ORIGINAL ARTICLE

Explaining the Conceptual Model of Factors Affecting the Brand Identity of Handball

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ABSTRACT

Background. Brand identity is a dynamic phenomenon with both internal and external aspects and the principles of brand identity have become a topic of the day in the field of brand literature and marketing. **Objectives.** The present study seeks to explain the conceptual model of factors affecting the brand identity of handball. **Methods.** The present study was applied in terms of purpose and was of descriptive-analytical type conducted as a field study. The statistical population included experts in the areas of brand, brand identity, urban branding, brand management and sport management. For sampling, 60 individuals were selected among 200 experts through purposeful sampling and were invited to participate in fuzzy Delphi rounds. Eventually, 25 individuals entered the Delphi rounds as the final statistical sample. A semi-open researcher-made questionnaire was used for data collection. **Results.** The results of implementing the two fuzzy Delphi rounds led to the consolidation of the conceptual model of internal and external factors affecting the brand identity of handball. These included humanware factors (managers, coaches, veterans, players, fans, volunteers, sponsors, citizens, and citizen fans of handball) with a score of 0.89, "performance" of handball with a score of 0.88, and having macro goals and media relations with a score of 0.86. **Conclusions.** The leading model can provide managers with a comprehensive guide to building and promoting the brand of handball. In this regard, the brand identity of handball depends on the development and promotion of human resources, club performance, and media relations more than any other factor.

KEY WORDS: *Brand Identity, Urban Brand, Handball, Conceptual Model*

INTRODUCTION

The need for a sense of identity originates from the conditions of human existence and is the source of the most intense efforts and struggles (1). Identity has many dimensions, and the social dimension of identity is the most important one (2). Social identity is a definition of individuals based on membership in social groups (3), and all the characteristics and behaviors that distinguish us and them are components of the concept of social identity (4). Identity is an interdisciplinary concept addressed in various fields such as ethics and mysticism, culture, politics and even sport (5). In the meanwhile, one way of gaining social identity is to join sports groups (6). Experts and researchers from various fields of sociology, psychology, sports science, management, etc. have explained various functions, goals, and roles, including identification, and believe that sport is an affirmation of identity and generate a collective spirit organize people to achieve common goals in a united manner (7). Sports can build social identity and national pride and a great gathering to build national identity, which is the great function of sport (8).

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In addition, the brand factor is also important among the variables of social identity (9). Brand identity is a concept derived from social identity theory that has recently been incorporated into the literature of brand management, explaining how consumers can identify themselves with others using a particular brand (4), i.e. identity taking is a dynamic process, through which one can use it to develop attitudes and express his emotions (10). This is alike the Apple brand which is associated with personality factors such as freedom, innovation, emotion, desire, hope, dream and empowerment (11).

According to Kapferer (2008), brand identity has six dimensions (physique - personality - culture - relationship - consumer reflection and self - image); he believes that having identity means that you are as you are (12). Also, David Aaker holds that brand identity creates the path of strategy, destination, and brand meaning. He believes that brand managers need to have a deep understanding of their identity, therefore, they need to look at brand identity from different angles in order to make it distinct, clear and meaningful (13). Chernatony (2006) presented his model in terms of personality relationships, culture, and positioning (14). According to Silveria (2013), Gioia (2010), and Alsem & Kostelijk (2008), brand identity is a dynamic phenomenon with both internal and external dimensions (15-17), i.e. the customer is both an identity seeker and maker. In the same vein, the field of sports industry has been affected by brand identity research. As *Jae* Joon Koo (2009), considers the dimensions of team identity as coach, star player, owner, web, stadium history, native region, logo sponsor success (18). Schilhaneck (2008) also considers the dimensions and identities of the team's brand, including success, history, tradition, stadium, the fan personality, and base teams. The European Football Association has also introduced its brand identity as prestige, anthem, Championship League Cup, color and 8-star ball (19).

