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THE VOLKSWAGEN JUNIOR WORLD MASTERS 2010 – FILM SERIES

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COMPULSORY DECLARATION

This work has not been previously submitted in whole, or in part, for the award of any degree. Each significant contribution to, and quotation in, this dissertation from the work, or works of other people has been attributed, and has been cited and referenced.

Signature : Date: 31 MAY 2011

ABSTRACT

This paper describes my involvement in the Volkswagen Junior World Masters film series for 2010. A three-DVD box set is being submitted for review. In the latter sections of this document, I outline the efforts that went into writing, directing and editing these films for broadcast on international television and over the Internet. In the opening chapters I assess the marketing strategy behind the Volkswagen Junior World Masters and discuss the value of the tournament from a brand seeding perspective. I describe how our media-saturated culture is making it extremely difficult for brands to achieve saliency, particularly amongst the youth. I pay special attention to Generation Y (also known as Generation Me) as this highly individualised group prompted Volkswagen to create a soccer showcase specifically for pre-adolescents. I demonstrate that this major brand-building endeavour is designed to groom the preteens of today into becoming the Volkswagen drivers of tomorrow. I trace the efficacy of this campaign back to the collective childhood dream of achieving global soccer stardom. By becoming an important stepping-stone in the possible fulfillment of that dream, Volkswagen is tactically aligning itself with the increasingly self-interested proclivities of Generation Me.

TABLE OF CONTENTS

INTRODUCTION.....	4
MARKETPLACE OVERVIEW.....	5
MORE ABOUT BRAND SEEDING	6
REACHING GENERATION Y.....	11
GEN Y AND THE RISE OF THE INDIVIDUAL.....	14
A FEW COMMENTS ON THE DANONE CUP.....	16
PROJECT REVIEW.....	19
TOURNAMENT LOGISTICS.....	21
SUBMITTED MATERIALS.....	21
AN OVERVIEW OF THE CREATIVE PRESENTATION.....	23
PROCESSES AND CHALLENGES.....	30
CONCLUSION.....	32
REFERENCES.....	33
ADDENDUMS.....	36

INTRODUCTION

The Volkswagen Junior World Masters (VJWM) is a global under-thirteen football tournament that culminates in the top teams from twenty countries competing in the World Finals. This initiative is sponsored by Volkswagen and the tournament is the company's own marketing creation. During the past decade this event has taken place every four years and has essentially functioned as a youth world cup. The accompanying DVD film series documents the run-up to the 2010 World Finals, held in the famed Bernabeu Stadium, home of Real Madrid. This material was produced, filmed and directed by Makhulu Productions, Cape Town. I was the scriptwriter, assistant editor and assistant director for this film series. During this six-month project, I gained a significant amount of inside knowledge about the VJWM. By harnessing these insights I will now attempt to review the strategic thinking behind Volkswagen's involvement in junior soccer, while simultaneously outlining the significance of this undertaking as a brand seeding exercise. Drawing on my expertise in the field of youth marketing, I will explain how and why this far-reaching event came into being and assess its overall effectiveness. Generation Y will be a special point of focus in the ensuing discourse as this is the population group that pushed Volkswagen to create the first Junior World Masters back in 1999. When one understands the interests and aspirations of this grouping it is much easier to see why Volkswagen chose to target them through a soccer tournament of this nature. Finally, this paper will include a short explanation of the DVD materials that I am submitting for review. Makhulu Productions is currently in discussions with Volkswagen concerning the VJWM 2012. This is great news for our small team because it means that we have been given an official stamp of approval. I am looking forward to the prospect of a second film series. The tournament is growing in popularity and although Volkswagen was extremely happy with the work that Makhulu Productions produced for them last year, there is always room for improvement.

MARKETPLACE OVERVIEW

Every market researcher, media strategist and advertiser sets out to create effective advertising. But very few manage to successfully navigate the slippery slopes of recognition, recall and persuasion and achieve brand saliency in the process. (Lindstrom 2008) Advertising, like the world it mirrors, is ever-shifting and evolving. It has to be if it is to remain fresh and relevant. Maintaining relevancy however, is easier said than done, especially in a post-millennial world where change is the only constant. Take social networking as a case in point. Just as marketers were beginning to wrap their minds around how best to infiltrate and exploit interactive web platforms like MySpace and Facebook, the markets they had hoped to reach have flittered off in pursuit of an even speedier info-swapping fix, which, for now, has materialised in the form of the micro-blogging site, Twitter (Huberman et al 2008). This rapid-fire information exchange network has created a new level of digital information immediacy. Up-to-the-millisecond personal updates are the new black. It's a case of here today, gone today. Advertisers are being forced to cast their carefully crafted creations into a growing deluge of data and more often than not their messages are submerged in the clutter. The sheer volume of marketing material that the average person is exposed to on a daily basis is greater now than at any other time in history. As a result it is harder for advertisements to be truly memorable (Du Plessis 2005). The established above-the-line mediums of television, radio and print are not as effective as they used to be especially amongst those under twenty-five (Wyn & Woodman 2006). The declining impact of advertising in the youth sector has pushed marketers to find new ways of doing things. As the digital revolution was unfolding in the 1990s, Generation Y was coming of age. This grouping (also known as the Millennials, the i-Generation and Generation Me) encapsulates those born between 1984 and 2003 (Wyn & Woodman 2006). This group was the catalyst for the creation of the VJWM, which was launched with their interests in mind. Recent findings suggest that Generation Y is good at filtering out messages that it feels are 'not relevant to them.' This means that the members of Generation Y are not nearly as 'brand loyal' as their parents

are (Wilson 2007). The VJWM is attempting to reverse this trend. Think of the tournament as a brand loyalty programme that operates in reverse. Typical brand loyalty schemes are purchase driven. The more times you fly on a particular airline for example, the more air miles you accumulate. And the more miles you accumulate the more loyal you become to that particular carrier. The VJWM has had to flip this approach around since the children who participate in the event are far too young to drive a Volkswagen vehicle and are certainly unable to purchase one. By conjuring up strong feelings of brand loyalty amongst the youth *now*, Volkswagen is likely to enjoy greater profits *later*. In this incentives model incredible free perks are used to produce a long lasting brand allegiance that will increase vehicle sales in the future. In 2010 Volkswagen paid for the top teams from twenty countries to travel to Spain for the World Finals. After arriving in Madrid the teams were given full access to the training facilities used by Real Madrid and were taken on a tour of the team's home stadium, the Santiago Bernabeu. Finally, the last cup match between Germany and Brazil was held inside the Santiago Bernabeu itself. These incredible once-in-a-lifetime rewards motivated all of the participating teams to do their best. The increased brand loyalty that the VJWM experience is able to drum up for Volkswagen is the welcome result of a carefully orchestrated brand seeding initiative. I will now conduct a short review of the VJWM as a brand seeding exercise in order to determine its value.

