it is assured that the full event is visible from every seat allowing the audience to maintain the adrenalin and emotion throughout the races.
- Event Climate. The stadium works as a whole with the spectators and it generates a festive climate, with the help of the event presenters that interact with the audience, as well as the Event DJ and the Cheerleaders.

In a Stadium you also have the capacity to assure the press good facilities and you are enabled to accommodate more than 250 people that work directly with the organization. If we add to this number security, track construction, catering and hostesses, the number of people that work to make this event possible goes beyond an impressive 1000 people mark.

The Track

Source: IMP

The Race of Champions track is unique. It's a specially-constructed asphalt circuit with two parallel tracks and a cross-over point, ensuring that two drivers can start side-by-side, race around the lap, and by the time they've both crossed the line twice they've driven exactly the same piece of circuit.

The 2009 track is the longest, fastest and widest ROC track to have been created inside a stadium and will take roughly a week to build.

At just over a kilometer in length and a width of 7 meters, more than 4,000 tones of asphalt and gravel and a bridge weighing 110 tones will be needed to build the circuit inside the Beijing National Stadium.

"There's a big difference between this track and the others," said Track Designer and Race of Champions co-founder Michèle Mouton when comparing it to previous ROC tracks. "It's wider, 7 meters instead of 6.5m, and the longest straight is one and a half times as long as in Wembley.

"Half a meter in width is quite important – the corners are more open and it's fast all the way - the fastest track we've built so far, for sure. The long straight is so long you can go through all the gears and the drivers will hit 140/150kph at the end. It's more like a racing circuit now than a rally circuit."

Each heat on the track lasts for two laps but, because of the cross-over point, each lap is equivalent to four times past the start/finish line.

The Paddock and Paddock Visit
This is the place where the mechanics and other technical personal, such as the tire staff, position themselves. This area takes part on the experience of the audience in two ways: during the paddock visits where the public is invited to visit this area allowing them to sense and feel the cars and relate with the drivers in a first person experience. The access to this area, due to capacity contingencies, is given to VIP, specific paddock ticket and Start-Finish line ticket holders, as well as to a limited number of early arrivers to the event, where 250 paddock tickets are given around the venue location.

In the paddock visit, the public can interact with the drivers, where usually a chance for autograph collection is given, as well as free photo shooting with their favorite stars. An event program is supplied for free, so they may use the autograph's page making this an interesting way of prolonging the Race of Champions through this

piece of memorabilia. They may also see the cars in more detail, with the technical staff answering all their questions and helping them to seat in the driver's seat for a remarkable snapshot moment.

The Drivers Lounge
Figure 13 - Drivers Family Photo

Source: GNI Events

This is a drivers exclusive area where they have complete catering and to where they usually bring their friends and families. With direct access to the track, changing rooms, organization offices, media mixed zone and drivers changing area, this is the most exclusive VIP area of interaction during the event. Controlled and limited access to this area is granted for the TV media partner in order to allow special interviews during the TV Broadcast. These interviews are also viewable in the stadium's big screens, allowing for the audience to see and feel the atmosphere in this exclusive area.

The Event Official Program
This is a very important piece of communication that serves three different purposes. The first and clearer one is to inform the public about the event details, driver's information and accolades, cars high definition photos and technical specs, racing structure where they may keep track of the race winners in specific pages developed for that, details on the side shows and charity auctions developed.

The second purpose is to allow the event sponsors an extra communication vehicle, where they usually develop event specific advertising in order to assure that the Race of Champions brand is connected to their brand.

The last role of the official program is to act as merchandise and memorabilia for the event, allowing the customer to take a part of the event home, reviving the emotions felt while waiting for the next edition.

The Mixed Zone
The mixed zone is where the media has a chance to interview the driver. This area is strategically located adjacent to the path between the drivers lounge and the drivers changing area, assuring all drivers will walk through this are, giving the journalist an opportunity for the interview. In this area, as in all the areas suitable of media coverage, the presence of the Race of Champions brand, as well as the event sponsor's brands is constantly visible in order to maximize the media coverage and advertising return for all brands.

The Changing Area
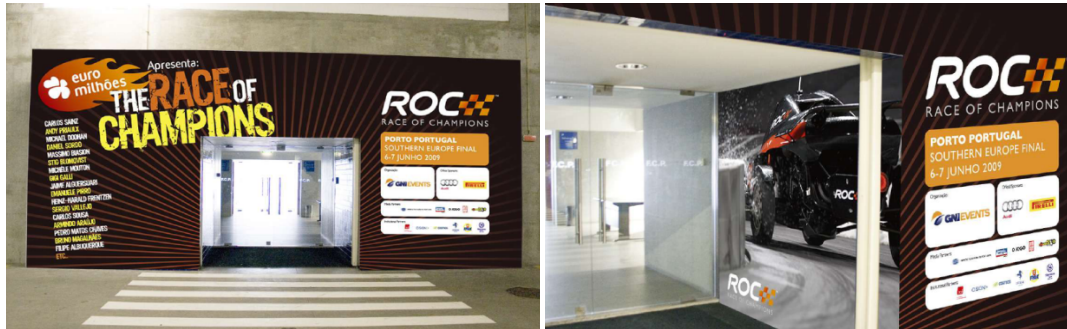
Source: GNI Events

The changing area is the zone were driver enter and exit the car, prior and after racing. This area also includes a waiting area for the co-drivers, the helmet cabinet where all drivers' helmets are in between races, the race control office with complete access to the track cameras, timekeeping and access point marshals.

This area is media accessible, completing a circuit that starts in the media room, goes through the press conference auditorium to the mixed zone, back to the changing area.

Internal TV Circuit

During the training sessions and the event, two internal TV channels are available for internal stadium broadcast, being available in places such as the Drivers Lounge, VIP Lounge, Race Control, Timekeeping office, Event Producer, Race Jury and other stadium locations. These TV channels include one with the raw camera coverage of the event with graphics, but without interviews or any other inputs by the media broadcaster, and the timekeeping channel that includes all details such as race elapsed and total times by driver, head-to-head race results and time penalties.

The internal TV circuit also allows broadcasting to the 2 stadium big screens "backstage" images, helping the audience to experience and feel the part of the show that usually is unavailable to the general audience.

VIP Areas

In the event there are two different VIP areas, one where we may find individual seats, targeted for public personalities, individual spectators and drivers' families and another one with boxes of 12 to 24 seats, targeted for corporations and sponsors. Both areas have catering service throughout the duration of the event as well as several promotion activities from different event sponsors. There are also two 1/100 scale Scalectrix tracks that are an exact replica of the ROC Track, as well as replicas of the cars so people in the VIP are may compete for free.

Cameras welcome

Opposite to other events where the organization limits any kind of image or sound recollection during the show, Race of Champions organization decided not only to allow the usage of cameras, as well as promote a contest through www.rocportugal.com website to find the best amateur photos of the event.

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Media Accreditation and Access

Figure 15 - ROC Press Conference Room Layout

Source: GNI Events

In order to make sure press would have the best conditions possible, a 170 people capacity pressroom was prepared, with free wireless Internet access and accessible to the organization's public relations office, press conference room, mixed zone and track. The organization received more than 200 media accreditation requests from all over the world, allowing 170 journalists and photographers to be present at the event. Event HR (High Resolution) photos were made available to all journalists, as well as several detailed press releases in order to help them with their work and maximize the media coverage of the event.

ROC 2008 was covered by around 400 journalists and will have 1,645 hours of global broadcasting across as many as 205 countries, with prominent coverage in Europe. In 2006 more than 186 million viewers around the world watched the ROC.

Figure 16 - Number of countries ROC is broadcasted form 1993 to 2004
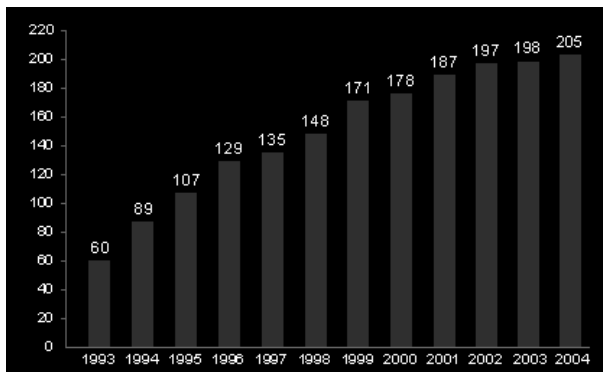
Source: IMP

Stadium Access Control

Figure 17 - ROC Id Cards

Source: GNI Events

A strict access policy to different areas was created by the organization in order to assure unwanted interferences wouldn't occur. Several access level individually named credentials with specific color coding were created as well as multiple access

control points in order to assure security and control to sensible areas such as the changing area and drivers lounge.

Hotel Structure

There were two official hotels during the event. Hotel AC Porto was used for mechanics and other stadium, track or cars related staff, and Hotel Sheraton Porto for drivers, guests and main staff. This last hotel had in the lobby a Race of Champions drivers and guest service desk, available from 8:00 AM until 8:00 PM, for support to all the drivers and guests staying at the hotel, as well as other guest that could use this service for event invitations pick-up.

The package for all drivers and guest staying in the hotel included executive level room, breakfast, full food and beverage extra expenses as well as spa and gym Access.

Timekeeping and TV Graphics

This is a very important part of the event, used for multiple purposes. Timekeeping is closely linked with the TV graphics, as Race of Champions is transmitted on a Live Broadcast for several media stations all over the world. In order to assure a proper transmission and a seamless TV viewer experience, it must be guaranteed that all the details regarding full and elapsed times as well as knowing who was the race winner and penalty's are displayed as soon as the information is available. This allows maintaining the attention in the race and generating an adrenalin full experience, especially when drivers are separated only by some 1/100 of a second. This information along photo-finish style images is available in the stadium giant screens, clearing any doubt on which driver was the winner when a small difference made it impossible to notice during the race.

TV Graphics also allows extra interaction with the audience, showing information on drivers backgrounds, curiosities, awards and accolades, cars technical specifications, and other information that is relevant and that answers most of the curiosity of the spectators following the event.

TV Production

TV coverage allows visibility for the Race of Champions brand, as well as for the Events Sponsor's brands. The amount of exposure attained is sometimes hard to maximize. That's why the Race of Champions decided to invest in this area, doing their own TV production, in opposition to what happens in most of other events, where the media partner controls this aspect. Having control over this aspect of the event allows to:

- Assure the quality of the TV production, with a team who works in Race of Champions for several editions, having perfected the in stadium race filming and producing

- Maximizing the return for ROC and sponsors, combining advertising location with camera angles, making sure maximum exposure is accomplished.

- Being able to make available event videos on the www.rocportugal.com website in a shorter time.

Event Rehearsal

Although a quite large machine is expensive to put at work extra hours, event rehearsal is always a must for the Race of Champions. In the Race of Champions rehearsal everything is tested, like it actually was the event day happening, the only thing missing is the audience. The rehearsal is done with some of the actual drivers, with complete TV coverage and graphics, with event commentators and ROC DJ playing their roles, with power flames and giant screens, nothing is left aside. Even stadium ticket control is tested in order to assure no mistake.

Despite the rehearsal in order to reduce the occurrence of failures and mistakes, backup and emergency planes are consecrated for every part of the event.

Corporate Track Days

In order to fully take profit of the track, the week after the event was dedicated to Corporate Track Days. Corporate Track Days were an unique opportunity for companies and sponsors to invite customers and/or employees building and increasing the strength of the relationship with their company through an unforgettable experience: Driving in the same race track as their idols. This allowed achieving the holistic experience concept spoken previously.

Companies were allowed to implement their own custom experiential and/or relationship marketing activities, build team spirit, allowing customers a unique experience: to be a race driver for one day.

Besides the track, the stadium conference rooms and catering facilities could also be used by companies for meetings, conference or any other actions desired.

4.6. The Drivers and the Cars

World-class drivers, coming from several countries are present in every edition of the Race of Champions. In Race of Champions South Europe top Portuguese drivers and several international drivers were present.

Race drivers are idols, stars with whom the fans relate in a deep and emotional way, creating a deep bond that allows the drivers successes and failures to be reflected onto those fans. This bond intensifies the experience and it represents the lifestyle the fans would like to have. The affective connection is hardly stronger than when this kind of relation exists and this affective bond is drawn out to the event all drivers are racing for: The Race of Champions.

Figure 18 - ROC Advertising cut with drivers' names
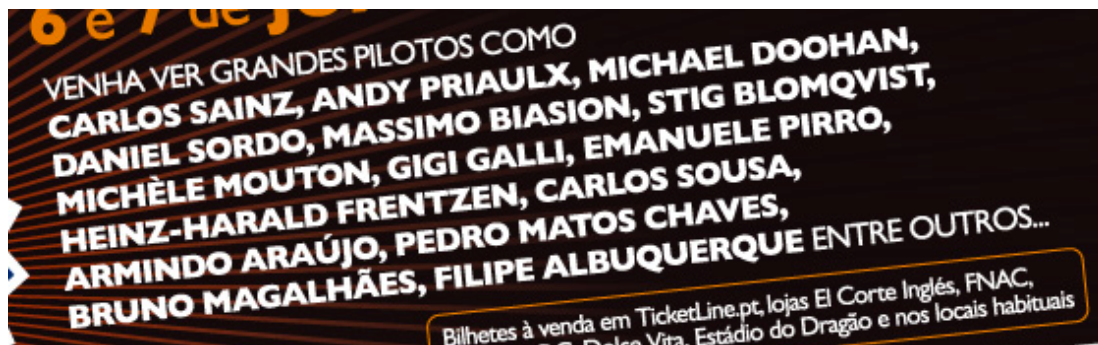
Source: GNI Events

The cars bring an important dimension to the sensorial experience of the audience. The smell of high-octane gasoline, of race tires burning, the sound of high performance motors revving-up and roaring, the glow of the flames coming out of the exhaust pipes, the vibration it transmits to the stadiums structure are all appealing to the senses. Cars must provide a great show for the audience assuring they are fast and spectacular. Race of Champions Portugal had 4 different car types and 4 cars of each type, in a total of 16 cars, assuring there would always be a substitute car in case of any wreck occurs.

