



Winning redefined, a new brand positioning for MP Motorsport

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Enjoy reading this report,

Jeffrey van Maanen

MP Motorsport

Core strengths:

- Talent discovery
- Talent development
- Unique way of working
= Family atmosphere

Competitors

- Focused on being the best
- Mentality: achievement, energetic, passionate and adventurous.
- Competing against other F1/F2/F3 teams for both fans and sponsors

Positioning strategy

MP Motorsport needs a positioning that stands out from the competition, builds on their core strengths and values, fits with the target group and is appealing for companies to sponsor them.

The positioning enhances their core strength and identity:

Talent education

We position ourselves by combining this with the

Family atmosphere

to get to the concept of:

Companies

- Looking for common values
- Goals of sponsoring: Improvement of brand awareness, brand experience and brand image.

Generation Z

- = talents of the future
- everything is about their identity
- Values: Equality, being yourself and authenticity
- Always online

Winning redefined:
Be your best self.

Personality:

**Ambitious, leading
modest, involved**

Hero archetype

Belief

**"In everyone
hides a talent"**

Core values

**Everyone is equal
We care about each other
Together we succeed
We want you to be your best self**

Prove our belief

We will create various online challenges to discover talents around the world and form an online community together that help and inspire each other to be their best self.

Tone of voice

Coaching, inspiring
Interested

Tone of image

Warm, personal,
open, competent

At MP Motorsport winning doesn't mean you have to be the best. Winning means that you work hard, learn a lot and eventually become your best self. We don't care about achievements. We care about you. We believe that in everyone hides a talent and we want you to discover it and develop it together with us.

Its not about being the best, its about being your best self.

That's how we redefine winning

Executive summary

MP Motorsport is a talent educating race team participating in the classes below the Formula 1. The problem with the lower classes and therefore MP Motorsport as well is that these classes don't get much attention and exposure.

As a company run by people with passion the branding and positioning is more something that naturally emerged from this passion rather than a series of conscious decisions. This makes it fragile.

A more conscious strategy and vision on how MP Motorsport needs to be branded and positioned against their competition that is more than “look how cool racing is” is needed to become more attractive for sponsoring. This report describes the process from analysis to finding the right positioning and an advise for a new brand identity and an implementation plan to help becoming more attractive for sponsoring goals.

The analysis done with employees showed a unique characteristic that will help the team to position themselves against the competition; the family atmosphere. This atmosphere is what also characterises their contradictory personality. This personality is on one hand leading and ambitious and on the other hand modest and involved. Competition and stakeholder analysis have been performed to find the right combination of being unique to the competition, desirable for the stakeholders (the fans and sponsors) and builds upon the core strengths of the company.

Then using the brand key model, a positioning is made with the essence: Be your best self. The belief, “in everyone hides a talent” and values like “everyone is equal” and “together we succeed” combined with the essence and the positioning resulted in a brand story that describes the feeling MP Motorsport wants to communicate.

To manifestate the brand, an advise has been set up for a tone of voice and tone of image. Wrapped in a concept called “winning redefined” this advise is part of the whole implementation plan that should lead the way for the team to implement the newly created brand in short and long term actions. In 3 phases MP Motorsport is advised to start with a clear brand introduction to the target groups Gen Z and potential sponsors. The next phase revolves around creating a community to attract both Gen Z talents and subsequently sponsors to interact with the team and each other. Finally the last phase is long term focused and aims for sustainable growth. In this phase the community is established and can expect various opportunities to discover and develop a whole range of talents, sponsors and gen z are connected to each other via MP Motorsport and the team is able to finance the lower classes without the pressure of the money drivers bring along.



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Chapter 1

Introduction

1.1 Problem definition

Formula 1, a worldwide race championship with an enormous amount of fans. Last year only almost 2 billion people worldwide have seen 20 cars with the best racers in the world race each against each other. Popular teams like Ferrari, Mercedes and Red Bull Racing find it easy to get sponsorships as they have lots of exposure. This doesn't count for everyone though.

Road to Formula 1

Behind the F1 competition hides a big talent pool of young drivers driving in lower classes. They follow the FIA (The international autosport federation) global pathway from karting to Formula 2 to eventually become an F1 driver. This pathway follows the following hierarchy: Karting, F4, Regional F3, F3, F2. The problem for the teams that compete in these classes is the lack of exposure and are therefore less appealing for sponsoring.

Financial struggles

MP Motorsport is a team that has cars in all these competitions (Formula Renault 2.0 instead of Regional F3) providing the complete talent training ladder for young drivers (figure 1). Despite this they struggle each year with getting in enough sponsoring money for the team. Currently they are financing the year with the sponsors that drivers bring to the team yearly. With different drivers every year this way of financing comes with the risk of not getting in enough money for the year as different drivers bring different amounts of money.

To solve such financial problems teams often have to choose for a driver with big financial sponsors regardless of the talent this driver has. Branded as a talent training team you would ideally have two talented drivers in the car, creating a winning team as well.

For this to happen team sponsoring instead of driver based sponsoring can serve as a solution. The team has tried this in the past but without success.

Problem definition

MP Motorsport is a company run by people with passion. They live for the sport and will do anything to win. The branding and positioning is therefore more something that naturally emerged from this rather than a series of conscious decisions. This makes it fragile. A more conscious strategy and vision on how MP Motorsport needs to be branded and positioned against their competition that is more than "look how cool racing is" is needed to become more attractive for team based sponsoring.



Figure 1: Hierarchy of the current classes MP Motorsport competes in.

1.2 Design brief

The goal of the project is to design a new positioning for MP Motorsport that makes them stand out from the competition. This is needed to become more attractive to stakeholders like fans and potential sponsors and subsequently become financially independent from drivers based sponsoring in the future.

1.3 Who is MP Motorsport?

In 1995 Cock Kool founded the organisation MultiPromo. He used the organisation as a platform for multiple sponsors to promote his racing team in order to let his son drive in the racing sport. 25 years past and 2 new owners owned MP Motorsport with the same idea as Cock; to provide a controlled foundation to let their son pursue a career in racing. Since Henk de Jong took over the team in 2004 the team grew with more cars in multiple classes all to have his son Daniel de Jong drive himself up the ladder to F2.

This mentality of caring for your son in a family way is something that was present in the whole team and never changed. Every year a new group of talented drivers are welcomed to the team to drive in one of the four classes MP Motorsport races in. But for every driver the same mentality is present, they care for them as family. Later in the report we will see that this mentality of treating the people in the team as a family is a valuable asset for the brand positioning (see chapter 2.2 company analysis).

Current goal

The teams drive to educate talent and guide them to the top is what stayed as the main foundation of the team whether it's a relative or not. This is also the main pillar on how they want to grow and how they currently brand it. Their current goal is to become champion in the Formula 2 to show their strengths and get in more talented drivers that hopefully make it to the Formula 1. As we will later see in the competition analysis (2.3) this is part of the current problem as this is not an unique asset for MP Motorsport.

Working atmosphere

The core strength in the talent development process is the working atmosphere, multiple engineers and drivers claim that here at MP Motorsport the best atmosphere is created. People are driven and passionate, they get their money well in time (this is not standard for a lot of teams) and have good facilities. Engineers and drivers are sponsored to do fitness wherever they like it and with their own personal coach of their liking.



Name: **MP Motorsport (former MultiPromo)**

Founded: **1995, by Cock Kool**

Residence: **Westmaas, The Netherlands**

Current raceclasses: **F4, FR, F3 and F2**

Biggest asset: **Working atmosphere**

Goal: **Delivering talented racers**



Figure 2: Former driver Daniel de Jong hosting a guided tour in the MP Motorsport workshop

1.4 Process & Methods

Process

The process that has been followed during the project is the double diamond design process (figure 3). It consists of two main phases within each phase a diverging start and converging end. Within each diverging and converging phase, several methods have been used to both collect and merge knowledge respectively. Within this subchapter, I will go by the phases and their methods briefly and explain the use of them. In their corresponding chapters, the results of the models and methods can be found.

Analysis

The first phase starts with the diverging analysis phase. In this diverging phase, the focus was on the exploration of the company, the context of the project, competitors, and other stakeholders. The company analysis is done with primarily internal research using unstructured interviews and two focus group based researches.

The various unstructured interviews where all done one on one, where mostly one topic was addressed and deepened out. The choice for unstructured interviews is made based on the flexibility the method offers above mentioned structured and semi-structured interviews. This flexibility helped to get rich answers which supported unveiling unexpected information. The unstructured interviews were only done with team manager Sander Dorsman, team owner Henk de Jong, and brand manager and former driver Daniel de Jong. The limitation of only talking to management is biased as you get one side of the story. This limitation is evaded in the generative sessions.

The generative sessions were conducted with employees of MP Motorsport. The goal of the first research was to find the core values and strengths of the team. A group of 5 people was formed with the roles of formula 4 engineer, team manager, brand manager, social media marketer, and one of the current F3 drivers to guarantee various perspectives and insights. Next to the range of roles, also experience level within the team (amount of years working for the team) and the age range is considered in choosing the participants. The research is divided into three phases, present, past, and future, where the participants identify the assets in a group discussion for each of these time phases. These assets are written on a small f1 car and put on the circuit. The reason to make a circuit filled with cars has to do with the fact that “make tools” reveal deeper levels of understanding (Sanders, L., 2012). Also the “make tools” are better able to support the jump to imagining the future on the basis of deeper interpretations in the past. Hence the choice to start with the present, then move to the past before the participants generate ideas for the future.

The choice for using a generative session is to get an as wide as possible range of perspectives on the team while discussing their different perspectives with each other. This conversation provides extra information over choosing for 5 separate interviews. In appendix A the used materials can be found.

In the second research, the preferred personality of MP Motorsport was established with the same engineer and brand manager accompanied by the team coordinator. The participants were asked to choose from the selection of personality cards (appendix B) that matched the current personality of MP Motorsport. Then this selection was filtered to a selection of 15 cards. After that up to a maximum of 5 personalities were added that they preferred to be in the future. This selection is then clustered in 4 parts of the personality of MP Motorsport which will be used in the new brand DNA.

Finally, desk research has been conducted to gather information on the online presence of MP Motorsport and its competitors. Sports sponsorship has been investigated using multiple papers, trend analysis is conducted using multiple online sources and finally, information about the target group is gathered using an RPA Report on Gen Z (RPA, 2018). The company analysis is then concluded in a SWOT matrix, highlighting the most important strengths, weaknesses, opportunities, and threats of and for the team.

Positioning

In the converging positioning phase, all information gathered in the analysis is combined in a model called the Brand Key model (Riezebos, R., Grinten, J. van der (2015). In this model 9 steps are followed and filled in (figure 11, chapter 3.1). The first 4 steps are based on internal and external research and are therefore filled in with the results of the analysis. The steps 5-9 are based on a creative iterative process of choosing the right information to display to come to a satisfactory brand positioning. This positioning is strengthened using the theory of contrarian branding (van der Vorst, 2017).

The brand positioning is used to create a brand story and brand DNA using the brand DNA model concluding the first diamond.

Exploration

The brand story and DNA are the basis of the second diverging phase where the inspiration for and interactions with the brand were explored. This is done by desk research on different other brands and their online presence and brainstorming sessions are done individually.

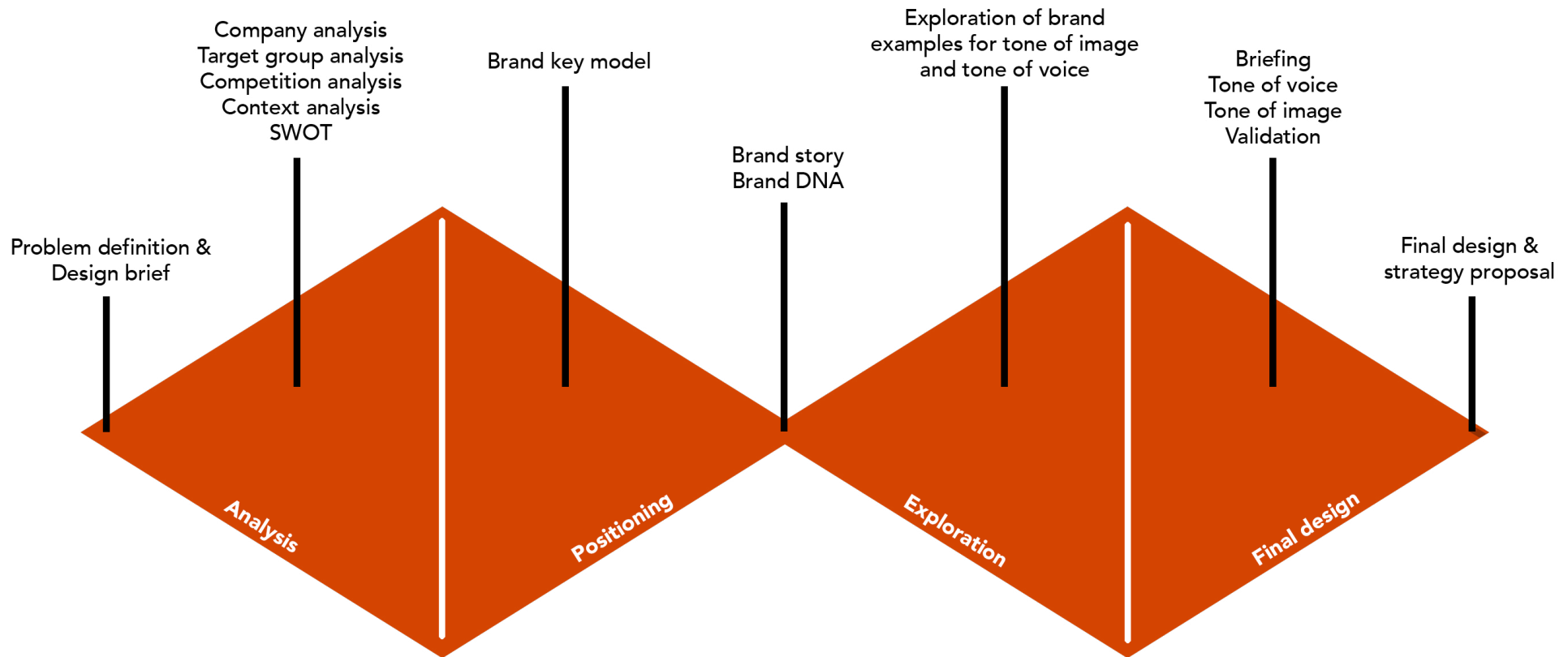


Figure 3: The double diamond model shows the diverging and converging phases in the design proces.

Final design

The final design is an advice that is given on a matching tone of voice and tone of image of the brand, a common method to express the brand in guidelines. This tone of voice and tone of image are validated in quantitative research using an online questionnaire with 10 participants of the target group. The final advice is given accompanied by a roadmap describing the short and longterm actions MP Motorsport are advised to do in order to implement the brand successfully and profit from it.



Chapter 2

Analysis

2.1 Context analysis

To find interesting opportunities or notable threats for MP Motorsport, a trend analysis has been conducted. The research is based on different reports from different bureaus and organizations like Nielsen and Deloitte.

COVID-19's impact

The outbreak of the COVID-19 virus showed how fragile the racing industry is in its current format. For MP specifically, their only income stream is that of sponsors that pay per race weekend. Other revenue streams are missing. The virus also showed the opportunities the online world can bring. Sponsorship opportunities that arise with e-sports should be taken into account in revenue even when the cars are not driving increasing the team's resilience to global problems like the COVID-19 outbreak.

Everything online

With new generations growing up with online content everywhere it is inevitable that MP Motorsport needs to improve their online presence as well. Nielsen (2017) predicts that motorsport teams need increasingly sophisticated and tailored content strategies for each major platform.

Multiple sources (Nielsen, 2017)(Deloitte, 2020) also find that SVOD (subscription video on demand) is growing. Together with increasingly popular streaming services like Twitch and youtube membership, MP Motorsport could benefit from such trends by doing live streams for members that show even more from the team for example.

Social responsibility

As a team with followers, you must lead by example. For example, becoming greener in transport and materials or expand to formula E, but also by taking a stand in current days' problems. Showing the cultural diversity in your team, showing support in worldwide problems like racism like the Black Lives Matter movement. But also with the focus on men in the racing world. MP Motorsport should be able to adapt its brand at any given time to show the followers what is important to the team.

Racing is entertainment

Another interesting trend is the increase in entertainment activities next to the races to enhance the whole experience. There are concerts after the races, but also during the race weekend, there are stands everywhere with different kinds of things to do or to buy. MP should step into this trend to come closer to its target group and provide a better brand experience. Another trend seen by Nielsen is that motorsport fans and brands ask for more for behind-the-scenes/lifestyle/celebrity content around major motorsport events.

Globalization

Formula 1 hosts an increasing amount of races outside of Europe. There is big interest and money from both Asian countries and the US. It is predicted that formula 2 will follow this trend as they already host the start and ending of the season in Bahrain and Abu Dhabi for a couple of years.

This can affect MP Motorsport in positive and negative ways. Firstly there is the threat that if F2 proceeds to follow the team will end up with higher costs. Given the situation that finances are already tight (even more due to COVID-19), this likely will cause financial pressure. On a positive note, the current fan group on social media is limited to only European fans (appendix C). A spread of races towards other countries also gives opportunities to grow in the fanbases in Asian countries. A trend that could be beneficial for sponsoring goals.

E-sports

Together with this streaming uplift comes the increasing popularity of e-sports. While it is growing rapidly in other sport branches, the formula 1/ formula 2 classes are still immature. It is advised that MP Motorsport steps in as soon as possible. Nielson found out via questionnaires that 43% of the motorsport fans are next to real motorsport also interested in the e-sports variant.

The newer formula 1 games (2019/2020) support driving in the formula 2 cars, including MP Motorsport. During the COVID-19 when no actual Grand Prix' were held, the formula 2 drivers already drove in F1 official esports races with high numbers of viewers.

Another benefit of expanding the team into e-sports is the extend of possibilities for sponsoring. As e-sports viewers are a new target group, multiple new sponsors might be interested in partnering with MP Motorsport. Seen from the viewer's perspective it is advised to partner with endemic brands rather than non-endemic brands (Nielsen, 2017). They found out that the most appropriate categories are:

- Technology companies
- Energy drinks
- Internet service providers
- Carbonated beverages/snack foods

The least appropriate categories are:

- Insurance
- Financial services
- Liquor
- Beer

2.2 Company analysis

Chapter 1.3 described the basic information about MP Motorsport. This subchapter presents the results of 2 focus generative sessions with MP Motorsport employees about the assets and personality of MP Motorsport and desk research on the reason of being at the start of the project.

Reason of being

To find out what value the team has, research has been conducted in their reason of being.

According to DNHS business school (<https://dnhs.nl/modellen/bestaansrecht/>), a company has a reason of being if value is given. This can be analyzed on the basis of 3 parties: the customers, employees and stakeholders.

Within this scope, I define the fans as customers as they consume entertainment. Other stakeholders are the (potential) sponsors and drivers.

Value per party:

Fans: Currently not a lot of value is given to the fans compared to other competitors (chapter 2.4). On the website, the same content is shown as on social media, but it provides extra info about the cars and drivers. Next to that, you can buy a cap and book there. Lastly, there is little to no interaction with fans, social media is only used to send information rather than share and talk about it.

Employees: For employees, the most value is in the working atmosphere and business operations. In a world where a good atmosphere and getting your loan in time is not a given, MP Motorsport excels which is highly appreciated by the engineers.

Sponsors: For the current sponsors MP Motorsport provides mainly brand awareness in the form of placing their logos on the car and website. Next to that, the sponsoring companies are allowed to use photos of the car and associate the company with MP Motorsport.

Drivers: For drivers, the perfect ladder from formula 4 to formula 2 is provided. On top of that MP focuses on the personal improvement of all of their drivers. Where other teams tend to have favorites, all drivers in this team are treated equally and are developed to be as good as they can be personalized.

The assets of MP Motorsport

The research gave an interesting insight into the different viewpoints of the different employees about the different strengths and values of MP Motorsport. On some themes they were agreeing, one of these is the atmosphere in the team. Terms that were used to describe this atmosphere were: motivated, self-starting, trust, accountability, equality, open and honest, loyal, and “like a family”. This family atmosphere as they name it is an atmosphere that is not seen as apparent in other teams than at MP and is something they have had since the beginning of their existence. What was said by the driver for example is that in the other teams he drove, only the first driver get the best material and all the attention, whereas the rest will work as a tool. That is something MP would never do as they want everyone to succeed in their own way. The value of this family atmosphere lies on one hand in the fact that people become a lot more motivated throughout the team and go the extra mile for each other and therefore good results. On the other hand, it secures a personal way of working with each other, which results in everyone being treated equally and personally and extract the best out of the people.

Other results of the research are the fact that they do a good job in talent development with their talent ladder. It is not easy to stay in multiple classes for a longer time as it takes good management and funding, the fact that they have this for multiple years is therefore a valid strength. When looking back the participants concluded that the team became a lot more professional and structured throughout the years. They also became financially healthier and got better results.

In the future, they want to compete on an even higher level and try to go for championships. Next to that, they are open to expanding the team with e-sports training as that is starting to become a big thing and fits with the team to bring talents to the top of a new class.

To conclude this research, the most important takeaways are to find an interesting branding opportunity by combining talent education with a unique family atmosphere.

The personality of MP Motorsport

A company and brand have a personality that dictates how they (should) behave and make decisions. The second generative session with 3 employees of MP Motorsport is about finding out what personality traits fit with MP Motorsport. For this research 2 sets of personality cards (appendix B) were used as tools. Each card shows a personality trait, like polite or optimistic for example. There is a division for positive characteristics (orange cards) and negatively achieved personalities, like arrogant or stubborn. Together with the 3 employees a selection is made, clustered, and concluded with the personality MP Motorsport wants to be.

What became apparent is that comparable to the results of the first research the passion and hard-working mentality came forward in traits like demanding, critical, and ambitious. On the other hand, the family atmosphere with traits like involved, honest, and helpful showed the almost contradicting softer side. Together these results led to an interesting personality where on one side MP is the ambitious leader, that fearlessly wants to win and become the best, but on the other side is involved and caring for their people and wants the best for them. MP Motorsport is a silent, caring leader.

This personality is used as a basis to determine how MP will act, talk, and show itself to the world. In chapter 3 both outcomes of the researches will be used as an input for the brand positioning.



Figure 4: Three employees discuss which personality traits to pick.