MORE ABOUT BRAND SEEDING

Communications analyst, Chris Macrae (2007) believes that brand seeding is 'the best-kept secret in advertising.' This is a rather strange description since brand seeding is not a secret at all. In actuality it is a fully-fledged practice that is as old as advertising itself. The story behind one of the world's most famous brands provides early evidence of brand seeding in its simplest form. A 'Southern root doctor' named John Pemberton invented Coca-Cola in 1886 (Pedergrast 2000). The beverage was initially sold in Atlanta drug stores as a high society 'nerve tonic.' Once the brand was firmly established as a *premium product* it was sold to the wider public in many different locations (italics

mine). By the 1900s the drink's phenomenal rise to fame was repeatedly called the 'romance of Coca-Cola' and by 1938 it was called "the sublimated essence of America"(Pendergrast 2000). Highly successful brand seeding campaigns have been around for over a century but in today's information saturated marketplace, this powerful marketing technique is being rediscovered as an effective weapon in the advertising arsenal. But while many of the major global brands are waking up to the latent value of this practice, others remain steadfastly entrenched in the more traditional above-the-line mediums(Du Plessis2005). So in a sense, Macrae's assertion that brand seeding is a 'best-kept secret' is not entirely wrong; rather is more accurately described as a powerful open secret that traditional advertisers are keeping from themselves because they are still heavily reliant on the more established media platforms. They may well be questioning the effectiveness of traditional mass marketing but they are not ready to break away from it just yet (Andruss 2007).

Brand seeding can loosely be defined as the 'process of refraining from mass marketing expense until the essence of a great brand image has been planted' (Macrae 2007). It is essentially an 'image building' exercise that is designed to 'create visibility and word-of-mouth endorsement amongst opinion leaders.' The objective of brand seeding is the cultivation of a 'premium market.' As the process unfolds, the 'top position' in that premium market needs to be attained and 'retained'. Brand seeding tends to work well for companies that have a 'global presence' and that possess a 'strong identity system' (Macrae 2007). Both of these points apply to Volkswagen, however the VJWM is an expensive enterprise so one might conclude that Volkswagen is not actually 'refraining from mass marketing expense until the essence of a great brand has been planted' (Macrae 2007). Volkswagen is not seeding a product though (as was the case in the Coca-Cola example). That type of brand seeding (through product placement) is fairly straightforward and relatively inexpensive. In contrast, Volkswagen is putting on a show in order to plant a brand seed. This is a much more complicated endeavour and as such it demands that greater amounts of money be spent upfront. It is important to note that VJWM is not yet being advertised through the 'mass media.' At present it is promoted at a

grassroots level primarily through 'word-of-mouth.' Once the 'essence' of a 'great' tournament 'brand' has been firmly established it is likely that Volkswagen will market the event through 'mass media' channels. And to that end the VJWM fits into the typical brand seeding mould perfectly. It is strongly focussed on 'image building' and it seeks to 'create visibility and word-of-mouth endorsement among opinion leaders' (Macrae 2007).

Plenty of positive word-of-mouth endorsements were generated during the VJWM 2010. The Makhulu Productions crew noticed this while filming the live matches. In every country we travelled to, the positive associations the players had formed towards Volkswagen came through very clearly. During our off-camera discussions with countless participants we were struck by how many times these youngsters discussed or referred to various different Volkswagen vehicles. Furthermore our team noticed a marked increase in the level of gratitude towards Volkswagen in places where opportunities for self-advancement were scarce. Many under-privileged children (in countries like Zimbabwe) were given free soccer boots and this boosted the brand's image in those regions even further. In addition, the three-minute video clips that Makhulu Productions produced for the Internet have enabled the participants to relive their tournament experiences long after the fact. Players can swap these videos with one another online and as they do so they become inadvertent ambassadors for the Volkswagen brand.

The VJWM has a global reach that is truly impressive in size and scale. Multiple communication channels are involved. First, there are the live matches (country finals and the world finals) and these draw crowds of proud parents and supporting friends and family members. The live matches are all Volkswagen branded and the players are kitted out in Volkswagen soccer kits (regardless of which team they are playing for). This means that there is plenty of background branding throughout the tournament. Second, there is the television and Internet coverage. Footage of the live matches is filmed for broadcast on regional television channels around the world. A documentary is produced that distils the story of the tournament into a twenty-four minute film during which a few individual

players are profiled. Third, there are the various VJWM websites where players in the participating countries can track their team's progress in their own languages. Fourth, there is the social networking aspect of the tournament. Throughout the tournament individual players feed their tournament status updates through into their own preferred websites (Facebook, Twitter, MySpace etc). Links to the official VJWM are also posted across these platforms. Finally, global press coverage of the event is growing and this generates another level of brand exposure. The prospect of discovering the superstars of tomorrow is an exciting one for sports journalists and there is no doubt that the VJWM 2010 showcased some major up-and-coming talent. Brazil took home the cup in Madrid and this impressive team comprises the junior players from the famous Santos Futebol Clube, home of global football legend, Pele. The team's captain Marquino Antonio is an extremely talented player and a natural leader. Watching him in action makes for compelling viewing because he could be the next Kaká or Ronaldo. If Antonio does become an international soccer sensation, Volkswagen can claim that their tournament played a role in helping him achieve success. They can replay footage of Antonio as an unknown youngster while recapping his advancement through the VJWM 2010. This is all brand collateral for Volkswagen and it has the potential to become extremely lucrative at some stage in the future.

While the main target market for VJWM is the youth, the tournament has a public catchment that extends far beyond that. It includes the players' families, business associates of the participating Volkswagen dealerships, television and Internet audiences of all ages, avid soccer fans who follow everything remotely related to the sport, tournament groundskeepers, coaches, referees etc. The glowing 'word-of-mouth endorsements' that a brand seeding event like this creates is immense. Volkswagen can easily become part of general conversation because 'it has a sharp brand focus' (Beakbane: 2010). Volkswagen has 'an international brand heritage' that is hinged around a core message of 'premium' quality (Macrae 2007). That premium messaging stems from the company's German origins. People across the world have come to associate Germany with superior automotive

engineering. Tactical brand seeding enterprises for smaller, unknown brands that do not possess a clear brand focus might sell in the short run but their impact tends to fade away quite quickly (Beakbane: 2010). Volkswagen's 'strong identity system' enables the VJWM to achieve excellent 'visibility and word-of-mouth endorsements' among its participants and fans (Macrae 2007). Without this tournament the brand would have no real way to communicate with the under 18s in a targeted fashion. With Volkswagen vehicles being sold in a diverse array of global markets, not even the best and most expensive TV commercials can guarantee that a lasting desire to purchase will be created amongst the pre-adolescents who watch them. Car commercials are generally aimed at adults (of driving age) and they often include themes that are inappropriate for children or use messaging that is too complicated for them to understand. In contrast, the VJWM captures the imagination of the youth while simultaneously creating feelings of loyalty towards the Volkswagen brand.