Different cars allow different driving experiences for the drives and transmit different emotion to the audience. The ROC Car is an example of a ROC brand extension, where a specific car was developed for the event, both taking advantage of the importance of the ROC brand in the world of motor sports but also working on the instrumentation of the brand's importance. This one-seater is one of the drivers favorites and it's distinguishing traces are a good capability to slide in the turns, generation a significant squeaking tire sound, an high horsepower per lb. ratio, making it a very fast car, and a special designed muffler that generates some fire blast, always spectacular for the audience. These kinds of fire blasts are also present in the Solution F, a touring car, the one with the highest horsepower in the event, making it the fastest car. This car also allows having a co-driver, making possible the experiences addressed in this chapter. The KTM X-Bow makes the experience more visual. This two-seater with co-drive capabilities, has a convertible design making it possible for the audience to see the drivers every move inside the car: The way he turns the wheel, he pulls the handbrake and all head reactions are transmitted to everyone in the stadium.

The cars are being perfected from one edition to the other, and new cars will be introduced in November in China for the ROC world final: A new two-seater rock car will be the main innovation.

Outside the race tracks, a cooperation between KTM and ROC, created a new brand extension for ROC: a special edition of the KTM X-Bow with the ROC design on it and some technical improvements will be made available. This edition will be limited to 50 cars, making it a very exclusive item to own.

4.7. The events inside the event

Drivers presentation

Figure 19 - Andy Priaulx and Carlos Sainz being presented, escorted by a ROC cheerleader

Source: GNI Events

Drivers' presentation in part of the opening ceremony of each race. Drivers will do a slow paced lap around the track to greet the audience. Drivers are set in convertible cars of the sponsoring automaker brand in groups of two, representing team in case of the teams' competitions. A ROC cheerleader will escort them in the car, cheering for the audience support, as seen on the photo with World Rally Champion Carlos Sainz and WTCC Champion Andy Priaulx.

For each race there will also be two cheerleader who will hold driver name cards prior to race start, next to the cars in order to clearly identify whose driver is in each car. This information is complemented by the details shown in the stadium giant screens.

Figure 20 - Drivers Race Start ID Board

Source: GNI Events

Show Hosts

Experiences imply interaction in order to exist, so communication is one of the forms of interaction that must be present in the Race of Champions. The importance of communication brings a need of having two show hosts for the event. Not all the public is savvy on drivers' information such as their achievements and backgrounds, so it's important to make sure there is a host with total knowledge on that information on the event stars. Different from this first presenter, more technical and concerned with supplying the audience exact information, the second show host is an animator by heart. He is the person that encourages the crowd, which comments the emotion of a close victory, who brings the public to do the "wave" in the stadium, enhancing the total experience and dealing with possible non-responsive audience. These are two of the most important pieces of the event, especially if they under-perform it is very noticeable for the audience.

Show DJ

Music is an important part of a show whose positioning is adrenalin. The ROC DJ, must be someone who can feel the crowd, who understands what songs work in the Country where the event takes place and who perfectly understands the show schedule and configuration. The DJ must also be in constant communication with the show hosts and with the event coordinator.

The event coordinator

This person may be considered the maestro of the event. He makes sure everyone is doing his job at the correct time and in the exact order. This person must have the capability of correcting any deviation to the plan, from delays caused by unexpected events to corrections to the plan after the event starts. This assumes a major importance when having a TV broadcast that must fit a specific time window. Although the audience does not see this person, he is the one who makes sure their

experience runs as smooth as possible, controlling a significant part of the holistic experience this event is.

As event coordinator, ROC has maintained the same person for the last 5 editions, Tes Sewel, who as experience in high profile events such as the X-Games or the Red Bull X-Fighters events.

RedBull X-Fighters performance

Red Bull X-Fighters are a team of freestyle motocross drivers who compete internationally, usually in bullfighting arenas. They are, alongside the X Games, the most prestigious and most challenging FMX(Freestyle motor cross) event. By introducing the X-Fighters show, ROC manages to maintain the adrenalin in between the races and appeal to the motorcycle lovers' audience, although the show is so dazzling that everyone in the crowd gets intensely impressed.

Figure 21 - X-Fighter at the Race of Champions

Source: IMP

In order to enable this show, a special ramp truck and landing truck was developed, with fast inflatable protections, in order to manage to easily deploy this demonstration between races.

The demonstration includes several air tricks, such as "seat grabs", "superman's" and "backflips", being that in Race of Champions South Europe, there was an extra by having the jumps being made over the Start-Finish line arch. These were one of the most applauded moments of the event.

Cheerleaders

Figure 22 - ROC Cheerleaders with David Coulthard at Wembley

Source: IMP

Roc Cheerleaders are also intended to have another SEM with the audience. They are a group of 10 professional cheerleaders, and one experienced choreographer who develop specific dances for the event. Clothing design is according to the brand guidelines in order to seamlessly integrate them in the event. The cheerleaders, just like the stunt drivers appear in between races in planes time windows, but also when any problem arises, such as a car wreck that forces technical repair teams to come into the track. They will act in this case as backup plans in order to maintain the emotional levels throughout the all event. One of the dances used the ROC Song, a song specially created for the Race of Champions, and with all the adrenalin that is expected in such an event.

The cheerleaders were also used in the ROC Family Photo, at the drivers presentation, at race starts to hold the drivers names cards, and in the podium ceremony for support. In order to increase the event promotion, shooting session were made with the ROC Cheerleaders for magazines such as FHM, Maxmen and GQ.

Stunt Drivers

Terry Grant, a Guinness World Record holder and Paulo Martinho were two stunt drivers that were present at the event. This is another crowd-pleasing show that has the same tonic of the event. The emotion of seeing Terry Grant do a full lap to the track in two wheels or seeing him doing doughnuts, standing on the top of the car, get the audience thrilled.

Figure 23 - Terry Grant re-entering the car while doing doughnuts and driving two wheels

Source: GNI Events

Paulo Martinho was also did a motorbike show with different stunts as well as a 500km/h doughnut by using a car with only rims the rear axis of the car.

Michelle Mouton performance

Figure 24 - Michele Mouton in the Audi S1 at ROC

Source: GNI Events

Michele Mouton was the only woman who ever won a WRC (World Rally Championship) event who makes her a legend, especially in Portugal, because that was the place when she got one of her wins in 1982. She is the most successful woman in the motor sports world, and crowd was overwhelmed in seeing and listening to the roaring engine of her driving frenetically the Audi Quattro S1, a group N car where she one several events.

Figure 25 - Michel Mouton in her Audi S1 in 2007

Source: motorfull.com

This legendary rally driver is also part of the ROC organization as the person in charge for track design and control, giving a very high credibility to the event.

Musical Acts and Light Show

For the opening ceremony of the event, 100 young men and women from a percussion group entered the stadium doing a complete lap on the track to cheer the audience. They would precede the driver presentation ceremony making way for them.

As the first day of the event, the 6th June, the event took place in the evening, a laser, lights and music show was also offered to the audience by the main event sponsor Euromilhões. The variety of different contents of the event bring the level of this

event to a wider scope, having much more that a simple race, as it happens in most motor sport events.

External Stadium promotion

Figure 26 - Euromilhões Race of Champions driving simulator

Source: GNI Events

In order to assure people arriving early at the venue would have a pleasing experience, there were several activities developed in partnership with the event sponsors. From a Radio Comercial media truck were the station live broadcast was done for the event day, car expo and test drives from the event sponsor Audi and several games from the main sponsor Euromilhões, from driving simulators inside real cars to merchandising offers when people played in their lotto games, there were several entertainment sources to make sure the experience before the event was positive.

ROC Co-drive experience

The co-driver experience is a "Money can't buy" concept. It consists in the opportunity given to several people of being at the event not in the stadium stands, but inside the racecar, during an actual race, with some of their favorite drivers such as Michael Schumacher or Carlos Sainz. This is an experience for the lucky ones that go inside the cars, but also to the whole audience who can relate to that emotion through on-car cameras that show a first person view of the action in the stadium's giant screens.

The opportunity to be a co-driver was given through different criteria:

- Contests that media partners conducted with games testing how savvy about the race of champions this contestants were.

- Contest with TV Media partners looking for the best phrase about the Race of Champions.

- Contest where every ticket holder would automatically enter just by buying the ticket. The winner were announced during the event by the ROC commentators, creating a large curiosity and having the cameras pointed at the winner seat so others could see in the big screen the emotion of the prize winners.

- As part of the sponsorship package, that we also detail in this chapter.

Charity auction and Carbon Credit

Completing on of the brand functions, ROC introduced two different social responsibility components in the event. The first one was targeting the social security institutions by promoting an auction of a helmet signed by all participating drivers whose income reverted completely to an institution named Casa do Gaiato – Obra do Padre Américo. This is an institution that helps needed and orphan children, from housing to education, until they are old enough to start a life on their own. Two thousand Euros were given to this institution as a result of this auction, in a public ceremony at the second day of the event, who counted with the president of Casa do Gaiato and several of the children who live there.

The other side of social responsibility was the environmental concerns, by reducing the impact the event would have. Due to budget limitation, in this edition, the carbon credits had to be left out for the next edition, in which the objective is to cover not only the direct energy spending in the event and track construction, but also the traveling impact generated form the audience going to the event. For that purpose there are ongoing negotiation to make the event Carbon Free certified.

Podium ceremony

Figure 27 - Clivio Piccione and Emanuele Pirro, the ROC South Europe Champions

Source: GNI Events

This is the climax of the event, where the winner wind down and enjoy the result of all the effort during the race. The crowd feels the emotion of this moment with standing ovations, showing their full integration in the event.

Confetti's machines, champagne and the ROC trophies complete the atmosphere usually felt in the big motor sport events. As this is a key moment, chairman's of the event sponsors companies, as well as the event president are the people selected to give the prizes to the winner and runners-up of the event.

After Race Party

Figure 28 - ROC After Race Party Decor

Source: GNI Events

This is the closing moment of a long day for drivers, VIP guests and organization team where everyone in an informal ambience celebrates a day full of emotions. This is one of the important contact points between VIP ticket holders and drivers, has this is a place where they interact in an relaxed way, allowing to meet and talk with the stars. Decoration in this area is also take care, making sure this is an extension of the event. Special DJ's performance and sponsor brands promotion also occur at this place, making this experience even more memorable. The party took place at a very prestigious club in Oporto named Bela Cruz.

Website and Real time results

The ROC website was one of the most important communication tools of Race of Champions. There were available all drivers information, cars details, photos and videos, press releases, contests, event program and many other information. Event videos were available on the website less than one hour after the event and race times and results were online the second any specific race ended.

4.8. Brand Extensions

ROC brand extensions exist in multiple product classes. One of the latest brand extensions is the KTM X-Bow Race of Champions Special limited edition. This is a car exactly like the one used in the Race of Champions with the decors, prepared to be used in the streets. This 30-unit car production extends the ROC concept to the daily life of some of the lucky ROC fans that own one. The organizers, in particular rally legend Michelle Mouton, were captivated by the revolutionary, lightweight supersports car from Austria. "The X-BOW is an exciting new sportscar - it generates an incredible furor with its spectacular design alone," said Mouton.

Figure 29 - KTM X-Bow ROC Special edition

Source: KTM

Another extension is the Alpine Star Race of Champions clothing line and other event merchandising, making the brand visible in high performance casual clothing,

allow the brand to be present everywhere whenever someone is using an item. This intensifies the relationship between the customer and the ROC brand.

Figure 30 - Playstation Rally Fusion Race of Champions
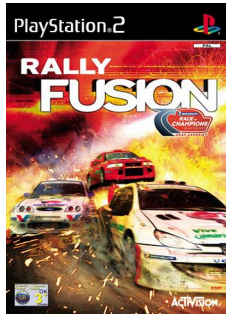
Source: Sony Europe

A partnership between ROC and Infogrames brought to life a videogame that replicates the emotions of the event. Allowing players to drive in the exact ROC track as well as some other simulated racetracks. The cars are the ones used in the Race of Champions and you can select any of your favorite drivers. The game is available for Sony PlayStation 2 consoles and was launched in 2006, after the Paris edition of the event.

4.9. Tickets

Figure 31 - ROC Event Ticket

Source: GNI Events

Event tickets were sold through different channels. The main channel was Ticketline that congregated their online website, along with FNAC, Worten, El Corte Ingles, Livraria Bulhosa and other brick and mortar retail stores. For the Spanish audience, tickets were sold through the Spanish branch of Ticketmaster.com: Tick Tack Tickets. They would also distribute to Carrefour, Tipo and other retail stores.

The third channel was the venues ticket booth, and this was the channel used specially in the three days before the event. There was also direct distribution for companies bulk purchasing and box seats, for which purpose was created a specific phone line.

The integration of all this selling systems, although complex, ran without any problems. Every access gate had to be programmed with all barcode information, assuring the audience would enter through the exact gate indicated in the ticket and no other. This would assure a fast access and exit to and from the stadium.

