



FINAL EXAMINATION
BACHELOR OF BUSINESS ADMINISTRATION (HONOURS)

COURSE : SPORTS BRANDING

COURSE CODE : SPB3053

DURATION : 3 HOURS

INSTRUCTIONS TO CANDIDATES:

1. This question paper consists of **FIVE (5)** questions.
2. Answer **ALL** questions in the Answer Booklet provided. Start each answer on a new page.
3. Please check to make sure that this examination pack consists of:
 - i. The Question Paper
 - ii. An Answer Booklet
4. Do not bring any material into the examination hall.
5. Please write your answer using permanent ink.

MYKAD NO./ PASSPORT NO. : _____

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LECTURER : _____

SECTION : _____

DO NOT OPEN THE QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO

This question paper consists of 3 printed pages including the front page

Instruction: Answer ALL questions.

The Rise of Kuala Lumpur City FC Through Strategic Branding and Reputation Management

Kuala Lumpur City FC (KL City FC), established in 1975, has undergone significant transformation within Malaysia's football ecosystem. Historically overshadowed by traditional powerhouses like Selangor FC and Johor Darul Ta'zim, the club strategically rebranded itself to strengthen its public image and corporate profile.

The key drivers of its evolving image include competitive achievements, that winning the 2021 Malaysia Cup elevated the club's profile nationally, signaling resilience and strategic management, social media campaigns and community outreach programs improved perceptions, positioning the club as approachable and community-focused, consistent media presence through press releases, match coverage, and player interviews reinforced credibility, the crisis management addressing periods of poor performance and administrative issues with transparency helped stabilize public trust. By aligning on-field performance with off-field professionalism, KL City FC cultivated a reputation as a modern, competitive, and community-oriented club in Malaysia's sport industry.

Corporate branding has been central to KL City FC's commercial and strategic growth that rebranding efforts, including a modern logo, merchandise redesign, and updated team kits, reinforced a professional, city-centric image, partnerships with corporate sponsors leveraged mutual brand value, enhancing financial stability and visibility, active social media campaigns increased fanbase loyalty, while digital storytelling highlighted players' and club achievements through digital marketing. The community branding, which initiatives such as youth academies and public football clinics strengthened the club's brand as socially responsible and locally connected. In merchandising and events, expanding branded merchandise and hosting fan engagement events generated revenue and reinforced the club's identity.

The combination of these corporate branding strategies positioned KL City FC as both a competitive football organization and a marketable brand capable of attracting sponsors, fans, and media attention. KL City FC's evolution illustrates the interplay between sporting performance, public perception, and corporate branding in shaping a football club's image in Malaysia. Through strategic reputation management and professional branding, KL City FC has successfully redefined itself from a city-level team into a recognized competitor in the Malaysian sports industry.

Questions for Discussion:

1. Based on the case study, discuss **FIVE (5)** factors that contribute to a sports organisation's image, with a relevant example for each.
(20 marks)
2. Describe **FIVE (5)** elements and processes of brand building, providing a relevant example for each.
(20 marks)

3. PUMA, founded in 1948 in Germany, transformed from a performance-focused athletic brand into a global sports–lifestyle powerhouse. Its competitive edge came from three strategic pillars: athlete endorsements, innovation, and brand repositioning. In the 1960s–70s, partnerships with elite athletes such as Pelé elevated global visibility. Pelé famously wore PUMA boots during the 1970 World Cup, creating massive brand exposure. Later, collaborations with stars like Usain Bolt reinforced performance credibility; Bolt's Olympic dominance strengthened PUMA's sprinting category leadership. In the 2000s, PUMA repositioned itself as a "Sportstyle" brand blending performance with fashion. Strategic collaborations with celebrities like Rihanna expanded appeal to youth and female consumers. This diversification reduced reliance on pure athletic performance markets and increased lifestyle revenue streams. Operationally, PUMA streamlined supply chains, focused on sustainability, and invested in digital marketing. The result: strong global brand equity, consistent revenue growth, and competitive positioning against industry leaders.

Examine **FOUR (4)** advantages of PUMA' brand identity as a globally recognized brand. Give an example of each.

(20 marks)

4. ASICS, founded in 1949 in Kobe, Japan, built its brand on performance innovation and athlete-centric design. Its name derives from the Latin phrase Anima Sana In Corpore Sano ("a sound mind in a sound body"), reinforcing its performance–health positioning. A pivotal success factor was technological differentiation. The launch of GEL™ cushioning technology in the 1980s enhanced shock absorption and injury prevention, giving ASICS a competitive edge in running footwear. By focusing on biomechanics research and collaborating with elite athletes, ASICS earned credibility among serious runners, distinguishing itself from lifestyle-driven competitors. Strategic global expansion further strengthened the brand. Entry into the U.S. and European markets in the 1990s increased revenue and brand recognition. Sponsorship of major marathons, including the Tokyo Marathon, reinforced its authority in endurance sports. Unlike competitors emphasizing fashion, ASICS maintained a performance-first strategy. This niche focus cultivated strong brand loyalty within the running community. As a result, ASICS became one of the world's leading running shoe brands, demonstrating that technological innovation, focused segmentation, and brand authenticity drive long-term success in the sports industry.

Describe **FOUR (4)** steps of Nike's sports brand equity using Keller's model, supported with an example.

(20 marks)

5. KL Volleyball Club is a community sports club in Kuala Lumpur. It trains youth and adults to improve skills, teamwork, and fitness. The club organizes weekly practices, friendly matches, and local tournaments. Members learn discipline, leadership, and sportsmanship. The club also engages with schools to promote volleyball and healthy lifestyles. Over the years, several members have joined state-level competitions, boosting the club's reputation. It serves as a hub for community bonding and encourages young people to stay active through sports.

Elaborate **FIVE (5)** advantages of sports brands using storytelling to connect with audiences. Give an example for each.

(20 marks)

(TOTAL: 100 MARKS)

END OF QUESTION PAPER