The fact that the VJWM is a long-term campaign is significant. Research conducted by Miller and Berry (1998) has shown that advertising recall rates improve across all age groups when the product or brand that is encountered has been strongly supported by a longstanding marketing campaign. This is crucial because television advertising is costly and in today's media drenched climate even Volkswagen's most engaging above-the-line advertisements need all the additional help they can get. Miller and Berry's findings suggest that the ongoing nature of the VJWM will improve the saliency of Volkswagen's advertising overall, especially amongst those who have been exposed to the tournament at some stage in their lives. As we have already seen, the number of people who encounter the VJWM on a personal level extends far beyond the players themselves.

Most importantly, Volkswagen insiders claim that the VJWM increases profitability across the board. It does this by creating new business opportunities. "The idea is simple, yet highly effective," explains Jörn Hinrichs, head of Volkswagen Experience Marketing. "Our dealers contacted local football clubs to encourage them to participate in the youth teams. T-shirts were made available, transport for the players was taken care of and regional tournaments were organised. The tournaments are seen by

our importers and dealers as an added value. Our dealers gained sound additional business through the contacts made"(<https://www.volkswagen-media-services.com:09/10/2010>).

REACHING GENERATION Y

I will now take a closer look at the generation that launched the VJWM. While minor variations exist in the literature concerning exactly when the different generational epochs begin and end, it is largely accepted that Generation X encapsulates those born between 1960 and 1983 while Generation Y includes those who were born between 1984 and 2003 (Wyn & Woodman 2006). Finally Generation Z (also known as the 'Net Generation') encompasses those who were born from the early 1990s to the present (Jackson 2010). Generation Y and Z have a lot more in common than just the years that are shared between them. The similarities between Generation Y and Z are so great that researchers frequently use the different generational terms interchangeably. Here is an example:

Gen Y are not brand loyal and the speed of the Internet has led the Net Generation to be flexible and changing in its fashion, style consciousness and where and how it is communicated with. They expect great workplace flexibility and are likely to change employers even more frequently than Gen X's (Jackson 2010).

The 'Net Generation' is a term that is generally used to describe Generation Z (Gen Z) and yet here Jackson is using it in reference to Generation Y (Gen Y). It seems that the dividing lines between Gen Y and Z is more flexible than those that separate the previous generations. As a result Gen Y and Z are frequently viewed as a single amorphous group that is also known as Generation Me (Twenge 2006). The creation of the VJWM was inspired by the social characteristics seen in Gen Y and these attributes have filtered through into Gen Z. The underlying ethos that defines this group has been reviewed by countless researchers but is perhaps best summarised by Alloway and Dalley-Tim (2009) who point out that Gen Y:

- has grown up understanding and accepting that the future of work is about mobility, adaptability and change
- has little or no expectations for a 'job for life' and think such a position would be a form of imprisonment
- has little awareness of the social and economic changes wrought by globalisation and the information revolution over the past 20 years
- regards the changed social and economic landscape as completely normal
- robustly believes that the future is in their own hands

In addition to the collective beliefs mentioned above, Gen Y is frequently characterised as being techno-savvy, constantly connected, self-confident, optimistic, hopeful, independent, comfortably self-reliant, goal-orientated, success-driven, lifestyle-centred, diverse, inclusive, service-orientated, entrepreneurial and global-minded (Deloitte Development 2006).

While it is generally agreed that Gen Y is media-savvy, there is a growing body of evidence that supports the idea that the massive doses of media information Gen Y encounters on a daily basis is largely filtered out and, that if anything does get taken in, it is almost always content that is extremely easy to digest (Day 2002). Therefore when assessing Gen Y's response to advertising, a distinction needs to be made between their knowledge (and frequent use) of multiple media platforms (their media competency) and their ability to decode the messages they receive (their media literacy) (Day 2002).

Research commissioned by five UK media groups – Guardian Newspapers, Channel 4, Carlton Screen Advertising, media buying agency OMD and Emap Advertising – found that:

Today's youngsters don't 'get' clever ads, are not the least bit suspicious of commercials, don't know the difference between newspapers' political

stances, or TV channels, and they don't mind admitting it. In short they are not half as marketing and advertising literate as we might have thought (Day: 2002).

Unlike the preceding generations, Gen Y has grown up with a never-ending stream of advertising, the Internet, a rapidly growing videogame industry and always-on mobile phones. This has resulted in a generation that is so used to being bombarded with 'fast turnover information' that they filter it out instantly without paying much attention to its meaning (2002).

The proliferation of TV channels and entertainment options that are available to young people today make it virtually impossible for any traditional above-the-line advertising to effectively engage with them on a meaningful level (Alben 2007). Furthermore, humour, creativity and immediacy are believed to be the essential communication cornerstones that marketers and advertisers must master in order to successfully capture Gen Y's increasingly short attention span (Wilson 2007). What this group responds to has to have instant impact because its members are so easily bored (Day 2002).

While humour, creativity and immediacy seem to have an enhancing effect on information recall amongst the youth, Alloway and Dalley-Tim (2009) have proven that Gen Y also responds very well to communication that adopts what they describe as 'neoliberal discourse.' They argue that Generation Y has overwhelmingly taken up the 'dominant imperative of individualism' that is so ubiquitously espoused in the modern world. And, as a direct result, today's youth see themselves as the 'authors of their own biographies' or as 'active individuals' and 'subjects of choice and aspiration' (2009). This is a key point as far as the VJWM film series is concerned. In a short while I will discuss how the hopes and dreams of the individual were integral to the overarching narrative of these films. Stories of individual triumph were as important (and in some cases more important) to Volkswagen than stories that focused on group or team dynamics.