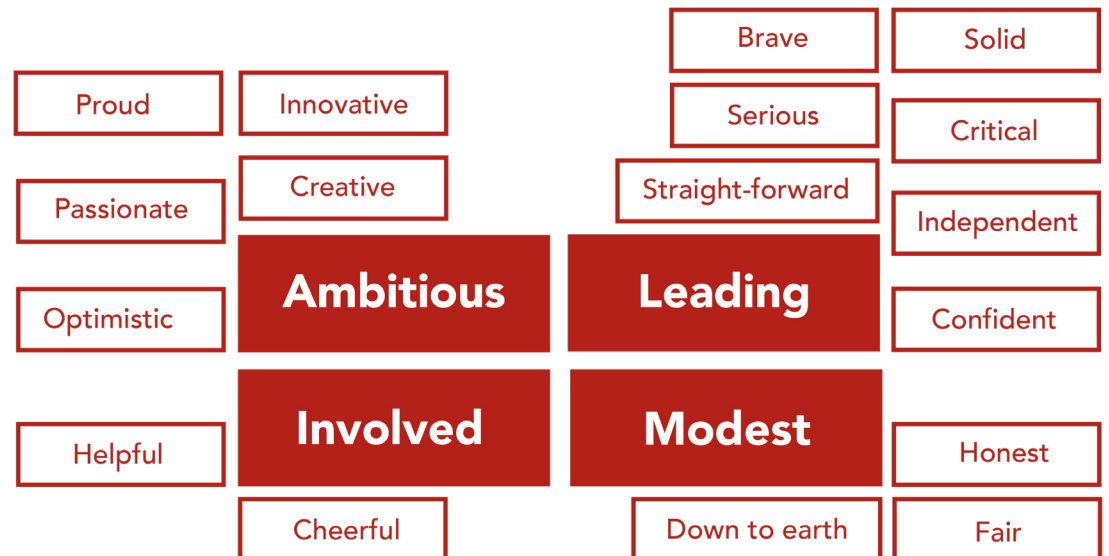
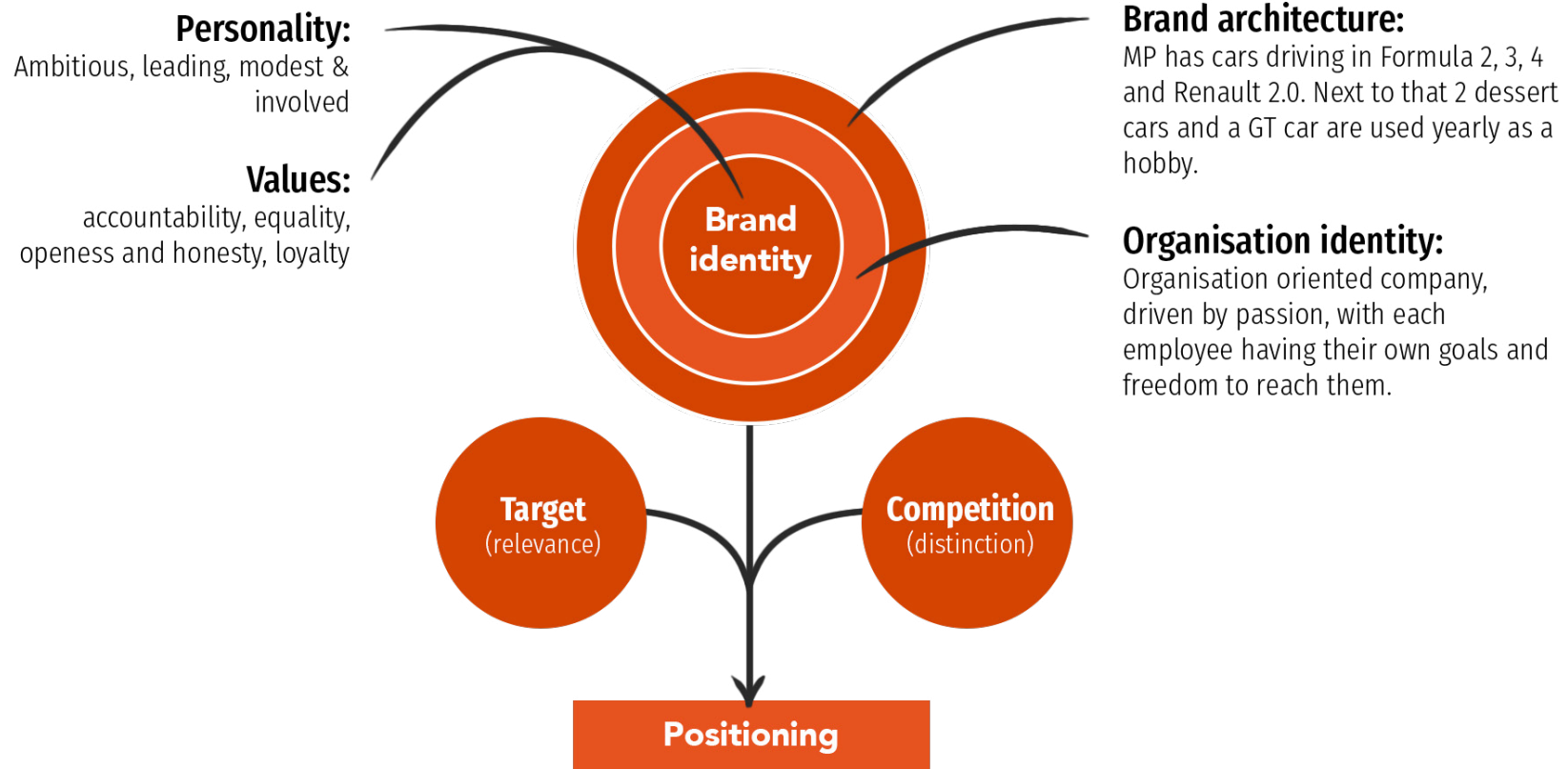


Figure 5: The final result of the personality for MP Motorsport, red fill = main trait of that cluster, red outlined = supporting trait for that cluster



Lastly, the brand architecture and organization identity will be researched to complete the positioning model (figure above). The brand architecture shows the different brands (in this case race classes) within the team. The organization's identity shows the way MP operates.

Brand architecture

The focus of MP Motorsports brands is on providing a complete talent ladder for talents to get into a Formula 1 seat. The current classes they compete in are Spanish F4, Formula Renault 2.0, FIA Formula 3, and FIA Formula 2. Next to that, the team owns a GT3 car that is used every year for the 24h of Dubai in the WEC and 2 desert race cars used in the Morocco Desert challenge yearly. But as the latter two classes are hobby projects for the engineers to work on these are not put to the front in their brand communications. The positive impact of these hobby projects is that the engineers can pull their minds of the daily grind, but it does cost time that can be put in the performance of the car.

Organization identity

According to (van der Grinten, J., Masterclass positioneren) MP Motorsport is a typical organization oriented company. It's a team driven by passion and motivation where everyone has a clear goal of what to do but is let free in how, when, and in what times they do it. There is no strong hierarchy, everyone is treated equally, though the team manager and chief engineers, etc. will have their final responsibility for the engineers. Like one big family, everyone works together and is involved in each other's work.

When it comes to a mission and vision, the goal for the products (racecars) lies in delivering the best possible performance and results and help talents get to the top with their talent ladder. Though the focus lies on providing the employees with the best possible circumstances to do that. Examples are being paid in time (this is a serious problem in other teams), a good working atmosphere, and attention to the people.

2.3 Stakeholders

In this project the aim is to match the final design with 4 different stakeholders:

- the fans
- the (potential) sponsors
- the MP Motorsport employees
- the (potential) drivers

In this subchapter, all the findings from analyzing these stakeholders in what they want, provide, and to start with who they are being laid down.

A younger generation, the new fans

For the new positioning MP should target generation Z as the target group. The reason for this has to do with the strategy of highlighting the discovering talent aspect of MP Motorsport. The target group which is young enough to discover and develop their talents, but also old enough to be curious and responsible do actually do something is generation Z. This generation are the talents of the future. Next to that Gen Z is like MP Motorsport about equality. In our brand, we want to highlight that both man and women have the talent and that therefore everyone is equal which fits perfectly with this generation

Generation Z is defined as the people born between roughly 2000 and 2015. It's the generation after the Millennials which they share some interesting characteristics with, but also differ from. For example, both generations have a preference for consumption of access over consumption of possession (RPA, 2018). Also, both generations like to join and form communities because they allow people of different economic circumstances to connect and mobilize around causes and interests. There is one thing where Gen Z stands out, and that is the immense focus on their own identity.

These Zoomers as they are also called use various tricks to hide their true identity behind a set of created parts of their identity therefore never fully revealing their true identity. The psychological reason behind this is their low self-esteem. They are scared that they will be criticized for who they are and therefore only show the different perfect parts on different social media accounts (RPA, 2018)

“These kids are very savvy in manipulating how they present different fronts on different platforms... they’re expert curators in how they present an identity where and who your audience is and what they see.”

—Digital Media Anthropologist

What is also remarkable is that their identity changes with different contexts. As this generation is highly involved with what happens in the world on social and political levels they want to show support to various causes like the BlackLivesMatters movement and the LGBTQIA+ getting a lot of attention. But also Greta Thunberg is gen Z'er known for stepping up for her own future. The people in the background show their support by shifting identity. Think about changing profile pictures, showing various content on their online profiles, form communities etc. By doing this they show support and make sure the problems are being heard.

“ In different groups of people, different friends, and different environments, I act completely in a different way... Maybe if I’m like alone in a box then I can truly be real.”

- Bryan T., 20, A Gen Z Content creator:

For that reason they expect brands to do the same.

They will support brands that dare to take a stand and also are able to shift their identity depending on the context. Luckily this generation is not afraid to talk directly to companies.

“ I think this is the first generation that really doesn’t seem to have a problem talking directly to companies. Through Twitter, through the power of the comment section on their websites, they will tell you who they are, what they want, and when they want it. ”

—Elliott Kennedy, Writer at Nike

In conclusion, everything in the lives of Gen Z is about their identity. The new brand should therefore provide tools and opportunities to add to the personal brands of this generation to support them. MP Motorsport needs to be a role model for them and take a stand in varying contexts and we need to give them a place where they can be themselves. What they will get back is a loyal community of talented people that support the team and its partners.

Sponsors

One of the solutions to be more financially stable is to be less reliant on drivers sponsoring and shift the focus to a team-based sponsoring. In order to accomplish that more information is needed about the reasons why companies sponsor sports teams.

Constructing a co-branding association or relationship between a sports team and a company starts with identifying a common ground between participant brands (Lebar et al., 2005; Motion et al., 2003). This common ground can for example be found in the values both companies share. The greater the core values that partners share, the bigger is the potential increase in equity of any co-branded product or service (Jones, 2004).

Frederick, H. and Patil, S. (2010) found out what the most important core values in a co-branding relationship in their research (table 1). What should be noted is that in 2010, times were slightly different, therefore I expect community focus to be a bit higher following the trends, but overall it gives a good feeling of which values commonly are shared.

Another useful result is when companies were asked to pick the one most important strategic goal of such a relationship. Respondents focused on brand awareness (31%) followed by brand experience (25%) and brand image(20%).

When asked the MP Motorsport team manager, who secures sponsorships, to verify this, he can confirm this is true for most of the current sponsors. But for those sponsors who choose not to partner up, it mostly has no clear reason.

Values	Percentage answered (%)
Innovation and creativity	100
Culture and tradition	75
Entertainment and fun	75
Commitment	67
Passion	67
Excellence	50
Insiration	50
Community focus	50
Challenge and competition	42
Integrity	33

Table 1: Core synergistic values in a co-branding relationship (Frederick, H. Patil, S. (2010)

Cliffe, S. J., & Motion, J. (2005) developed a framework illustrating the strategic options that sponsorship offers brand strategy. It builds upon Aaker and Joachimsthaler (2000) and divides sponsorship brand objectives into brand awareness, image, experience, and loyalty. The framework will be used to make strategic decisions with the brand to enable more options to reach the objectives and become more attractive for companies to work together with MP Motorsport (figure 6).

In short, brand image is how people look at your brand and what they think of it. This can be influenced by changing your identity in a way that suits your target group so that they might think in a different way. Brand awareness is basically if people see or hear your brand identity; they are aware of your brand. One step further is to have people experience your brand. Brand experience is when you link your brand to a certain experience people can have, like linking DHL to a racing experience. People will associate DHL with the fast and exciting experience they had in the racecar.

When two companies want to enhance each other's brand image, they need to manage their brand identity. One of the ways to do that is to attach certain interesting associations with the brand that should become more apparent in order to become more attractive for a selection of companies interested in that association. An example can be that MP Motorsport will focus the new brand fully on their expertise in making employees happy. A company with a bad image of pushing their employees too hard can benefit from partnering up with MP Motorsport as it shows it cares about the happiness of their employees which might influence the image positively and subsequently their HR. When it comes to brand awareness, MP can show companies logo's on their car, which will be seen on television and photos on social media.

Current sponsors

Currently, MP Motorsport has a handful of sponsors. They can be clustered in 4 groups. The first group is in fact one sponsor, Kroon Oil. Its a Netherlands based oil product supplier and approached MP in the past for a sponsor deal to create associations with the technology and speed of the sport, as well as they are both Dutch. Next to some products, they are financial sponsors.

The second group of sponsors is connected to the current owner Henk de Jong. As the owner of de Jong Verpakkingen as well he sponsors his own team financially. Karpack verpakkingen is a shared company with him and another owner that also for the same reason sponsors MP Motorsport.

Group 3 consists of a marketing sponsor that reels in multiple sponsors under shared interest. The owner of Draco Marketing was also part of another racing team, but when the owner became too old he started the marketing company. Sponsors Siri, Syncro, Torneria Ferraro, and Fiorese Giovanni are all part of the Draco Marketing deal.

Finally, there are in-kind sponsors. These are Bell helmets, GPticket and HRX. Bell helmets sponsor the helmets for most drivers in the team unless these drivers bring their own sponsors. HRX sponsors the racing suits and GPtickets takes care of guided tours in the MP workshop and supplies the team with tickets for sponsors and guests to come with the team.

What is interesting is how few actual sponsors that intentionally benefit on the brand MP Motorsport there are. Kroon oil has a strategy to try to influence its brand image by sponsoring a race team with the above-mentioned associations.

In conclusion, it is advised to emphasize the core values and associations of the personality and identity of MP Motorsport in order to connect to companies. As currently no clear values are communicated, this might be the root of the problem and should be able to be solved with the new branding. The framework will help by defining strategic decisions for more options to enable reaching the objectives together with sponsors.

“it is advised to emphasise the core values and associations of the personality and identity of MP Motorsport in order to connect to companies”

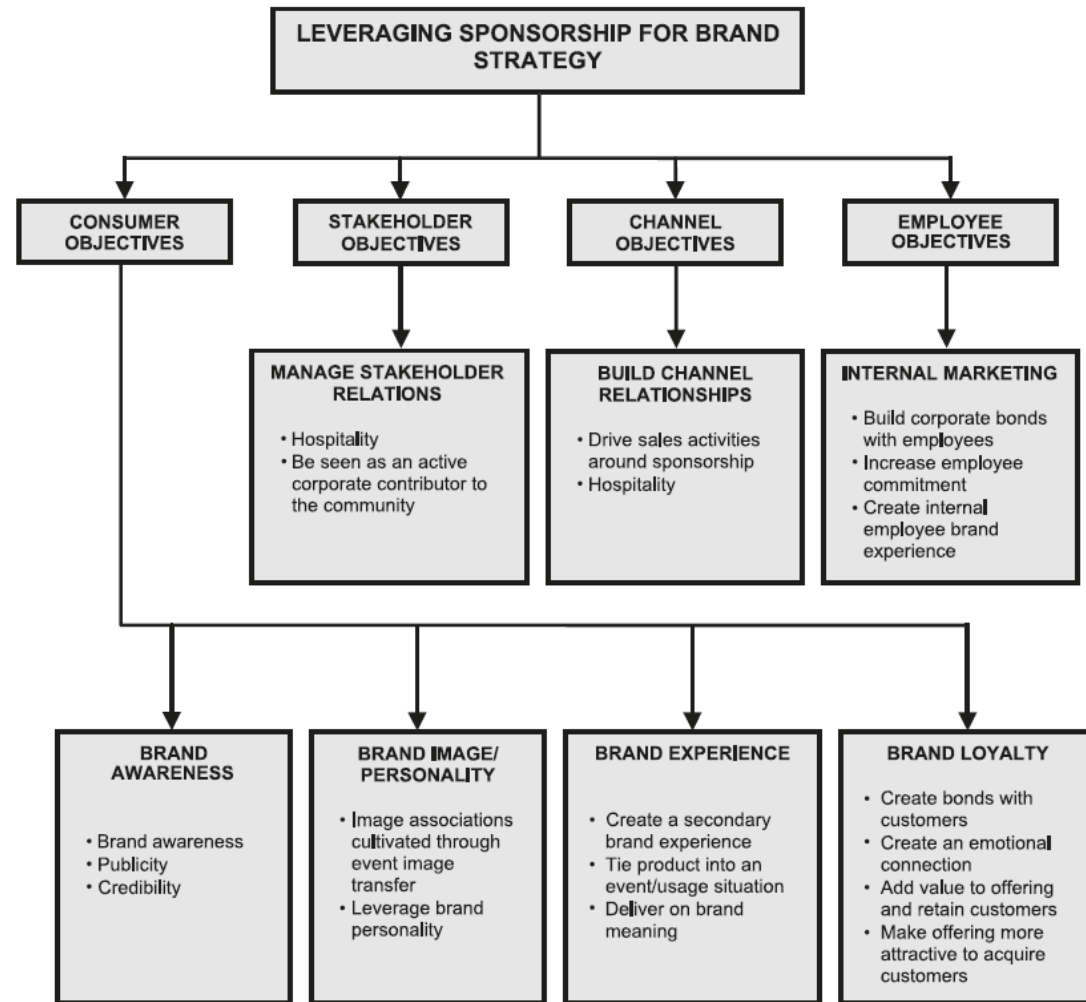


Figure 6: Sponsorship– brand strategy framework. S.J. Cliffe, J. Motion (2005)

Employees and drivers

As described in chapter 1.3 and 2.2 the core strength of MP Motorsport lies in its employees and the atmosphere they create together. This is the result of good business operations and HR management. The engineers appreciate that they get their loans in time at all times and get a good salary. There is trust in the employees that they work hard and are therefore flexible to come and go when they want. Everyone is open and honest towards each other and are loyal. Most engineers who have worked with other teams know that these characteristics cannot be taken for granted.

This family effect is what MP Motorsport gives to its employees and also gets back. This is an important reason drivers come, stay or return to MP Motorsport. The drivers feel appreciated no matter how good they are, whereas in other teams normally the best driver gets the most attention and the other drivers are used as filler ups.

Another strong aspect of the team is its multicultural combination of people. Over half of the people working at MP Motorsport are of a different nationality than the Dutch. It ensures that as a foreigner you are not put or feel like you are put in a corner as an outsider. Once again, these things happen in other teams where the majority has the team's nationality and a small portion is foreign, resulting in everyone talking the national speech.

In conclusion, the family atmosphere is something that has big value for the team. As a brand it is needed to ensure to show appreciation to the employees and show to drivers what a unique atmosphere MP provides to their drivers, therefore attracting more drivers so that MP can in the end grow as a team without losing its identity.

GEN Z

Name: **Generation Z, Zoomers**

Born: ~ **2000 - 2015**

Social media: **Instagram , snapchat & youtube**

Activities: **Always online**

Values: **Be yourself, equality, authenticity**

Sponsors

Look for: **common values, brand awareness, improved brand image.**

Current sponsors: **Small personal network**

Employees

Look for: **Good working atmosphere, appreciation, salary**

Characteristic: **Multiple nationalities**

2.4 Competition analysis

In order to stand out from the competition, we need to know the competitive field and their brand identity. For MP Motorsport 3 different types of competitors have been identified (figure 7 and 8). In this subchapter, I will elaborate on the biggest threats in terms of competition and form a direction to stand out from them.

Direct, indirect and far competition

Within the competitive field, 3 types of competition are distinguished from both the consumers and possible sponsors' perspective, far, indirect and direct competition. From the perspective of the consumer this would mean that when choosing for a brand to support, direct competition can be found in other F2/F3 teams that are performing well (like ART, Prema and Carlin) or show unique content in comparison to other teams (like Prema for example). Next to that F1 plays a big role in the competition as most F1 fans will expand their horizon to F2/F3 rather than the other way around. You could argue that this means it is more helpful rather than competition, but as MP Motorsports and other teams in their classes focus on talent education as opposed to the best drivers in the world driving in F1 this can be seen as a different market. Therefore F1 is a competitor as people might choose to watch the best drivers and not the talents.

Then indirectly there are multiple motorsports that are according to the 2017 F1 report watched next to F1. One of these is F2, the other ones can therefore be seen as direct competition as it is on the motorsport category level. If we zoom out once more we will find that the consumer is besides motorsport also assumed to be interested in sports. Within this project, the competition will be mainly treated within the direct competition.

When looked from the perspective of a potential sponsor, other booming and bigger race classes are big competitors. Also, as VAR (Van Amersfoort Racing) is like MP Motorsport a Dutch team this a threat when it comes to finding sponsors on the Dutch market. Again F1, other F2/F3, and Formula E teams are a threat as F1 and Formula E get more exposure, but at a higher price. Within direct competition, MP Motorsport competes on associations like innovation, motorsport, speed, and education of talent, but also based on exposure.

Focused on a smaller set of associations like sports and talent education other classes and sports like cycling, hockey and moto2/moto3 are seen as competition. To clarify this, this means that when a company is specifically targeting to match their brand identity with health (sports) and talent education, this a.o. would be competing with MP Motorsports.

Going another step further would mean competing on a single association like talent education or even based on the beautiful pictures it would give, like the art of the Rijksmuseum.

Although far and indirect competition will influence the brand positioning, the direct competition will influence it the most and will therefore be deepened out in this subchapter.

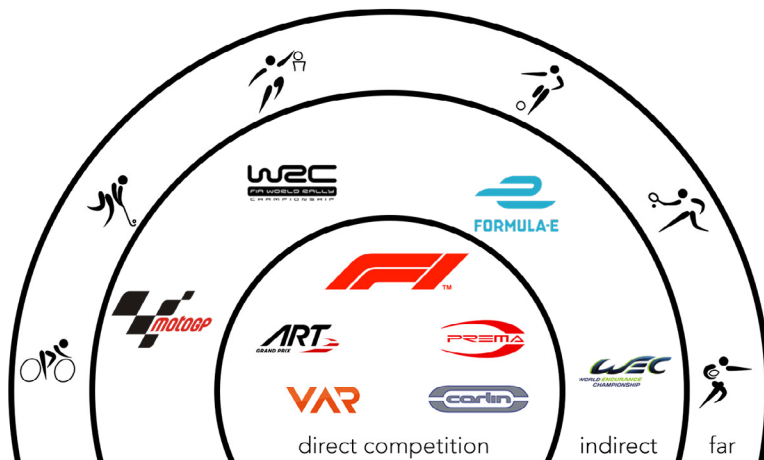


Figure 7: Direct, indirect and far competition of MP Motorsport as seen from the consumers perspective

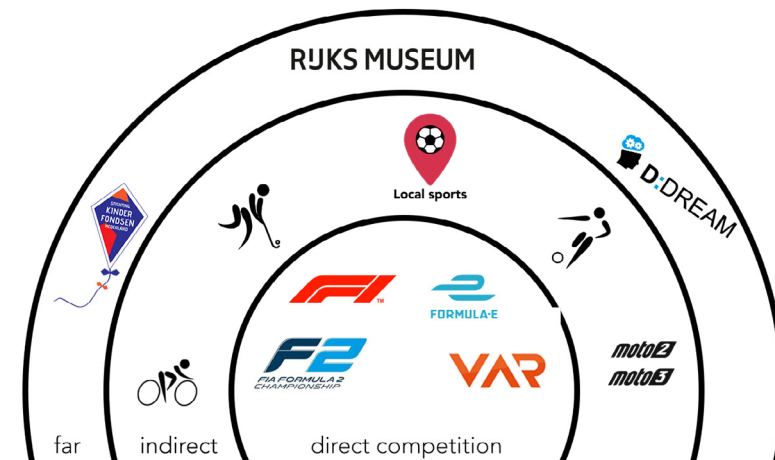


Figure 8: Direct, indirect and far competition of MP Motorsport as seen from the sponsors perspective

Their biggest competitor, Prema

The Italian team founded in 1983 is the biggest competitor when it comes to the talent ladder and brand identity. Having cars in all classes from F4 to F2 and strong connections with the Ferrari driver academy puts them in a strong position of providing talents the stepping stones to F1.

Performance

Prema has a high winning percentage when it comes to the team championship creating a positive brand image for fans, young drivers, and sponsors. Logically it is seen as the best team out there, attracting a lot of good talents.

Facilities

Facility wise they have a big office/garage combination with a simulator 12 bays for cars, an R&D center and fitness. This is among the competition one of the best.

Fan interaction

For the fans, they provide a service where you can send a card that you want to be signed by one of the drivers and they'll send it back autographed. Next to that wallpapers of the drivers and merchandise is available. They also provide race reports with drivers' comments etc on their website.

Their social media content has all sorts of content varying from fun activities/challenges with drivers to informative videos and pictures with interaction with fans. It shows a good, young and energetic atmosphere.

Conclusion

All in all, Prema seems like a team that has a strong focus on delivering the best possible results. With their social media content, they want to come across as young and dynamic, though also ambitious.

VAR

Next to MP Motorsport, this is the other and only Dutch team that is participating in official FIA championships. Because VAR is also a Dutch based it is considered a big competitor. As VAR is only competing in F4 and regional F3 it has no complete ladder to the F1, though it is claiming to be an educational/training team for both drivers and engineers in their online outings.

Since its foundation in 1975 by Frits van Amersfoort they have been racing for years in Dutch competitions and Formula Ford. Performance

After that, they have been moderately successful in the German F3 with multiple drivers championships (4 over 17 years) and some 2nd places. In the other classes spread from F4 to regional F3 championships they didn't achieve very spectacular things.

Facilities

Something that makes VAR stand out over MP Motorsport are their facilities. They provide a whole range of extra facilities in their HQ where you can have business meetings, a simulator experience, guided tours, etc. This way you can both have a unique setting for a business meeting/presentation and experience how it is to be a driver with everything included.

Fan interaction

In terms of social media they are not too special, a lot of photos of drivers, not much on cars, and also no videos. Hardly any interaction with fans, though photos are of good quality.

What becomes apparent on the website is that they have a clear brand language. It's a neat looking website with lots of content, describing their mission/vision, explaining their classes and providing news.