4.10. Promotion

Figure 32 - Euromilhões ROC TV Ad – (Full version on the DVD)

Source: Jogos Santa Casa

The event promotion, as the advertising was significantly low (50.000€ for an 3.000.000€ total investment), depended on several agreements with media sponsors. In terms of print advertising, a campaign was developed with full and half full-colored pages in some of the main newspapers: Jornal de Noticias and Jornal o Jogo, as well as specialty magazines such as Automotor, Autosport, Mens Health and Topos e Classicos. This campaign was present in the media on a daily basis, as illustrated in the media plan in the appendix. There were also several editorial reviews in most of the Portuguese newspapers and magazines in the six months preceding the event.

Regarding radio advertising, Radio Comercial was the main media partner, along with Radio Cidade and Radio Clube Portugues. More than 1.000 advertising spots were passed in these radio stations as well as several contests took place in broadcasted programs, offering tickets to the most ROC savvy people of their audiences. An example of the Radio ROC ad may be found in the appendix DVD.

RTP was the TV media partner of the event assuring full event live broadcast for the two days. A very successful advertising campaign, fruit of join efforts between ROC and the main sponsor Euromilhões, was broadcasted during the two weeks before the event, backed up by national coverage Outdoor and muppie campaign. The TV ad may be also found on the DVD.

Figure 33 - ROC Smart cars

Other promotion events were street actions that included car decoration and flyer handling in major people concentration spots, free merchandising for first 1.000 ticket buyers, billboard guerilla actions in several locations all over the country.

Another interesting advertising was made in several underground stations, by simulating a starting line-up of a race with all the ROC drivers' names.

Figure 34 - ROC subway station advertising example

Source: GNI Events

Another promotion media used were Billboards. For this advertising, several editions were made with two variation segments. The first variation would be language, were we could found Portuguese and Spanish versions of the same billboard. Another variation was regarding drivers' names: every time a new driver was announced, a new edition of the billboard would appeared with the updated drivers list on it. This concept was also followed in all advertising media.

In all ticket sales locations, there were also specific promotion media in three different segments: the first one was on the location TV screens (wherever available), showing ROC previous events footages. The second one was on the counters were a specific flyer holder as the one bellow was located in order to increase brand awareness and give further details to people buying entertainment tickets. The last one was using Pop-up screens, measuring 180x60cm, with an image similar to billboard communication. This type of promotion was located in more than 70 points of sale in Portugal and Galicia region.

Figure 35 - Flyers distribution team; Luciana Abreu - TV Presenter; Rosa Mota - Gold Olympic medalist

Source: Garra

Flyer distribution in the 3 months before the event was also another promotion tool used, making sure all the people doing this giving out was dressed up in ROC t-shirts and caps. High traffic locations were selected and photo follow-ups were done, having some VIP's showing up supporting the event, as the example bellow.

Autoshows

In order to appeal to the Spanish audience, an event in Vigo was identified as a good place for promotion. The AutoShow in Vigo, was a auto expo and show that would bring all the racing lovers from Galicia, so a special stand was developed for this show, with an Figure 36 - Autoshow stand mock-up integrated TV screen,

showing several footages from the previous editions of the event. Two hostesses, briefed about all details on the event were always present at the show and event tickets were also available for sale at this location.

Website

Figure 37 - ROC Website Frontpage

Source: IMP

The website was one of the most important way to communicate information about the event to the consumers. Having 411 pages in total, it was created in Portuguese, Spanish and English to make sure it would reach most of the intended audience. The event website was composed by several different areas:

Home page: in the home page, visitors could find the latest ROC videos, as well as the most important links. A space for the event sponsors was also created in the bottom of the page.

Concept: In this area all events were described in detail, showing competition formats as well as drivers that were entering the event.

Drivers: This menu included all drivers' info, as well as teams composition, photos and highlights. Drivers' podcasts about ROC were also included in this menu.

Cars: The cars that made part of the event were detailed in this area. Technical specifications, as well as photos were include here to supply all information fans seek.

Media: in an area dedicated to the media coverage, the site included all press releases in all languages, a form for media accreditation, the event logos in different vector formats as well as the TV coverage schedule.

Interactive: visitors could find here all the videos, podcasts and they could also buy ROC previous editions dvd's. More than 2 hours of videos could be found here.

Photos: this area was intended for the main audience to be able to see all ROC photos, from previous and current editions. Media professionals were given special access password, so they could download any of the photos in high resolution, to help the doing a better coverage of the event.

History: In the history we could find all details on previous editions since 1988, with photos, videos and winners details.

Partners: sponsorship opportunities and events current partners could be found in this area. Studies and presentation about the event were available for download.

Contacts: all contact details of the event producer could be found at this location

Live: This special area, available only during the event days, would supply live race times and competition winner information in real time.

Website visits

The www.rocportugal.com got over fifty-one thousand visits during the three months before the event. Visitors spent over 5 minutes in the website in average, seeing an average of 7 different pages. Over 70% of the visits were generated by new visitors, and 349.978 pages were viewed in total on the website. Most of the visitors came from Portugal, being Spain the second country in terms of visits source. (See Appendix)

Most of the visits would come forwarded by Search Engines (59,76%) from whom 30,92% were organic search engine visits and 28,02% were generated by the AdWords event campaign. In this campaign were spent 500€ that generated 14.320 visits, having an average cpc (cost per click) of 0,0349€. For this campaign, 52 keywords were selected and over one hundred websites were selected for the content advertising format Google has, allowing ROC adverting to be visible in websites other than the search engine.

In terms of goals definition for the website, the intended objective were ticket sales. To understand the effectiveness of the website in pursuing this aim, a goal tracking system was established, tracking whose customers would go during their website visit form the home page to the ticket buying page, directly or not. This system showed a conversion rate of almost 50% of the visits, in a total of 24.164 conversions.

4.11. Media Coverage

Race of Champions Sponsors Marketing Opportunities

ROC gives sponsors the opportunity and the power of associating their brand with Champions. By being an event sponsor you can associate your brand with the high-performance personality of world-class racing, brands get global media exposure through event advertising & track branding, they can develop this dynamic event for product launches, conferences, client entertainment and use the strong race imagery for your marketing communications

Companies also get a unique opportunity for having their customers to interact with the superstars of racing, being that ROC's accessible nature invariably mingles professional athletes with corporate guests. They can also entertain key customers, vendors & employees in a dedicated hospitality environment. They can tap into the event's natural B2B opportunity and network in this high-performance community of teams and sponsors and use the "money can't buy"

experience of a co-drive, racing with one of the world's best drivers, in the actual race.

4.12. The Race of Champions Brand equity

After 21 years producing this event with the connection to all the biggest stars in motor sport along all those years, always assuring high media exposure and meeting the adrenalin search of our target audience, the ROC Brand has a significant value and brand equity.

So how do we measure? To measure the brand equity in a direct way we can consider its AEV or Advertise Equivalent Value. This evaluates the media presence of a brand by considering the cost of media (time for TV and Radio and size for Print.) The valuation of each media presence is done according to the activity, company, product or/and protagonist making sure the evaluation is regarding the analysis object and not the news itself. The same news may have different valuations accordingly to the object of analysis. EMAA(European Media Analysts Association) and IABM (International Association of Broadcast Monitors) curbing criteria are used in order to normalize the analysis of information impact.

Measuring the Race of Champions: Southern Europe Final which took place in Porto the 6th and 7th June, 2009, we came to a value of 10.467.295€ for the media presence of the brand. 6.451.509€ were regarding editorial contents, while 4.015.786€ were concerning advertising contents. This allows the Race of Champions to be the most valuable brand of motor sport events in Portugal when compared with WTCC, Rally de Portugal and TransIberic Rally, managing to surpass the value of those three brands combined.

Figure 38 - Mediatic Potential by media
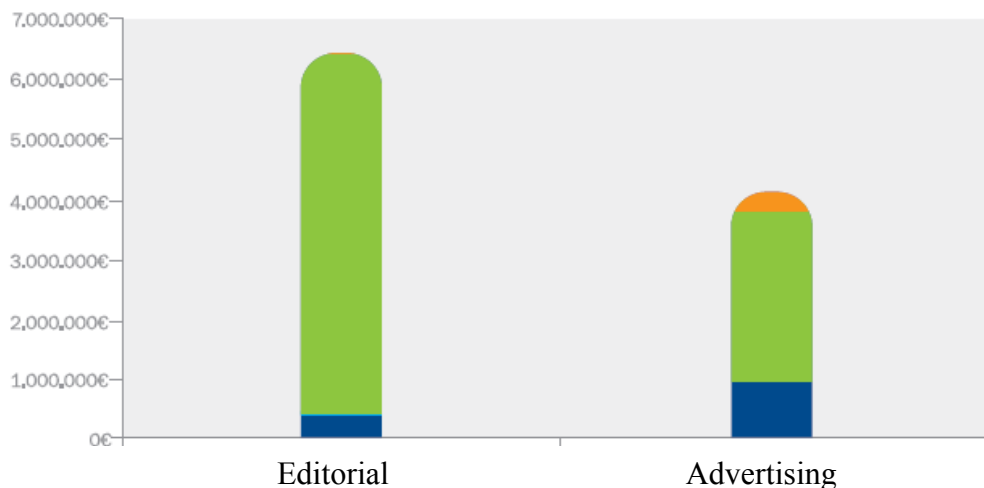
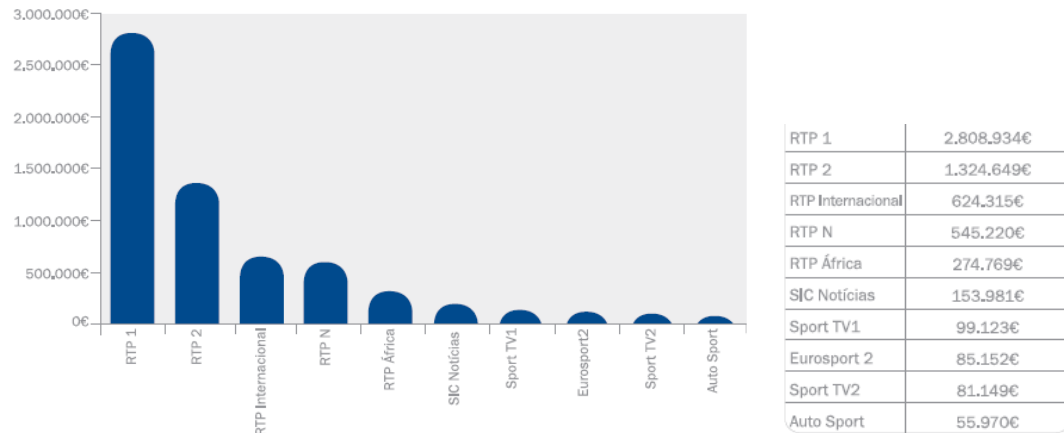|	Print	Online	TV	Radio	Total
Editorial	354.747€	5.573€	6.086.722€	4.467€	6.451.509€
Advertising	904.107€	500€	2.837.968€	273.711€	4.016.286€

Source: Cision

TV was responsible for the most part of brand value regarding media coverage. With more than 6 million Euros on editorial content and 2,8 million Euros in Advertising

content, this media was seconded by print advertising, which accounted for almost 1,26 million Euros in total.

Figure 39 - Advertising Estimate Value by source

RTP 1	2.808.934€
RTP 2	1.324.649€
RTP Internacional	624.315€
RTP N	545.220€
RTP África	274.769€
SIC Notícias	153.981€
Sport TV1	99.123€
Eurosport 2	85.152€
Sport TV2	81.149€
Auto Sport	55.970€

Source: Cision

RTP, the main media sponsor was responsible for the biggest share of media revenue in terms of editorial content, with over 2,8 millions in channel one, 1,3 millions in channel 2 and over 1,444 millions in others channels from this TV Station. SIC, SportTV, Eurosport 2, Sport TV2 and AutoSport accounted for over 50 thousand Euros each in terms of media return.

Sponsors Brand Awareness and ROI
The event is made possible due to sponsors support, making them one of the most important assets for the event producer. In order to maintain the current sponsors and attract new ones, a brand awareness and ROI (return on investment) study was conducted.

In this study, an overwhelming 82% total brand awareness was achieved for the main sponsor, with over 1 million in editorial ROI. Top of mind awareness for the main sponsor was also very high, totaling 57% of the respondents' answers to the survey. Audi was the second brand in terms of Total Brand Awareness achieved and Pirelli was the third.
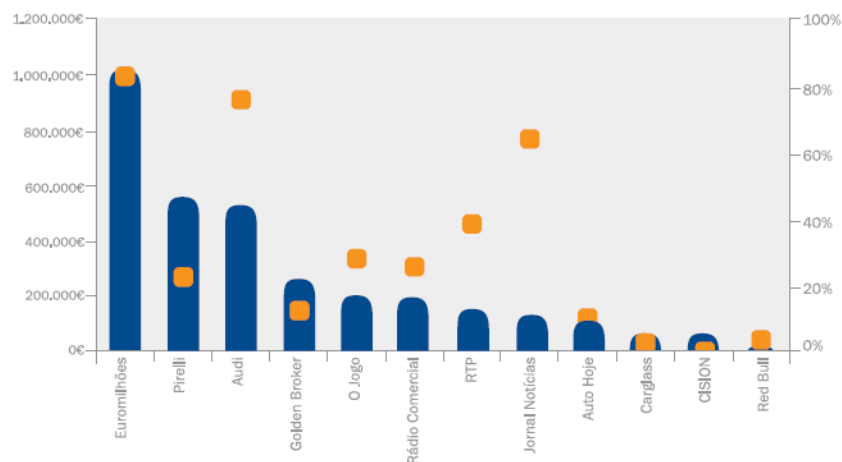
Table 9 - Visibility Return vs. Total Brand Awareness

Brand	Return	Total Brand Awareness
Euromilhões	1.052.368€	82%
Pirelli	573.5454€	22%
Audi	540.395€	75%
Golden Broker	243.263€	11%
O Jogo	203.972€	27%
R. Comercial	195.420€	25%
RTP	153.622€	38%
J. de Noticias	141.052€	63%
Auto Hoje	117.915€	10%
Carglass	87.315€	3%
Cision	86.679€	0%
Red Bull	3.240€	12%

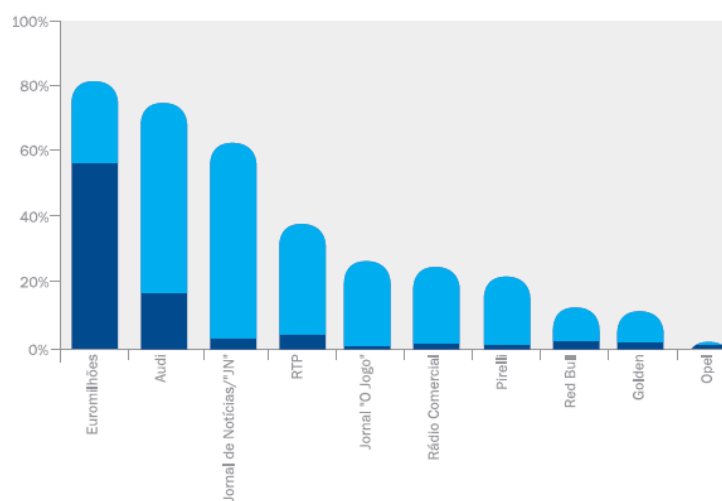Source: Cision

Chapter 4: The Race Of Champions Case

Source: Cision

In terms of Top of Mind awareness, after the 57% achieved by the main sponsor, Audi came in second with 18% and RTP third with 4%.