In Iran there has also been limited research on identity in which Hashemi (2007) and Fazeli (2012) confirmed in their research the effect of football on the creation of national and local identities and the strengthening of national identities (20, 21). Tabatabaeian, Khabiri, and Rasooli (2018) concluded that based on the open coding of qualitative interviews, 103 features were identified in relation to the determinants of brand identity of the Premier League. The findings indicate that there are 83 effective features in brand personality phenomenon and its growth and development. The strategies and consequences of brand personality in the Iranian Premier League includes nine propositions, namely, organizational characteristics, team characteristics, performance, fans, direct resources, indirect resources, performance characteristics, non-performance characteristics, brand power and relationships (22). According to Khodadadi et al. (2014), following the validation and factor analysis of Fan-Based Brand Equity (FBBE) in Iranian Premier League Clubs, eventually, in addition to other concepts, FBBE Questionnaire contains 12 propositions for brand identity assessment including 6 items for tangible identity and 6 cases for intangible identity (23). *Rayat* et al. (2017) following brand development in new sports teams in Iran concluded that managers generally considered mechanisms such as experience group, history and heritage, rituals, and physical abilities important; however, they failed to turn these mechanisms into a general marketing strategy. The presence of these four mechanisms was also observed only slightly and sporadically. Promoting these backgrounds was largely absent from team branding strategies (24). Also Moshabbaki Esfahani et al. (2013) named factors such as success, color, name, delivery, clothes, fan, competitor, geographical links, history, star players, tradition, stadium performance, non-player staff as dimensions of Iranian football brand identity (4). The results of Fasanghari's (2017) study indicated that if the Iranian Premier League clubs want to make their club brand attractive to their fans, they must focus on the differentiation, credibility, attractiveness of the brand identity and the team identity of their fans with other clubs. Using experienced and skilled managers, star players, distinctive logos, attractive and diverse websites, specific stadiums, distinctive quality and style of play and offering beautiful and engaging games compared to other teams are among the factors that make this distinction and should be considered by the Iranian Premier League clubs. Also, the valid history and background of the club, club traditions, reliability and trustability of the promises of coaches and players and managers, valid sponsors and even the team outfits with a prestigious company and the club's prestigious status among the various visual, written and

virtual media are the factors that make brand identity of Iranian Premier League clubs more attractive to their fans. In general, considering the above, the Iranian Premier League clubs can increase the attractiveness of their club's brand identity to their fans with three factors of brand differentiation, validity and similarity (25).

A multi-dimensional approach has been considered in recent research on brand identity, in which the four perspectives (corporate identity, organizational identity, image and reputation) are integrated. In the dynamic view to the identity, it is assumed that identity is something that is created in a collaborative way, as it is formed both internally (by the company) and externally (by the consumer) (10). The principles of the brand identity theme include four supporting themes behind the core concept of brand identity. Two of these topics cover the intrinsic aspect: the corporate identity that represents the strategic and visual elements of brand identity and the organizational identity that expresses the behavioral and cultural aspects. The other two issues that include internal dimensions are image and reputation. The image refers to short-term pieces of consumer-perceived images, and reputation refers to the long-term results of all consumers' assessments of brand image (11). Brand identity through sport is one of the most important factors, because sport is one of the social and political phenomena and an appropriate context for the formation of collective identity. In addition to being entertaining, it also provides the basis for personality formation and proper modeling and is considered a significant factor in the formation and reinforcement of collective identity (26). Exercise can also be one of the tools for implementing branding strategies and spatial brand management, because the purpose of the urban branding strategy is to create a desirable identity and image of the city in the minds of residents and those outside the city (27).