With all of these Gen Y characteristics in mind a better understanding of Volkswagen's involvement in youth football begins to emerge. In order to reach Gen Y, a new strategy was needed. Volkswagen selected something that would make easily distracted Gen Yers sit up and take notice of. They created an event that transcends race, language, culture, religion and politics. Very few things are able to accomplish this and soccer is one of them. It makes perfect sense for a global brand to sponsor a global sport for a 'global-minded' generation (Deloitte Development 2006). Millions of children around the world share the collective dream of becoming an international football icon. This heartfelt yearning for sporting stardom motivates the youth market to willingly partner with Volkswagen since the brand makes it possible for them to enjoy a dream-come-true experience.

GENERATION Y AND THE RISE OF THE INDIVIDUAL

When reviewing the footage compiled for the VJWM, you will notice that there is a strong emphasis on individual players. As an assistant editor and director as well as the project scriptwriter, I was instructed to focus on the concept of personal dreams and aspirations. This meant that the stories we compiled had to be about more than just the teams that took part in the tournament. The narratives pertained to selected individuals too. They say that 'there is no I in the word TEAM' but that is not how Volkswagen sees things. And it is not the way the youth market sees them either. In her book *Generation Me*, American psychologist Jean M. Twenge argues that we "are a much more informal and accepting society than we once were" (2006: 18). She states that due to massive social changes in recent years, the rules that once governed polite society are no longer as strict or as universally accepted. Compared to Baby Boomers, Generation Me is 'twice as likely to agree with the statement *there is no single right way to live* (19). Twenge reasons that the choices of the individual are of paramount importance to this group, leading to a generation whose attitudes can be summed up by the statement, "As long as I believe in myself, I really do not care what others think" (19). There are 'two interlocking social mechanisms' at play here. The fall of social rules has led to the rise of the individual (22). Twenge acknowledges that many of these culture shifts emerged prior to

the appearance of Generation Me, but argue that while previous generations were breaking new ground in their emphasis on the individual, Generation Me was born into this cultural assumption. "Unlike the Baby Boomers who learned these new standards as adults, Generation Me takes these attitudes for granted and always has" (24). Another message that Generation Me has embraced is the idea that "You must love yourself before you can love others" (90). "It is now commonly accepted that you should have your own life and develop your own identity first, before you settle down with someone" (90). Ultimately this contributes to the conclusion that one's "ultimate value is not dependent on anyone else" (91). Twenge's findings mirror those of Alloway and Dalley-Trim (2009) whose research highlights 'the dominant imperative of individualism' that underscores Generation Me as a whole (2009). They argue that the youth market seems to better recall marketing content that speaks in terms of 'I' rather than 'we.' The i-Generation gravitates towards messaging in which individuals of the same age group are shown to be 'self-determining agents' who 'robustly believe that the future is in their hands' (2009). The theme of personal dreams and ambitions in the VJWM films caters to the individualised interests of Generation Me who see themselves as the 'authors of their own biographies' (2009). Our team was instructed to profile players who were empowered by the VJWM and who were passionately pursuing their dreams of soccer stardom. Blessed Chikwature from Zimbabwe is an example of this. He is profiled in the Zimbabwe three-minute film and in the twenty-four-minute documentary. Chikwature comes from an impoverished community on the outskirts of Harare. His advancement to the junior world finals is a tale of individual triumph in the face of adversity. These sorts of vignettes were important to Volkswagen. This makes strategic sense in light of Generation Me's partiality for self-advancement narratives (Wyn 2006). Key phrases including 'it is my dream' and 'this is a dream come true' are repeated throughout the footage for the VJWM. The dream of becoming an international football star is truly universal. The children we filmed during the tournament were of different races and cultural backgrounds but all of them could name their favourite soccer players in an instant. They also happily told us how they hoped to follow

in the footsteps of these famous champions one day. Even Volkswagen's own Director, Dr. Martin Winterkorn has made references to his childhood dream of becoming a professional football player (see the Germany three-minute edit). He jokes that this dream 'came to nothing' and that he ended up in the automotive industry instead. In the final outcome relatively few of the participants in the VJWM will become professional soccer players in the future. However, the majority of them will purchase a car when they reach adulthood. When that happens, Volkswagen is likely to be their brand of choice. This is because the players will always associate the brand with a time in their lives when the dream of future success on the soccer pitch was still alive; a time when the possibility of a career in football felt like it was within reach. Volkswagen is actually using the VJWM as a mechanism through which to brand the dreamscapes of young people across the globe. In a world that is cluttered with marketing paraphernalia of every description, Volkswagen has opted to go within. This is an ingenious strategy because it ensures that the Volkswagen brand is given pride of place in the internal realm of the mind. Penetrating the self-interested psyche of Generation Me is hard enough, but the VJWM not only gains access; it becomes entrenched in the memory bank for life.

A FEW COMMENTS ON THE DANONE CUP

Before conducting a concise start to finish overview of my personal role in the VJWM film series, I would like to mention a few aspects concerning the Danone Cup (as it is a similar tournament for a similar age group). I am going to compare two press releases, one from Volkswagen and the other from Danone. These documents deal with the VJWM and the Danone Cup respectively. This comparison is of value in the light of what has already been discussed in terms of brand seeding and the individualism associated with Generation Y. I have underlined themes and inclusions that are common to both documents and I will briefly review these points of convergence.

Volkswagen is global leader in the automotive manufacturing industry; Danone is a global giant in the food industry. Despite the fact that one company makes cars and the other makes dairy products, the two corporations are competing in a head-to-head battle for the 'top position' in the 'premium market' of junior soccer development (Macrae 2007). In the press releases below we can see that Danone and Volkswagen are both claiming that their tournament is the largest. Both brands proudly name their celebrity patrons. Both leverage off the emotional platform of dreams. Both outline their various social investment programs. Both declare that the creation of their respective tournaments is their own unique idea. Both highlight the special training camps their players will enjoy. Both talk about their ongoing commitment to soccer development. Both camps draw attention to the global nature of their events. The similarities go on and on. Here is an excerpt from Danone Cup press release:

Launch of the largest international children's soccer tournament

Following the 1998 FIFA World Cup in France, Groupe DANONE decided to create an international football tournament for kids.

In 2000, the 1st edition of the DANONE NATIONS CUP took place, gathering 8 teams from 2 continents: Bulgaria, France, Italy, Poland, Romania, South Africa, Turkey and Ukraine. Already 35.000 players and 125.000 spectators worldwide! France became the first team to raise the DNC trophy, whilst Aydin Yilmaz, one of the Turkish players, is now playing as a professional for one the best clubs in his country: Galatasaray! Stories like these confirm the philosophy of the event: "Believe in your dreams..."

A global event for everyone

Thanks to Danone's sponsorship of the event, thousands of young soccer fans will have the opportunity to showcase their talents and experience the excitement of a major international tournament.