Conclusion

All in all, VAR shows itself as an established traditional team, with a focus on talent and passion.

Carlin

"Tomorrow's racing stars today" immediately comes up on Google and when opening the website. The British team has their talent ladder starting in de F4 all the way up to IndyCar and the WEC LMP2 class. In their 24-year history since their foundation in 1996 they have had a lot of drivers in their team that made it to Formula 1 like Vettel, Ricciardo, Kubica, Norris, Magnussen, Sainz jr. etc.

Performance

What is remarkable is that they haven't had a lot of success throughout the years. Although they won a couple of world championships and Macau GP's they don't stand out as much as Prema for example.

Facilities

Carlin's headquarters are based in Farnham, but other than that no facilities are mentioned online.

Fan interaction

Their social media and website seem to be of less quality. Pictures are of lower quality and the social media pages are cluttered with all sorts of content from all different teams. It comes across as chaotic and unorganized. They have a YouTube channel but it is inactive as hardly any videos are posted recently.

Conclusion

What becomes clear is that achievement and results are their most important asset. They try to come over as professional and established, though their online presence feels emotionless and amateurish.

Formula 1

Formula one is a different kind of competitor. As a class where the best drivers race together it is different than the talents driving in the classes MP drives in. But as F1 is much more popular it is a class to beat when it comes to drawing in fans and sponsors.

Based on online and TV presence it can be concluded that F1's focus is mainly on achievement, showing the best results and heroic actions.

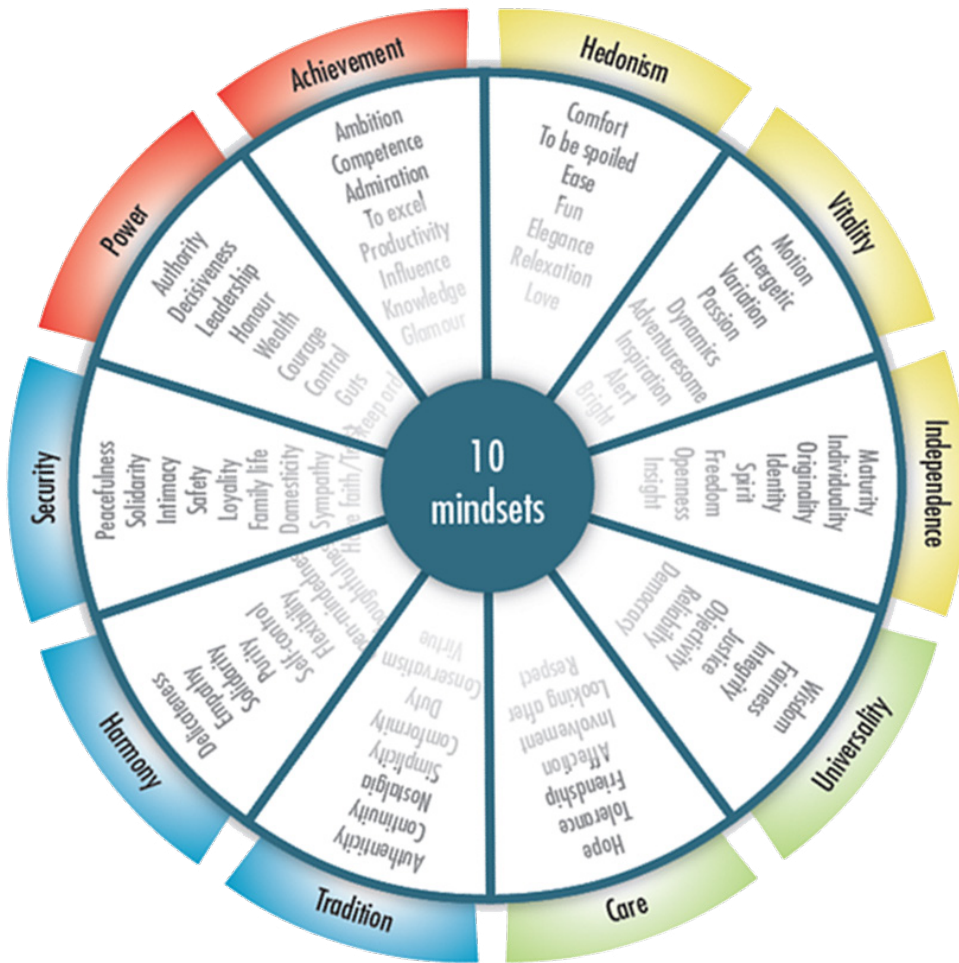


Figure 9: emotions and values grouped based on the psychological model of Schwartz (1992)

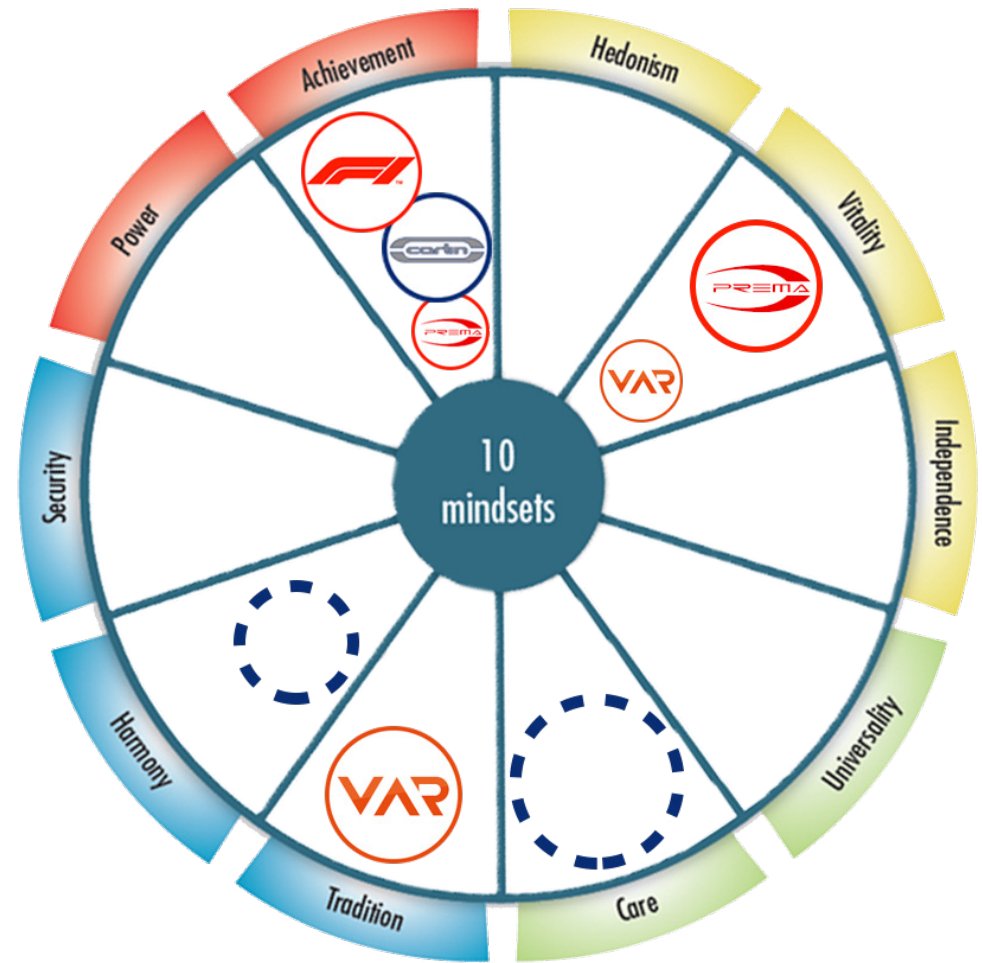


Figure 10: Potential gaps in the mentality model for MP Motorsport to position themselves in.

Competing on mindset

In figure 9 you can see emotions and values grouped based on the psychological model of Schwartz (1992). I used this model to see where other competitors would fit to find gaps for the new brand positioning. The results can be found in figure 10.

As seen in the model in figure 9, there are 10 different types of mindsets that can be distinguished based on the behavior and communication of the company. Typical characteristics are displayed in each of the 10 parts that support the outer mindset, e.g. for the mindset Hedonism, typical associations are comfort, ease and fun. After researching the competition based on their online brand identity I formed a brand image and matched it with one or two mindsets. One that is most apparent, and if needed a smaller part that supports the most apparent mindset.

What you can see in the result in figure 10 is that most competitors are focusing on achievement. This is not weird as the racing world is highly competitive and known as a place where drivers and engineers always go the extra mile to win. For most competitors, this also results in showing that.

In their current branding, this is the same for MP Motorsport although not shown in the picture as we will focus on the new branding.

Var is unique as it is strongly branded on a traditional mindset. Their mission: passion – dedication – tradition makes clear where they are focusing on. Their conservative in opening up to new race classes is coherent with this mindset. But next to tradition, vitality is also supporting their brand identity, by showing lively pictures and expressing passion throughout their online outings.

Logical gaps for MP Motorsport can be found in the mindsets care and harmony as they fit with the family feeling as described in 2.2. Those gaps are also the opposite of the competition creating a clear point of distinction if these parts of the personality are enhanced. The talent education combined with the leading and ambitious personality traits will fit with achievement as a point of parity.

Sponsoring

In the current situation, the teams described in this subchapter have a similar sponsor package as MP Motorsport. Most of these sponsors seem to be in-kind sponsors like racing suits and helmets. Also, spring and damper suppliers are listed as sponsors on the websites of these teams.

In the lower classes, the teams rely mostly on the sponsor money that drivers bring to the table. There is a certain mindset that if you want to drive, you have to bring in the money, that's how it works. In order to get in the right talents though, money should be out of the equation ideally. This shows another weakness of this mindset, as the yearly insecurity (and therefore vulnerability) of the budget is as well.

Conclusion of the analysis

Based on the analysis the following conclusion is drawn.

The brand identity of the competitors is focused on achievement and vital mentality.

MP Motorsport has a caring and achieving mentality. Therefore putting the focus on the caring part when combined with the achievement mentality provides a mindset gap in the current competitive field.

The core values of MP Motorsport fit with the new target group as both MP and Gen Z value equality and being yourself.

Research showed the positive relationship between the core values shared and the results of the co-branding relationship. Therefore it is important for MP Motorsport to make clear in their brand identity what their values are and communicate them accordingly.

Trend and stakeholder analysis emphasized the importance of an online presence where people can form a community.

E-sports could help here as a catalyst to form an MP Motorsport community to help get potential sponsors closer to the target group.

Unique family-like team atmosphere creates motivation and personal and equal treatment and therefore assumed better performance.

25 years of experience in talent education.

Having cars in each class of the FIA talent ladder is hard to pull off, but MP Manages it setting them apart from the majority of the competitors

Basic and non-unique branding creates problems with sponsoring.

Medium performance on track, never delivered an F1 driver yet, giving bad credibility when it comes to achievements.

COVID showed the fragility of the teams financial streams when not driving on track.

Stuck in mindset of drivers have to pay for their seat.

Amateurish sponsor network

S W
O T

Expansion to e-sports creates a new revenue stream when the cars are not driving. MP Motorsport can become the first talent educating e-sports team from the current competition.

Competition are all focused on achievement mainly, giving an opportunity to position MP in a way to put all competition in one corner.

Building a community will attract both people from the target group and subsequently sponsors that want to connect to the target group.

Racing has a bad stigma as it is harmful to the environment, which is bad for the brand image.

The yearly threat of not getting in enough sponsor money from good drivers combined with a small and simple amateuristic sponsor network will cause big budget problems and likely bankruptcy.

Personality:

Ambitious, leading, modest & involved

Values:

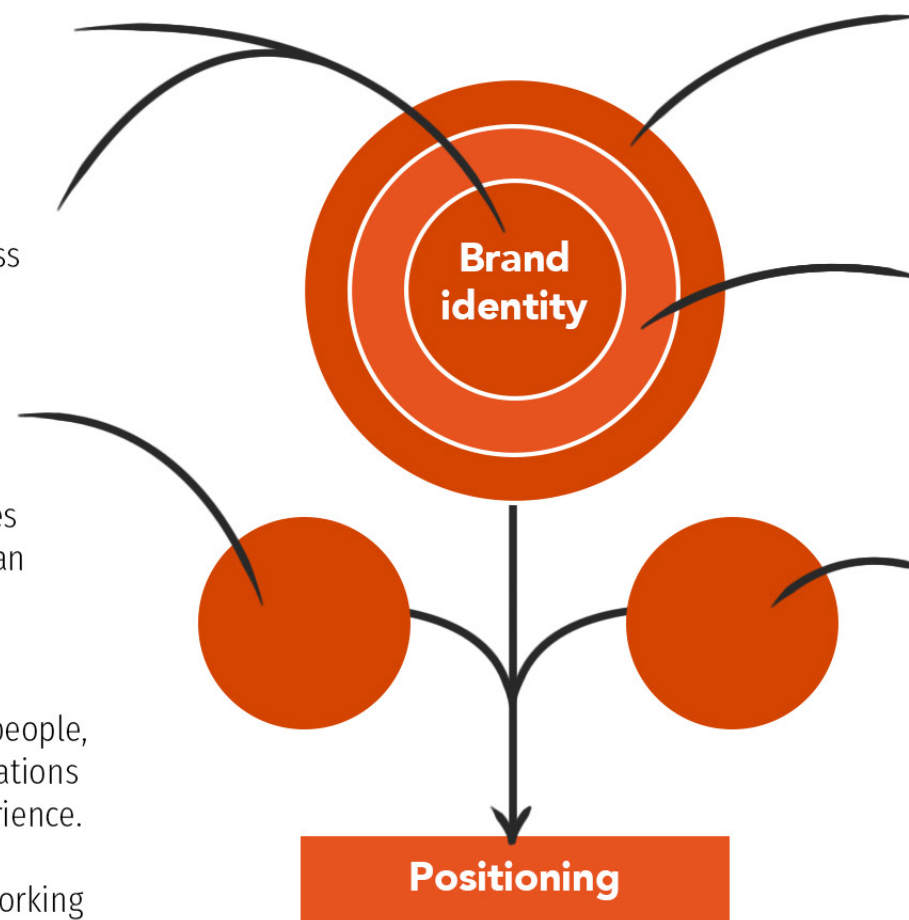
accountability, equality, openness and honesty, loyalty

Target (relevance)

Gen Z: focus on their identity, equality, authenticity. MP shares values and should use this as an advantage.

Companies: MP could provide connection to young talented people, but also has interesting associations fro brand awareness and experience.

Employees: are given a good working atmosphere and appreciation



Brand architecture:

MP has cars driving in Formula 2, 3, 4 and Renault 2.0. Next to that 2 dessert cars and a GT car are used yearly as a hobby.

Organisation identity:

Organisation oriented company, driven by passion, with each employee having their own goals and freedom to reach them.

Competition (distinction)

Are focused on achievement and vitality

MP has a caring side which should be emphasised to stand out.



CITAMOVON
— L'ESPRESSO DI TUTTI —

MOLOMATIC

PREMA

F3

HARD MILLE

MP MOTORSPORT

MP MOTORSPORT

MP MOTORSPORT

MP
MP MOTORSPORT
HRX

HRX

MP
MP MOTORSPORT

PIRELLI

DLM.

HRX

MP MOTORSPORT

FIOR
GIOVE

SIRI

AM

GP

TeamNL

KNAF

KNAF



R. VERSCHOOR

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Chapter 3

Positioning

3.1 Brand positioning

In this chapter, the results of the analysis are used to generate the right brand positioning to stand out from the competition, fit with the target group and highlight the right strengths and values of MP Motorsport.

The model on page 30 shows this basic principle of being relevant and stand out. What is still left to be created in this model is the positioning. This subchapter will deepen in on this using the brand key model (Riezebos, R., Grinten, J. van der (2015)(figure 11). In steps 1-4 and 6 are covered already in the analysis, these will be used as the foundation for steps 5, 7,8 and 9 where the new brand is generated based on multiple iterations in the process.

Root strengths

The root strengths can be seen as the foundation of the company. Which typical activities or characteristics make MP Motorsport as they are. In chapter 2.2 we found that the root strengths of MP Motorsport lie in their way of working with each other and business operations. The way these are executed creates a trustworthy, open family atmosphere which is rare in their competitive field. Therefore in order to stand out MP Motorsports root strengths are formulated as follows:

- > Strong family atmosphere
- > Open & sharing culture
- > Established and good talent program
- > Spotting talent
- > Giving people a chance when others don't

Competitive environment

Chapter 2.4 identified direct and indirect competition and found gaps in the mindset model when filled with direct competitors. What became apparent is that most competitors are focussing on their achievements and passion. Wanting to show the glamour and coolness of their team. The gap that was found is in the caring part which is opposite from the competitors, but fits with the family atmosphere of MP Motorsport. What is also interesting is that when it comes to talent, the competition seems to focus on getting the best results out of the drivers for their own good. I.e. the drivers are a tool to get a better brand image by achievement.

Our positioning should have clear points of parity and points of difference to stand out to the competition but also be comparable to the competition in order to choose from it. The figure on page 35 shows the points of parity vs the points of difference, chosen based on the analysis.

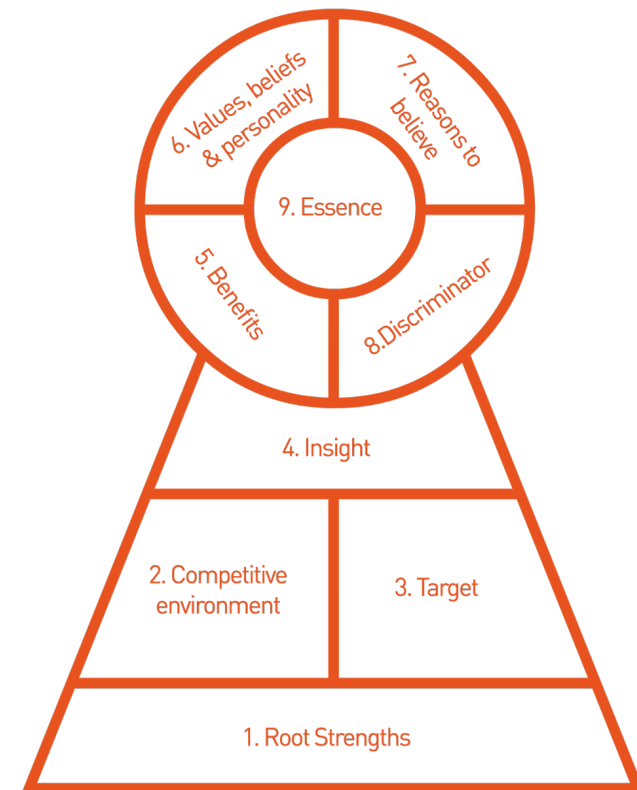


Figure 11: the brand key model (Riezebos, R., Grinten, J. van der (2015)

Target

In 2.3 different stakeholders were analyzed. The main takeaways for the target are as follows:

Sponsors are looking for common values and have the goal to enhance their own brand image, experience, and awareness with useful associations with the team. In the brand positioning the values of equality, talent education, and being yourself should be highlighted in order to take a stance and be clear towards sponsors of what your (common) values are.

Communicating these values clearly also helps to attract our target group generation Z. Next to that identity plays an important part in their lives. They have a scattered identity that fits any context. The new brand should therefore provide tools and opportunities to add to the personal brands of this generation to support them. The team needs to be a role model for them and take a stand in varying contexts and give them a place where they can be themselves. What they will get back is a loyal community of talented people that support the team and its partners which is interesting for sponsoring opportunities.

Finally, for the employees and drivers, the family atmosphere is something that makes these employees stay happy employees which help when carrying out (living) the brand. The brand needs to ensure to show appreciation to the employees and show to drivers what a unique atmosphere MP provides to their drivers, therefore attracting more drivers so that MP can in the end grow as a team. Next to that, the team needs to show their competence in educating talents and the equality they have in their value to show that every talented driver can flourish and not only the best one. This will also help in attracting the right drivers for the team.

Insights

Consumers want to see more content than the ordinary shown on tv, online etc. The unique atmosphere and personality at MP Motorsport can provide this extra layer of entertainment to the fans.

Next to that COVID-19 showed how important resilience is. As no money came in while the cars were not driving the team found themselves in a financially risky position. The team should expand to the e-sports market as that gives a safe revenue stream next to the real-world driving.

Benefits

The benefits of the new brand revolve around the root strengths MP has to offer to the target group and match with the needs of the target group while keeping it different from the competition. The benefits are focused on the values, personality and caring part of the positioning to express the unique value of the brand as opposed to the competition.

MP Motorsport:

- > Cares about you
- > Wants you to help you discover and develop your talent
- > Gives you a way to be yourself
- > Gives you ways to be involved
- > Gives you an (addition to your) identity
 - > Interesting associations for the brand image
- > Provides access to a young target group (talents of the future)

These benefits should come back both literally as figuratively in the brand identity, brand story and communications.

Values, beliefs and personality

The values and beliefs of the brand steer the manifestation of the brand together with the personality. The highlighted values and belief are chosen to stand out from the competition, is appealing to the target groups and fit with the core identity of MP Motorsport.

MP Motorsports core values:

- > Everyone is equal
- > We care about each other
- > Together we succeed
- > We want you to be your best self

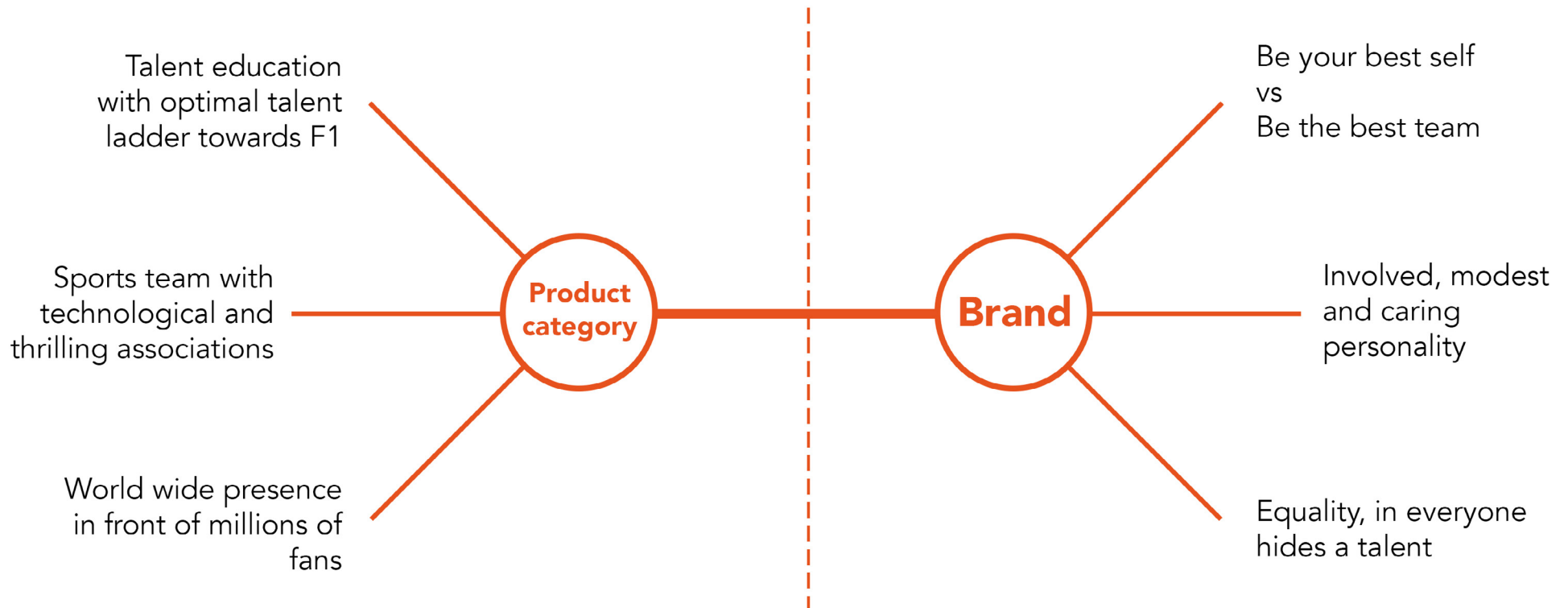
MP Motorsport core belief

- > In everyone hides a talent

MP Motorsports personality as read in chapter 2.2 is leading and ambitious on one side and involved and modest. This personality should come back in the tone of voice and tone of image as a humane leader that cares its people, wants them to succeed as opposed to him and doesn't therefore shows modesty about its own performances but focuses on the efforts of the people. Next to that Mp has shown in the past with drivers that it truly believes that there hides talent in everyone. Stories about these drivers can be used in communication to support this belief.