Regarding the importance of the role of sport, it should be noted that Sabzevar has long been associated with the handball in Iran and has brought many honors to the city and the country. What is evident is that this sport could play a role in giving identity to Sabzevar. The problem is that, in the perspective of the researcher, the sport itself has not yet been able to properly identify its identity frameworks, whereas the researcher believes that if handball can properly identify its identity factors and empower them, it can then

play a more beneficial role in developing the brand of Sabzevar. Thus, the researcher is attempting to identify the sport's internal and external elements by presenting the conceptual model and identify the role of each of them in the brand identity of handball to help the development of urban brand of Sabzevar (Figure 1).
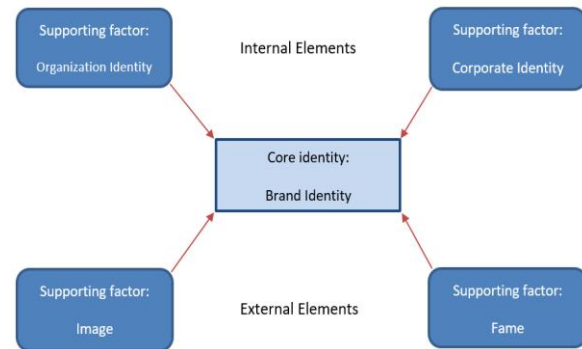

Figure 1. The Conceptual Model of the Research Taken from the Model of Hatch & Schailtz (2008) (10)

MATERIALS AND METHODS

Research Method. The present article is based on the positivist paradigm and is applied in terms of type and purpose of the research. In terms of data collection, it is a descriptive-analytical research. In order to discover and extract the factors affecting the brand identity of handball, and due to the ambiguity in model components and structures, experts' opinions were utilized through fuzzy Delphi method.

Participants. The research population consisted of experts in the areas of brand, brand identity, urban branding, brand management and sport management. This part of the population included empirical and academic experts. For sampling, given the explanations provided in the fuzzy Delphi section, among 200 experts, 60 were selected purposefully and were invited to participate in fuzzy Delphi rounds. Finally, 25 individuals entered the Delphi rounds as the final statistical sample.

Research Tools. According to the research literature and the components of the proposed conceptual model, the researcher-made questionnaire was designed with 5 points of strongly agree, agree, neither agree nor disagree, disagree, strongly disagree, in the 5-point Likert scale with an empty box for experts' comment on each proposition and as semi-open. In the second round of fuzzy Delphi, the questionnaire was

updated and given to the experts due to the stabilized and omitted components, as well as experts' opinions.

Data Collection. Questionnaires designed for data collection in both fuzzy Delphi rounds were provided online by experts via Google forms.

Data Analysis. For the descriptive analysis of data collected from both statistical samples, tables, charts and central tendency indices the SPSS software was used and for analysis of fuzzy Delphi data, Microsoft Office 2013 software was used. In the following, a brief description of the fuzzy Delphi method and the reasons for choosing this method is explained.

Fuzzy Delphi Method. Kaufaman & Gupta coined this method in 1980s (28). Applications of this approach to decision making and consensus on issues whose goals and parameters are not explicitly stated leads to very valuable results. An important feature of this approach is the presentation of a flexible framework that covers many of the barriers associated with inaccuracy. Many of the problems in making decisions are related to incomplete and inaccurate information. The decisions made by the experts are also based on their individual competence and are highly subjective. Therefore, it is better to display the data with fuzzy numbers instead of deterministic numbers (29). The fuzzy Delphi technique has been used through the following steps to remove, modify or stabilize the components and sub-components of the conceptual model. The present questionnaire was designed to gain the experts' opinion about the extent to which they agree with the components and sub-components of the conceptual model; therefore, the experts express their agreement with the statements through verbal variables such as strongly disagree, disagree, neither agree nor disagree, agree, strongly agree. Since different characteristics of individuals affect their subjective interpretations of qualitative variables, thus, by defining the domain of qualitative variables, experts have answered the questions with the same mindset. These variables are defined as triangular fuzzy numbers according to Table 1.