But there's more to the Danone Nations Cup than just the final match. Prior to the big event, a series of training camps are organized and national qualifying matches are held in each of the participating countries. So far, more than 18 million children worldwide have shared in the magic. For the first time in Danone Nations Cup history, the World Final will be played somewhere other than France. After letting their professional counterparts battle it out for the World Cup, our young athletes will take to the field in South Africa. The great Zinedine Zidane, the Cup's loyal patron, will be attending the event.

The Danone Nations Cup is also committed to children and their health through established sustainable actions in the community. "In Danone's desire to act for the health and well-

being of children everywhere, the Danone Nations Cup World final will commit to local organizations and contribute to programs targeted at fighting malnutrition and obesity in each subsequent host country,” says Anne-Julie Maltais, director of external communications for Danone in Canada. “Channelling our company values through an international sport like soccer makes perfect sense. Not only do we share similar sportsmanship values such as fun through sport, team spirit and having a common passion, but more importantly, we also share human values like openness to others and respect” (www.danonenationscup.com: 11/07/2010).

Here is the press release for the VJWM:

The Volkswagen Junior World Masters title for 2010 goes to Brazil

The Volkswagen Junior Masters is already setting the standards for youth football in its 11th year. What started out as an idea in 1999 to give young players the chance to enjoy sport and compete fairly, has in the meantime become the biggest up-and-coming football tournament started by a company for C-junior girls and D-junior boys. Support for aspiring talent plays a central role. Therefore the Volkswagen football camps, which the winning teams will attend will also be attended by trainers such as Wolfgang Sidka or Rainer Bonhof. In this way, young talent can be discovered and given targeted support at an early stage. Volkswagen’s commitment is also held in high regard by the German Football Association. Its Vice President, Dr Hans-Georg Moldenhauer, is the patron of the Junior Masters.

The youth football tournament initiated by Volkswagen Sales and Marketing was held for the second time worldwide. Over 870 D junior teams from a total of 20 countries participated in the national qualifying grounds. This means that the Volkswagen Junior World Masters is the biggest youth football tournament initiated by a company anywhere in the world and is the most highly-used sport marketing instrument used by Volkswagen dealers.

Prof. Dr Martin Winterkorn, personally presented the World Masters Cup before the scheduled match between Real Madrid and Athletic Bilbao in the Santiago Bernabéu Stadium. Brazil took home the cup while Germany’s Hertha BSC were awarded their second place trophy by Luca de Meo, head of Volkswagen Marketing.

“It is the dream of every young person to play once in this stadium,” said Dr Winterkorn who echoed the sentiments of young participants from around the world. The trip to Spain was a dream come true for the Zimbabwean team which, as the 20th team, got in on a wild card. The footballers from Harare played remarkably well. In the preliminary round, the team even defeated the favourite team from Italy by 2:0. Ursula Piech, patroness of the Volkswagen Junior World Masters, handed over a cheque to support the further training and development of the players in both sporting and academic areas by means of an aid scheme financed by Volkswagen which is currently being implemented in Zimbabwe. (<https://www.volkswagen-media-services.com>: 04/08/2010)

One would think that these two tournaments would be doing as much as possible to try and differentiate themselves from one another but that is not the case at all. Instead both brands seem to

be digging in their heels and countering one another's press releases point for point. I am not sure which brand 'decided to create' a global youth soccer tournament first although Volkswagen hosted their inaugural event in 1999 followed by Danone in 2000. Regardless of who was first, this tit-for-tat rivalry has been going on for over a decade now. Luckily for both brands, the world's passion for soccer is so great that these two initiatives can easily coexist. The competition between the brands is in fact very healthy for the game. As Volkswagen and Danone continue their quest to be the biggest and the best youth football showcase on the planet, more and more opportunities arise for young soccer enthusiasts everywhere. What is most significant for any market researcher is the fact that Gen Y prompted two major brands in totally different fields of industry to invest in a global soccer development at exactly the same point in history. Both brands have poured more and more money into these enterprises over the years. That is how important the youth market is. Marketing teams know that young people are 'too distracted by their own interests' to 'seek out brands' and so they have to do everything in their power to align their brands with the pastimes of the youth (Wilson 2007). But while the competition between Volkswagen and Danone is good for youth soccer, it is far from ideal for either brand. Both companies desire dominance here because successful brand seeding is all about 'cultivating a premium market and being its leader' (Macrae 2007). With that end goal in mind, Volkswagen recently made the decision to host the VWJM every two years rather than every four years, as was previously the case. This is a major power play that will force Danone to either match this move or face the prospect of watching their tournament fade into virtual obscurity. It is a sink or swim scenario and it will be interesting to see how Danone responds to this latest challenge.

PROJECT REVIEW

I will now discuss my own personal role in the VJWM project and will start that process by telling you a little bit about myself. I am a freelance copywriter and creative director based in Cape Town. I graduated from the University of Stellenbosch with an Honours degree in English Literature in 1999

and began my advertising career in New York City in 2000. My first job was as a junior copywriter for a Midtown agency specialising in business-to-business communication. Over the past ten years I have worked in New York, London, Johannesburg and Cape Town. My last permanent position was as the Creative Director of Launch Factory, a Johannesburg-based experiential agency that produces high-profile branded events. Their most famous project is *MillerRock the Boat*, an annual youth party cruise held in December. Since leaving Johannesburg in 2009 I have been freelancing in Cape Town for a diverse array of clients. A mini portfolio of my work can be viewed at www.conceptcanteen.co.za. Makhulu Productions (MP) is one of my current clients. This film and photography company is owned and operated by my brother, Rowan Pybus.

My involvement in the VJWM began when Rowan asked me to compile a creative pitch in order to help him win the Volkswagen contract. He asked me to get involved because he is familiar with my background in the experiential marketing arena. The term 'experiential marketing' means different things to different people but it is simply another label for live events marketing. Branded functions like the J&B Met fall under this category. I also have extensive experience in the field of youth marketing since the branded events I have worked on in the past were primarily aimed at the under thirty set. I joined the MP team as a creative consultant and pitch writer. Once the filming contract was secured, my role switched to that of scriptwriter, assistant editor and assistant director.

MP is a startup company that has developed a strong following amongst music fans primarily because of its continuous branded content work for Red Bull (particularly the Red Bull Sound Clash). You can visit the MP website at www.makhulu.blogspot.com. On the left-side of the home page you will see a link entitled Volkswagen Junior Masters 2010. Many video clips from the campaign can be viewed directly from the MP blog (although all the relevant video files have been supplied in a DVD format). Photos of the core MP team have been included as Addendum 1.