Points of parity

Points of difference



Reason to believe

To prove to the audience that the new brand truly fits. The following reasons to believe should be used in the communication both literally and figuratively towards fans and sponsors in order to be seen as credible and true to their branding.

- > MP has a highly praised (family) atmosphere
 - drivers/engineers want to stay /return
- > Recruited drivers like Sette Camera and Raghunathan when others didn't see potential and got the best possible results for these drivers.
- > Set up a talent ladder in the past years and are still growing and improving it. This shows their competence in the field.

Next to communication, the team should incorporate their benefits, values, and beliefs in their future actions to add to the credibility. For example, MP sets up online creativity or racing challenges for everyone to join in it shows its drive to help to find new talents in people, it shows equality, it gives ways to be involved and even an addition to the target groups identity as they can show their creations on their social media etc.

Discriminator

This discriminator communicates an absolute polarity. By taking an absolute position (We care about our people; we want our people to be their best self) all competition is 'camouflaged away' as the remaining group (they don't care about their people / don't want them to be their best self) as described by Van der Vorst (2017).

Essence

The essence of the whole brand circles around one core message: Be your best self

It's a simple but strong statement that communicates both the ambition and the care of MP Motorsports personality. It also communicates the value and benefit of being yourself with MP Motorsport and connects with the talents ambition to be the best possible self.

Positioning

MP Motorsport positions itself as a talent educating racing team that cares for the development of the individuals rather than only care for their own achievements.

As they value equality and have a caring mentality they stand out and are able to speak to a bigger range of people. In fact, you don't necessarily have to be a motorsport fan to develop and or discover talents with MP Motorsport. And as the competition is mainly focused on the race results and achievements etc. MP is able to stand out with such positioning.

Benefits

MP Motorsport:

- > Cares about you
- > Wants you to help you discover and develop your talent
- > Gives you a way to be yourself
- > Gives you ways to be involved
- > Gives you an (addition to your) identity
 - > Interesting associations for the brand image
- > Provides access to a young target group (talents of the future)

Insights

COVID pandemy showed the fragility of the raceteams when they arent racing. Single revenue streams based on amount of races.

Consumers want to see more content than the ordinary shown on tv, online etc.

Competitive environment

Other big F2/F3 teams providing a full talent ladder to F1, better results and often better facilities

Mentality focused on achievement and energy, gap in the caring and harmony mentality

Values

MP Motorsports core values:

- > Everyone is equal
- > We care about each other
- > Together we succeed
- > We want you to be your best self

Personality & Belief

MP Motorsports is:

- > Ambitious
- > Leading
- > Modest
- > Involved

MP Motorsport believes that in everyone hides a talent

Reason to believe

- > MP has a highly praised (family) atmosphere
 - drivers/engineers want to stay /return
- > Recruited drivers like Sette Camera and Raghunathan when others didn't see potential and got the best possible results for these drivers.
- > Set up a talent ladder in the past years and are still growing and improving it. This shows their competence in the field.

Discriminator

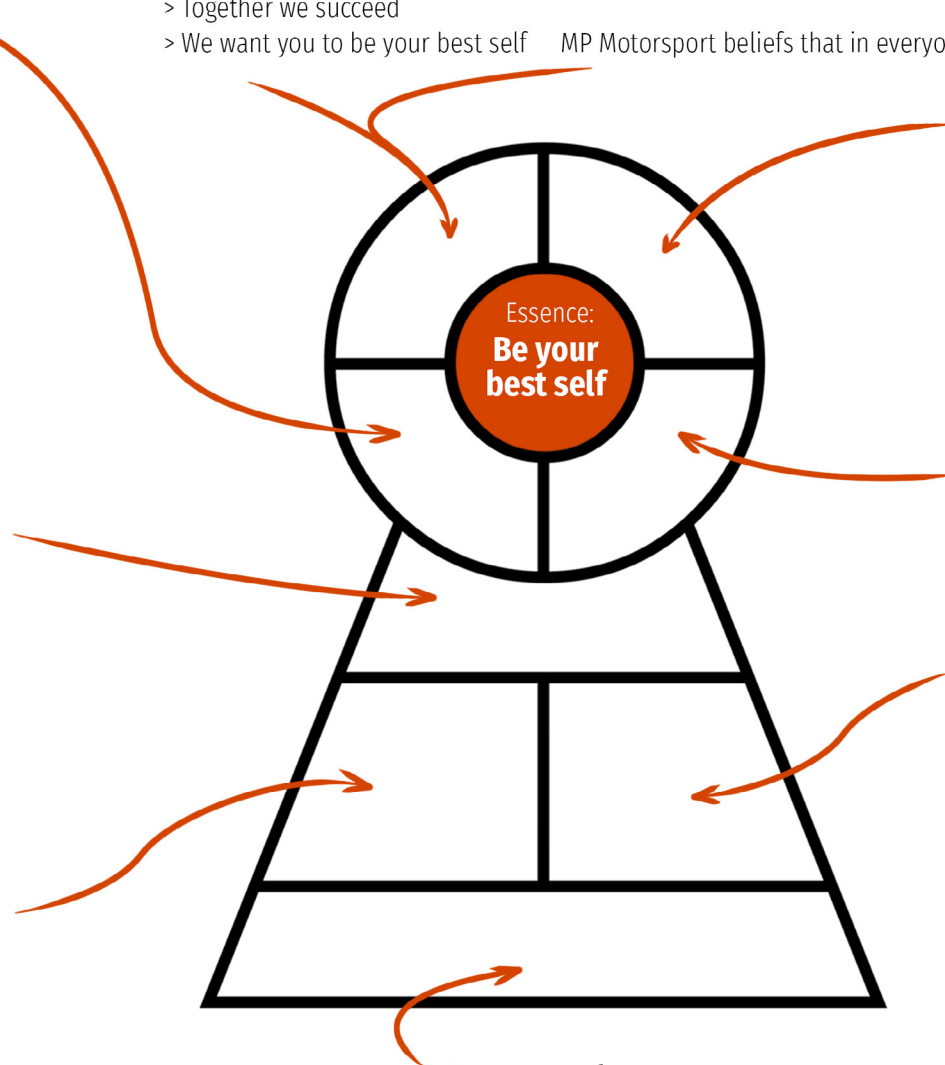
Be your best self (MP)
vs.
Be the best team (competitors)

Targets

Sponsors are looking for common values and have the goal to enhance their own brand image, experience and awareness with useful associations with the team.

Gen Z is all about identity. The new brand should therefore provide tools and opportunities to add to the personal brands of this generation to support them.

Finally for the **employees and drivers** the family atmosphere is something that makes these employees stay happy employees which helps when carrying out (living) the brand.



Root strengths

- > Strong family atmosphere
- > Open & sharing culture
- > Established and good talent program
- > Spotting talent
- > Giving people a chance when others don't

3.2 Brand DNA

The brand DNA is the core of the brand identity. It brings together the purpose (belief), positioning, and personality. Choices made regarding the brand like the way MP should talk or should operate are based on this DNA.

Personality and archetype

To the personality, one other element is added the brand archetype. Based on Jungian archetypes, brand archetypes indicate the brand's driving force or motivation Mark, M., & Pearson, C. S. (2001). Adding such an archetype to the brand personality helps in decision making. I.e. what would a Hero do? Mark, M., & Pearson, C. S. (2001) described 12 archetypes (figure 12) with each a set of characteristics.

The hero archetype matches the best with MP Motorsport based on its desire, goal, fear, strategy, trap, and gift. Also next to that, they described certain characteristics when a personality matches the here archetype.

These characteristics, together with the personality work together in the brand DNA to guide decisions, tone of voice, and tone of image:

- Competition and challenge
- Helping consumers and employees to be all that they can be
- Very competitive, push people to develop full capacities
- People who cannot take the heat are expected to get out of the kitchen
- Extremely entrepreneurial, demand continuous growth
- Standards are high and employees are expected to be tough and to do whatever it takes to succeed
- People share a sense of pride of a winning operation
- Good in motivating people
- Highly coordinated teams, capacity to act quickly



Figure 12: 12 brand archetypes with each their own characteristics (Mark, M., & Pearson, C. S., 2001)

HERO

Desire: prove one's worth through difficult action

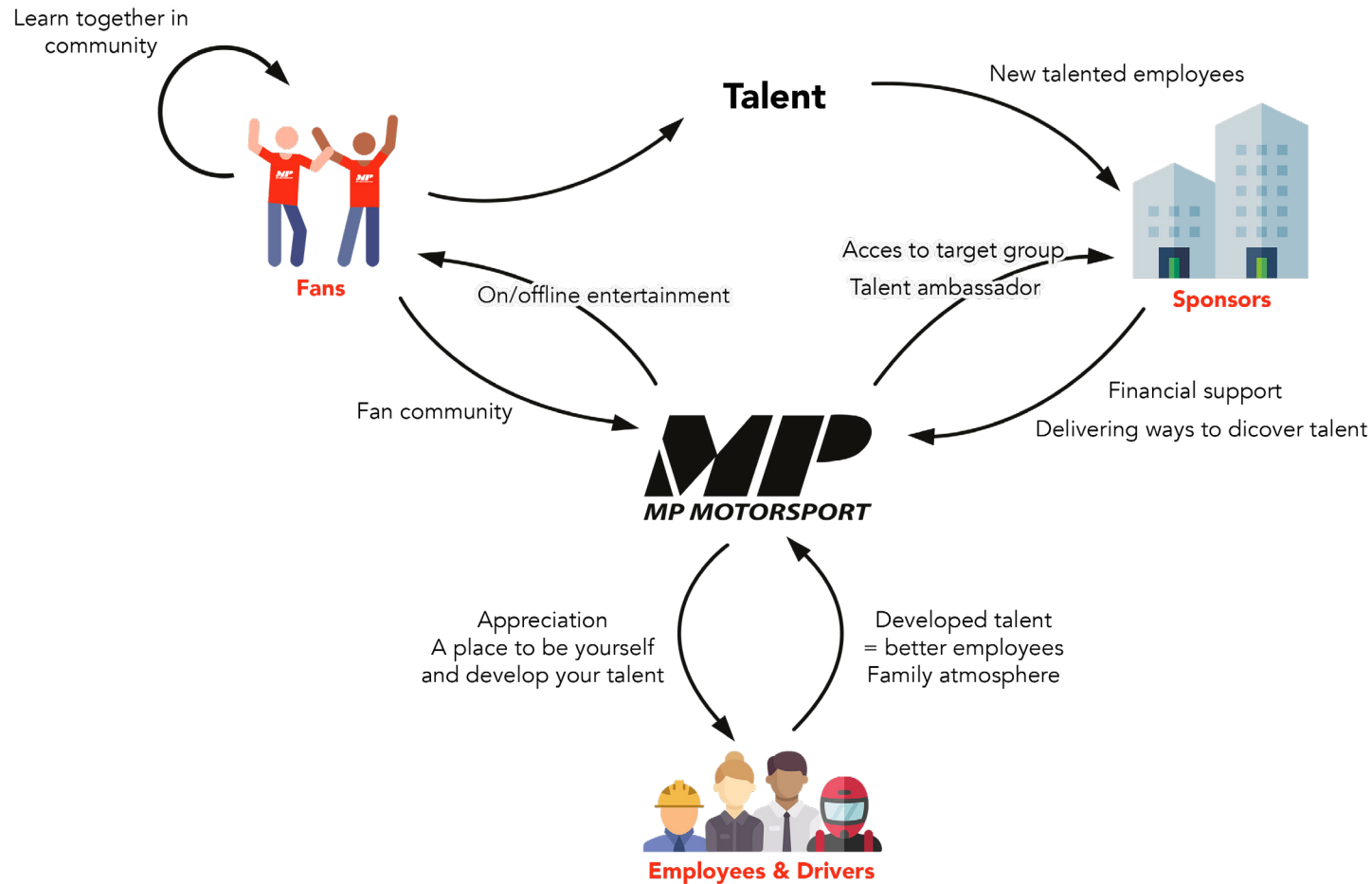
Goal: expert mastery to improve the world

Fear: weakness, vulnerability, 'wimping out'

Strategy: become as strong as you are capable of

Trap: arrogance, developing need for an enemy

Gift: competence and courage



Positioning statements

To make our positioning clear and concise for the different target groups, three different positioning statements have been set up. It expresses both functional and emotional benefits for the target group.

For motorsport fans, MP Motorsport offers on- and offline entertainment that's all about learning together and discovering talent to inspire each other to be your best self.

For involved companies, MP Motorsport offers a cooperative relationship that's about discovering talents in unique ways and empowering them to be their best self to make these companies true talent ambassadors.

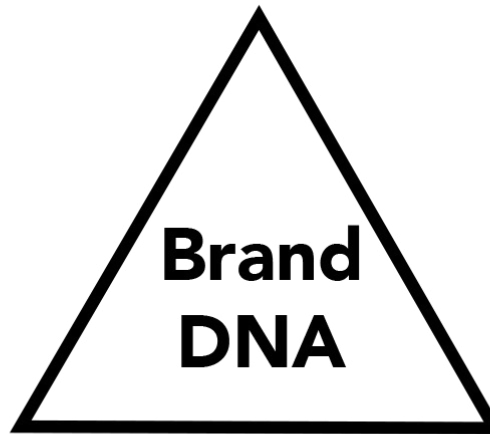
For their employees and drivers, MP Motorsport offers an atmosphere where everyone feels appreciated, where they can be themselves, and where they are empowered to develop their talent.

The visual represents the connection of the positioning statements between all stakeholders and MP Motorsport. It shows the possibilities the positioning gives to the whole stakeholder network. Sponsors can create challenges with MP Motorsport on an online platform to connect with the fans which helps to discover and developing talent. When interesting talents pop-up from that challenge they might find a new job from that. That offer is interesting for both

companies and fans. On the other side, fans can learn and inspire each other with such challenges or other ways of learning.

When it comes to employees and drivers, it is important to show appreciation and keep providing the place to be themselves. The good atmosphere stays and delivers better employees as they can develop their talents. An example of inspiration to improve this talent development is the addition to the current way of working like extra development budget to learn new things per employee. In this way, you live the brand as a company.

Purpose (belief):
MP believes that in every person hides a talent



Positioning
Be your best self
Discover your talent and
develop it with us

Personality
Ambitious/leading
modest/involved
Hero archetype

3.3 Brand story

Every race team wants to win.

They all have their own way to achieve that. Our approach? We redefine winning.

At MP Motorsport winning doesn't mean you have to be the best. Winning means that you work hard, learn a lot and eventually become your best self. We don't care about achievements. We care about you. We believe that in everyone hides a talent and we want you to discover it and develop it together with us.

We are experts when it comes to talent education. Since we started 25 years ago our founder had one goal for the team, to give young drivers a chance to develop their talent. Years later we are still doing this with success. We have seen talented drivers come and go, what stayed is our unique team atmosphere that got the best out of them.

For most people within and around our team, this is nothing new. We are well known as a team with a strong family atmosphere who takes care and time for their people. Drivers and employees stay for years to develop their talent and extract everything out of it.

We combine our care for people with the ambition to help discover and develop everyone's talent and win together.

Its not about being the best, its about being your best self.

That's how we redefine winning.



Chapter 4

Final concept

4.1 Winning redefined

The proposed concept to tackle the sponsoring problem is called Winning Redefined: Be your best self. As read in the brand story the new brand positioning for MP Motorsport is about getting the best out of yourself as a person. This ties in with the core values of the team and the new target group and is contrarian to the competition while maintaining comparability as was the goal of the design brief. Where chapter 3 explained where the positioning came from, this chapter will explain how it manifests and should be used.

Living the brand

For a brand to work well it is important that the people in the company live the brand. Otherwise, the brand comes over as fraud or unsincere which harms the brand. For example, a person can say all the time he is a nice and caring person, but in the meantime bullies people or calls out people on Facebook, his brand of being nice won't hold very well.

It is therefore important for the employees of MP Motorsport to know that they have to behave in a certain way, and therefore also have to know how to.

What is important is that the way of working will not change when it comes to the core values (of the branding) and family atmosphere in order to make the current proposition work. These values should therefore be clearly communicated to the employees:

- > Everyone is equal
- > We care about each other
- > Together we succeed

Manifestation

There are various ways to manifest a brand. For this concept, the focus of the manifestation lies in the way the team communicates and shows itself. Most teams in the competitive field have a similar way of communicating about their achievements. All social media walls including MP Motorsport is covered with results of the races and photos and videos of the racecars. The same counts for the website. As these are two of the few ways those teams communicate with the fans and sponsors it is important to stand out in these channels. In chapter 4.3 the tone of voice is described which tells how the team should communicate their new positioning in a way they stand out. The tone of image described in 4.4 explains the accompanying visual content to both stand out and create the right atmosphere in the communication.

Fan interaction

Next to communication MP Motorsport should reconsider the communication channels according to the trends and target group. Currently, MP Motorsport has various ways to communicate online. Social media like Facebook, Instagram, LinkedIn and Twitter are being used to talk to various target groups.

The most important takeaway is that a new strategy asks for the right channels. Figure 13 explains the main goal of each social media that should be used.

Next to that competitor analysis showed that other teams, for example, Prema, provided extra services for fans like free signed photo's and wallpapers and merchandise. Although these are small details, it can impact the brand image positively. It is therefore recommended to improve the fan interaction with such small gestures.



Instagram

Should be used as the main communication channel.



Snapchat

Should be used to create involvement by showing behind the scene footage.



Youtube

Will be used to have direct conversation with fans using livestreams.



LinkedIn

Will be used to communicate core values and inspire people. It is used to stay in touch with business.



Reddit

Will be used to create a hub for the community. It can become the place to host challenges, Q&A's etc.

Figure 13: Social media channels and their advised purpose

4.2 Briefing

To create a professional manifestation a briefing is set up that explains how the manifestations should look and feel towards the target groups. Accompanied by the tone of voice and tone of image this can be used by graphic design agencies and/or copywriters to create the manifestation of the brand positioning.

Background info

MP Motorsport is a talent educating race team from the Netherlands. In 4 different classes, Formula 4, Formula Renault, Formula 3 and Formula 2, the team competes against a variety of other teams that all want to deliver talents to the highest racing class, Formula 1. Finances are insecure every year as the team(s) rely on money the drivers bring in. To become independent from that we need to become more attractive for sponsors. MP Motorsport needs to stand out from the competition by highlighting their core strengths and include them in a coherent and appealing communication and visual appearance.

Core of the new brand positioning

MP Motorsports personality is ambitious and leading on side and modest and involved on the other side. Together this makes it a silent leader that cares about its people.

MP's mission is to inspire people that winning is being your best self. MP believes that in everyone hides talent and that together we can discover and develop it.

Important values and beliefs for MP Motorsport are:

- > Everyone is equal
- > We care about each other
- > Together we succeed
- > We want you to be your best self

Target group and intended action

Our goal is to inspire the young generation, we want them to know that everyone has a talent and that we are here to discover and develop it with them. We want this target group to join the MP community and inspire each other in various challenges. We want our fans to be involved in our community events and interact with us and each other both off- and online.

Next to that, we want to show our (future) drivers that we care about them as a person and not their achievements by default. We are here to develop their talent in the best way possible and that should be the reason for them to choose for us as their next step in their racing career.

To companies (as future sponsors) we want to show that care for your people and their talent is more important than getting an as big as possible profit margin. We believe a happy employee can extract a lot more out of its talent. Equality is important to us as well as letting people be themselves. With this belief, we want to connect with likeminded companies and have a co-branding relationship.

What we want/ask from the concept

The important thing about the concept design is that it should make clear what the benefit and values are of the team. We want interaction with the concept to feel the same as a father helping his son to build a treehouse. In this case, is the target group the son and MP the father. The qualities in this interaction lie in the fact that the father inspires and challenges his son to learn new skills and therefore discover things he could do but didn't know of before. The concept should communicate in such a way as the father would; challenge the fans and inspire them to have them learn new things. The treehouse stands for the challenges we want to offer to discover these new things.

Thoughtstarters (first thoughts)

There are various other brands that create parts of the wanted interaction and personality characteristics. The following brand examples guide as an inspiration.

Klaverblad verzekeringen

This insurance company shows the modest and involved part of our personality well. They communicate in a way that they understand you and care for you. "Just normal good insurances" really highlights the modesty well. Their photography is very relatable and shows personal help for your convenience (advisor comes to your house etc.) which fits well with the interaction of putting effort in someone else without the goal to gain something from it yourself.

This brand misses the fire and ambition MP Motorsport wants to radiate as well as the inspiring and learning part.

SNS Bank and Aegon

SNS Bank and Aegon both communicate in a friendly and modest way that they want to help you. Aegon wants to help you to control your money, like SNS Bank they are clear in that they are there for YOU.

In the video, you feel the connection and warmth of the company which we want to evoke as well.

<https://tinyurl.com/aegonmovie>

Again the look and feel of these brands are both human, involved, and modest. They also make clear they want to help you using multiple elements on the website (see website SNS).

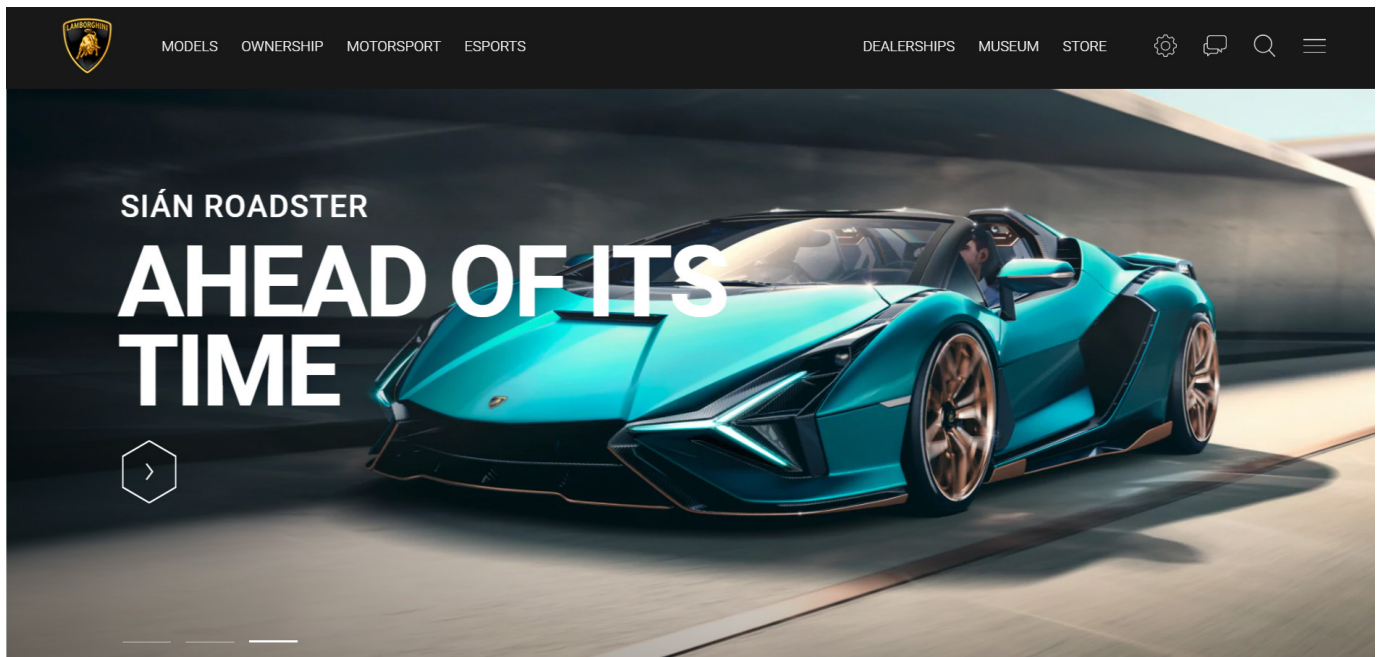
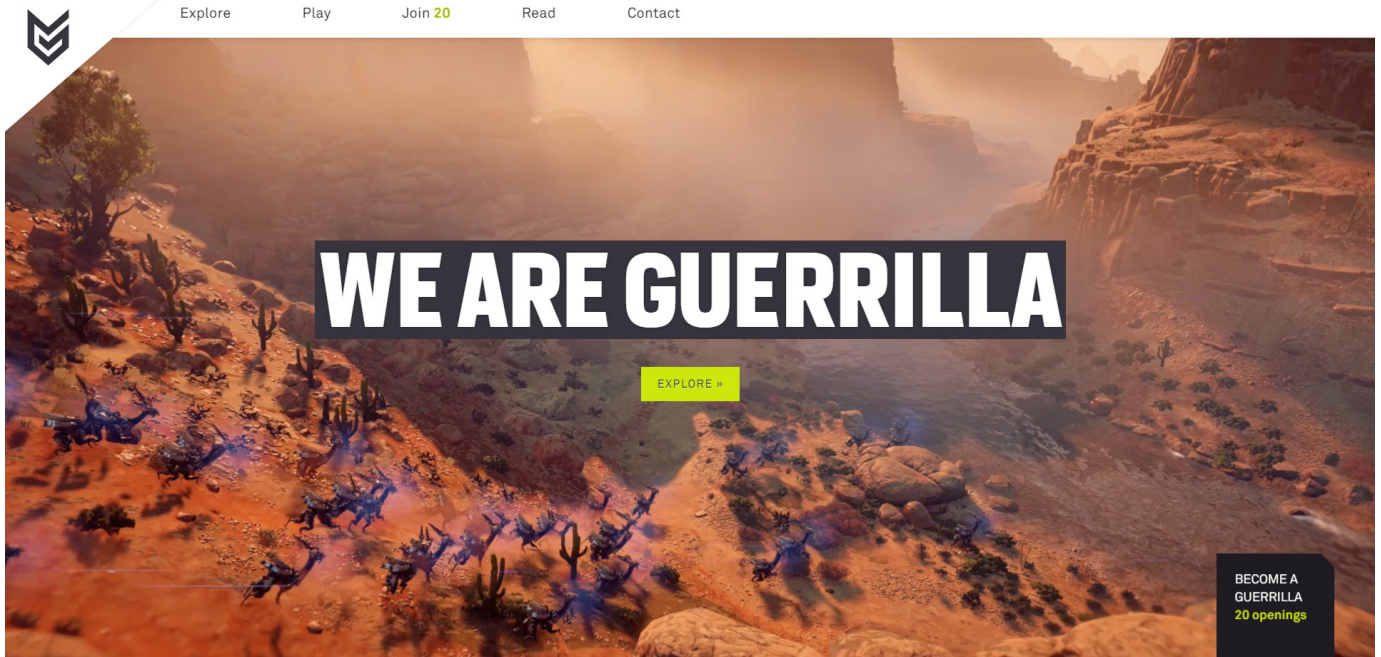


Guerrilla games and Lamborghini

Both brand feels bold, strong, leading and ambitious. This is translated in a bold font and clear big statements.