Source: Cision

Brand	Top of Mind	Other Spontaneous	Total Spontaneous Awareness
Euromilhões	57%	25%	82%
Audi	18%	58%	75%
J. de Noticias /	3%	60%	63%
RTP	4%	34%	38%
Jornal "O Jogo"	1%	26%	27%
R. Comercial	2%	23%	25%
Pirelli	1%	21%	22%
Red Bull	2%	10%	12%
Golden	2%	9%	11%
Opel	1%	1%	2%

Source: Cision

70

In terms of total advertising investment, including the sponsors advertising effort in the event's promotion, TVI, the leading audiences channel, was the one receiving most of that investment, with 1.350.264€ of total investment at price-list cost. RTP 1 was second with 780 thousand Euros and Jornal de Noticias was third with over 610 thousand Euros. Most of the sponsors advertising on the event was done by Euromilhoes, with the TV Spot referred previously and available on the DVD.

Figure 42 - Advertisement Investment by Media
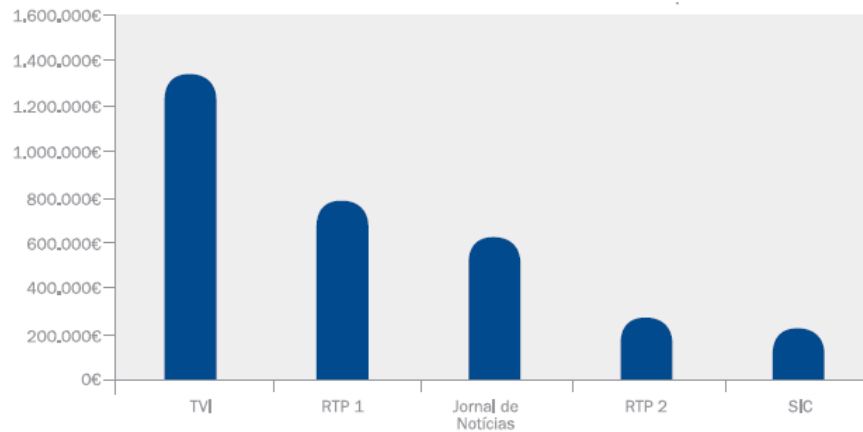
Source: Cision

Table 11 - Advertisement Investment by Media

Media	Investment
TVI	1.350.264€
RTP 1	780.275€
JN	613.306€
RTP 2	273.277€
SIC	225.818€

Source: Cision

4.13. Consumers Opinion

The survey developed intended to understand consumers feeling towards the Race of Champions, as well as evaluate each part of the event and sponsors brands performances.

The answers to the first question gave us a good idea on the consumers' opinion about the Race of Champions. The answers were positive, with 93% of the answers being either good or excellent and no answer with bad or awful.

Chapter 4: The Race Of Champions Case
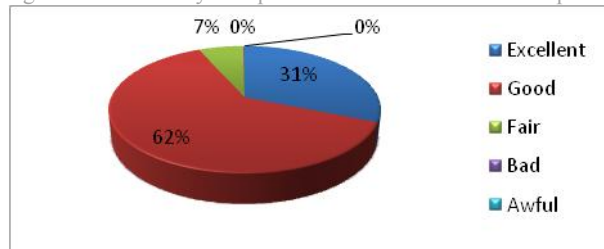
Source: ROC Survey

Second question investigated the event comparing to customers expectations. Although the answers were not as good as the first ones, still 93% of the people felt at least their expectation was matched, while of those, 29% actually felt it was above their expectations, against 6% o felt the event failed to meet their expectations.

Figure 44 - Regarding the expectations you had, the Race of Champions was:
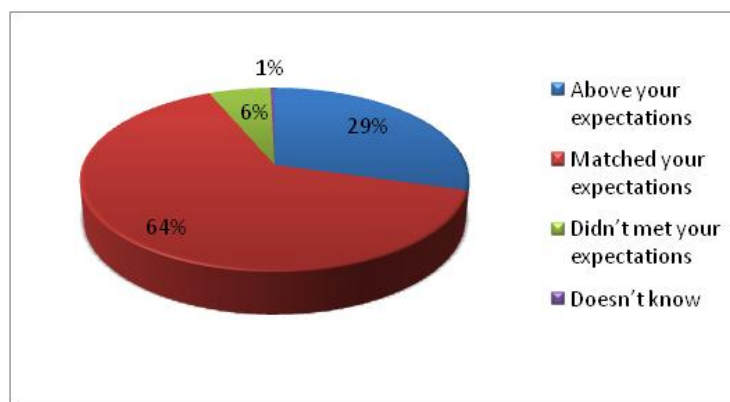
Source: ROC Survey

In trying to understand more about the audience profile we understood that only 21% were motor sports fans who weekly followed events. Actually 51% of the audience would follow motor sports events once every three months or less. This means the Race of Champions managed to appeal to the consumers as an event not only for motorsport fans.

Figure 45. - How frequently do you follow motor sports?
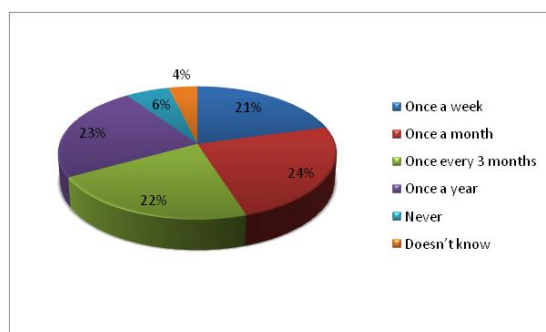
Source: ROC Survey

From the people following motor sports it was acknowledged that Rally was the most followed motor sport category with 38%, after came Formula 1 with 27% and WTCC with 12%.

Figure 46 - What type of events do you usually follow?

72

Source: ROC Survey

When asking on how the audience got to know about the event, the leading positions were for TV advertising and Word-of-mouth, with 29% and 28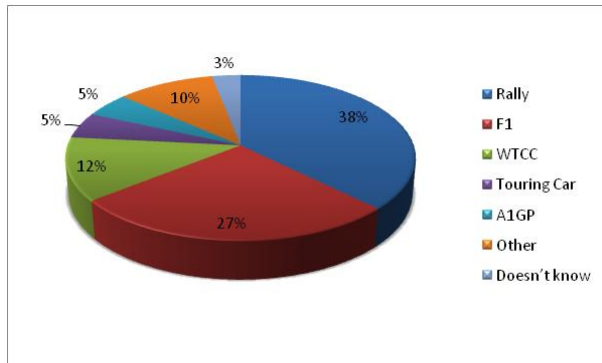% each respectively. Advertising on print press and Internet advertising got 14% and 12% of the total. The worst results came to the Radio advertising that reached merely 2%.

Figure 47 - How did you get to know about the Race of Champions?
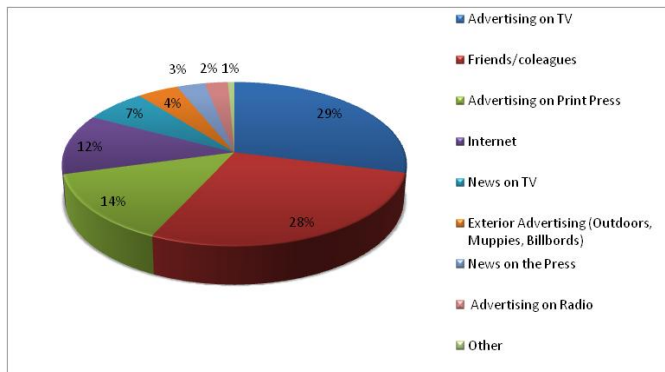
Source: ROC Survey

On the familiarity with the venue question we understood that more than more than 64% have been less than 5 times to the stadium, understanding that most of the public were not venue usual audience. Those were 23% considering they would have visited the stadium more than 10 times. In analyzing the repeated consumption habits of the buyers of tickets to the event, 84% will come back in the next edition of the Race of Champions, while only 2% won't. there are 14% of undecided.

Figure 48 - Will you come back in the next edition of the Race of Champions?

Source: ROC Survey

73
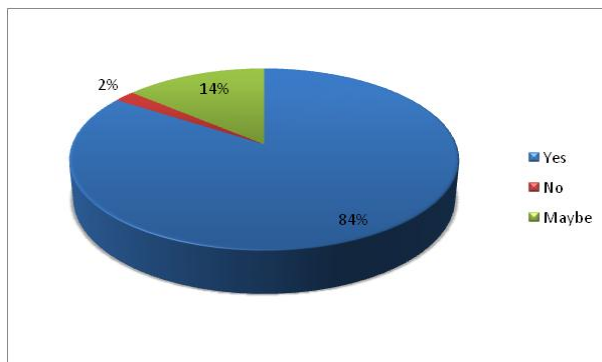
In term of the potential of future word-of-mouth, we understood that more than 97% of the audience would suggest to a friend to come to in future editions of the Race of Champions, which is an impressive result.

Figure 49 - Will you suggest your friends to come in future editions of the Race of Champions?
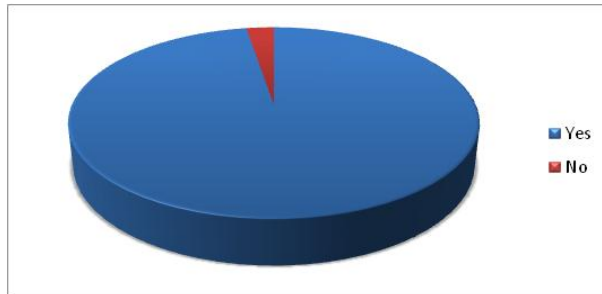
Source: ROC Survey

On the demographics of the audience we found out that the vast majority had only completed high school or less (61%) and little over 25% of the surveyed population had bachelor degree or higher. Most of the audience members are employees (61%), while 22% are self-employed. Students represent 9% while we may see that 8% are unemployed, housewife's, retired or looking for their first job.

Figure 50 - Work status
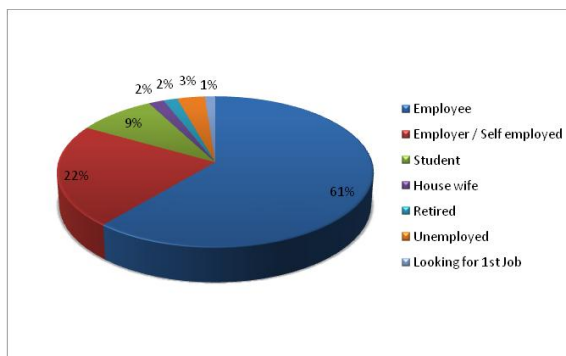
Source: ROC Survey

Interesting enough, the event apealed to a not very far number of males and females, as usually expected in motor sport events. From here we may also understand the Race of Champions apeals to an atipic audience when it comes to motor sport. The average age of the audience was 36 years old, being the biggest group the one between 25 y.o. and 34 y.o. (38%)

Figure 51 – Age
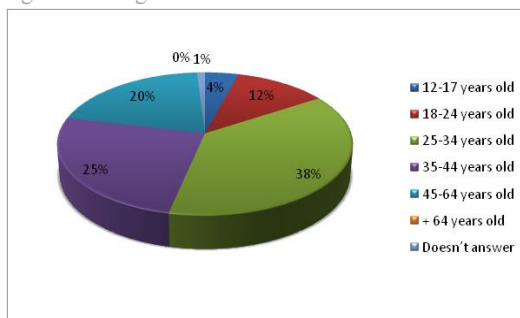
Source: ROC Survey

Figure 52 - Sex
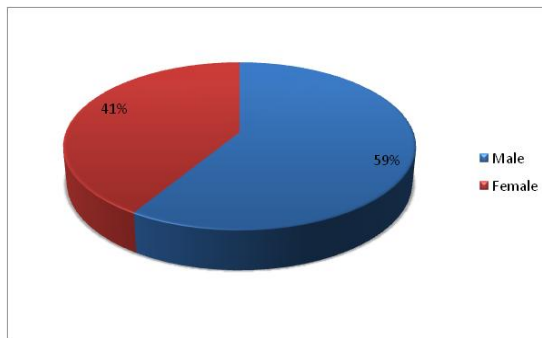
Source: ROC Survey

In conclusion, in terms of the audience perception and experience we may consider this event as a success. Expectations were met and in some cases surpassed and the prospects for next editions are very positive. There are some adaptations in terms of the sideshows the audience likes more that can be made and room for new shows in substitutions of the current ones. Word-of-mouth and TV Ads were also found as the most effective way to reach the event targets.