Now that you have a better idea of who I am and how my involvement in the VJWM film series came about, it is time to provide some important background information about the tournament itself.

TOURNAMENT LOGISTICS

The first Junior Masters took place in Germany in 1999 with 78 teams participating in that event. In 2008, 333 teams (supported by 245 Volkswagen dealers) competed for the title. The VJWM is the largest youth football competition in the world boasting more than 700 teams and more than 9,500 participating players (in 2008). The tournament is the sports-marketing tool most widely used by European Volkswagen Dealers. The 2010 South African leg of the competition included 16 teams supported by 14 Volkswagen dealerships. The SA Junior Masters was held from 4- 6 January 2010 in Port Elizabeth. McDuling Motors won the tournament and qualified for the World Finals in Madrid, Spain in May 2010. Former Bafana Bafana International, Shaun Bartlett, was brand ambassador for the tournament.

The 2010 VJWM hosted national qualifying tournaments in twenty countries. The winning team in each nation then went on to represent their country at the World Finals. The 2010 World Final participants were:

South Africa, Zimbabwe, Brazil, Mexico, The United States, Spain, Germany, Ukraine, Russia, The United Arab Emirates, Algeria, Morocco, The Netherlands, Italy, Sweden, Switzerland, Austria, Taiwan, Turkey and Turkmenistan.

The countries listed in bold were profiled in the official VJWM film series.

SUBMITTED MATERIALS

The submitted material for this Creative Project includes:

1 x 24-minute documentary

There is no recorded voiceover on this edit because it had to be submitted to different broadcasters around the world. In each region the individual broadcasters added their own voiceover into the final mix in the language that was appropriate for that region. I wrote the script lines that are included in the final edit. These were then translated into multiple languages for the multiple regions.

10 x 3-minute regional video clips.

These short videos told the story of how the national Volkswagen Junior Masters finals unfolded in ten of the participating countries. The clips were produced primarily for the Internet – (YouTube, Facebook, Vimeo and the official VJWM websites). There are voice-overs on each of these clips but I did not select artists. Volkswagen Germany did that. I wrote all ten of these scripts and these were also translated into multiple languages.

1 x opening ceremony short film.No script. No voiceover.

Volkswagen wanted a script-free edit of the tournament (thus far) that could be played for the teams when they arrived in Madrid for the VJWM opening ceremony. Because there were so many different counties and languages involved we needed a short film that all the children could understand. So we opted to tell the story visually with minimal dialogue. We edited this piece in haste so that we could meet a tight deadline.

1 x Madrid finals edit.

This film was designed as a rough-cut that could go to various broadcasters around the world almost immediately after the tournament ended. Those broadcasters could then re-edit the footage with the rough-cut script as their guide. This footage was sent out together with a final press release from Volkswagen in which the details of the final match were recounted. The film was also broadcast at the VJWM closing ceremony.

AN OVERVIEW OF THE CREATIVE PRESENTATION

As I mentioned earlier, MP asked me to write the pitch presentation for the VJWM. That pitch was held in December 2009. Our small team was competing against the British Broadcast Corporation so we knew from the outset that our chances of being successful were slim. MP has only three full-time employees while the BBC is a media juggernaut with a wealth of resources at its disposal. When we were awarded the contract we were elated but our excitement soon turned to trepidation as the magnitude of the task began to hit home. I am including the original pitch document that I wrote directly below as it explains our original creative vision for the film series. The pitch requirements from Volkswagen included a request for a basic filmic concept through which the story of the VJWM could be told. We were also asked to supply our own ideas for background branding. In other words, we were asked to explain how we would support and reinforce the Volkswagen brand throughout the films we made.

I was involved in the initial brainstorming sessions with MP and together we came up with a very simple device. Essentially we decided to track the sun as it travels from east to west. As the sun moved from country to country, so too would our cameras. The sun is round like a soccer ball. The Volkswagen logo is also circular. We decided that these round shapes could be used as an effective mechanism through which to zoom in and out of the different global regions. A copy of the PowerPoint presentation that accompanied the creative pitch has been included as Addendum 2, while the full creative rationale is included directly below.

Creative Pitch Presentation (3 December 2009)

Concept Rationale

Having filmed the Volkswagen Junior Masters here in South Africa, Makhulu

Productions is uniquely prepared for the task of capturing this event on a global scale. We understand why Volkswagen is supporting Junior soccer. This is more than a brand seeding exercise. It's about the passion that young people have for football. It's about their hopes and dreams. It's about creating once-in-a-lifetime opportunities and fostering new cross-cultural friendships. We understand what this tournament means to the players and we want to tell this amazing story as it unfolds all around the world.

So what do we envision?

There are three ways we can bring the Volkswagen Junior World Masters to television screens. Firstly, we can create a one-hour summation documentary that distils the entire event down into fifty action-packed minutes (50 minutes is the standard production length for a one hour TV slot with the remaining ten minutes used for commercials).

Secondly, we can create a six-part TV series in which we profile players from each participating country and tell their stories in a longer, more emotive format. Obviously, this would cost more but it would enable us to explore the struggles and triumphs of an amazing cross-section of young talent in much greater depth. This is the recommended production approach for distribution and impact and you will note that the accompanying proposal is based on a six-part TV series.

Thirdly, we could produce a one-hour highlights documentary and generate additional web-based content on the side. To produce the documentary we are going to have to go to all of the regions involved (South Africa, Zimbabwe, Brazil, Mexico, USA, Russia, Germany and possibly the Middle East and Algeria) We are bound to get some incredible footage in each location - much more than what will be needed for the final documentary. And why should all that fantastic footage go to waste? We could take all of the personal, heart-warming stories that we are sure to uncover as we travel around the world and package them specifically for the regional markets. We could tell the story of each country's Junior team from a local perspective and follow the team's progress from start to finish. These stories don't need to be told in an hour. They can be told in quick player profile vignettes that local broadcasters can use as filler content on sports channels.

Proposed Tone

Regardless of the format we adopt our vision for the final product remains the same. We want to create high impact television that is both technically sound and emotionally inspiring. We want all the action and drama on and off the pitch to come alive for our audience. We want them to feel a connection with the kids we film even though these ambitious youngsters may come from a part of the world that is very different to their own. We want people to feel part of this amazing global event. We want them to root for the favourite teams and recognise that they may in fact be watching the soccer stars of tomorrow. We want to capture the stories of individual players and the places they come from. We want people to see the joy that soccer brings to children who are growing up in totally different cultures. We want to show how soccer unites people even when they don't speak the same language. We want to showcase the different ways in which the Beautiful Game is played across the planet. We want to take our viewers from the dry and dusty football pitches of Zimbabwe to the immaculate football fields of the USA. We want

people to see young Brazilians playing football in the favelas of Rio De de Janeiro and marvel at the skills of young Germans and Russians playing on pitches covered in frost and snow.