When exploring the website of guerrila you also feel the human side behind it all, a big focus is put in that using photography and content. It therefore gives a more involved feeling.

Lamborghini focuses more on the thrill and excitement and loses the human, modest and involved part.



4.3 Tone of voice

How does MP communicate with fans and sponsors?

The goal is to convey the right feeling to the target group. This goal is to convey the warm competent personality using our tone of voice accompanied by the tone of image. To do this, the following three key concepts must be observed in all communications. MP speaks inspiring, coaching and interested. These do not have to be used all 3 at the same time but can be played with in combinations of 2 or 3, or separately from each other (at least one of the three).

How do you speak in an inspiring way?

- > You tell stories about experiences
- > You share lessons
- > You give the target group new insights
- > You make your target group think
- > You share recognizable examples
- > Your goal is to inspire and enrich the target group, so your attention is on them and adjust your story accordingly.

How do you speak in a coaching way?

- > You ask questions
- > You motivate them with short, strong cries
- > You give the target group a clue, but let them find the answer themselves
- > You give your target group the responsibility, give them the choices
- > Here too your goal is to coach the target group to enrich them, so your attention is on them and your story will be adjusted accordingly.

How do you speak interested?

- > You ask sincere questions to and about the target group
- > You listen to answers, you do something with them
- > You show that you care about the target audience
- > Your attention is here also with the target group, it is about them

How do you deal with this concretely for MP Motorsport?

At all times

Make the content as human as possible. This way you radiate warmth, but you also show that everyone is working hard. You do this by putting the emphasis on the work and the emotions etc of the employees, fans, drivers and not the emphasis on the car. This plays together with the photos where mainly the people are shown.

Around and during race weekends:

When you look ahead to a weekend, you focus on inspiring and showing interest. Show the lessons / learning experiences from last year or last weekend in the form of quotes from mechanics or drivers. But also ask what your target group is looking forward to, or what memories they have of the track.

For example:

- > What is your favorite moment of the season so far?
- > What do you want to see this weekend? - the cars - the pits - the drivers - the employees
- > What is your biggest memory of Spa Francorchamps?

Make your lessons applicable to the life of the fan or sponsor. Do not focus on the technical aspect such as setup errors etc, but the human decisions and learning experiences behind it. This does not mean that technical things should not be discussed.

Share content from your fans, include them in your race weekend and make it their weekend as well.

Outside of race weekends

When you are not talking about racing, you are talking about the other side of the team; the family atmosphere. What happens when they are not working on the car, how does such a family atmosphere come to life. The goal here is to inspire.

Set up competitions for fans to comment on. Focus on the words talent discovery and talent development. Who knows, you might find the ideal new livery or a talented e-sporter.

When it comes to coaching you also want to share these kinds of results and show them to others. Give hints at an onboard of someone's submission of an e-sports time trial. But as described, do not say literally how it should be done, ask the community where they think time savings can be achieved, this way you involve everyone and create a feeling of helping each other and making better.

You show interest in the target group, ask for their goals, what they have always wanted to

learn, then show this again. Show that you are listening and that you are interested. That way you also inspire others.

What you don't want to do is share things with the goals to get gains out of it yourself, everything you post should be inspiring for someone, show interest, or coach someone. The target audience must value it, that way it delivers value for MP. Jumping on a hype train, therefore, is not advised.

How does MP Motorsport write about itself and the network around it?

If you name yourself in a sentence, you do it as MP. Like using your first name. Then when you talk about the entire network around MP Motorsport you talk about the MP Family so that it is clear that everyone belongs and is putting the right feeling of togetherness.

- > Meet our new member in the MP Family if it concerns a new employee or sponsor.
- > About us works great when it comes to a page to introduce yourself, use the headline then Let us introduce ourselves, we are MP Motorsport. Then in the text, you will just use MP or conjugation of we.

Use of language

The goal is to come across as warm and competent, a compassionate leader.

- > From the point of view of the team members, talk in the me or us form, that way you keep it personal.
- > Use as little jargon as possible, make it understandable
- > Alternate inspiring longer stories with short personal quotes or catchphrases to avoid becoming monotonous
- > Use wording such as together, teamwork, together with you. This is to create a sense of togetherness and thus warmth with the target group
- > Also focus your content on talent discovery and talent development in your texts, this is one of the important strengths of MP.
- > Focus on the fans, try not to put yourself in the center of everything you say to get attention, tell it so that the value is with the fans.

What tone does MP use

The language use must match - and be tested against - the personality of MP Motorsport

- > Ambitious
- > Leading
- > Caring
- > Involved
- > Modest

Online

Many paper texts are structured according to the funnel structure: a general beginning, followed by an explanation and then the core. It is better to build web texts according to a pyramid structure: start with the core. In a short paragraph of three or four sentences, immediately provide the most important information. In this way you optimally respond to the reading behavior of the web reader: you immediately catch his attention at the beginning and do not lose him.

How to optimize texts on the website

- > Start with the core.
- > Use short paragraphs with one subject.
- > Make good headlines of no more than six to seven words.
- > Make good subheadings of no more than four words.

How do you put on social media text?

- > Choose at least one of the three ways (goals) of talking that fits your theme (coaching, interested, inspiring) or combine.
 - > Start with a short catchy sentence that makes the goal clear
 - > Do not use more than 4 sentences
 - > End with a hashtag # unique for MP that is constantly used per target and applicable for the target group. For example with coaching #LearnEverydayWithMP
- This also works in a connecting way but is also functional to collect content that can be shared again.

4.4 Tone of image

The tone of image supports the tone of voice. The images make the words stronger or can replace words when the image says it all.

The purpose of the visual appearance for MP Motorsport is to make human contact with the target group. We want to appear warm and competent and we do this by focusing on the people and their talent. A good example of this is the social media post of Red Bull Racing in which a job of normally an hour was done in fifteen minutes by means of teamwork. The image tells a story that inspires. Knowing the story behind it makes it even more powerful.

Images

The focus of the tone of voice lies in the right use of images and videos. Images fit much better than graphic elements to the look and feel MP needs to have with its branding. The warmth and competence comes back in the right use of imagery and color as can be seen in the mood board on page 50.

As the mood board shows, the images focus on humans and their emotions and behavior. Whether its winning or losing, working or sitting together everything should revolve around what the people do and feel together. The feeling of sharing emotions and achievements together combined with warm colors gives the warm and competent look and feel which fits the personality.



Figure 14: Social media post by Red Bull Racing showing an example of the intended visual appearance of MP Motorsport

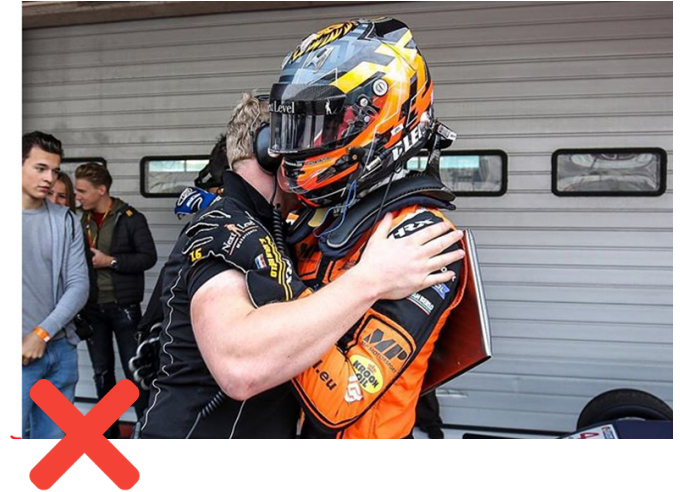


Figure 15: Mood board of the new tone of image

Guidelines

The images MP will use need to be tested against certain guidelines that will fit with the look and feel of the brand and the personality.

When there is a driver / employee in the photo, we want to be able to see the eyes at all times. This prevents detachment and increases the sense of belonging for the target group. It also figuratively shows that you look the target group in the eyes when you talk to them showing interest and care.



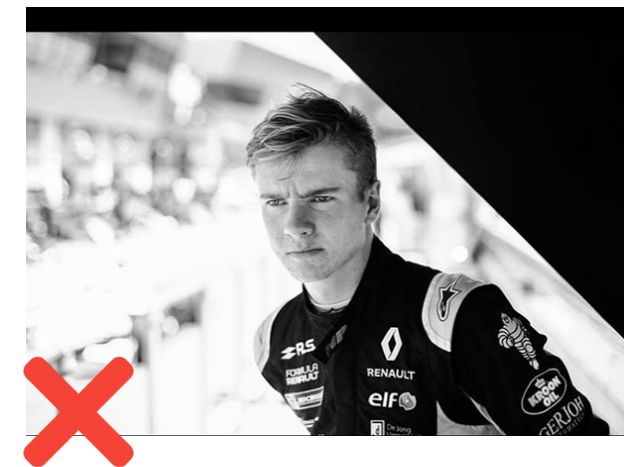
When you talk directly to the target group in the form of the I-form or a quote and the person is in the photo while looking into the camera. The preference is given to close-up photos in which the face is visible up to the chest. This creates intimacy and the feeling that the person is talking to the target group. Full-body photos are more distant and therefore have less effect.



You want to radiate speed and action, just like the strong side of the personality must come out. You do this by showing a moving image, not a static image. Minimize photos of the cars and focus on videos that show this.



When the intention of a text is to inspire, show an image or images of key moments of the inspiring story/moment of people. Quotes can help with this, make sure to include them in the picture as that will give better results (see 4.4 validation). Avoid using black and white photos with quotes, they appear colder than colored photos.



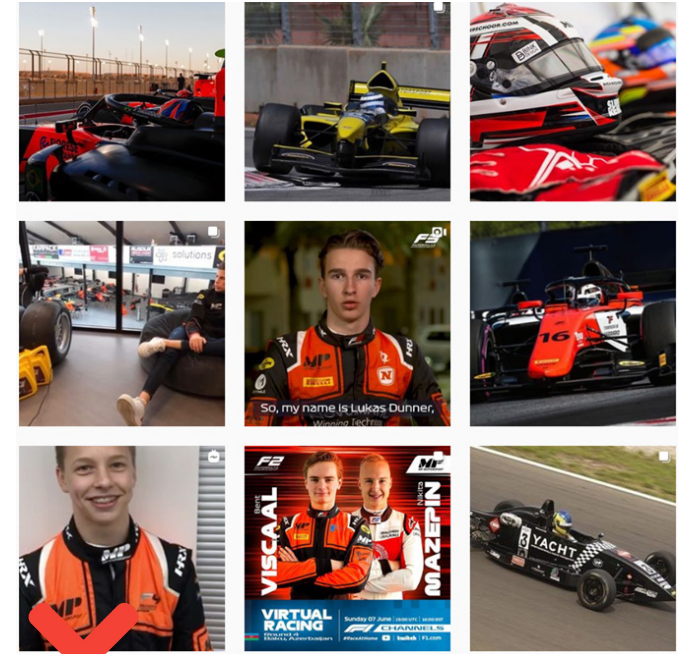
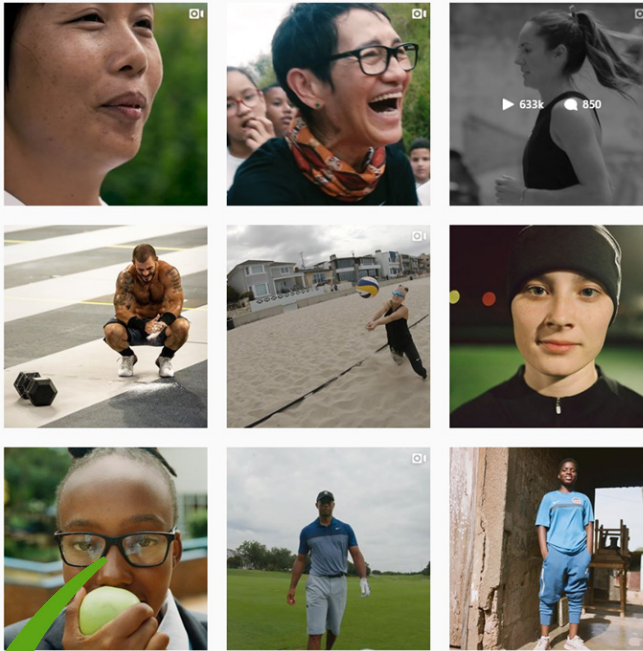
Social media

Avoid meaningless photos. Make sure the photo supports the text and has a story. Just like the tone of voice you want to provide value for the target group, not yourself.

A profile full of people and faces highlights the warmth, modesty and involved personality of MP Motorsport. Mix this with prizes and podiums, but make sure it's still about the people in order to highlight the competence, ambition and leadership of the personality.

Another trick to come across as more competent is to color match the first photo per instagram post to get a calm and balanced looking profile. Having your timeline organised shows care and competence.

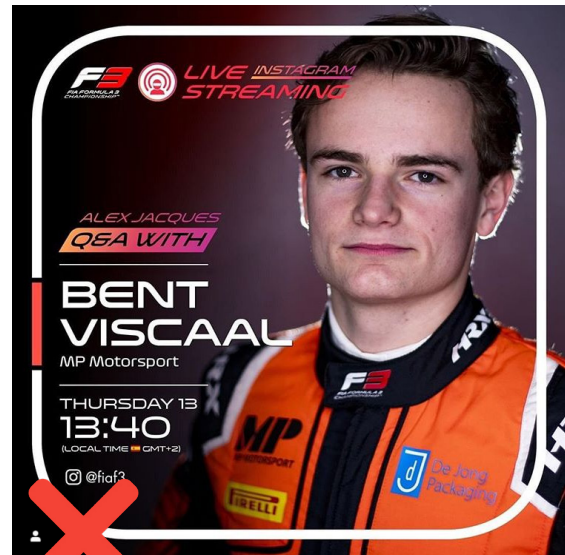
Save graphicly designed announcements for the story for example, to keep the calm and balance in the profile.



Graphic elements

When it comes to graphic elements the logo is the only currently existing element that sets MP Motorsport apart from other teams. Being a modest team, MP should not use lots of lines and other graphic elements in their pictures as it makes it too screaming.

Do not edit logo's into the pictures. The attention goes to the target group and not MP. A logo in your own picture is too much on the foreground and does not fit the modest personality. A logo on a shirt or in the pit box in the picture is a modest way of showing your identity.



4.5 Validation

The tone of image and tone of voice were created based on rationale but were not verified yet by the target group. This subchapter describes the results of the validation research that was done with 10 participants who filled in an online survey where they are asked to rate a variety of Instagram posts in random order on 6 scales: cold-warm, incompetent-competent, lazy - ambitious, following-leading, boastful-modest, distant-involved.

Results

Figure 16-18 show the results of 3 Instagram profiles that were rated. The first profile is one created with photo's that counter the proposed tone of image and show a set of photos that fit the achievement mindset of the competition. The second profile is the current Instagram profile of MP Motorsport and the third profile is a set of photos that represent the new tone of image. The average score per scale is shown in the visual below each profile. For example, in figure 16 the score from cold to warm is rated 3,5 / 6 on average where 0 is cold and 6 is warm.

Profile 1, achievement-focused

A showcase of prizes, cars, podiums and people working on the car gives a competent ambitious and leading character to the profile according to the results. However on the warm, modest and involved scale its score close to the middle ground.

Profile 2, current profile

The current profile is a mix of cars, people and graphical images As can be seen from the results the profile has a balanced but medium score on all scales. There are no really high scores but also no low score implying this profile does not evoke strong emotions.

Profile 3, proposed tone of image

The profile shows the proposed focus of showing people and an overall color-matched profile. According to the participants, this gives a much warmer, modest and involved look and feel compared to the other profiles. The competent, ambitious and leading scales are rated medium-high.

Conclusion profiles

Based on the results it can be concluded that the current profile lacks emotion. The created profiles both score well on different scales. When focusing on the cars, prizes and podiums, the scales of competency, ambition and leadership are scoring well although they miss out a lot on warmth, modesty and involvement. Focusing on showing people in the photos creates a warm, modest and involved feeling without losing out much on the competence, ambition and leadership. It therefore is advised to create a profile that focuses on the proposed tone of image guidelines.

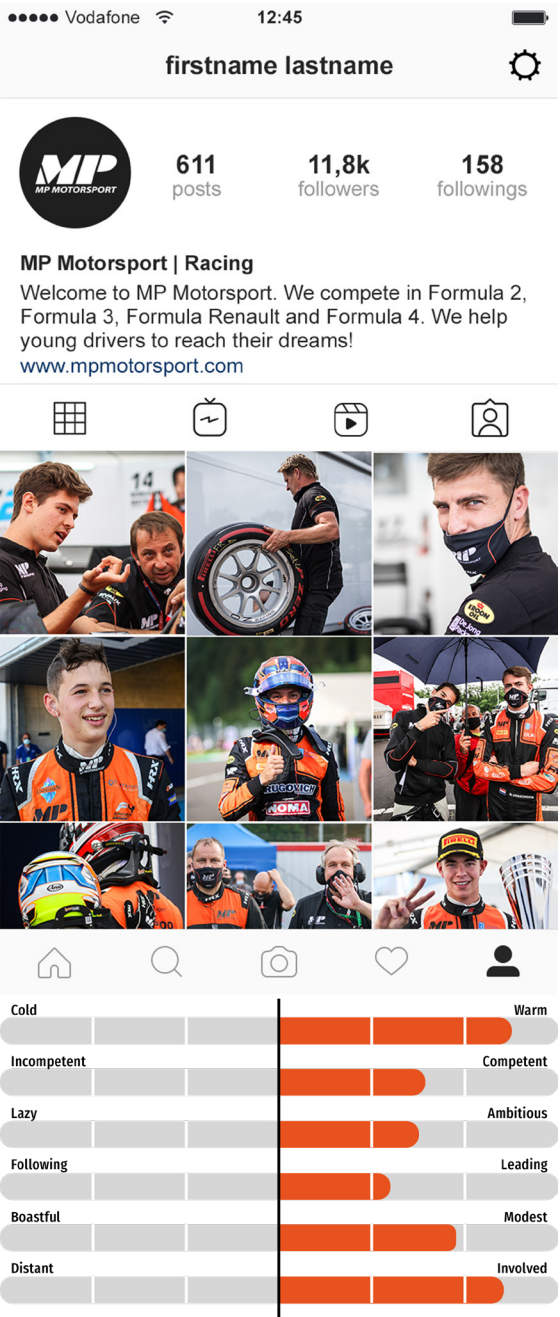
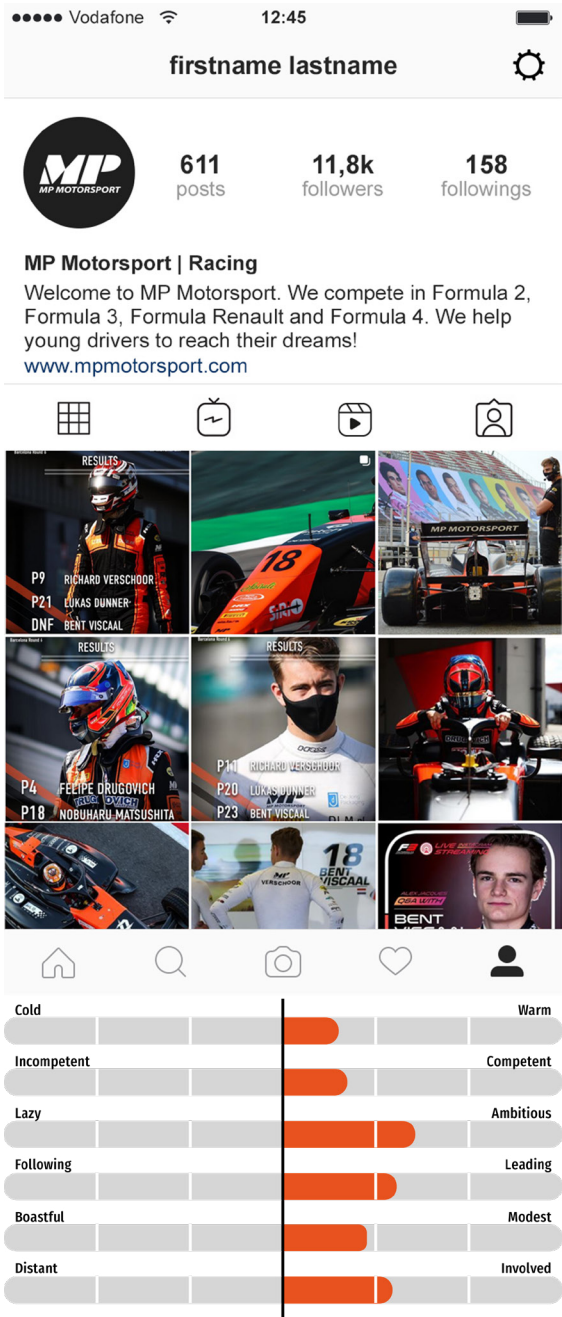
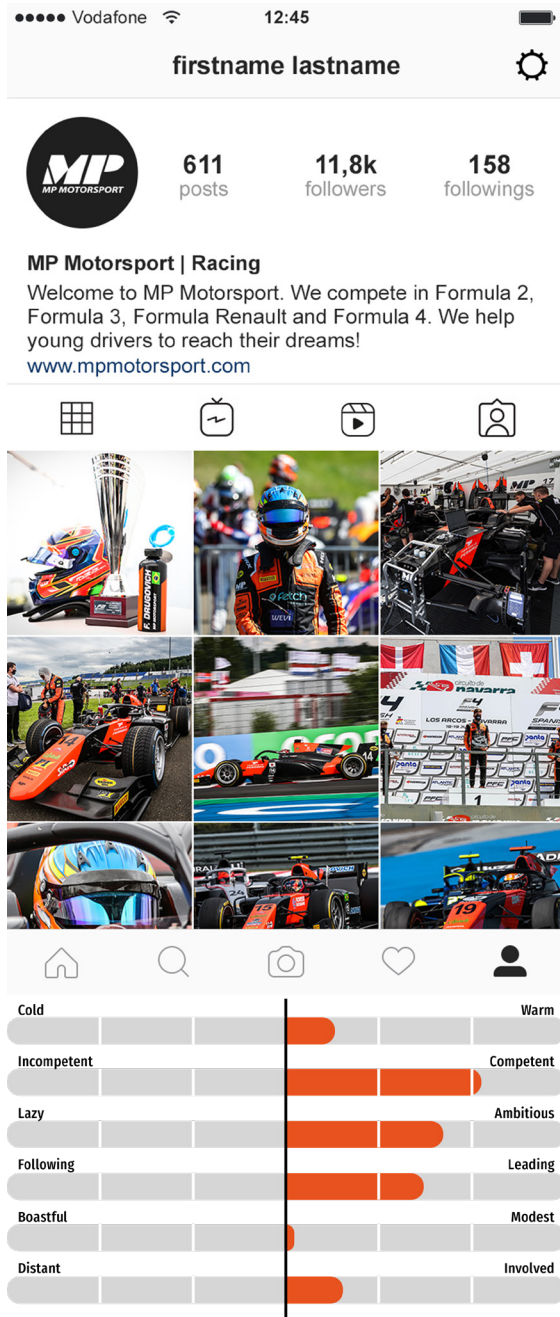


Figure 16-18: Three profiles created for the research. Profile 1 (left), Profile 2 (middle) Profile 3 (right)

Results posts

Next to the profiles 18 posts were tested as well. Figure 19 to 23 shows if and in which way quotes work the best. Figure 19 shows the original picture and quote that was posted by MP Motorsport in the past. The other figures are variations on the image and the text to both test tone of voice and tone of image.