In the table above, the fuzzy numbers are computed using the following formula:

Formula (1):

$$x = \frac{m + 4(\alpha) + \beta}{6}$$

Different criteria are stated for achieving consensus in the fuzzy Delphi method. In this study, the threshold of 0.7 is considered as a criterion of consensus among experts. If the value of the de-fuzzy value collected from the expert opinion is equal to and greater than the threshold, the criterion will conform. If the criterion is lower than the threshold, it will be deleted (30).

Table 1. Definition of Linguistic Variables and Triangular Fuzzy Numbers (30)

Linguistic variables	Triangular fuzzy number (m, α, β)	Definite Fuzzy number (x)
Completely agree	(1, 1, 0.75)	0.958
Agree	(1, 0.75, 0.5)	0.75
Have no comments	(0.75, 0.5, 0.25)	0.5
Disagree	(0.5, 0.25, 0)	0.25
Completely disagree	(0.25, 0, 0)	0.0416

RESULTS

Descriptive analysis of the data pertaining to demographic data of experts indicated that among the 25 experts, 88% were male and 12% female. In terms of age, 39% were 30 - 35 years, 35% were 36-40, 22% were 41-45 and 4% were over 45. Also, 96% of experts had a Ph.D. degree and 4% were a Ph.D. student. In terms of academic status, 70% were assistant professors, 15% were associate professors and 15% were independent researchers. The scientific area of 40% of experts was sports management, 20% sports branding, 12% sports marketing, and the other 28% in areas such as organizational behavior, teaching, and sports economics. Forty-five percent of the experts had 1-5 years, 40% 10-6 years and 15% had more than 10 years of activity in the branding area. Table 2 presents the statistical analysis of the findings pertaining to the fuzzy Delphi method in the first round.

The results of Table 2 indicate that since the defuzzified score of most of the introduced components is equal to or more than the threshold score of 7.0, therefore it is approved by the experts. In the meantime, only the second part of question 22 (b) belief can play a role in emotional attraction.) and the components of the proposition ("uncontrollable or external factors" include the sub-components of: sport image, citizens' opinion, news reports, and word-of-mouth advertising); Considering the fact that the fuzzified score obtained is below the threshold of 7.0; therefore, it was not approved by the experts. According to the presented information on fuzzy Delphi method, the components with lower threshold score

were derived from the conceptual model and also in terms of importance of experts' opinions and suggestions, the proposed components were provided to the expert opinion in the second round of fuzzy Delphi. Table 3 shows the statistical analysis of the sum of expert opinions in the second round.

Table 2. The Results of Counting and Mean Responses of the First State of the Survey (First Round of Fuzzy Delphi)