ESCOLA DE GESTÃO DO PORTO
Universidade do Porto

Chapter 5: Teaching Note

> *"It is not always possible to be the best, but it is always possible to improve your own performance."*

> **JACKIE STEWART**

5.1. Theme

Detailed review of the Race of Champions event, with an emphasis in the ROC Southern Europe Final edition, with the objective of showing the application of experiential marketing concepts in the motor sports events market.

5.2. Summary

This case intends to shed light on the application of relationship marketing concepts in the events panorama, detailing all the processes of the event, so that students may find several applications of experiential marketing throughout the case layout. The case analysis shall follow five different areas.

- The Event Structure in terms of concept, and the existing variations.

- The Event Promotion in term of media and content, as well as creative new media formats.

- The events inside the event and the importance in assuring a full time high adrenalin experience.

- The Race of Champions brand awareness and equity according to the study developed in terms of editorial and advertising content brand value.

- The ROC branding in terms of the effect of the drivers presence in bringing prestigious connections to the brand and sponsors

- The audience characterization and experience contact point's feedback according to the developed survey.

5.3. Pedagogic objectives

After analyzing this case study, the students shall be able to:

- Understand the importance of the event structure in the differentiation to other motor sports events.

- The importance of assuring the high performance levels of each component during the event in order to bring a positive experience for the audience.

- Understanding how the event components work as Strategic Experience Modules, and what dimensions do they comprehend.

- Being able to suggest new sub concepts, new shows for the event and new promotion methods in order to appeal new audiences.

5.4. Target

The target of this case study are Marketing, Advertising, Event management or similar areas major and post-grad students, and professionals with responsibility in areas such as marketing, communication, advertising or events promotion.

5.5. Planning

The current case study may integrate the study of Events in the promotion mix of a brand. The proposed structure is prepared for a session composed by three parts of one hour each.

The first moment has the objective of grabbing students attention and make supply information on the event. For this purpose, some of the videos in the DVD may be used. This first segment should take 30 minutes, allowing room for students' feedback on the event components. The second segment of the first moment intends to find other motor sports events and compared them to the ROC. This should be done in groups of 4 elements, with preferably half elements male and the other half female, due to the specifics of the theme.

The second hour shall be dedicated to detail the parts of the event and identify where they may be integrated in the Experiential Marketing Strategic Experience Modules concept. Student shall identify if they integrate the SENSE, FEEL THINK, ACT or RELATE dimension or several of these. The teacher shall expose each of the components and promote class interaction for answer on this matter.

The last hour shall be used in four different segments. The first one of 10 minutes, shall be spent analyzing the audience response to the survey. Following this, 20 minutes should be spent in finding areas where the event is underperforming. Following this segment, another 20 minutes shall be spent in determining how the event may be improved. The last 10 minutes should be used to find key learning points from the case study, having as output a list of the determined points.

5.6. Questions proposition for group discussion

1. Define what is the ROC brand positioning.

2. Discuss, according to Gwinner (1999) model, what is the Race of Champions event type and what are the moderating variables that influence the image transfer from the event to the main sponsors brand, Euromilhoes? Detail the main sponsor brand awareness in comparison to the image transfer for the Euromilhões brand.

3. Do you agree with the promotion strategy followed by the Race of Champions? What would you change?

4. Select an examples in the ROC event of each of the 5 dimensions on the Strategic Experiential Modules described by Schmitt (1999)

5. Identify some of the ExPros or experience providers used in the Race of Champions?

6. What dimensions analyzed by the survey do you consider as having room for improvement and how do you suggest they are improved.

7. What brand extensions do you consider to be suited to the ROC brand?

5.7. Answer proposition for suggested questions

1. **Define what is the ROC brand positioning.**

   a. **Answer.** This is an opened question with several possible answers. The one we consider best suited is the Adrenalin positioning, as the event aims to provide a non-interrupted emotional experience during the four hours of each day of the event. Several other options may be accepted, always having them justified by the student.

2. **Discuss, according to Gwinner (1999) model, what is the Race of Champions event type and what are the moderating variables that influence the image transfer from the event to the main sponsors brand, Euromilhoes? Detail the main sponsor brand awareness in comparison to the image transfer for the Euromilhões brand.**

   a. **Answer.** According to Gwinner (1999), the Race of Champions is a sports related event. Variables that influence the image transfer process from the ROC event into Euromilhões brand are the degree of similarity, the level of sponsorship, event frequency and product involvement.

   Euromilhões scored very high in all these dimensions. Regarding the degree of similarity between the event and the brand, there is a high correlation as the Euromilhões brand positioning is Eccentricity, and what would be more eccentric than destroying a proper soccer pitch to create a 1,700 tons tarmac race track inside of on of Portugal's best stadiums. In terms of sponsorship level, Euromilhões had the highest level of exposition possible as naming sponsor, being the name of the event Euromilhões Race of Champions. Also the brand activation efforts done by the sponsor helped increasing this relationship between the event and the brand.

   The event frequency is probably the point where the score is lower, despite that we consider that sponsoring this event once a year, due to it's dimension, is effective in creating a good event to brand image transfer. In this dimension we shall consider that media coverage on the event usually starts 5 months before the event itself, maintaining the recall levels.

   The product involvement was also very high with several co-branded activities in the stadium as well as high level of Euromilhões merchandising offerings. Visitors could also play in the Euromilhões lotto games during the event in one of the more than ten Euromilhões booths spread across the venue.

   Total Brand awareness of 82% and Top of Mind awareness of 57% are a clear proof of an effective event to brand image transfer process.

Table 12 - Model of Image Creation and Image Transfer in Event Sponsorship.
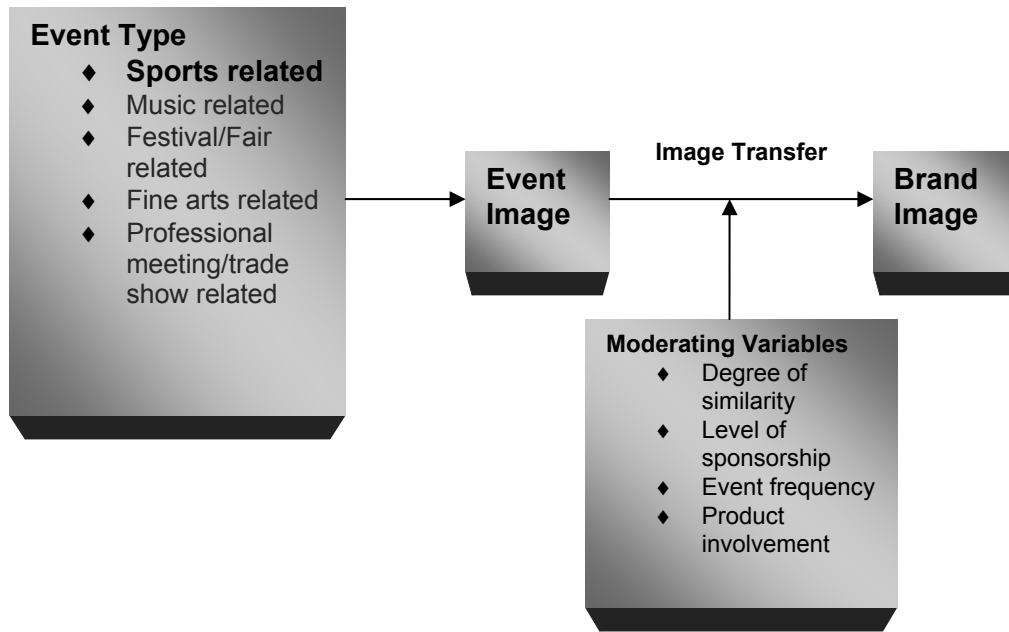
Adapted from Gwinner (1997)

3. Do you agree with the promotion strategy followed by the Race of Champions? What would you change?

    a. **Answer.** This question doesn't have right or wrong answers. It's objective is to determine if the students understood the scope and brand equity of the Race of Champions. New marketing efforts may include pre-event activities in order to maintain the experience levels for a wider time frame than just the actual event days.

4. Select an examples in the ROC event of each of the 5 dimensions on the Strategic Experiential Modules described by Schmitt (1999)

    a. **Answer.** As answer we will enumerate some of the possible examples for each SEM's category:

        SENSE: the care itself is a content that appeals to most dimensions of the five senses. From viewing the cars skidding on the tracks tarmac, to hearing the roaring engines echoing throughout the Stadium, the smell of burned rubber and high octane fuel to being able to seat inside the actual car in the paddock visit, and to assure the taste dimension exclusive catering is offered in VIP lounge while you see the race. This experience appeals to the five senses. Sight, sound, scent, taste and touch. This works well on the differentiation level of products and services, to generate action and motivate them to buy and create a sense of quality and value in the mind of the purchaser.

        FEEL: The creation of moods and emotions that may up rise from the experience that assist in the process of creating affection for a brand and company. The Co-Driving experience is all about the

creation of emotion. From the moment the co-driver puts the helmet on, to the one he buckles-up the seat belt an intense rush of emotion is created. This rush intensifies with having one of the world's top drivers seating behind the wheel and when the red light gives place to the green one and the adrenalin starts to flow. This is definitely a money-can't-buy, emotional experience. With high recall in time, this experience will intensify the consumer brand relationship, by adding positive feelings that will not only act directly as increased purchases, but also in positive word-of-mouth.

THINK: the Euromilhões Race of Champions TV ad is a good example of this dimension of the Strategic Experiential Modules. Done in an "unexpected reference" layout, it shows up a father giving his son a soccer stadium as a present, offer to which the son answers with a "but what I really like is cars". The father stalls and thinks and comes with the perfect solution: "we'll put tarmac on it!", fading out to the Race of Champions video of the track inside the stadium. The viewers' intellect is challenged in this ad, with a creative spot that by being creative is opening the consumers mind and creating differentiation. This ad is able to amaze and fascinate the consumer through an experience that is seen useful and has a problem solving side to it, as told by the "Experiential marketing" book author (Schmitt, 1999). He continues in the 6th chapter of the book by saying "The objective of think marketing is to encourage customers to engage in elaborative and creative thinking that may result in a reevaluation of the company and products."

ACT: Several activities in the stadium appeal to the "ACT" dimension. From the Scalectrix track that is available for visitors to play, with the exact same format as the ROC track, to the Race simulators outside the stadium that would assure a co-driving experience for the 5 fastest drivers, To the race drive simulation wall, where you could put your face in a cardboard hole and show up as dressed up as a RACE of Champions driver, these are several physical side experiences. Act marketing is oriented towards the creation of experiences through behavior on the part of the customer, either privately or in the company of others. The goal is to change long-term behavior and habits in favor of the particular product or service.

RELATE: Being at the VIP Party and being able to relate with world's best drivers, makes the consumer feel as part of the ROC Brand, creating a broad social and cultural concept that the consumer is part of. Relate marketing combines the previous four marketing concepts projecting the idea of an "ideal self" in a broader group context. "Relate marketing expands beyond the individual's private sensations, feelings, cognitions and actions by relating the individual self to the broader social and cultural context reflected in a brand." (Schmitt 1999)

5. **Identify some of the ExPros or experience providers used in the Race of Champions?**

    a. Answer. All the experience types are conveyed through the ExPros or experience providers, which are vehicles such as communication, whether it's advertising, corporate communications (internal and external), visual and verbal identity, names, logos, product presence, product placement, design, package, display, event marketing, sponsorships, co-branding, partnerships, physical environments, retail locations, trade fairs and web sites and all the people that make the company. The Race of Champions is full of experience providers that may be identified either on the promotion with the several ads used in the campaign, the press releases, the drivers themselves and other actor such as the stunt drivers, and to top up the event itself is one massive experience provider.

6. **What dimensions analyzed by the survey do you consider as having room for improvement and how do you suggest they are improved.**

    a. **Answer.** This answer intends to understand if the students were able to fully acknowledge the case, putting the in a position to suggest new ad-ups to the event. This may include new shows, such as a Formula One demonstration, new class of races done with motorbikes, or even new promotional efforts. No right or wrong answers exist for this question.

7. **What brand extensions do you consider to be suited to the ROC brand?**

    a. **Answer.** This question doesn't have right or wrong answers. It's objective is to determine if the students understood the scope and brand equity of the Race of Champions. It may be questioned what are the advantages and disadvantages of introducing these brand extensions in further detail analysis.

Appendix

Appendix

A. Survey Script

Good afternoon/evening. My name is _____. We are conducting a survey about this event. Would you care to answer some questions?

Intro1. Are you working in the organization of the Race of Champions?

Intro2. Do you work in marketing research?

Intro3. Do you work in sponsoring area?

If the spectator answers yes to any of these three questions, please don't proceed with the interview.

Questionnaire nº _____

Interviewer_____ Date_____ Time _____ Location _____

1. What is your opinion about the Race of Champions?
□ Excellent
□ Good
□ Fair
□ Bad
□ Awful
□ No opinion

2. Regarding the expectations you had, the Race of Champions:
□ Surpassed your expectations
□ Matched your expectations
□ Didn't met your expectations
□ Doesn't know/doesn't answer

2.1 (In case you didn't answer excellent or good to question 1.) Why?