Firstly what stands out is that the black and white photos clearly perform less on warmth and involvement, but seem to slightly perform better on showing leadership. The only exception to this is figure 21, which shows overall better performance than the other pictures with a clearly higher score on competency and leadership.

The change in tone of voice from achievement-focused (original quote) to a learning-focused tone of voice showed a small improvement of all scales except for warmth which stayed similar in the colored picture. But in the black and white picture, it showed slight decreases in all scales, disproving the above increases.

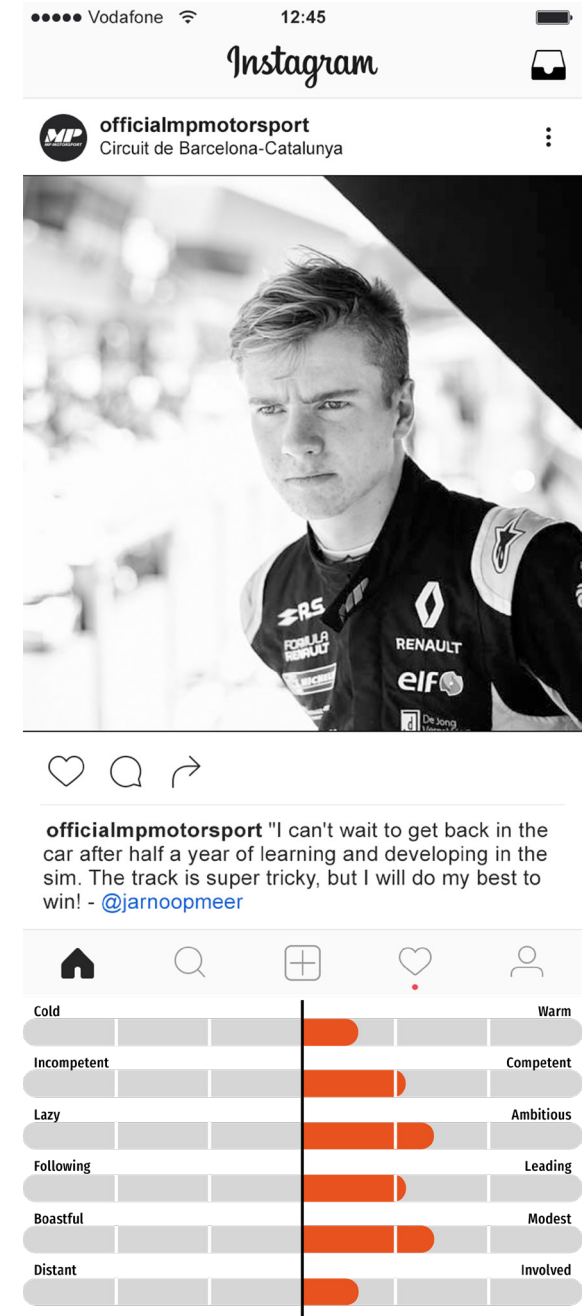
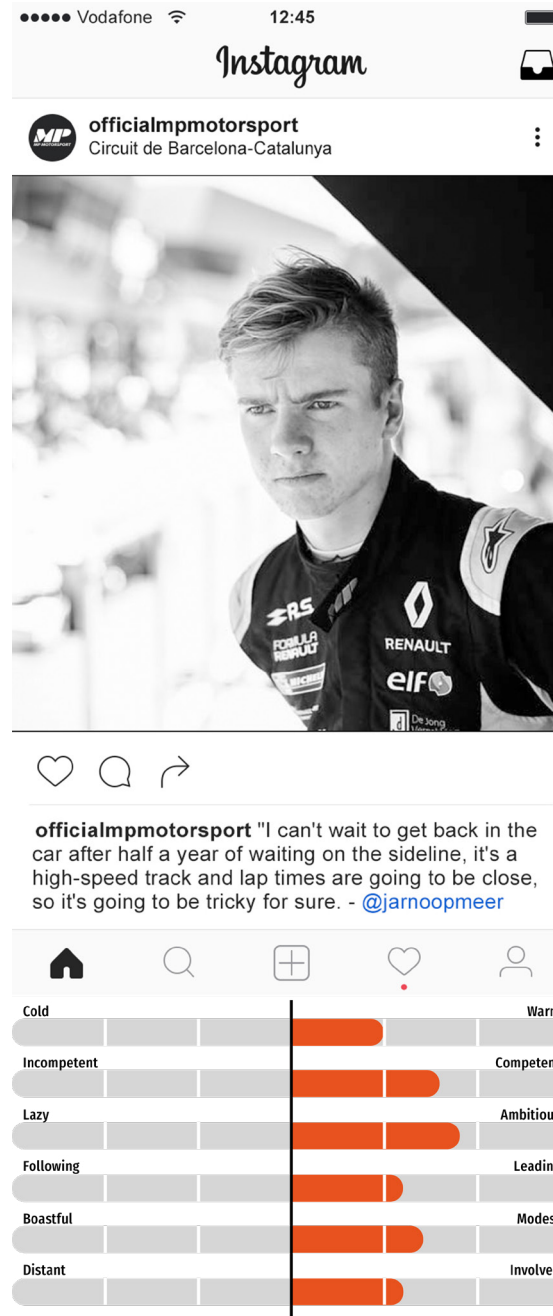
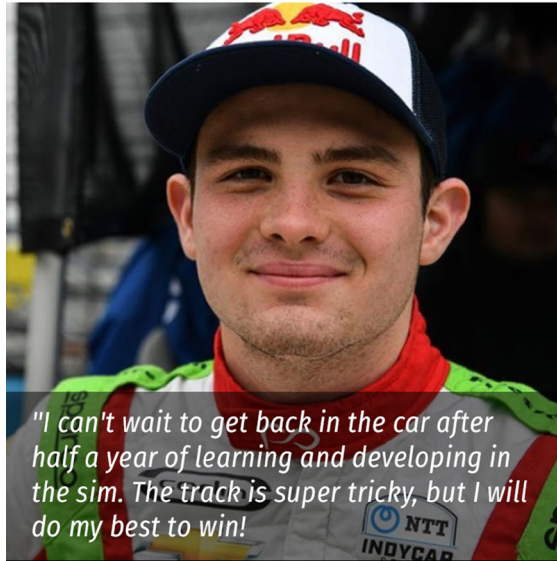


Figure 19-23 5 posts created to test the impact of quotes and the color of the photo

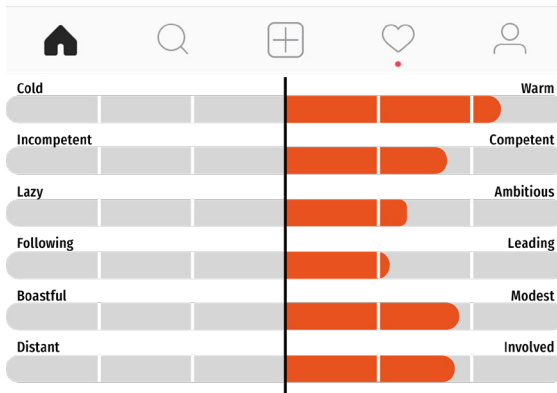
officialmpmotorsport
Circuit de Barcelona-Catalunya



"I can't wait to get back in the car after half a year of learning and developing in the sim. The track is super tricky, but I will do my best to win!"



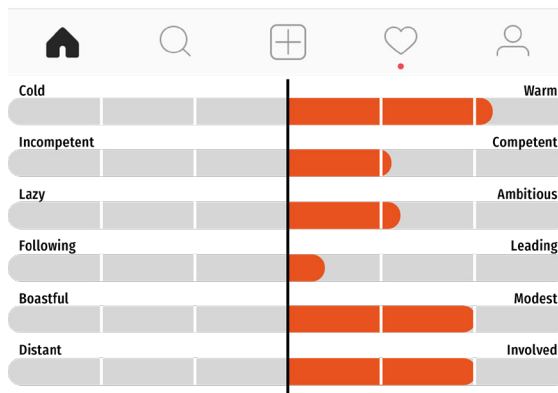
officialmpmotorsport [@patriciooward](#) on returning after the winter tests.



officialmpmotorsport
Circuit de Barcelona-Catalunya



officialmpmotorsport "I can't wait to get back in the car after half a year of learning and developing in the sim. The track is super tricky, but I will do my best to win! - [@patriciooward](#)



officialmpmotorsport
Circuit de Barcelona-Catalunya



officialmpmotorsport "I can't wait to get back in the car after half a year of waiting on the sideline, it's a high-speed track and lap times are going to be close, so it's going to be tricky for sure. - [@patriciooward](#)

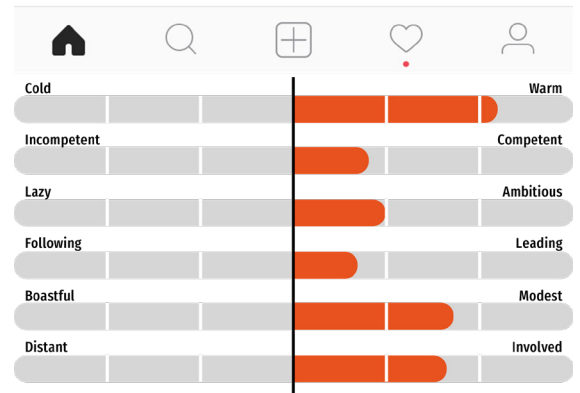
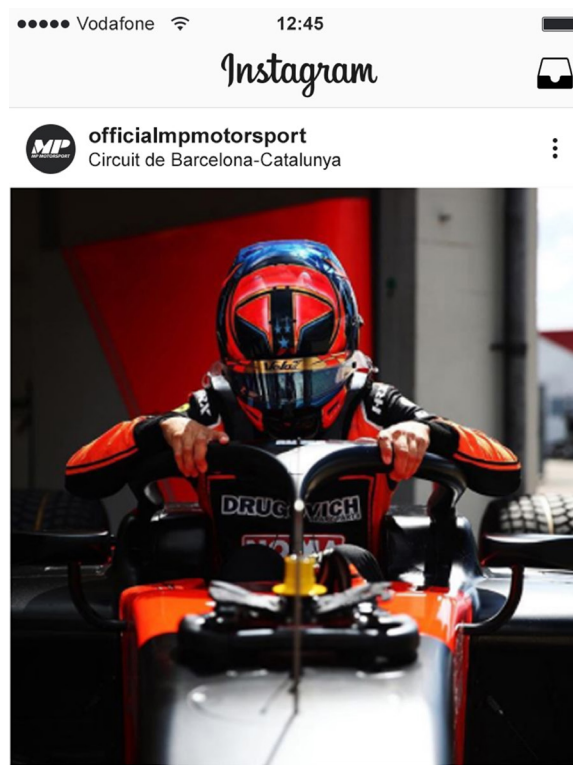


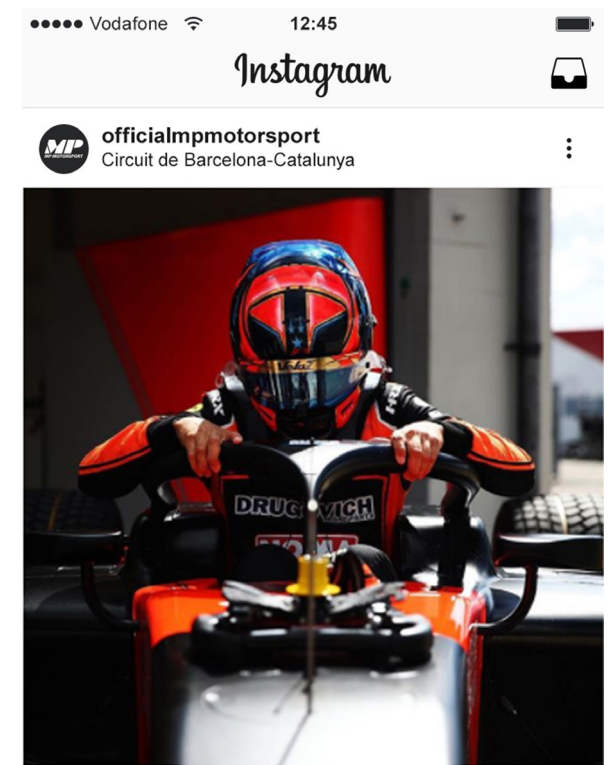
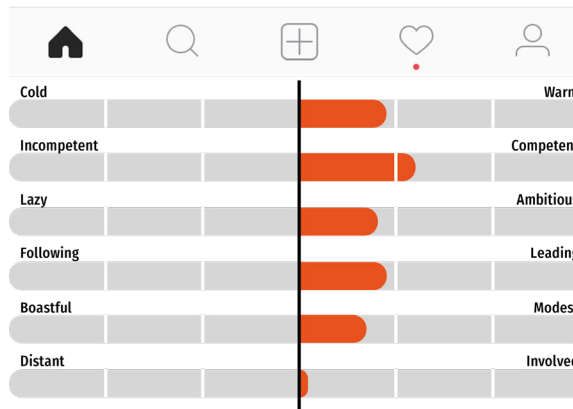
Figure 24 to 27 show the results of a set that tests the tone of voice primarily in combination with showing and not showing eyes of the people. Figure 24 shows the original post made by MP Motorsport. The other posts are variations made using the proposed tone of voice and tone of image.

What becomes apparent is that when the tone of voice is applied to the same picture of the original post, the warmth, modesty and involvement are greatly enhanced, while ambition, leadership and competency stay similar.

The results also show an increase of competency, ambition and leadership when the picture of the driver in the car is shown over the engineers picture. Other correlations can not be proven with these set of pictures.



officialmpmotorsport It's Friday and that means it's practice and quali day!



officialmpmotorsport It's raceweekend! Another chance to learn something new! What did you learn this week?

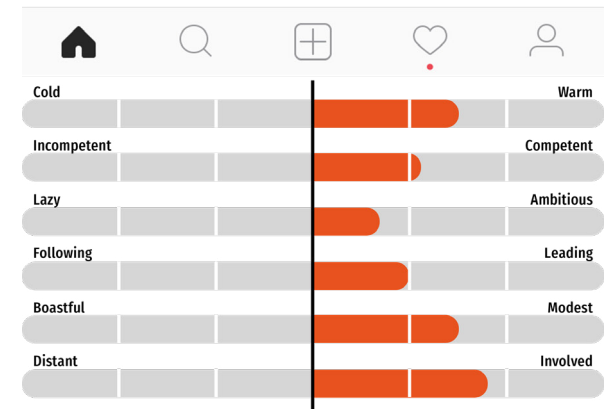
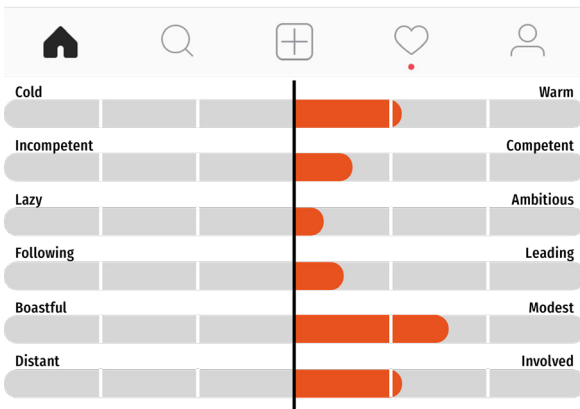


Figure 24-27: 4 posts created to test the impact of tone of voice and tone of image

officialmpmotorsport
Circuit de Barcelona-Catalunya



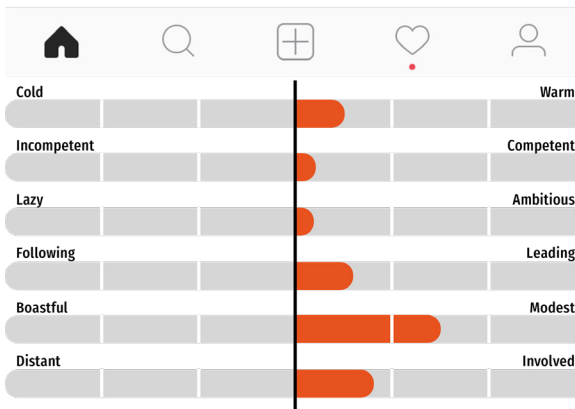
officialmpmotorsport It's Friday and that means it's practice and quali day!



officialmpmotorsport
Circuit de Barcelona-Catalunya



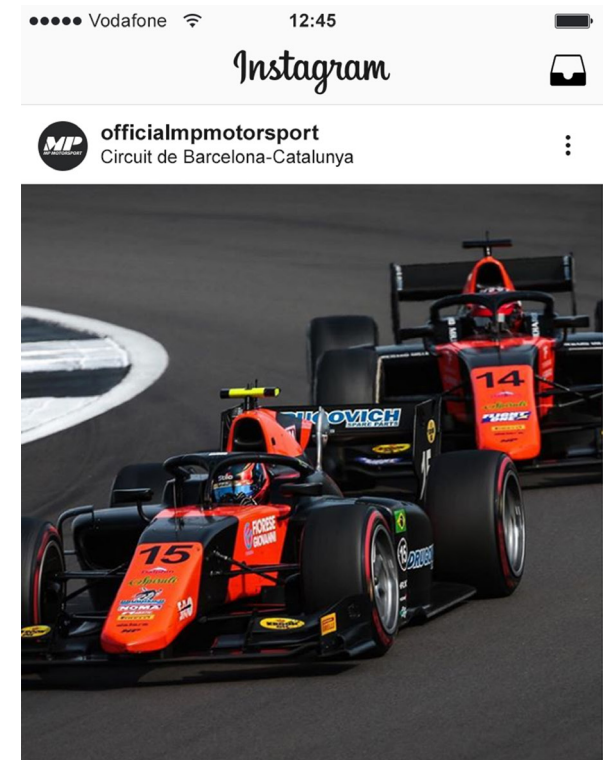
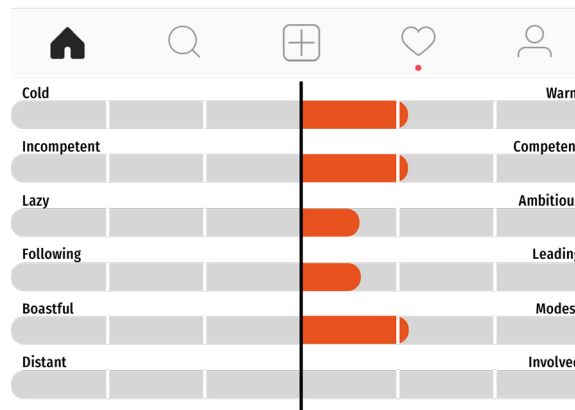
officialmpmotorsport It's raceweekend! Another chance to learn something new! What did you learn this week?



Using a face in the photo shows a big increase in the involvement while also improving warmth and modesty, but at the cost of competency, ambition and leadership. Applying the new tone of voice to the text increases competency, involvement and modesty and seems to act as a buffer for the decrease in competency, ambition and leadership in when using a person over a car as a photo. The reason for this might be found in the interaction between the photo and text, like the person in the photo is directly asking you the question.



officialmpmotorsport We arrived in Barcelona.
Weather update: it's HOT



officialmpmotorsport We arrived in a HOT
Barcelona for a new race weekend! What is your trick
to stay cool in the heat?

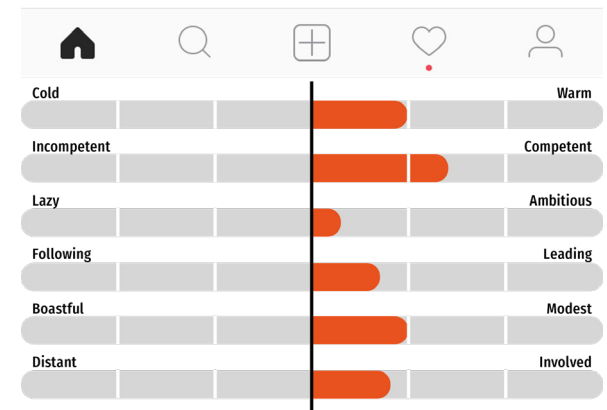
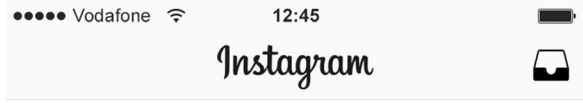


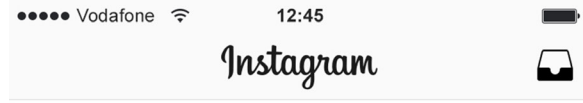
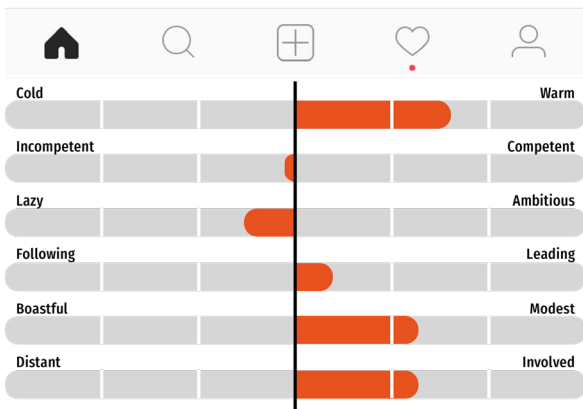
Figure 28-31: 4 posts created to test the impact of tone of voice and tone of image



officialmpmotorsport
Circuit de Barcelona-Catalunya



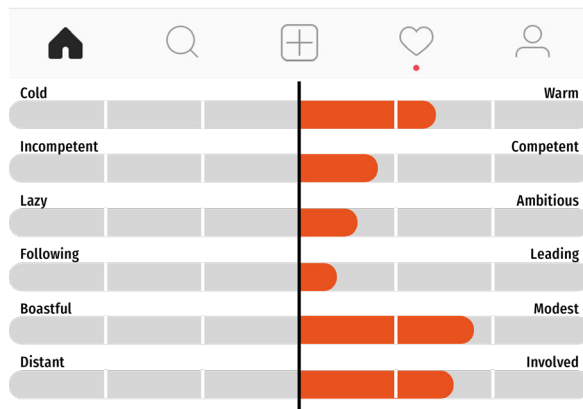
officialmpmotorsport We arrived in Barcelona.
Weather update: it's HOT



officialmpmotorsport
Circuit de Barcelona-Catalunya



officialmpmotorsport We arrived in a HOT
Barcelona for a new race weekend! What is your trick
to stay cool in the heat?



Conclusions of the validation

Based on the results of the scores on both the profiles and posts the following points can be concluded:

- Showing people on photos enhances the warmth, involvement and modesty of the look and feel.
- Showing cars and prizes related photos shows an increase in ambition, leadership and competence
- Combining a photo of a face with a question in the text prevents the loss in ambition, competence and leadership that comes with using a photo of a person over a car.
- Black and white photos should be evaded as they appear colder.
- Editing a quote in the photo enhances overall performance on every scale.
- Adding racing language like high speed, quali and free practice increases the competency, leadership and ambition of the post.

All in all it can be concluded that the proposed tone of voice and tone of image work as intended and that the right balance should be found in people and questions and cars and prizes to create the optimal posts and profile that reflects the personality and the warm and competent look and feel.