Questions	Amount of agreement with the question						Triangular fuzzy mean			Definite Fuzzy number (x)
	Strongly disagree	disagree	No comments	agree	Strongly agree	Total	m	α	β	
Q1	0	2	2	6	10	20	0.55	0.80	0.93	0.78
Q2	0	1	0	13	6	20	0.55	0.80	0.98	0.79
Q3	0	0	1	13	6	20	0.56	0.81	0.99	0.80
Q4	0	0	2	10	8	20	0.58	0.83	0.98	0.81
Q5										
1	0	0	1	10	9	20	0.60	0.85	0.99	0.83
2	0	0	0	12	8	20	0.60	0.85	1.00	0.83
3	0	0	0	9	11	20	0.64	0.89	1.00	0.86
4	0	0	3	6	11	20	0.60	0.85	0.96	0.83
5	0	0	3	6	11	20	0.60	0.85	0.96	0.83
Q6	0	1	5	8	6	20	0.49	0.74	0.91	0.73
Q7										
1	1	0	2	12	5	20	0.51	0.75	0.94	0.74
2	1	0	6	9	4	20	0.45	0.69	0.89	0.68
Q8	0	0	0	13	7	20	0.59	0.84	1.00	0.82
Q9										
1	0	0	1	11	8	20	0.59	0.84	0.99	0.82
2	0	0	0	11	9	20	0.61	0.86	1.00	0.84
3	0	0	1	9	10	20	0.61	0.86	0.99	0.84
4	0	3	0	7	10	20	0.55	0.80	0.93	0.78
5	0	0	2	9	9	20	0.59	0.84	0.98	0.82
Q10	0	0	1	11	8	20	0.59	0.84	0.99	0.82
Q11	1	0	1	12	6	20	0.54	0.78	0.95	0.76
Q12										
1	0	0	0	12	8	20	0.60	0.85	1.00	0.83
2	0	0	1	10	9	20	0.60	0.85	0.99	0.83
3	0	0	0	7	13	20	0.66	0.91	1.00	0.89
Q13	0	0	1	10	9	20	0.60	0.85	0.99	0.83
Q14										
1	0	1	4	9	6	20	0.50	0.75	0.93	0.74
2	0	1	1	12	6	20	0.54	0.79	0.96	0.78
3	1	0	4	10	5	20	0.49	0.73	0.91	0.72
Q15	0	0	1	12	7	20	0.58	0.83	0.99	0.81
Q16	0	0	0	11	9	20	0.61	0.86	1.00	0.84
Q17	0	0	0	11	9	20	0.61	0.86	1.00	0.84
Q18	0	1	2	11	6	20	0.53	0.78	0.95	0.76
Q19	0	0	2	12	6	20	0.55	0.80	0.98	0.79
Q20	0	1	1	13	5	20	0.53	0.78	0.96	0.76
Q21	0	1	2	12	5	20	0.51	0.76	0.95	0.75
Q22										
1	0	0	1	15	4	20	0.54	0.79	0.99	0.78
2	1	1	4	11	3	20	0.44	0.68	0.89	0.67
3	0	0	1	14	5	20	0.55	0.80	0.99	0.79
4	0	0	2	8	10	20	0.60	0.85	0.98	0.83
Q23	0	0	0	8	12	20	0.65	0.90	1.00	0.88
Q24										
1	0	0	1	9	10	20	0.61	0.86	0.99	0.84
2	0	0	0	10	10	20	0.63	0.88	1.00	0.85
3	0	0	1	12	7	20	0.58	0.83	0.99	0.81
4	0	0	1	11	8	20	0.59	0.84	0.99	0.82
Q25	1	1	1	7	10	20	0.56	0.80	0.93	0.78
Q26										
1	0	0	0	8	12	20	0.65	0.90	1.00	0.88
2	0	0	0	9	11	20	0.64	0.89	1.00	0.86
Q27	0	0	2	14	4	20	0.53	0.78	0.98	0.77
Q28	0	0	2	8	10	20	0.60	0.85	0.98	0.83
Q29										
1	0	0	1	15	4	20	0.54	0.79	0.99	0.78
2	0	1	4	10	5	20	0.49	0.74	0.93	0.73
3	0	2	3	8	7	20	0.50	0.75	0.91	0.74
4	0	0	4	12	4	20	0.50	0.75	0.95	0.74
Q30	0	1	0	13	6	20	0.55	0.80	0.98	0.79
Q31										
1	0	3	5	9	3	20	0.40	0.65	0.86	0.64
2	0	2	5	11	2	20	0.41	0.66	0.89	0.66
3	1	2	3	11	3	20	0.43	0.66	0.88	0.66
4	1	3	4	7	5	20	0.41	0.65	0.84	0.64
Q32	0	0	3	14	3	20	0.50	0.75	0.96	0.74
Q33	0	1	4	12	3	20	0.46	0.71	0.93	0.71