□ Price
□ Schedule
□ Too many people
□ Tiring
□ Competition without interest
□ Organization
□ Other _____

3. How frequently do you follow motor sports?
□ Once a week
□ Once a month
□ Once every 3 months
□ Once a year
□ Never
□ Doesn't know

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4. What type of events do you usually follow?
□ Rally
□ F1
□ Touring Car
□ A1GP
□ WTCC
□ Other
□ Doesn't know

5. How did you get to know about the Race of Champions?
□ Friends / colleagues
□ Internet
□ Advertising on Press
□ Advertising on TV
□ Advertising on Radio
□ News on TV
□ News on Press
□ ROC Website
□ Flyers
□ Exterior Advertising (Outdoors, Muppies, Billboards)
□ Other. How? _____
□ Doesn't know

6. How many times were in the Estádio do Dragão before the Race of Champions?
□ Never
□ Once
□ 2 to 5 times
□ 6 to 10 times
□ More than 10 times
□ Doesn't know

7. Will you come back in the next edition of the Race of Champions?
□ Yes
□ No
□ Maybe

8. Will you suggest your friends to come in future editions of the Race of Champions?
□ Yes
□ No

9. What you opinion on:

	Excellent	**Good**	**Fair**	**Bad**	**Awful**	**Doesn't know**
Prices						
Information						
Organization						

Appendix

Redbull x-Fighters Exh.						
Terry Grant Exhibition						
Paulo Martinho Exhibit.						
Michel Mouton Exhibit.						
Cars						
Drivers						
Track						
Races						
Cheerleaders						
Op Show – Toca a Rufar						
Laser Show						
General atmosphere						

10. In your opinion, which brands should be sponsoring the Race of Champions?

11. Tell us which brands are present in the Race of Champions:

Top of Mind _____
2ª Spontaneous _____
3ª Spontaneous _____
Other _____

12. Which brand should be present in the Race of Champions and is not?
_____
□ None
□ Doesn't know

13. What is you education level?
[ ] Primary/ Primary incomplete
[ ] Secondary/12th grade
[ ] Polytechnic/professional education
[ ] Major / Bachelor Incomplete
[ ] Bachelor Degree
[ ] Major Degree/Post-Grad/Masters
[ ] Doesn't know/ Doesn't answer

14. What is you working status?
[ ] Employee
[ ] Employer / Self employed
[ ] Student
[ ] House wife
[ ] Retired
[ ] Unemployed
[ ] Looking for 1st job

Appendix

[ ] Other.
[ ] What?_____
[ ] Doesn't know/ Doesn't answer

15. Sex
[ ] Male
[ ] Female

16. Age _____ years old

FOR CONTROL PURPOSE WE WOULD LIKE TO ASK A CONTACT
NUMBER. A COLEAGGE MAY CALL YOU FOR VERIFYING THE
TRUTHFULLNESS OF THE INFORMATION AND CONFIRM MY WORK.

Supervisor data:
Name:

_____

Telephone contact: _____ City of residence: _____

Thank you very much for your cooperation.

B. Survey Results

1. What is you opinion about Race of Champions?

Code	Description	No. answers	Percentage
1	Excellent	156	31,20%
2	Good	311	62,20%
3	Fair	32	6,40%
4	Bad	1	0,20%
5	Awful	0	0,00%
	Totals	500	100,00%

2. Regarding the expectations you had, the Race of Champions:

Code	Description	No. answers	Percentage
1	Above your expectations	147	29,40%
2	Matched your expectations	321	64,20%
3	Didn't met your expectations	30	6,00%
99	Doesn't know	2	0,40%
	Totals	500	100,00%

2.1 (In case you didn't answer excellent or good to question 1.) Why?

Code	Description	No. answers	Percentage
8	Small Track / Drivers can't put a good show.	8	24,24%
5	Competition without interest	7	21,21%
2	Schedule	6	18,18%
1	Price	4	12,12%
4	Tiring	4	12,12%
6	Organization	3	9,09%
7	Started earlier than announced	1	3,03%
3	Too many people	0	0,00%
	Totals	33	100,00%

3. How frequently do you follow motor sports?

Code	Description	No. answers	Percentage
1	Once a week	104	20,80%
2	Once a month	121	24,20%
3	Once every 3 months	110	22,00%
4	Once a year	117	23,40%
5	Never	29	5,80%
9	Doesn't know	19	3,80%
	Totals	500	100,00%

4. What type of events do you usually follow:

Code	Description	No. answers	Percentage
1	Rally	331	37,40%
2	F1	238	26,89%
5	WTCC	109	12,32%
3	Touring Car	45	5,08%
4	A1GP	43	4,86%
6	Other	92	10,40%
99	Doesn't know	27	3,05%
	Totals	885	100,00%

5. How did you get to know about the Race of Champions?

Code	Description	No. answers	Percentage
4	Advertising on TV	209	28,95%
1	Friends/colleagues	202	27,98%
3	Advertising on Print Press	100	13,85%
2	Internet	86	11,91%
6	News on TV	48	6,65%
10	Exterior Advertising (Outdoors, Muppies, Billboards)	32	4,43%
7	News on the Press	22	3,05%
5	Advertising on Radio	18	2,49%
9	Flyers	2	0,28%
11	At work	1	0,14%
12	Fnac	1	0,14%
13	El Corte Inglés	1	0,14%
8	ROC Website	0	0,00%
99	Doesn't know	0	0,00%
	Totals	722	100,00%

6. . How many times were in the Estádio do Dragão before the Race of Champions?

Code	Description	No. answers	Percentage
1	Never	81	16,20%
2	Once	129	25,80%
3	2 to 5 times	114	22,80%
4	6 to 10 times	52	10,40%
5	More than 10 times	115	23,00%
99	Doesn't know	9	1,80%
	Totals	500	100,00%

7. Will you come back in the next edition of the Race of Champions?

Code	Description	No. answers	Percentage
1	Yes	421	84,20%
2	No	10	2,00%
3	Maybe	69	13,80%
	Totals	500	100,00%

8. Will you suggest your friends to come in future editions of the Race of Champions?

Code	Description	No. answers	Percentage
1	Yes	487	97,40%
2	No	13	2,60%
	Totals	500	100,00%

9. What you opinion on(no. of answers)**:**

Description	Excellent	Good	Fair	Bad	Awful	DN/ DA	Totals
Prices	19	144	249	81	4	3	500
Information	53	360	60	2	1	24	500
Organization	99	355	43	2	0	1	500
Redbull x-Fighters	114	179	62	0	3	142	500
Terry Grant Exhibition	157	194	62	0	2	85	500
Paulo Martinho Exhibit.	140	192	65	3	2	98	500
Michel Mouton Exhibit.	225	154	42	0	2	77	500
Cars	140	311	39	1	0	9	500
Drivers	235	230	30	0	0	5	500
Track	127	238	117	13	0	5	500
Races	186	271	36	0	0	7	500
Cheerleaders	87	232	112	2	0	67	500
Op. show – Toca a Rufar	25	229	153	2	0	91	500
Laser show	65	198	85	0	0	152	500
General atmosphere	203	248	43	3	1	2	500

15. What you opinion on (Percentage)**:**

Description	Excellent	Good	Fair	Bad	Awful	DN/ DA	Totals
Prices	3,80%	28,80%	49,80%	16,20%	0,80%	0,60%	100,00%
Information	10,60%	72,00%	12,00%	0,40%	0,20%	4,80%	100,00%
Organization	19,80%	71,00%	8,60%	0,40%	0,00%	0,20%	100,00%
Redbull x-Fighters	22,80%	35,80%	12,40%	0,00%	0,60%	28,40%	100,00%
Terry Grant Exhibition	31,40%	38,80%	12,40%	0,00%	0,40%	17,00%	100,00%
Paulo Martinho Exhibit.	28,00%	38,40%	13,00%	0,60%	0,40%	19,60%	100,00%
Michel Mouton Exhibit.	45,00%	30,80%	8,40%	0,00%	0,40%	15,40%	100,00%
Cars	28,00%	62,20%	7,80%	0,20%	0,00%	1,80%	100,00%
Drivers	47,00%	46,00%	6,00%	0,00%	0,00%	1,00%	100,00%
Track	25,40%	47,60%	23,40%	2,60%	0,00%	1,00%	100,00%
Races	37,20%	54,20%	7,20%	0,00%	0,00%	1,40%	100,00%
Cheerleaders	17,40%	46,40%	22,40%	0,40%	0,00%	13,40%	100,00%
Op. show – Toca a Rufar	5,00%	45,80%	30,60%	0,40%	0,00%	18,20%	100,00%
Laser show	13,00%	39,60%	17,00%	0,00%	0,00%	30,40%	100,00%
General atmosphere	40,60%	49,60%	8,60%	0,60%	0,20%	0,40%	100,00%

10. In your opinion, which brands should be sponsoring the Race of Champions?

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Code	Description	No. answers	Percentage
4	TMN	64	5,88%
49	BMW	60	5,51%
100	GALP	57	5,24%
29	Ferrari	54	4,96%
139	Michelin	54	4,96%
7	BES	53	4,87%
5	Vodafone	52	4,78%
6	Optimus	35	3,22%
33	Coca-Cola	33	3,03%
34	Nike	33	3,03%
42	Porsche	26	2,39%
9	MEO	22	2,02%
142	Seat	22	2,02%
24	Adidas	18	1,65%
3	PT	17	1,56%
137	Peugeot	17	1,56%
2	Sagres	16	1,47%
79	Mc Donald's	16	1,47%
85	Ford	16	1,47%
120	Mercedes	16	1,47%
164	Citroen	16	1,47%
1	Super Bock	15	1,38%
126	Toyota	14	1,29%
140	Non specified Auto manufacturers	12	1,10%
159	Renault	12	1,10%
161	Mitsubishi	11	1,01%
57	CGD	10	0,92%
166	Marlboro	10	0,92%
30	Zon	9	0,83%
35	RedBull	9	0,83%
103	Continente	8	0,74%
141	Subaru	8	0,74%
147	Non specified Cell phone brands	8	0,74%
144	Skoda	7	0,64%
146	Radio popular	7	0,64%
97	BP	6	0,55%
152	Repsol	6	0,55%
150	ACP	5	0,46%
118	TVI	4	0,37%
138	Pizza Hunt	4	0,37%
145	Cobra	4	0,37%
148	Norauto	4	0,37%
158	Non specified Gas Station Brands	4	0,37%
160	Nissan	4	0,37%

Appendix

195	Banco Barclays	4	0,37%
12	RTP	3	0,28%
16	Volkswagen	3	0,28%
20	Unicer	3	0,28%
153	Jornal "O Jogo"	3	0,28%
157	Bancos n.e.	3	0,28%
191	Castrol	3	0,28%
197	Via Verde	3	0,28%
18	Sony	2	0,18%
28	Clix	2	0,18%
61	Audi	2	0,18%
71	SIC	2	0,18%
78	Fiat	2	0,18%
95	Nokia	2	0,18%
104	Sonae	2	0,18%
130	Opel	2	0,18%
149	Modelo	2	0,18%
156	Euromilhões	2	0,18%
163	Alfa Romeo	2	0,18%
167	Non specified whisky brands	2	0,18%
168	Visa	2	0,18%
171	Non specified Tire brands	2	0,18%
172	STCP	2	0,18%
180	Jornal "A Bola"	2	0,18%
185	Lancer	2	0,18%
192	Hyunday	2	0,18%
196	Cosmo	2	0,18%
198	Lamborghini	2	0,18%
200	Ktm	2	0,18%
203	Vorten	2	0,18%
208	Non specified Auto Parts brand	2	0,18%
8	Vitalis	1	0,09%
25	Luso	1	0,09%
27	Record	1	0,09%
77	Honda	1	0,09%
92	Camel	1	0,09%
109	LG	1	0,09%
132	Benneton	1	0,09%
143	Lancia	1	0,09%
151	Non specified water brands	1	0,09%
154	Media Market	1	0,09%
155	Non specified Sports Newspapers	1	0,09%
162	Fórmula 1	1	0,09%
165	Mustang	1	0,09%
169	Pucos	1	0,09%
173	Swatch	1	0,09%

174	Citizen	1	0,09%
175	Rolex	1	0,09%
176	Seiko	1	0,09%
178	Jornal "O Público"	1	0,09%
179	Non specified Insurance companies	1	0,09%
181	Phillips	1	0,09%
182	Ambiente	1	0,09%
183	Dell	1	0,09%
184	Mozdtor	1	0,09%
186	Aston Martin	1	0,09%
187	Marcas japonesas	1	0,09%
188	Jornal "24 horas"	1	0,09%
189	Câmara Municipal do Porto	1	0,09%
190	Chrysler	1	0,09%
193	Radio Festival	1	0,09%
194	Smart	1	0,09%
199	Casino Solverde	1	0,09%
201	Land Rover	1	0,09%
202	Banco Santander	1	0,09%
204	Viagens Abreu	1	0,09%
205	Baeo	1	0,09%
206	Carglass	1	0,09%
207	Isostar	1	0,09%
209	Mazerati	1	0,09%
210	Ninion	1	0,09%
99	Doesn't know	99	9,10%
	Totals	1088	100,00%

11. Tell us which brands are present in the Race of Champions:

Top of Mind

Code	Description	No. answers	Percentage
156	Euromilhões	284	56,80%
61	Audi	88	17,60%
12	RTP	20	4,00%
213	Jornal de Notícias/"JN"	15	3,00%
35	Red Bull	12	2,40%
211	Radio Comercial	9	1,80%
218	Golden	9	1,80%
130	Opel	7	1,40%
153	Jornal "O Jogo"	6	1,20%
212	Pirelli	6	1,20%
200	Ktm	3	0,60%
221	roc	3	0,60%
214	Revista Auto Hoje	2	0,40%
222	roc desporto	2	0,40%
49	BMW	1	0,20%
51	Turismo de Portugal	1	0,20%
80	FNAC	1	0,20%