4.6 Implementation plan

To help MP Motorsport use all advise given in previous chapters, a multi-year implementation plan is set up. The plan describes the short and longterm vision in terms of actions the team should take to successfully implement the new brand identity and reach the long term goal; to become more attractive to stakeholders become financially independent from drivers based sponsoring.

Long term plan

The long term goal for MP Motorsport is to become a talent educating team that does not select its drivers based on financials but based on talent. The vision to get to that point is to roll out a new brand identity that attracts a community and therefore also sponsors.

To get there a plan is made that consists of 3 phases:

- Brand introduction
- Community building
- Sustainable growth

Each phase has actions that support the long term plan. Figure 32 shows a visual representation of all phases and their actions. Phase 1 can be interpreted as the short term plan that can be initiated right away. Phase 2 can start with preparations, but goals need to be met in order to continue. These goals are described per phase.

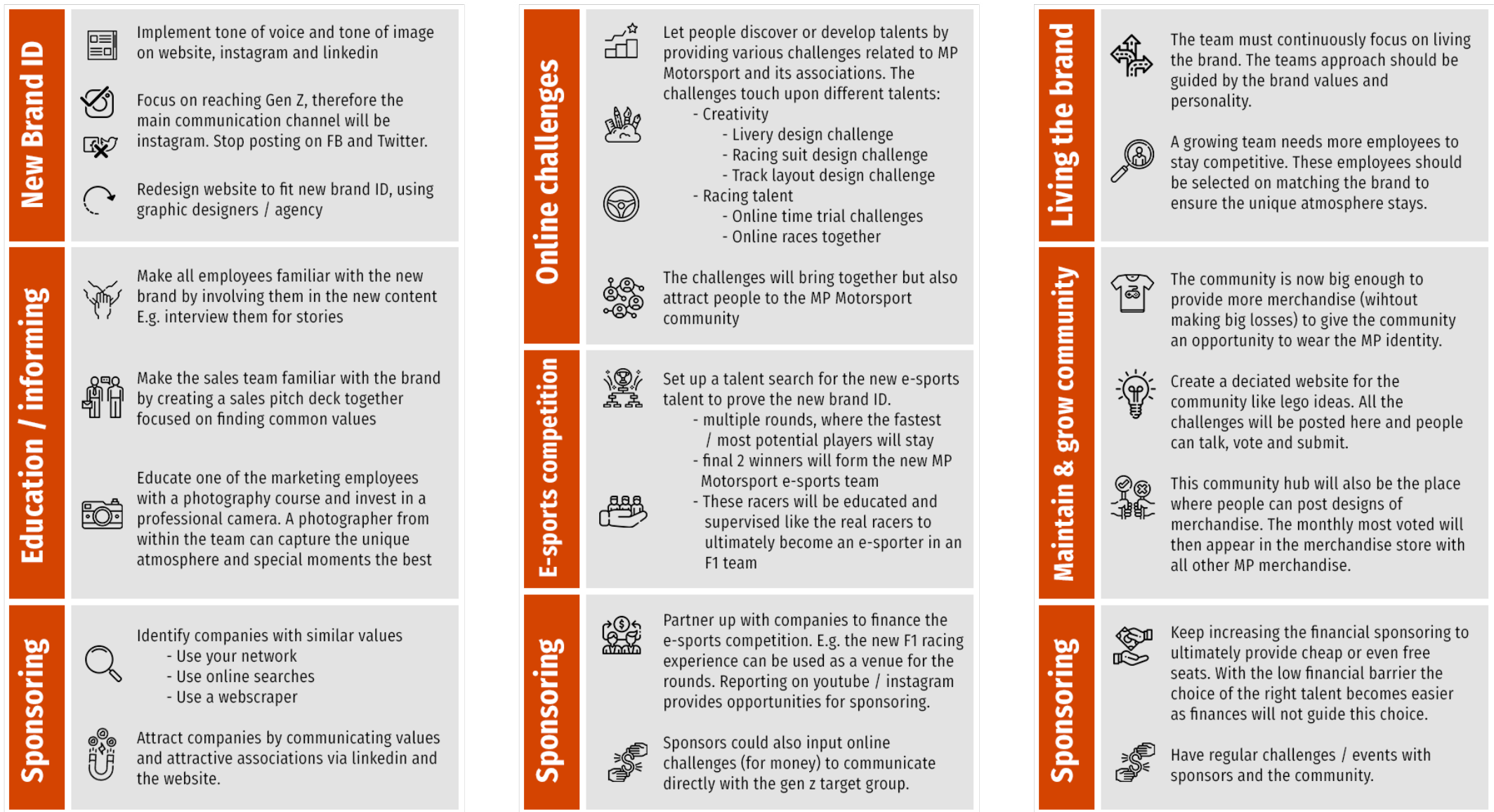


Figure 32: Implementation plan in 3 phases

Phase 1 Brand introduction

The first phase is focused on implementing the new brand identity in an accessible way for MP Motorsport i.e. no big or high-risk investments. The phase is set-up in such a way to create a strong foundation, both within the team and online. Firstly the team needs to live the brand, which means they need to understand it and believe in it. Part of the team was already part of the research and therefore understands where the new brand comes from. This same mechanism should be applied to all other employees. A way to do this is for example to involve them in making content for the online channels like interviews for example.

Channels

When it comes to online, the new brand comes to life by implementing the advised tone of voice and tone of image on all different communication channels. As we will target Gen Z mainly this means the focus should be on the Instagram channel. Next to that the website and LinkedIn should follow the new guidelines. As Gen Z is hardly present on twitter and Facebook, and the current followers of those social media are not very active, no attention should be paid to those channels after the end of the current season. In phase 2 other social media will be added which need the time for attention that is gained from aborting Facebook and twitter.

Photography

To get more control over the images for both social media posts and the website it is advised to have at least one (marketing) employee educated in photography. Professional courses for beginners cost no more than 300 euros for multiple days of training and are a small investment with a big impact. Currently, the team is reliant on a photographer from the organization. This person is not involved in the team branding and therefore will not take the right pictures. Having someone internally for these pictures greatly helps with the right content that matches the tone of image you want to achieve.

Website

Regarding updating the the website there are two options to start with:

Option 1 is to apply the new tone of voice and tone of image to the current website.

Option 2 is to have the website redesigned with the new branding by a graphic design agency. For both options there are advantages and disadvantages:

Option 1:

- + Low costs (only employee salary)
- + Immediate results (can start immediately)
- + Current way of working with the site is familiar

- Outdated design, unprofessional look
- Old back-end can become a problem when implementing new features
- Reorganising the website to create the right look and feel for the new brand takes a lot of extra time

Option 2:

- + Modern look and feel in new branding style
- + Whole website in new branding style (not only content)
- + Good foundation to implement the later phases more easily
- + New content and design can be created simultaneously

- Requires investment of ~€20.000 to 50.000

- New website with new navigation requires time to learn it

As can be concluded from the pro's and cons it is advised to involve a graphic design agency to build a new website. The professional and modern look, adapted to the new look and feel provides a more controlled environment to show the new brand than just changing the content on the old website. Next to that time is saved, but it comes at the cost of money. A problem that can be solved with the sponsoring strategy.

Sponsoring

The first step to this sponsoring strategy is including the sales team just like the other employees in the new branding. It is important that just like the employees the external sales party understands and believes in the brand as well. What can be done is for example to create the sales pitch together. Both perspectives can be combined to get the best story for potential sponsors.

The next step is to find out which companies qualify. As the research showed the best potential sponsors share common ground with MP Motorsport. Common ground can be found in for example the values or goals. Ways to find such companies are for example technical solutions like web scrapers, but it can also be as simple as google searching and using your existing knowledge and network. But next to searching, the team should also focus on making it easier to be found. An important step is to be clear in communicating MP's values, goals and interesting associations with the team (like talent education) on the website and LinkedIn. In this way it is easier for companies to find you as well.

Targets phase 1:

In order to continue to phase 2 it is advised to meet the following goals to measure the success and if the foundation is strong enough.

Target group: The amount of instagram followers from Gen Z (age groups 13-17 and 18-24 years old combined) have increased to more than 60%.

Sponsoring: A number of sponsors have been identified and a number of sponsors are official sponsors of MP Motorsport which must provide full financial coverage of the new website and the e-sports competition.

Phase 2 community building

In phase 2 MP will focus on building and growing the community in order to become more attractive to companies that look for our target group. In order to build the community, two business models have been set up that are focused on involving the people in MP Motorsport while the team supports them discovering and developing their talent.

Online challenges

The first concept is about online challenges. Starting in phase two via the social media channels, later in phase 3 on a dedicated website like ideas.lego.com. In this concept, MP provides online challenges to the target group that sparks their will to discover or develop a talent. Talents can be in creativity, like clothing or car design, but also talent in e-sports, like time trials or hosted online races. The challenges MP provides are meant to create and grow a community. Regular posters or commenters meet and react to each other and slowly expand into a group of regulars; a community. Providing and coming up with the challenges is one part, posting it on the right channel is another. Reddit is seen as the ideal community platform and has a specific atmosphere where people feel safe to comment and react to each other as well as upvoting (the equivalent of liking on Facebook) each others post. As it is anonymous to an extent (custom username, no photos, anonymous upvotes etc.) it is the ideal place to form a safe community, and therefore it is advised to MP Motorsport to work from there when it comes to challenges and community building.

The way money can be made is to include companies in the challenges. If for example, a company like Asus wants to improve its brand image of the Gen Z target group, they can choose to co-create a challenge with MP in trade for financial support. It is not advised to start in phase two with paid sponsor challenges but first build a community and let them get used to the challenges, and have MP learn and tweak too. Then when a good foundation is created, these sponsored challenges can be done from time to time. (see a business model in figure 33)

E-Sports competition

The second business model (figure 34) is based on an earlier attempt of MP Motorsport to find new F4 drivers, the MP Motorsport competition. Due to high costs for the participants, there was low demand. Therefore it is advised to start an E-sports competition. Entry costs for such competition can be kept low and as E-sports is very popular it will attract a lot of people and possibly sponsors as well. The way the competition is executed is up to the team to decide, but what should be kept in mind is the goal of bringing together people of the community and the discovery and development of the people participating. Therefore engineers should be educated in optimizing e-sports results as it is a slightly different way of racing than racing in the real world. The end results will be a new e-sports team that trains talents to ultimately compete in an F1 e-sports team.

The way this is financed is via sponsoring either the whole team or the e-sports team. As e-sports attract a different audience than the regular racing different sponsors can join. Think of computer brands, steering wheel brands, playseat brands etc.

Targets phase 2:

In order to continue to phase 3 it is advised to meet the following goals to measure the success and if the foundation is strong enough.

Target group:	The amount of Instagram followers from Gen Z (age groups 13-17 and 18-24 years old combined) have increased to more than 75%
	An active community of more than 10.000 members on the MP Motorsport Reddit community.
Sponsoring:	A number of sponsors have been identified and a number of sponsors are official sponsors of MP Motorsport which must provide full financial coverage of the repeating e-sports competition and the new online community hub website.

Phase 3 sustainable growth.

In this phase a big community is established, the team is living the brand and continues to roll out different concepts to stay true and “prove” their brand values. It is important to keep living the brand even when the team is growing and hiring new employees it is important to take into account whether they stand behind the company values or not. When it comes to the community, this phase will enlarge the possibilities the community has to be involved in the team. A new community hub should be designed as a website that will host the online challenges but also hosts a new mechanic. This mechanic is based on the Lego Ideas community where people can design lego sets and the community can vote. When enough support is granted the set is taken into consideration to be sold. For MP Motorsport this can mean that the community can send in merchandise designs for example.

In this phase, the team has had the time to build enough credibility to attract bigger sponsors. The goal for this phase is to have a sustainable growth where financial sponsoring grows to an extent where the team is minimally reliant on drivers sponsoring and relies on team sponsoring. This enables the team to choose drivers based on talent rather than their financials. Especially in the lower classes, this is important as these young drivers most of the time haven't built a big sponsoring network yet.

Targets phase 3:

In order to continue to phase 3 it is advised to meet the following goals to measure the success and if the foundation is strong enough.

Target group:	Steady growing community, biggest active community of all competitors (except for F1)
Sponsoring:	The total number of sponsors provides full financial coverage of at least the F4 and FR costs. Next to that E-sports competitions should be yearly covered to keep the entry costs minimal.



Figure 33: Business plan of the online challenges concept



Figure 34: Business plan of the e-sports competition concept

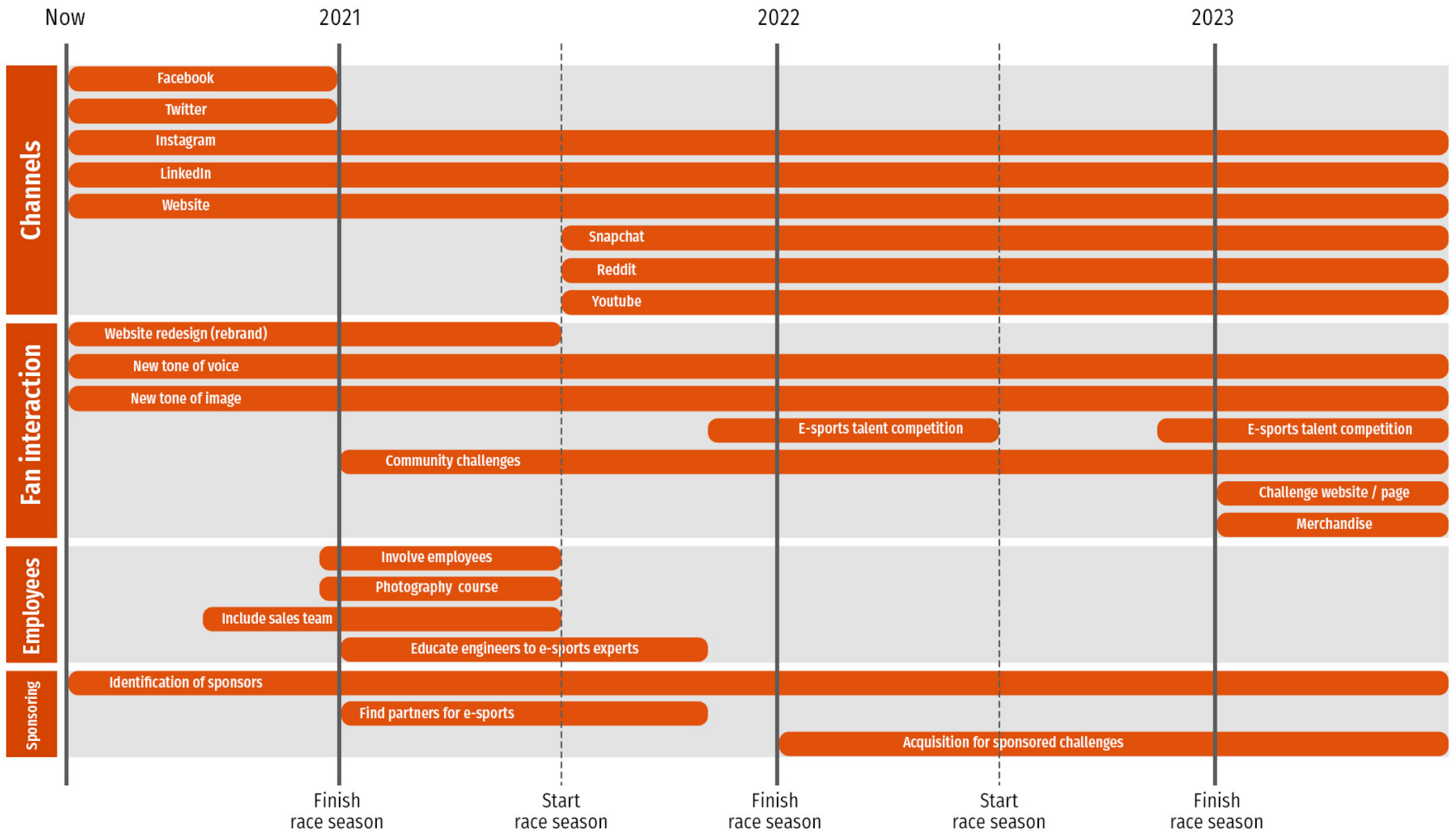


Figure 35: Implementation plan roadmap





Chapter 5

Conclusions

5.1 General conclusion

The aim of this thesis is to design a positioning for MP Motorsport to stand out from the competition and become attractive to stakeholders like the fans and sponsors. This, to solve their yearly financial insecurity and unsuccessfulness in finding sponsors.

To come to such design, various models have been used as a guideline for the analysis. Using group interviews with the employees of MP Motorsport it became clear that the team has an attractive and unique atmosphere that make employees and driver either stay or come back to the team. This atmosphere was translated into a personality in another group session with the conclusion that MP Motorsport is a caring leader with ambitious, leading, modest and involved characteristics. In the 25 years of experience in talent education of racing drivers this atmosphere was a constant strength. In the years they grew towards establishing the full FIA talent ladder, MP Motorsport is seen as a strong team when it comes to talent education. Though the company analysis found weaknesses like an amateurish sponsoring network, medium results in the higher classes and the fragility of the financial structure that became exposed during the COVID-19 pandemic.

When compared to the competitors there are definite opportunities for the positioning of MP Motorsport. Using a mentality model it became evident that the biggest competitors are all together in an achievement or vitality mentality, meaning that their focus is on showing their achievements and passion mainly. MP Motorsport was stuck in this mentality as well and as everyone fights for the best achievements, MP Motorsport didn't win that battle with the current results. A new positioning should therefore be found on the opposite of the mentality model; a caring mentality.

Care for others is also something that became evident in the stakeholder analysis. With Gen Z as a target group, as they will be the talents of the future, it became clear that a positioning based on equality, care for others and the focus on becoming your best self matches with both the values of MP Motorsport and the values of the this generation. And by focusing on these talents of the future, MP Motorsport becomes more attractive for certain companies who are willing to reach out to young talented (motorsport) fans. Moreover, a positioning that combines the will to win and become your best self with learning with and from each other together creates various reasons for sponsors to connect with MP Motorsport.

All data of the analysis is then converged to a positioning using the brand key model with the essence: Be your best self.

MP Motorsport positions themselves as a talent educating racing team that cares for the development of the individuals rather than only care for their own achievements.

The brand DNA is then created as a basis for the manifestation on the brand and act as a guide for future choices made regarding the brand. This DNA is a combination of their personality, positioning and belief "in everyone hides a talent". Using this DNA a validated advise on an new tone of voice and tone of image has been created which will help the teams communication to come across as warm and competent and ambitious, leading, modest and involved.

Finally an implementation plan is created to implement not only the tone of voice and tone of image, but also a strategy on finding sponsors and creating a community. This 3 step plan concludes that it is best to start introducing the brand without high risk and investment, and then step by step grow the community and back up the costs with added sponsors that believe in the new brand and plans and eventually grow big enough to be financially independent from the drivers sponsors in at least the entry level classes Formula 4 and Formula Renault.

All in all the result of this thesis should be helpful for the first steps to reach aim of MP Motorsport standing out from the competition and become attractive to stakeholders like the fans and sponsors.

5.2 Limitations & Recommendations

Limitations of the research

Doing a project in a race team in the middle of a pandemic and racing season brought unexpected opportunities and difficulties. A big limitation of the research is the balance between desk research and interviews. Due to very limited availability of most of the employees only a small portion of the employees were heard in different sessions in interviews. Richer and more varied perspectives would have created a more saturated stream of qualitative information and therefore more grounded.

Most models used in creating the brand from the analysis were used and explored for the first time. The lack of experience meant that more time was put in iterating and therefore less time was put into exploring other directions.

Limitations of the design

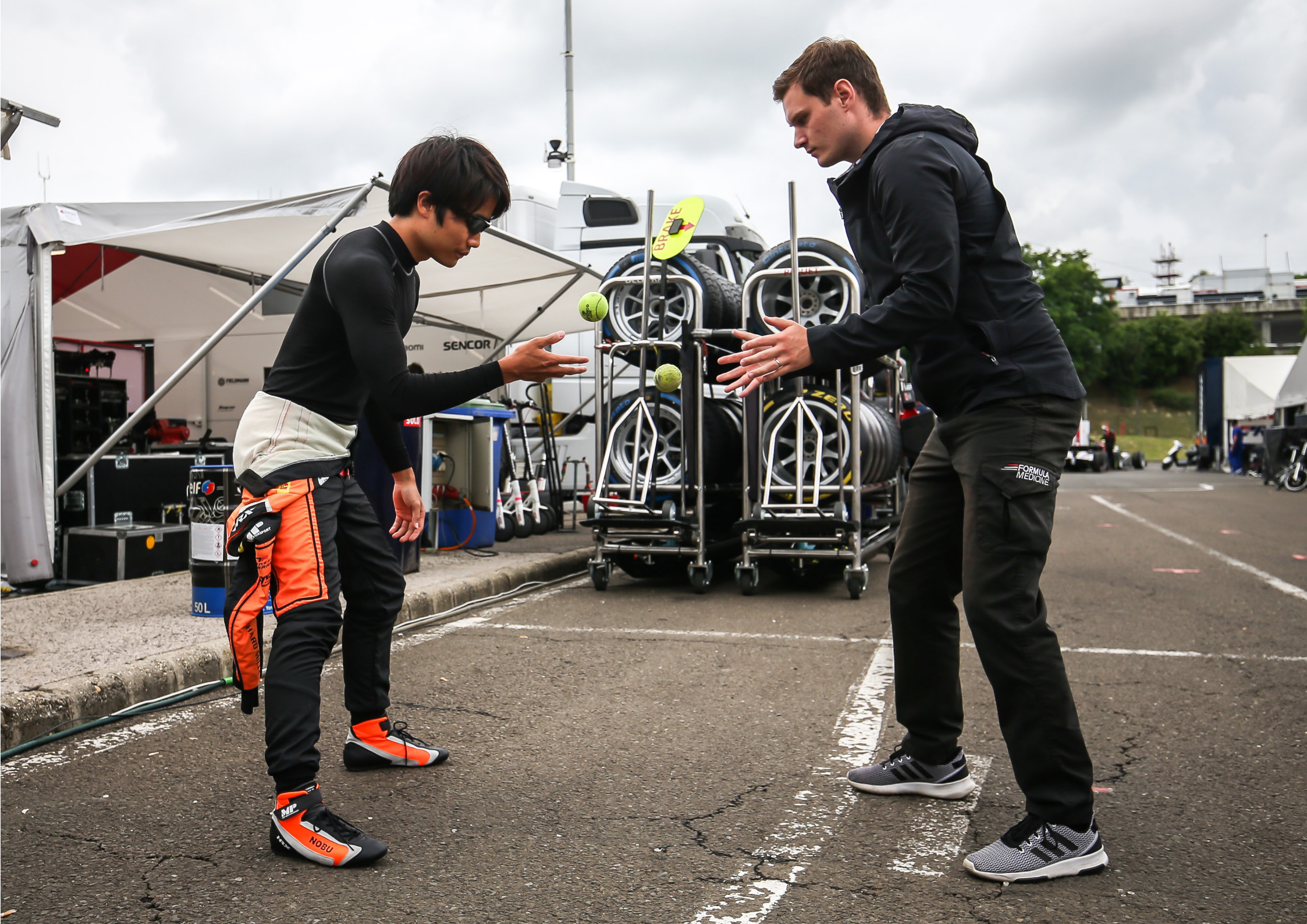
The positioning is although based on analysis, is an estimation of what could be the right direction. The positioning itself is unvalidated and therefore it cannot be guaranteed that this will be the solution for the problem. Next to that it needs to be noted that the validation of the tone of voice and tone of image is done with 10 people only. As much as it gives a subjective overview it cannot be taken as the truth. A much bigger sample is needed to get significant data.

The implementation plan is created based on logic and personal experience, but again this is due to time limitation not verified and tested with experts and experienced people from the field.

Recommendations

The majority of recommendations have been merged in the implementation plan as steps to take for MP Motorsport. Though as a whole I recommend 2 validations on the project. First to build in more security before rolling out the new branding, research can be done with a big sample of the target group (gen Z) to find flaws and strengths of the positioning. Iterative step can then be taken to ensure a successful launch.

Next to that it is recommended to validate the implementation plan with experts in marketing for example to find flaws and possible strengths of the plan that I have overseen with the lack of field experience.