Table 3. The Results of Counting and Mean Responses of the Second Phase of the Survey (Second Round of Fuzzy Delphi)

| Questions	Amount of agreement with the question						Triangular fuzzy mean			Definite Fuzzy number (x)
	Strongly disagree	disagree	No comments	agree	Strongly agree	Total	m	α	β	
Q1	0	0	0	9	10	19	0.63	0.88	1.00	0.86
Q2	0	0	0	6	13	19	0.67	0.92	1.00	0.89
Q3	0	1	1	6	11	19	0.61	0.86	0.96	0.83
Q4	0	0	1	5	13	19	0.66	0.91	0.99	0.88
Q5	0	6	0	5	8	19	0.45	0.70	0.84	0.68
Q6	0	1	0	10	8	19	0.58	0.83	0.97	0.81
1	1	1	1	10	6	19	0.60	0.85	0.99	0.74
2	0	1	3	4	11	19	0.60	0.85	1.00	0.80
3	0	2	1	6	10	19	0.64	0.89	1.00	0.79
Q7	0	1	2	8	8	19	0.55	0.80	0.95	0.79
Q8	0	2	2	7	8	19	0.53	0.78	0.92	0.76
Q9	0	3	4	7	5	19	0.43	0.68	0.87	0.67
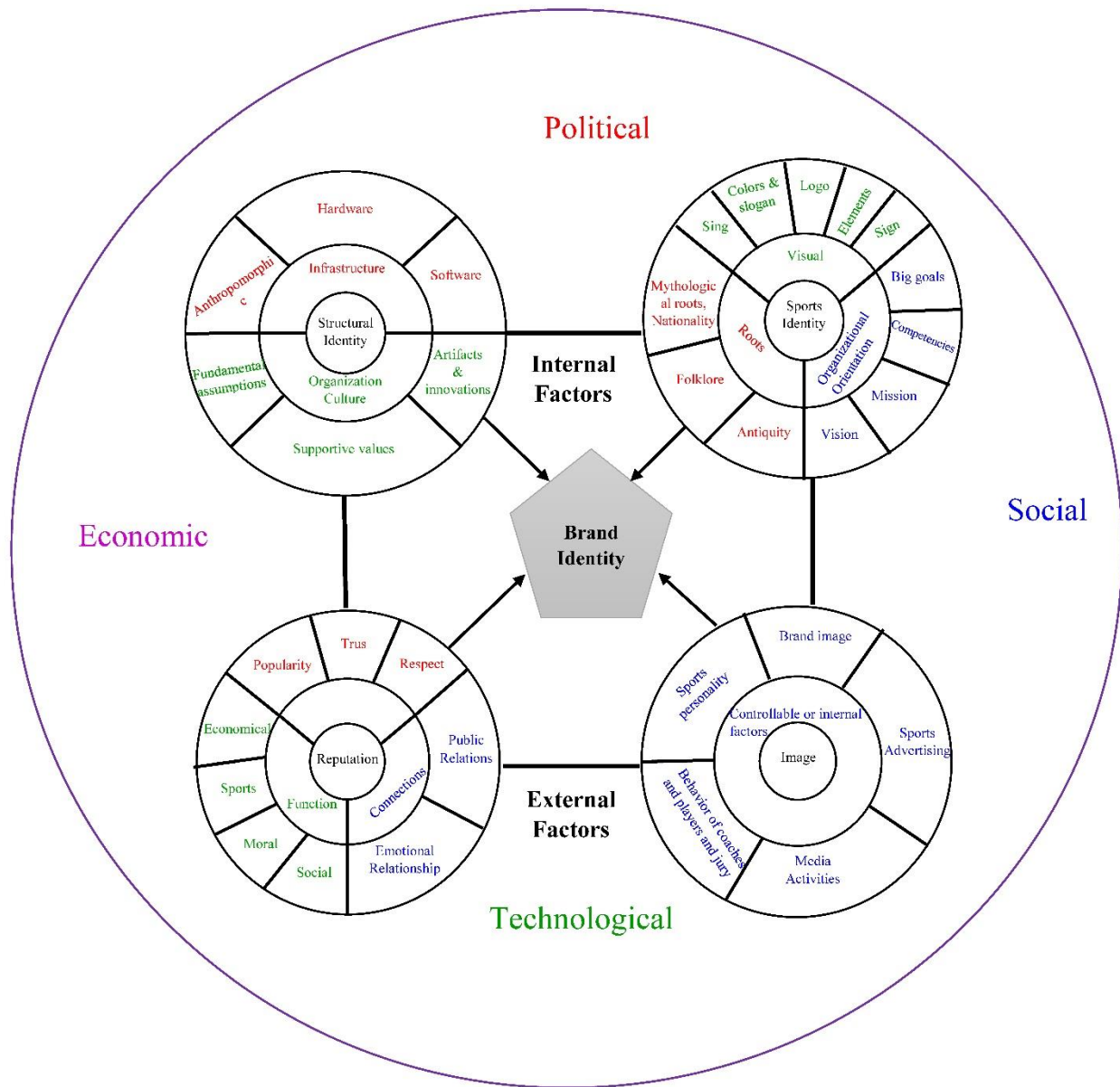
Figure 2. The Final Model of the Factors Affecting the Handball Brand Identity in the Perspective of Experts