215	Hpp	1	0,20%
219	Jornal "Diário de Notícias"	1	0,20%
220	Jogos "Santa Casa"	1	0,20%
223	roc rally	1	0,20%
99	Doesn't know	27	5,40%
	Totals	500	100,00%

2nd Spontaneous

Code	Description	No. answers	Percentage
213	Jornal de Notícias/"JN"	108	27,91%
61	Audi	67	17,31%
156	Euromilhões	45	11,63%
12	RTP	34	8,79%
153	Jornal "O Jogo"	28	7,24%
212	Pirelli	28	7,24%
211	Radio Comercial	19	4,91%
35	Red Bull	11	2,84%
200	Ktm	8	2,07%
214	Revista Auto Hoje	8	2,07%
221	roc	8	2,07%
218	Golden	6	1,55%
206	Carglass	5	1,29%
222	roc desporto	3	0,78%
6	Optimus	2	0,52%
130	Opel	2	0,52%
16	Volkswagen	1	0,26%
49	BMW	1	0,26%
80	FNAC	1	0,26%
126	Toyota	1	0,26%
128	Sunglass	1	0,26%
	Totals	387	100,00%

3rd Spontaneous

Code	Description	No. answers	Percentage
213	Jornal de Notícias/"JN"	51	19,17%
61	Audi	48	18,05%
12	RTP	26	9,77%
156	Euromilhões	24	9,02%
212	Pirelli	24	9,02%
153	Jornal "O Jogo"	20	7,52%
211	Radio Comercial	18	6,77%
214	Revista Auto Hoje	13	4,89%
218	Golden	9	3,38%
221	roc	9	3,38%
35	Red Bull	7	2,63%
6	Optimus	5	1,88%
206	Carglass	4	1,50%
200	Ktm	2	0,75%

Code	Description	No. answers	Percentage
225	Futebol Club do Porto/"FCP"	2	0,75%
80	FNAC	1	0,38%
146	Radio popular	1	0,38%
222	roc desporto	1	0,38%
224	FX	1	0,38%
	Totals	266	100,00%

Other Spontaneous

Code	Description	No. answers	Percentage
61	Audi	10	22,22%
12	RTP	7	15,56%
213	Jornal de Notícias/"JN"	6	13,33%
153	Jornal "O Jogo"	5	11,11%
211	Radio Comercial	5	11,11%
80	FNAC	3	6,67%
35	Red Bull	2	4,44%
156	Euromilhões	2	4,44%
212	Pirelli	2	4,44%
218	Golden	2	4,44%
214	Revista Auto Hoje	1	2,22%
	Totals	45	100,00%

TOTAL (Top of Mind + 2nd Spontaneous + 3rd Spontaneous + Other Spontaneous)

Code	Description	No. answers	Percentage
156	Euromilhões	355	30,32%
61	Audi	213	18,19%
213	Jornal de Notícias/"JN"	180	15,37%
12	RTP	87	7,43%
212	Pirelli	60	5,12%
153	Jornal "O Jogo"	59	5,04%
211	Radio Comercial	51	4,36%
35	Red Bull	32	2,73%
218	Golden	26	2,22%
214	Revista Auto Hoje	24	2,05%
221	roc	20	1,71%
200	Ktm	13	1,11%
130	Opel	9	0,77%
206	Carglass	9	0,77%
6	Optimus	7	0,60%
80	FNAC	6	0,51%
222	roc desporto	6	0,51%
49	BMW	2	0,17%
225	Futebol Club do Porto/"FCP"	2	0,17%
16	Volkswagen	1	0,09%
51	Turismo de Portugal	1	0,09%
126	Toyota	1	0,09%
128	Sunglass	1	0,09%
146	Radio popular	1	0,09%
215	Hpp	1	0,09%

219	Jornal "Diário de Notícias"	1	0,09%
220	Jogos "Santa Casa"	1	0,09%
223	roc rally	1	0,09%
224	FX	1	0,09%
99	Doesn't know	27	2,31%
	Totals	1171	100,00%

12. Which brand should be present in the Race of Champions and is not?

Code	Description	No. answers	Percentage
49	BMW	23	4,60%
29	Ferrari	20	4,00%
100	GALP	18	3,60%
5	Vodafone	17	3,40%
7	BES	16	3,20%
4	TMN	14	2,80%
139	Michelin	11	2,20%
156	Euromilhões	11	2,20%
33	Coca-Cola	9	1,80%
34	Nike	8	1,60%
1	Super Bock	7	1,40%
12	RTP	7	1,40%
213	Jornal de Notícias/"JN"	7	1,40%
42	Porsche	6	1,20%
24	Adidas	5	1,00%
166	Marlboro	5	1,00%
2	Sagres	4	0,80%
120	Mercedes	4	0,80%
147	Unspecified Cell phone brands	4	0,80%
159	Renault	4	0,80%
161	Mitsubishi	4	0,80%
3	PT	3	0,60%
30	Zon	3	0,60%
35	Red Bull	3	0,60%
61	Audi	3	0,60%
77	Honda	3	0,60%
79	Mc Donald's	3	0,60%
145	Cobra	3	0,60%
150	ACP	3	0,60%
160	Nissan	3	0,60%
164	Citroen	3	0,60%
85	Ford	2	0,40%
126	Toyota	2	0,40%
140	Non specified car manufacturer	2	0,40%
142	Seat	2	0,40%
146	Radio popular	2	0,40%
152	Repsol	2	0,40%
16	Volkswagen	1	0,20%

18	Sony	1	0,20%
20	Unicer	1	0,20%
71	SIC	1	0,20%
92	Camel	1	0,20%
103	Continente	1	0,20%
118	TVI	1	0,20%
130	Opel	1	0,20%
132	Benneton	1	0,20%
137	Peugeot	1	0,20%
141	Subaru	1	0,20%
143	Lancia	1	0,20%
144	Skoda	1	0,20%
148	Norauto	1	0,20%
153	Jornal "O Jogo"	1	0,20%
162	Fórmula 1	1	0,20%
163	Alfa Romeo	1	0,20%
167	Non specified Whisky brands	1	0,20%
172	STCP	1	0,20%
174	Citizen	1	0,20%
176	Seiko	1	0,20%
178	Jornal "O Público"	1	0,20%
179	Non specified Insurance companies	1	0,20%
180	Jornal "A Bola"	1	0,20%
181	Phillips	1	0,20%
183	Dell	1	0,20%
186	Aston Martin	1	0,20%
191	Castrol	1	0,20%
192	Hyunday	1	0,20%
198	Lamborghini	1	0,20%
226	Dhl express	1	0,20%
227	s.boek	1	0,20%
228	Portuguese Government	1	0,20%
229	casal b5	1	0,20%
98	None	66	13,20%
99	Doesn't know	154	30,80%
	Totals	500	100,00%

13. What is you education level?

Code	Description	No. answers	Percentage
1	Primary/ primary incomplete	48	9,60%
2	Secondary/12th grade	259	51,80%
3	Polytechnic / Professional education	39	7,80%
4	Major / Bachelor incomplete	26	5,20%
5	Bacharor degree	24	4,80%
6	Major degree/Post-Grad/Masters	104	20,80%
	Totals	500	100,00%

22. What is your employment status?

Code	Description	No. answers	Percentage

1	Employee	306	61,20%
2	Employer / Self employed	110	22,00%
3	Student	45	9,00%
4	House wife	9	1,80%
5	Retired	8	1,60%
6	Unemployed	16	3,20%
7	Looking for 1st Job	6	1,20%
	Totals	500	100,00%

23. Sex

Code	Description	No. answers	Percentage
1	Male	294	58,80%
2	Female	206	41,20%
	Totals	500	100,00%

24. Age

Code	Description	No. answers	Percentage
1	12-17 years old	21	4,20%
2	18-24 years old	58	11,60%
3	25-34 years old	186	37,20%
4	35-44 years old	125	25,00%
5	45-64 years old	101	20,20%
6	+ 64 years old	4	0,80%
99	Doesn't answer	5	1,00%
	Totals	500	100,00%

C. Racing Events Landscape

Racing events have been around almost since the invention of the first cars so it's no surprise that in the present day it is such a widespread and popular sport. As one of the most watched televised sports-category events, these motor sport events are regarded as very valuable in terms of brand exposure which explains the high spending in advertising and car preparation by car manufacturers and brands that fit the target market.

This segment aims to provide some background on the racing world by discussing several competitions and events.

This industry caters to the adrenaline hungry fans of motor sport and presents itself in many different forms ranging from the atmospheric setting of a packed stadium to the exotic locations of rally stages.

The studied events are Circuito da Boavista, World Rally Championship, MotoGP and X-Fighters so we can have a clearer picture of the National and International racing scene as well as have an opportunity to assess historical events alongside with cutting-edge events.

Circuito da Boavista

The Boavista area began hosting races in the 1930's with the "flying kilometer" which would be the predecessor of the Circuito da Boavista event.

In the 1950's the circuit was reconfigured, maintaining the participation of racing legends and bringing for the first time international pilots to the racing roster. One of the highlights of this decade for the Circuito da Boavista was the arrival of the F1 and with it the clash between Mike Hawthorn and Stirling Moss for the World Championship Title, with Moss winning in a thrilling race, keeping him in the title bid.

In 1960 the Circuito da Boavista had its farewell to the national and international motor sport stage with the crowning of Jack Braham as the two-time world champion of the F1 Championship.

The Boavista Circuit has 4.77 Kilometers of track and 13.000 seats. In addition to the paid seats, the event can also be enjoyed from the standing area, which has free-access, but a less spectacular view of the races.

The WTCC marked its debut in Portugal in the Circuito da Boavista track in 2007 being the top attraction to the event. Other racing disciplines like Sports Racing Masters (1964 Prototypes), World Sports Masters (Pre-1974 Prototypes) and Grand Prix Master (Pre-1979 F1) can make the older fans of the racing World relive some of its golden eras.

Appendix

World Rally Championship

WRC is one of the most prestigious motor sport events and it features some of the best drivers in the World. It's a series of 12 three-day events called rallies, that range from the dusty tracks of Vilamoura in the Rally de Portugal to the icy roads of Hamar in the Rally Norway, that are divided in 12 to 15 special stages in which drivers race against the clock to secure the best time.

The WRC is organized by FIA (Fédération Internationale de l'Automobile) and it originated from rallies that were a part of the European Rally Championship and the International Championship for Manufacturers. The WRC's commercial rights are owned by International Sportsworld Communicators, a subsidiary of North One Television, which produces the daily highlights shown around the globe. The World Rally Cars are turbo-based four-wheel drive cars that are produced within strict regulations from the FIA to ensure the safety of the drivers and each car can cost up to 1€ Million.

Most of the stages are free-entry stages with the exception of super Specials that usually take place inside stadiums and have paid-entry. The Rally de Portugal of 2009 took place in the dusty roads of Vilamoura from 2 to 5 of April of 2009. This Rally was the fourth round of the WRC Season and it had 18 Special Stages with the stages adding up to a total of 341.36 Kilometers of track. 68 Racing Teams took part in this Rally but only 41 managed to finish it. The SuperSpecial Stages took place in the Algarve Stadium, which has a capacity of 30.305 spectators with a track that was 2.21kms long. The ticket price ranged from 15€ to 30€ for the two days.

The Winner of the Rally was Sébastien Loeb (Citroen Total World Rally Team) that achieved the best time of 3:53:13:1 in his Citroen C4 WRC. Mikko Hirvonen (BP Ford World Rally Team) came in second with a difference of 24.3 seconds and Dani Sordo came in third with a difference of 1:45.4 (Citroen Total World Rally Team). This Rally was also marked by the spectacular crash of Jar-Matti Lavala that rolled his Ford Focus a total of 17 times over a distance of about 150 meters before coming to a stop.

Marcus Gronholm also made an appearance coming out from his retirement but the rally was a disappointment for him as he crashed his Subaru Impreza WRC on the eighth stage, leaving the rally sooner than what he had planned.
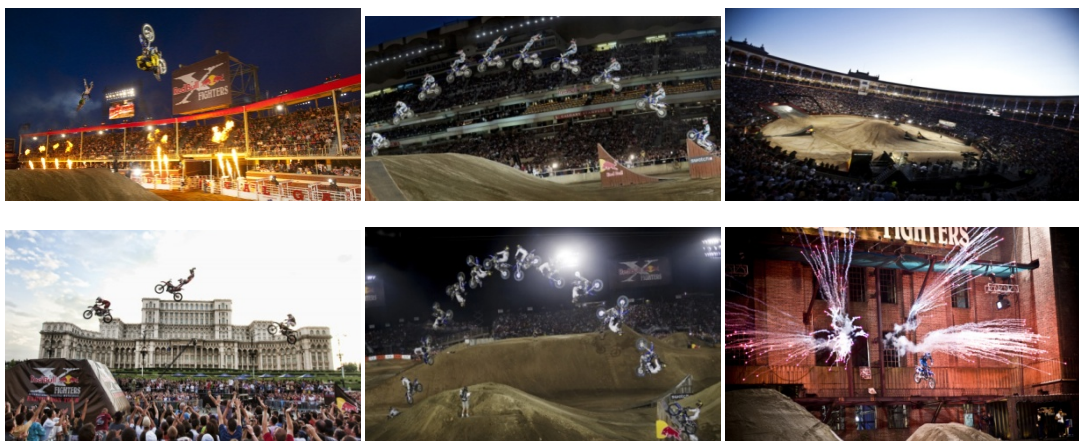
Appendix

Red Bull X-Fighters

Red Bull X-Fighters is a Freestyle Motocross Competition created by Red Bull to improve its reach on their adrenaline-craving audience.