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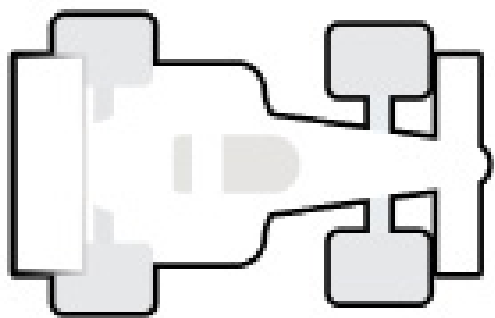
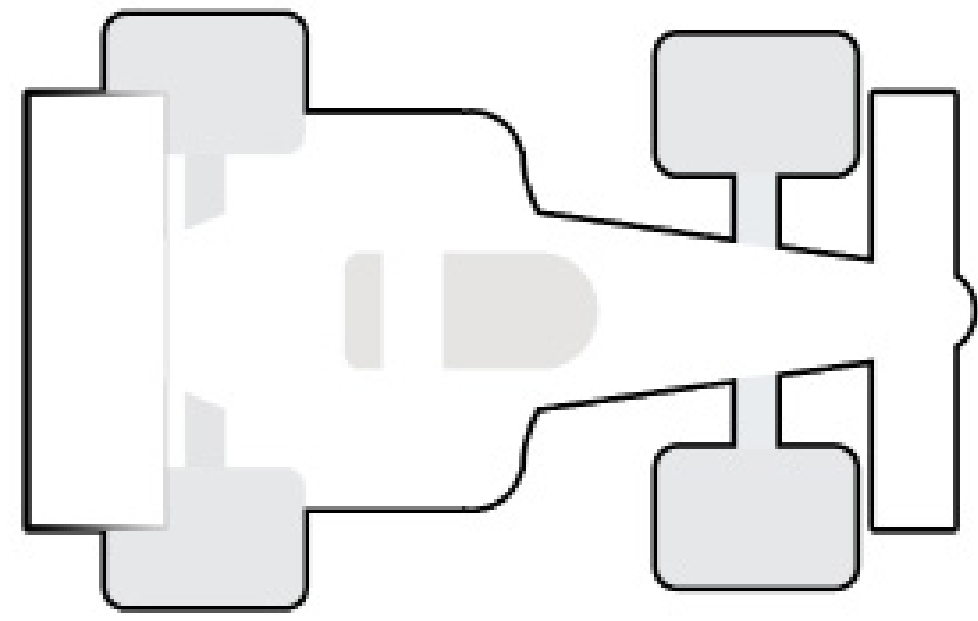
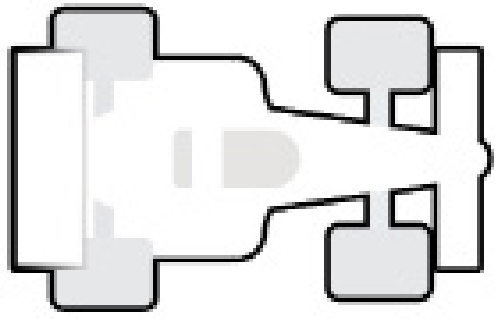
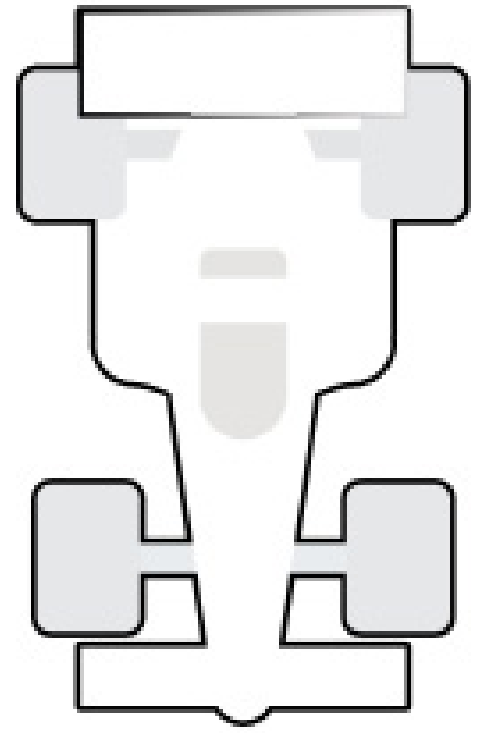
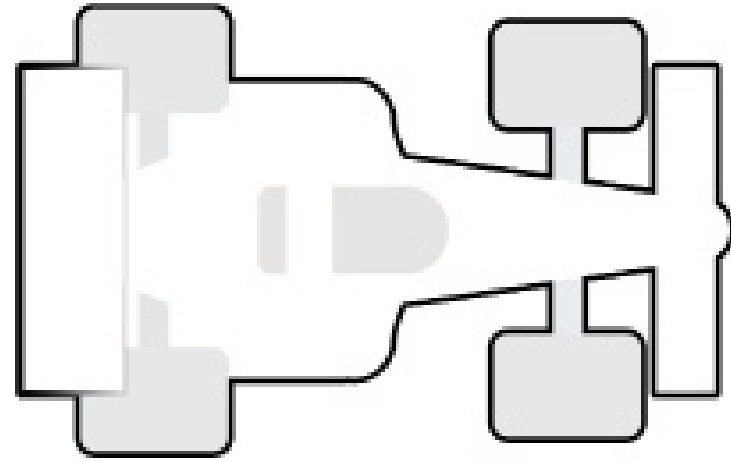
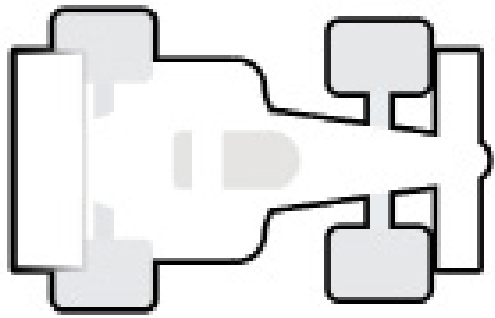
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Appendix A





Present



Past



Future

Appendix B

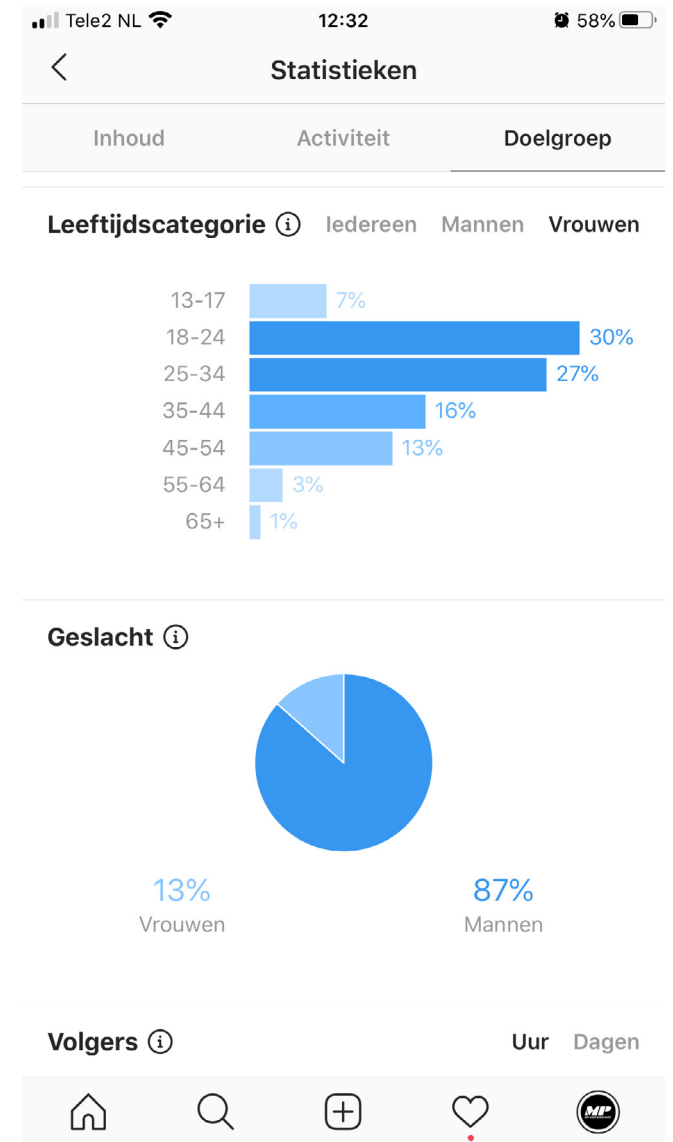
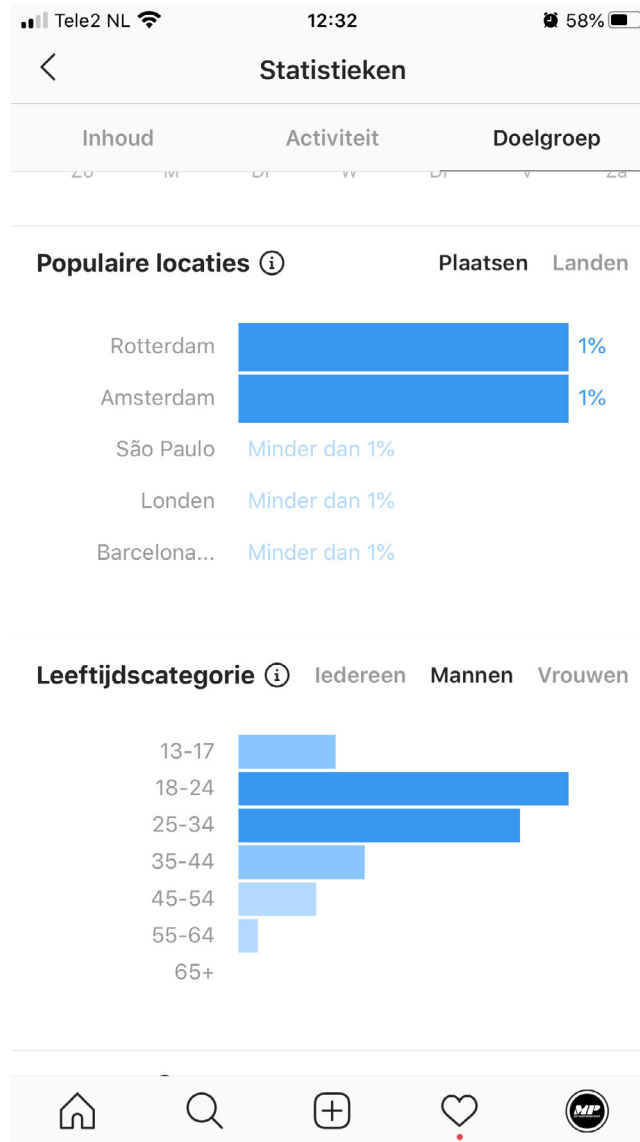
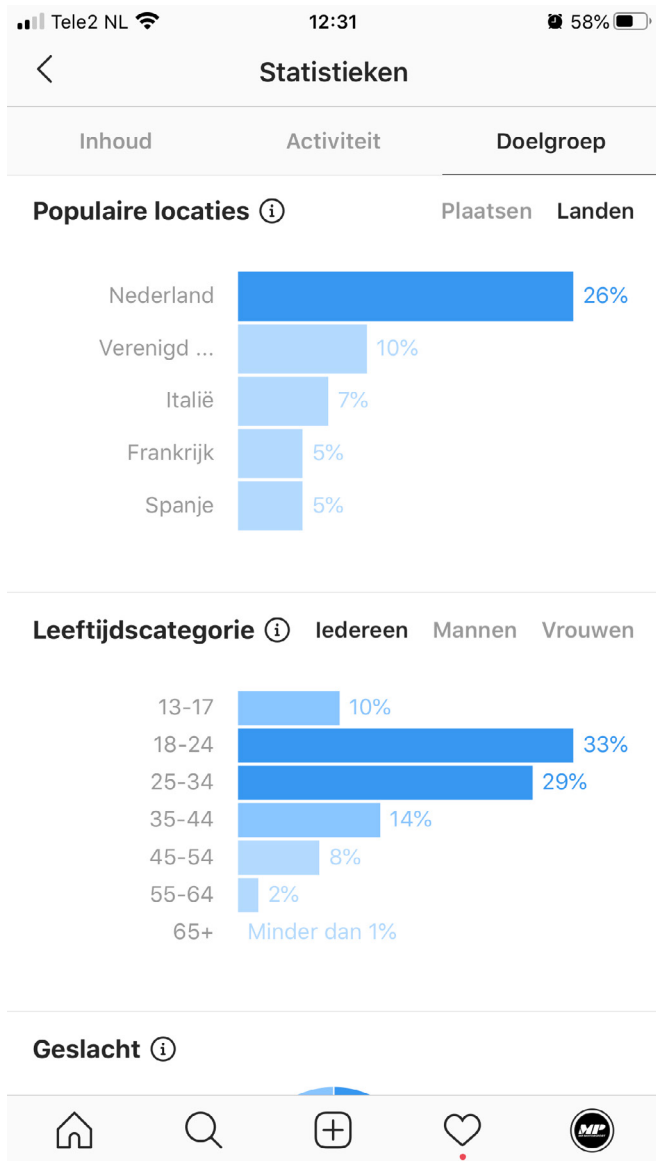
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Quirky Eigenzinnig	Naive Naief	Straight-forward Rechtlignig	Manipulative Manipulatief	Trendy Trendy
Nosey Aagje	Ruthless Meedogenloos	Meddlesome Bemoeizuchtig	Girly Meisjesachtig	Grim Grimmig
Gullible Goedgelovig	Introvert Introvert	Contrived Gekunsteld	Macho Macho	Old fashioned Ouderwets
Unpredictable Onberekenbaar	Contrary Tegendraads	Vulnerable Kwetsbaar	Modest Ingetogen	Submissive Onderdanig

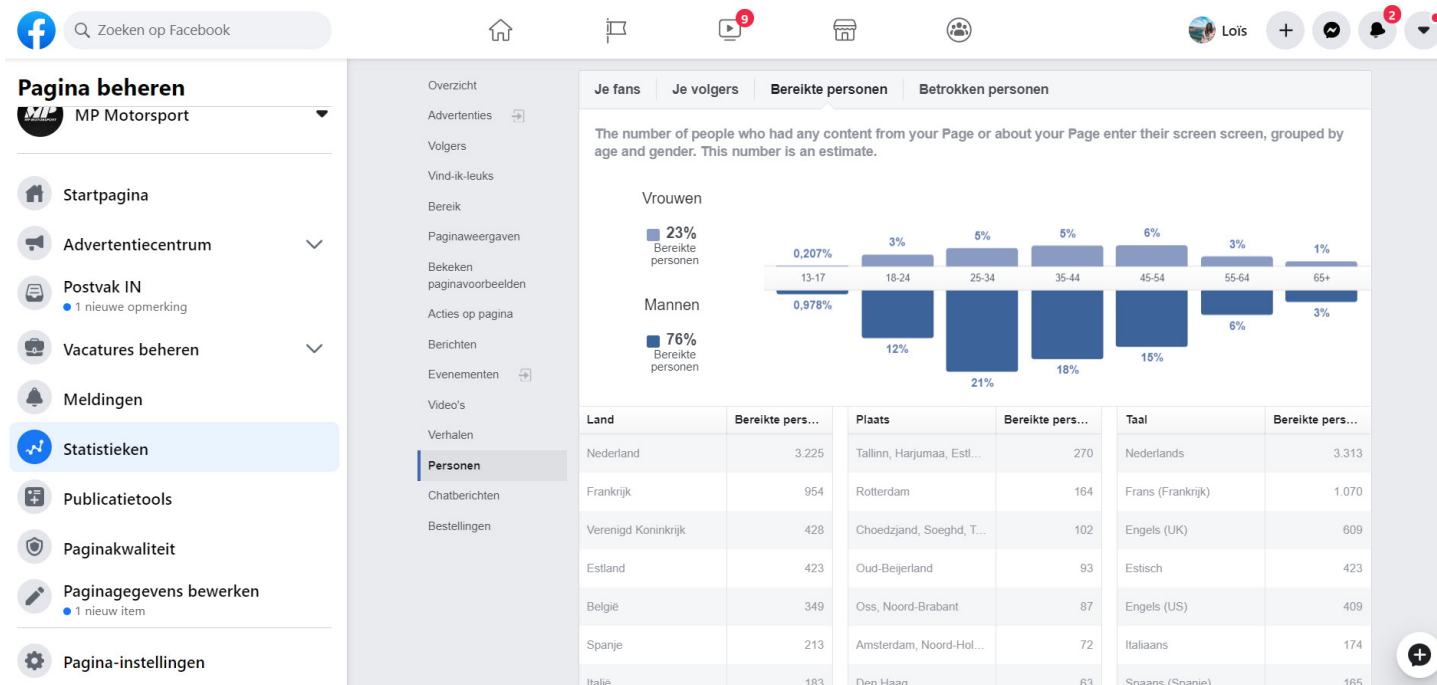
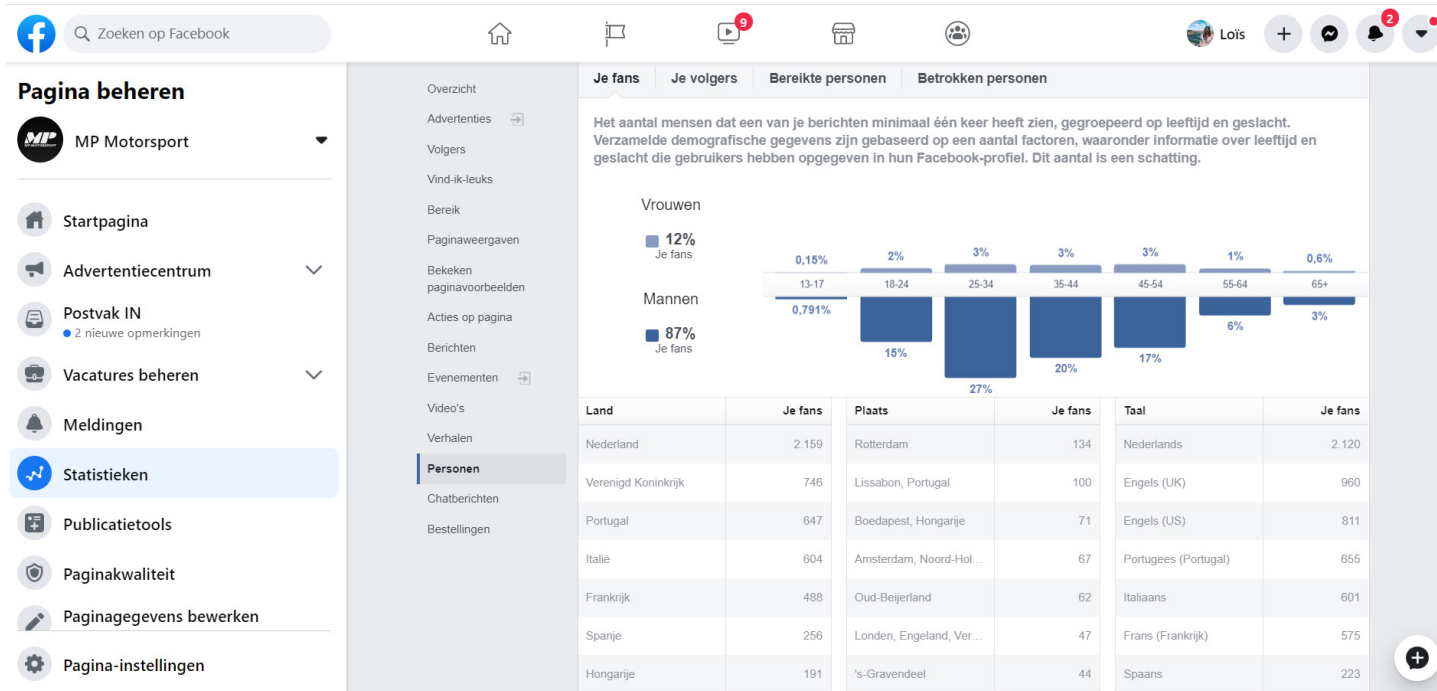
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Dogmatic Dogmatisch	Demanding Veeleisend	Finicky Pietluttig	Rude Grof	Hysterical Hysterisch
Stubborn Eigenwijs	Reckless Onbesuisd	Calculating Berekenend	Overwhelming Overdonderend	Blunt Bot
Competitive Competitief	Clever Bijdehand	Harsh Hard	Ordinary Ordinair	Clumsy Lomp
Unfathomable Ondoorgrondelijk	Busy Druk	Haughty Hoogmoedig	Compelling Dwingend	Reckless Roekeloos

Innovative <i>Innovatief</i>	Young <i>Jong</i>	Fair <i>Eerlijk</i>	Confident <i>Zelfverzekerd</i>	Creative <i>Creatief</i>
Authentic <i>Authentiek</i>	Innocent <i>Onschuldig</i>	Down to earth <i>Nuchter</i>	Charming <i>Charmant</i>	Modern <i>Modern</i>
Curious <i>Nieuwsgierig</i>	Thorough <i>Doortastend</i>	Involved <i>Betrokken</i>	Feminine <i>Vrouwelijk</i>	Serious <i>Serieus</i>
Optimistic <i>Optimistisch</i>	Modest <i>Ingetogen</i>	Chic <i>Chique</i>	Masculine <i>Mannelijk</i>	Traditional <i>Traditioneel</i>
Surprising <i>Verrassend</i>	Critical <i>Kritisch</i>	Gentle <i>Zacht</i>	Controlled <i>Beheerst</i>	Helpful <i>Behulpzaam</i>

Pure Puur	Empathic Empatisch	Polite Beleefd	Teasing Plagerig	Independent Onafhankelijk
Passionate Bevlogen	Challenging Uitdagend	Careful Zorgvuldig	Rough Ruig	Cheerful Vrolijk
Quirky Eigenzinnig	Adventurous Avontuurlijk	Rational Rationeel	Exciting Opwindend	Honest Oprecht
Ambitious Ambitieuus	Smart Slim	Solid Solide	Sexy Sexy	Tough Stoer
Mysterious Mysterieus	Lively Levendig	Proud Trots	Leading Toonaangevend	Brave Moedig

Appendix C





Appendix D

IDE Master Graduation

Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

! USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT

Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

STUDENT DATA & MASTER PROGRAMME

Save this form according the format "IDE Master Graduation Project Brief_familyname_firstname_studentnumber_dd-mm-yyyy". Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !



family name _____
 initials _____ given name _____
 student number _____
 street & no. _____
 zipcode & city _____
 country _____
 phone _____
 email _____

Your master programme (only select the options that apply to you):

IDE master(s): IPD Dfl SPD

2nd non-IDE master: _____

individual programme: - - - (give date of approval)

honours programme:

specialisation / annotation:

SUPERVISORY TEAM **

Fill in the required data for the supervisory team members. Please check the instructions on the right !

** chair _____ dept. / section: _____
 ** mentor _____ dept. / section: _____
 2nd mentor _____
 organisation: _____
 city: _____ country: _____

comments
(optional)
 :
 :

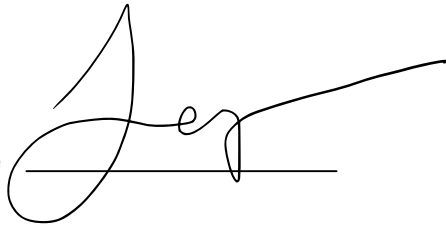
! Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v..

! Second mentor only applies in case the assignment is hosted by an external organisation.

! Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.

APPROVAL PROJECT BRIEF

To be filled in by the chair of the supervisory team.

chair _____ date ____ - ____ - ____ signature 

CHECK STUDY PROGRESS

To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: _____ EC

YES all 1st year master courses passed

Of which, taking the conditional requirements into account, can be part of the exam programme _____ EC

NO missing 1st year master courses are:

List of electives obtained before the third semester without approval of the BoE

name _____ date ____ - ____ - ____ signature _____

FORMAL APPROVAL GRADUATION PROJECT

To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks ?
- Does the composition of the supervisory team comply with the regulations and fit the assignment ?

Content: APPROVED NOT APPROVED

Procedure: APPROVED NOT APPROVED

comments

name _____ date ____ - ____ - ____ signature _____

_____ project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date _____ end date _____

INTRODUCTION **

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

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introduction (continued): space for images

image / figure 1: _____

image / figure 2: _____

PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

ASSIGNMENT **

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date _____ - _____ end date _____

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, Stick to no more than five ambitions.

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FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.

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comments
(optional)

 |
 |
 |

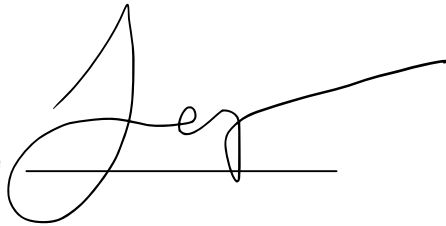
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