Based on the results of Table 3, the most of the components introduced achieved a fuzzy score equal to or greater than the threshold score of 7.0, therefore, they are expertly confirmed by the experts. In the meantime, the propositions "social class of handball fans" and "compatibility / incompatibility of the handball related activities in Sabzevar with environmental issues and challenges may play a role in handball brand identity of this city". According to the obtained defuzzified score, which is less than the threshold of 7.0, therefore it was not approved by the experts and removed from the final model (Figure 2).

DISCUSSION

The final model of the factors affecting the handball identity is the consensus of experts with many dimensions, components and subcomponents that illustrate the complexity of the subject and the operations pertaining to brand creation and the related identity development. In the opinion of experts, with regard to the handball brand, concepts such as macro identity factors, sport identity, structural identity and image and brand reputation are the main constituents of handball brand identity. The macro-identity factors themselves include the political, economic, technological and people factors, meaning that in a country facing crisis in political, economic, technological, and social conditions and mismanagement it is unlikely to create or develop a sports brand identity (12). This issue has also been confirmed by the experts and reflected in their opinions. Experts also suggested environmental and legal factors among macro identity factors that were not generally in consensus in the second round of fuzzy Delphi. No study was found in this regard to compare its results with this study. According to the experts, one of the most important factors in establishing and developing the brand identity of handball is the factors related to the common sports identity among all sports. These factors include visual or visible factors such as signs, legos, elements, colors and anthems. The roots of sports identity include the age of the sport field, folklore, and the mythological and ethnic roots associated with that sport. Organizational orientation is also one of the factors that shapes the identity of sports fields, including the vision, mission, macro goals, and competencies of federations, boards, and clubs active in the field (27). Concerning handball, despite the consensus of experts on the

effectiveness of these factors, some doubts are raised in the comments. According to one expert, "handball is a relatively modern sport, it is unlikely to be tied to such concepts. For example, alike wrestling and Zurkhaneh, they lack a long history and are not rooted in the culture of Iran and Khorasan." In line with this same view, another expert stated "Handball does not seem to have mythological and folklore roots like sports such as wrestling and shooting and polo. Perhaps the history of the city and the clubs is more influential." The raise of such concerns and ambiguities about the effect of each of the factors related to the identity of handball sport indicate the need for field investigations. Concerning the football sport, Fasanghari's (2017) research results indicated that factors affecting brand identity of Iranian Premier League clubs can increase their appeal to fans, valid history and background of the club, club traditions, reliability and trustability of promises made by the coaches, players and managers of the club, credible sponsors and even team uniforms with the logo of reputable company and the valid status of the club among the various visual, written and virtual media (25). Generally speaking, in this study, the Iranian Premier League clubs can increase the attractiveness of their club's brand identity to their fans considering the three factors of differentiation, validity and similarity of brand identity. Although the atmosphere governing soccer is fundamentally different from that of handball, the results of the conclusions made by Fasanghary are consistent with the theoretical foundations associated with the proposed model. Also, the recent findings are consistent with the findings of Esfahani et al. (2013).