The Volkswagen Junior Masters is going to be played in an exciting mix of countries each of which will add its own unique flavour to the final mix. Our goal is to bring the sights and sounds of each region to our viewers in a format that is accessible, immediate, truthful and ultimately highly uplifting.

Proposed Treatment

What follows is an outline of the opening sequence for the one-hour documentary option. Overall this piece will be slightly reminiscent of *TransWorld Sport*. In other words there will be a strong narrative structure and strategically segmented content sections. Within this framework we will alternate our focus between the players' matches and commentary from local and international Volkswagen representatives (where relevant). The branding tonality of the programme will be subtle but nevertheless clear and apparent. But at no point will we overdo it. Our main aim is to tell a powerful story about talented young people who love soccer and who have dreams of playing professionally one day.

It's early morning.....

We see an empty side street in Madrid. We are in a city still asleep and in the distance a church bell tolls. With each toll of the bell we cut to a different city or town in the participating regions. It is morning in all of these places. It is calm and quiet and each location is bathed in the softness of first light. We embark on a sun-chasing journey around the world. We see the sun rising over the Kremlin in St Petersburg Square, over an empty soccer pitch in New Jersey, over a deserted beach in Mexico and on an open stretch of grass in Sao Paulo. We move from Brazil to the golden deserts of Dubai. We watch the sun come up over the ancient Zimbabwe Ruins before heading down to the World Cup stadium in Green Point Cape Town where the breathtaking backdrop of Table Mountain is transformed into a blaze of orange. Finally we are back in Madrid just in time for the last of 8 bell tolls. At that moment the tolling bell is replaced by the sound of an alarm clock beeping. We transition from the streets of Madrid into a bedroom filled with posters of Real Madrid players. A young boy wakes up, his hand hitting the alarm clock. We slide into a close-up as the boy sits bolt upright in a bed, a big grin on his face. We cut to a different room with a different boy who has also just woken up. This time we are in Russia where our young hero grabs his soccer boots from the inside of his cupboard. We transition to the USA where another youngster in a typical teenage bedroom awakes. Then we head into Mexico and Brazil, Algeria and Zimbabwe where we see more boys waking up with huge enthusiasm. We arrive in South Africa where a young township kid rips off his duvet. As he does this we see that he is fully dressed in his Volkswagen Junior Masters soccer kit. He jumps up, grabs his soccer bag and bolts out the door. We head up to Germany where a boy in soccer gear runs out of suburban house with his mother following behind him. They climb into a Volkswagen Polo and drive off to soccer practice. And finally we are back in Spain where our first young hero can now be seen running through the streets of Madrid with a soccer ball in hand. He is with a group of teammates now and they are all smartly kitted out in their Volkswagen outfits. They are walking

together on the pavement outside the famed Bernabeu Stadium, home of Real Madrid. As they walk underneath the towering structure they look up at it and then at each other. In that instant all their hopes and dreams for the future are instantly made known to us...

We then cut to a series of games in the different regions, with VW branding featuring in each. We see VW players battling it out in the Russian snow. We see New Jersey soccer moms cheering their kids from the sidelines. We catch a glimpse of the action on a school field in Mexico City and then in a bustling Brazilian favela. We see a group of South African players (including our original eager hero) being transported to a dusty and dry pitch in a VW bus. Once they arrive they jump out and begin doing warm-up exercises. We head back up to Dubai and then Germany where VW players are playing inside the Wolfsburg Stadium. And finally we watch our Spanish heroes playing with flair and grace. As the camera continues fading in and out of this location loop crowds build with every new frame. The energy and pace of the shots increases until finally we enter a packed Bernabeu Stadium where people are cheering and going crazy. It's a setting that is fit for the world's best football stars and we pan from the roof of the stadium down to the pitch. We don't get close enough to the field to see who is playing (because we don't want to give the story of who made it to the final away too soon). We just soak in a tiny bit of the atmosphere from the final match before we fade to black.

We hear a male voice over say:

Welcome to the Volkswagen Junior World Masters 2010....

This brings the opening sequence to a close and from there we move into the details of the story from within each country...

How do we see each country?

South Africa: Cosmopolitan, multi-cultural, soccer mad, 2010 hosts, beautiful landscapes, 1st and 3rd world side by side

Spain: Passionate people, soccer obsessed, zest for life, ancient and modern side by side, café culture, strong Catholic traditions

Russia: Strong, highly disciplined, tumultuous past, famous landmarks,

Germany: Ordered, clean, precise, focused, attention to detail, home of Volkswagen, German engineering

USA: Big, bold, competitive, patriotic: red, white and blue, leading facilities, soccer is a growing sport with a strong suburban presence

Mexico: Hardworking, humble, Catholic heritage, beach soccer, widespread poverty, football crazy

Brazil: Passionate, natural flair for the game, beach soccer, football mad, proud of their players, entrenched divide between rich and poor, energetic cities, beautiful people

Zimbabwe: Difficult political climate, Victoria Falls (one of the Wonders of the World), beautiful landscapes, enthusiastic people who are facing many hardships, many

heartwarming stories to tell

United Arab Emirates: Many modern marvels, new facilities, hot desert climate, proud Muslim heritage, business leaders, trade hotspot

Cross Promotional Opportunities:

VW websites/Facebook/Twitter/Mobisites

With this idea we could get the players, their families, fans and friends to submit their own footage and photos of the games. This content can be fed into various web channels. This will enable those involved to take ownership of the Tournament. We can also create Twitter and Facebook pages that allow fans to track the Tournament online. These youth streams are excellent tools for generating hype. By using footage sent in by Tournament followers we can produce a Web TV show - by the fans for the fans.

30 /Player Profiles

This concept will allow us to profile key players in 30-second content bites that can be broadcast on local sports/news and lifestyle channels. These spots would essentially be VW branded mini-profiles of possible future soccer stars; a chance for us to shine a light on the talent of tomorrow.

When watching the twenty-four minute documentary you will notice that only a few of our pitch-winning suggestions made it into final cut. The reasons for this are fairly straightforward. Severe time constraints and numerous logistical challenges prevented us from being able to spend more time in each of the countries we visited. Certain countries (like Algeria) were cut out of the original filming schedule while the Ukraine was added in. That meant that our entire concept had to evolve accordingly. Also the length of the documentary film was cut from fifty minutes to twenty-four minutes at a fairly late stage in the project (for reasons unknown to us). This resulted in a lot of the mood-building moments being edited out.