It is regarded as the most important and challenging event in the Freestyle Motocross Community and a FMX rider can only get a chance to challenge the title if he gets an invitation to this very restricted group of the best riders in the World. These events often take place in bullrings where an amazing atmosphere is created as the spectators are very close to the action on the tracks. One of the most exciting stages where this event is held is the Las Ventas bullring in Madrid which has a capacity of 23.000 spectators and is regarded as the most important bullring arena in Spain. There is also a big emphasis on the presentation of the event as choreographies of large groups of percussionists and dancers brighten up the arena for the start of the experience.

Some of the most famous FMX riders are Mat Rebaud (1st in World Tour This event has taken place in various regions of the World including: London (Battersea Power Station), Brazil (Sambódromo), Mexico City (Plaza de Toros), Fort Worth (Fort Worth Stockyard), Calgary (Stampede Park), Warsaw (Stadium X-Lecia), Volvograd (Hero's Alley) and Cairo (Pyramids).

This relatively young competition continues to attract more and more fans and has successfully established itself as the most prestigious FMX event and title as well as a very important competition in the Extreme Sports fan-base.

MotoGP

Regarded as the most important competition in Motorcycling, Moto GP has three categories: MotoGP, 250cc and 125cc.

Appendix

In MotoGP each race starts with 19 bikers, 250cc races with 25 bikers and 125cc features 30 bikers. This number of participants may vary. MotoGP is controlled by FIM (Fédération Internationale de Motorcyclisme) which has 93 affiliated national associations.

MotoGP had its first championship in 1949 and Leslie Graham was the first ever champion in the competition.

Nowadays, motor-racing stars like Valentino Rossi also known as "Il Dottore" (5 times MotoGP Champion), Casey Stoner also known as "Crashy Stoner" (Champion in 2007) and Nicky Hayden also known as "Kentucky Kid" (Champion in 2006) are the ones to look for in the MotoGP universe.

This competition has spawned numerous video-games over the years, something that not only can be a great source of revenue but also a powerful for promoting the MotoGP brand.

| 2009 MotoGP Calendar	
Dates	**Grand Prix Circuit**
12.04.2009	Qatar Losail - Doha
26.04.2009	Japan Motegi
03.05.2009	Spain Jerez
17.05.2009	France Le Mans
31.05.2009	Italy Mugello
14.06.2009	Catalunya Catalunya - Barcelona
27.06.2009	The Netherlands Assen
05.07.2009	United States Laguna Seca
19.07.2009	Germany Sachsenring
26.07.2009	Great Britain Donington Park
16.08.2009	Czech Rep. Brno
30.08.2009	Indianapolis Indianapolis
06.09.2009	San Marino
04.10.2009	Portugal Estoril
18.10.2009	Australia Phillip Island
25.10.2009	Malaysia Sepang
08.11.2009	Valencia

Table 15 - Moto GP Calendar - Adapted from motogp.com

D. The Race of Champions in images

Appendix

Appendix
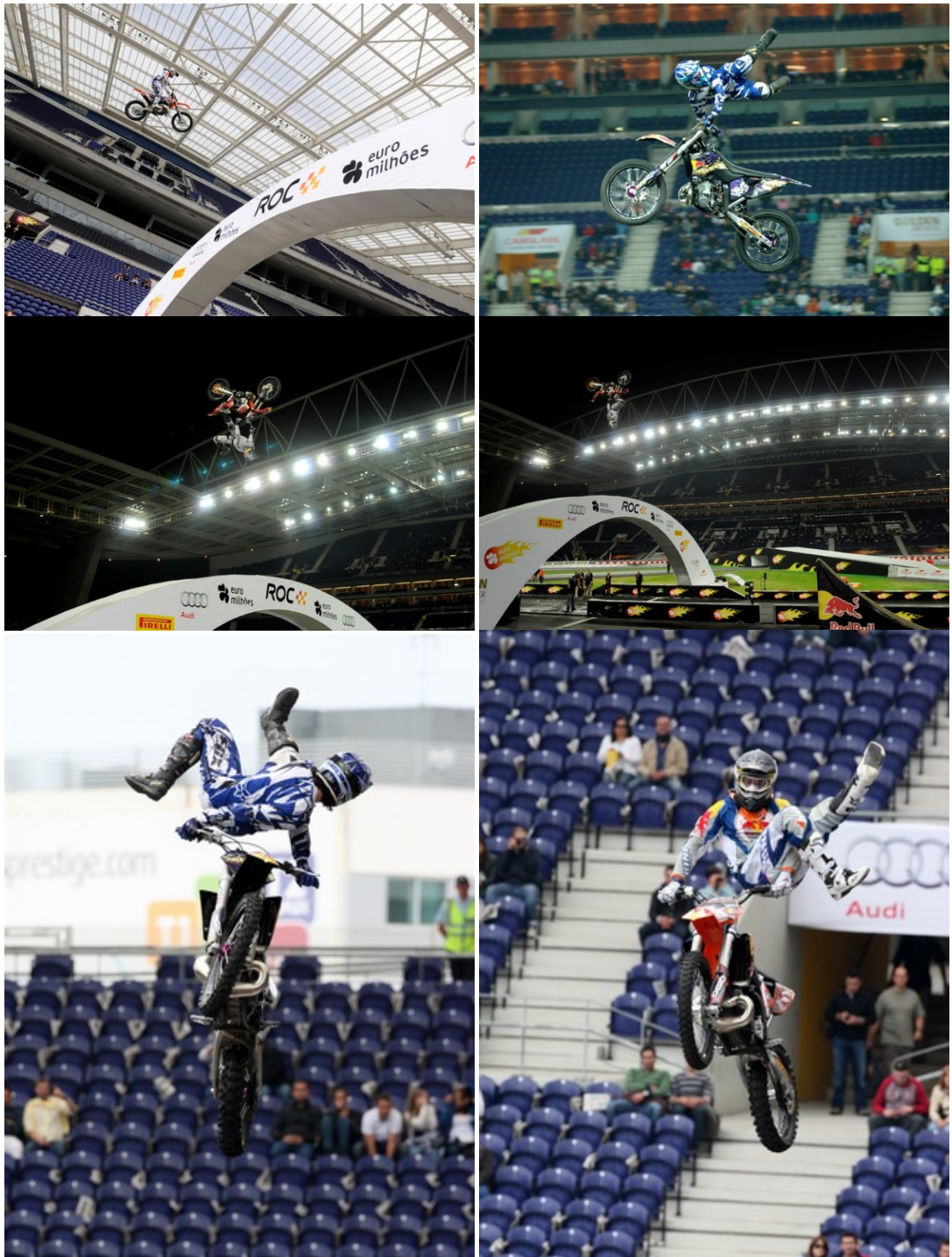
Appendix

Appendix

Appendix

E. Race of Champions Program

12:30-14:30   **Practices ROC Portugal**

15:30-16:30   **Press conference**

16:30-18:30   Rehearsal

               Practices ROC Legends (TV Test)

    16:40-17:00   Starting procedure

20:00-22:00   **Welcome Cocktail at the Hotel Sheraton**

Saturday, 6 June

14:00-16:30   **Practices ROC Iberia – ROC South Europe**

16:30-17:30   **Warm-up drivers ROC Portugal – ROC Legends**

17:45-18:00   **Drivers briefing**

18:10-18:15   **Family photo**

18:15   Turnstile opens to "Paddock Visit" ticket holders only

18:15-19:15   Paddock visit

18:40-19:10   **Drivers go to the Paddock**

19:30   General Admission

19:45-20:00   Exhibitions

         19:45 – 19:55   **ROC Portugal driver's presentation**

         19:55 – 19:59   Audi S1

20:00-21:30   **Race of Champions Portugal**

21:35-22:25   Exhibitions

               Terry Grant - X-Fighters - Paulo Martinho

         22:10 – 22:25   **ROC legends drivers' presentation**

22:30-24:00   **Race of Champions Legends**

24:00   Day close

Appendix

10:45-12:15	**Practices ROC South Europe**
	Warm-up ROC Iberia – ROC South Europe
12:15-12:30	**Drivers briefing**
12:30-14:00	**VIP Lunch (Drivers, sponsors and guests)**
12:35	Turnstile opens to "Paddock Visit" ticket holders only
12:35-13:35	Paddock visit
12:35-13:05	**Drivers go to the Paddock**
14:00	General Admission
14:15-14:30	Exhibitions
14:15-14:25	**ROC Iberia driver's presentation**
14:25 – 14:29	Audi S1
14:30-16:00	**Race of Champions Iberia**
16:15-16:45	Exhibitions // Practices ROC South Europe
	Terry Grant - X-Fighters
	Practices ROC South Europe
16:45 – 16:55	**ROC South Europe Drivers presentation**
17:00-18:30	**Race of Champions South Europe**
19:30	Event close
20:30-21:45	**Dinner at the Hotel Sheraton (drivers only)**
22:00	VIP Party

Appendix

E. Race of Champions Brand Guideline (extract)

The ROC Marque - all logo files are available as vector EPS, Jpeg and PDF on request.

Full colour version to be reproduced in CMYK or RGB on high integrity reproduction ie, Lithographic or digital print applications.
'RACE OF CHAMPIONS' text is 70% Blk on white and 40% Blk when on black background.

Mono version for high integrity reproduction ie, Lithographic or digital print applications.

Mono version for low integrity repro ie, Screen printing and branding on poor materials ie; certain fabrics and substrates.

The ROC Nations Cup Marque - all logo files are available as vector EPS, Jpeg and PDF on request.

Race of Champions Nations Cup logo represented here in full colour on white.
'Nations Cup' text is 70% Blk.

Race of Champions Nations Cup logo represented here in full colour out of black.
'Nations Cup' text is 40% Blk.

raceof**champions**.com

Website logotype is Gill Sans Bold and Roman and should always appear like from the vector file available on request.

The ROC Colour and Fonts

PANTONE Orange 021

abcdefghijklmnop
ABCDEFGHIJKLMNOP
1234567890@£$

Gill Sans Medium (For Mac)
Gill Sans Medium (PC)

For use generally as body text and sub-headers.
Also for display and large format.

abcdefghijklmnop
ABCDEFGHIJKLMNOP
1234567890@£$

Gill Sans Light (For Mac)
Gill Sans Light (PC)

For use generally as body text where appropriate.
Also for display and large format.

Logo clear areas

This area is a virtual exclusion zone which should remain clear of other logos, type, line work or tones etc. The logos should also remain clear of page edges, borders or cutter areas.

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Appendix

Logo Venue/Date block - B2B and press use

This simple device should only be used in the block combinations provided and not in any other configuration.
We have used Wembley Stadium as an example of venue and date integration.

Hero logo for specialist & interactive applications

This is a high resolution Photoshop version of the primary logo to be used in TV idents, web and interactive applications. Also for use on prestige items.
The file is available on request.

Logo Variant with web address

This is available upon request for specialist applications only.

DO NOT...

Do not stretch or compress either logo in any way.

DO NOT...

Logos are to placed on BLACK or WHITE backgrounds only.
Do not attempt to place either logo on coloured, textured or image backgrounds.

DO NOT...

The logo should never be broken down into individual components.

Logo block incorporating 'Beijing 2009' branding - full colour version

A special block device created to integrate the words 'Beijing 2009 The Bird's Nest' into the master logo.
The block must always be used in one of these configurations and should not be split up unless authorised.

Logo SIDE BY SIDE with 'Beijing 2009' branding - full colour version.

A special Side by Side device created to integrate the words 'Beijing 2009 The Bird's Nest' into the master logo.
The layout must always be used in one of these configurations and should not be split up unless authorised.

F. Race of Champions Press Cuts

Appendix

G. Advertising Materials – Race of Champions Southern Europe Final

Appendix

Appendix

H. Web Site Statistics

Figure 53 - Website Total visit by source

All traffic sources sent a total of 51,065 visits

25.65% Direct Traffic

14.49% Referring Sites

59.76% Search Engines

Search Engines
30,544.00 (59.81%)

Direct Traffic
13,113.00 (25.68%)

Referring Sites
7,408.00 (14.51%)

Top Traffic Sources

Sources	Visits	% visits
google (organic)	15,805	30.92%
google (cpc)	14,320	28.02%
(direct) ((none))	13,140	25.71%
pesquisa.sapo.pt (referral)	807	1.58%
raceofchampions.com (ref	758	1.48%

Keywords	Visits	% visits
race of champions	11,892	38.92%
roc portugal	3,215	10.52%
corrida dos campeões	2,289	7.49%
rocportugal	1,311	4.29%
(content targeting)	1,297	4.24%

Source: Google AdWords

Figure 54 - AdWords Campaign Visits

AdWords Campaigns

Mar 10, 2009 - Jun 13, 2009

Visits

Graph by:

800

400

March 16, March 24, April 1, 20 April 9, 20 April 17, 2 April 25, 2 May 3, 20 May 11, 2 May 19, 2 May 27, 2 June 4, 20

AdWords sent 14,320 visits via 1 campaigns

Source: Google AdWords

Figure 55 - Goals Overview

Goals Overview

Mar 10, 2009 - Jun 13, 2009

Goal Conversions

Graph by:

2,000

1,000

Saturday, June 6, 2009
Goal Conversions 1,762

March 16, March 24, April 1, 20 April 9, 20 April 17, 2 April 25, 2 May 3, 20 May 11, 2 May 19, 20 May 27, 2 June 4, 20

Visitors completed 24,164 goal conversions

Source: Google AdWords

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