The structural identity itself consists of two essential components of infrastructure, including software, hardware, and human infrastructure; and organizational culture-related factors such as underlying assumptions, values, and innovations. In the experts' perspective, these factors in the structural identity sector are more objective and tangible than the factors related to the identity of the sport and have garnered greater agreement. In this sense, according to the opinion of one expert, "these cases are far more influential than the previous symbolic ones." Or "There are many values that can be mentioned: athletic values, environmental, gender etc.". The findings are consistent with

the findings of the Esfandiar and Shafi'i Arab (2014) study, which point out that one of the major challenges in building an urban brand is the difficulty of delimiting values and identifying key identities in cities (31). Zang and Zhao (2009) stated that big events that have characteristics such as: lasting and sustainable attention, unforgettable experience, and organizational skills can play a vital role in the transformation and development of a city's brand. Major events can cause significant changes in the functions and landscape of the city that are interpreted as core values and identities of the city (32).

The final model states that the reputation of the handball itself is a factor in the development of its brand identity. This reputation seems to be due to the success of factors such as emotional attractions like popularity, respect and trust; extensive communication including media and social relations and successful performance in sports, social, ethical and economic fields. In the perspective of this model, the handball brand identity will have a special status when those in charge of this sport could be successful in all aspects and components of gaining reputation for the handball brand. Experts have also suggested other factors for reputation, such as reputation in financial transparency and social responsibility activities. The results of this part of the model are consistent with the findings of Koo's (2009) study, who considers the dimensions of team identity including coach, star player, owner, web, stadium history, native region, and sponsor logo success (18). Schilhaneck (2008), also considers the dimensions and identity of a team's brand, including success, tradition, stadium, fan personality, and base teams (19). Also Moshabaki Esfahani et al. (2013) mentioned factors such as success, color, name, delivery, outfits, fan, competitor, geographical links, background, star players, tradition, stadium performance, non-player staff in this regard.

CONCLUSION

However, regarding the image of handball as an effective factor in developing the sport's brand identity, there was an acceptable consensus among the experts regarding the internal controllable factors such as public

relations, sports advertising, brand image, sports identity and personality and coaches and players' behavior. But there was no consensus among experts about uncontrollable external factors such as sports image, citizen opinions, news reports and word of mouth advertising, and they were not among the factors affecting the brand identity of handball.

Factors that gained the most consensus among experts as factors affecting the brand identity of handball, included humanware factors, handball "performance", having macro goals, and media relations, respectively.

The final model of the factors affecting brand identity in the handball field can, on the one hand, inspire many field studies and on the other requires such studies in order to test its validity and reliability. Obviously, the findings of the present model relate solely to the identity of the handball sport brand and more or less similar models can be studied for the brand identity of other sports, including team sports and even individual sports. In the meantime, the development and validation of the brand Identity tool of Handball can be an appropriate field for future research and provides a field study of the present model.

APPLICABLE REMARKS

- Sports managers in the field of handball are advised to pay particular attention to the quantitative and qualitative promotion of all human factors. There is no doubt that great coaches, star players along with volunteers, loyal supporters and sponsors and utilizing the veterans' treasury can be effective in promoting the brand identity of Handball.
- The performance of the handball clubs can be monitored by citizens, in terms of technical performance, gaining club results, financial and even ethical performance. Therefore, in order to promote the brand identity of handball, all the three performance aspects needs to be considered.
- Nowadays, in order to be better seen and to strengthen its brand identity, every brand needs a close and continuous relationship with the media, and the brand identity of handball is no exception. Managers should consider broad and continuous ways of communicating with the media at the local, national and even international levels in their macro planning.

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