There was a second part to the creative pitch. MP was asked to provide an outline of four brand reinforcement ideas. Many of these concepts can be seen in the final edits.

Building the Volkswagen Brand (3 December 2009)

Our approach to background branding

We understand that the Volkswagen Junior World Masters is primarily a global brand building exercise. And so naturally we need to pay careful attention to our depiction of the Volkswagen brand in the media content that we create. We recognise the importance of generating and maintaining a strong brand presence throughout our coverage but at the same time we know how important it is to avoid brand overkill. If we adopt a heavy-handed branding approach we run the risk of diluting the emotional power of the story that we are trying to tell.

A balanced branding strategy is needed.

We have a host of exciting ideas that will enable us to thread the Volkswagen brand message through all of the content we capture. One of the most obvious ideas is the repeated use of Volkswagen vehicles where relevant. In our filmic treatment there are several places where an appropriate Volkswagen vehicle could be included in order to generate subtle but effective 'background branding'.

Here are a few examples for further review...

Germany:

'We head up to Germany where a boy in soccer gear runs out of suburban house with his mother following behind him....'

Here, of course, mother and son could climb into a brandnew Volkswagen Polo, an ideal city vehicle for a working mom with kids.

South Africa:

'We see a group of South African players (including our original eager hero) being transported to a dusty and dry pitch in a VW bus. Once they arrive they jump out and begin doing warm-up exercises.' This scenario would draw attention to the Volkswagen mini-busses that are so popular in the South African marketplace. These busses or 'kombis' as they are affectionately known have been part and parcel of the Volkswagen offering in South Africa for years.

Zimbabwe and the USA

One of our tasks in this project is to identify which Volkswagen vehicles are the most beloved in each of the regions we visit and we need to showcase those models accordingly. We understand that each region is different and what is true in one part of the world isn't necessarily true in another. In Zimbabwe for example there isn't an active Volkswagen dealership but many people in that country drive Volkswagen vehicles. Most of these cars are bought in from South Africa or Botswana. When in Zimbabwe one sees a lot of older Volkswagen models and against this backdrop we can highlight the reliability of the Volkswagen brand. Volkswagen cars are built to last and that means a lot to Zimbabweans who live in a difficult political climate. As a result of the current political climate they cannot always get hold of spare parts and they need cars that are reliable and easy to maintain. But the reliability message isn't

just important in the African market. It's important to consumers in the western world too. In the USA soccer moms are a force to be reckoned with and for them reliability is also a key purchasing consideration. They depend on a comfortable family passenger vehicle (like a Volkswagen Touran or Sharan) to get their kids from one practice session to the next. So when filming in the USA we will capture the trusted role that Volkswagen plays in the everyday lives of young soccer players and the parents who support and transport them.

We will film the Volkswagen Junior Masters in each region with appropriate background vehicle branding and in each instance we will capture a snapshot of what that particular country loves most about the Volkswagen brand. The aim of this process is to shine a light onto the brand's global presence; its pride of place in the hearts of people all around the world.

Additional Concepts for Establishing Brand Presence

Interviews

When filming in each region we will inter-cut tournament coverage with interview clips from Volkswagen representatives. These could include local marketing personnel who can provide valuable inside commentary on the impact the competition has had within their own country. Similarly, we can interview Volkswagen's key global representatives and get their perspectives on why the Tournament is so important. They could talk about the incredible opportunities that Volkswagen is giving to gifted youngsters (some of whom would otherwise not have had access to a global talent showcase of this magnitude). Finally we can interview ordinary people in each region and find out what they think of the event. Obviously we will want to search out the stories with the most heart. Imagine a profile of a humble Brazilian shopkeeper who has owned the same Volkswagen van for many years. He uses it to grow his small business and to take his young son to soccer practice. That same son has now been selected to play in the Volkswagen Junior Masters. A story like that would automatically be infused with a lot of emotion. It's a story of pride, family values, hard work, hopes, dreams, struggles and triumphs. As we stated earlier, we don't want to fall into brand overkill but if and when we find touching and relevant Volkswagen-related stories (that could enhance the emotive undertone of our content) we can include them. The aim is to create positive brand reinforcement without veering off into hard sell territory.

Some additional ideas for off-pitch branding

- team go-kart racing in VW branded helmets
- teams on sightseeing trips (traveling in VW vehicles)

Logo Placements

In our final edit we can include Volkswagen logo placements next to the names of

interviewed brand reps, 'people in the street' and tournament players. This logo will not be constant but will appear at the beginning of interview clips only. We can also create a logo device that enables us to zoom in out of key action sequences. In other words we can transform the Volkswagen logo in a filmic transition mechanism that we can use to separate the stories that happen in one region from the stories that happen in the next. Finally, we can use the same device to draw attention to amazing skills on the field of play (particularly when it comes to goals scored).

The capturing of existing branding

As the tournament unfolds, the Volkswagen Junior Masters is sure to have lots of its own inherent branding (uniforms, banners, stadium branding, logo presence etc). Our production team is exceptionally skilled at capturing this type of branding without going overboard. We know how to include subtle brand flourishes into our final edits without compromising the integrity of the piece as a whole.

You will notice when you watch the final footage that while many of the suggestions we put forward in our background branding proposal have been used, the concept of including personal stories from everyday Volkswagen owners was scrapped. These interview clips were not deemed to be as important as the individual stories of the players themselves.

PROCESSES AND CHALLENGES

My biggest challenge on this project was timing. The deadlines our team faced were quite gruelling but as the project progressed we learned how to work faster. Original music was composed for all of the footage and ten final tracks were compiled, one for each of countries that we profiled. For each of the ten three-minute web clips, the footage had to be filmed, edited, scripted and set to music in as little as a week. Many of the completed scripts are included on the DVD entitled *3-minute videos and documents*. However, a complete three-minute script example for Germany has been included as Addendum 3.

For each profiled country our skeleton film crew would travel to the targeted region where hours of footage was captured. That footage was sent back to the MP offices in Greenpoint, Cape Town where our editing team created a ten-minute rough-cut selection. While we were compiling the edit I would write a rough-cut script. The completed footage and the accompanying script would

then be sent to Volkswagen Germany for approval. Once Volkswagen gave us the green light, the rough-cut script was translated into multiple languages and the footage was then sent out to different broadcast channels around the world. Those channels would then use the rough-cut and its accompanying script as a guideline for their own final product. That meant that they had the freedom to cut up the footage to better suit their own timeslots and TV shows. The rough-cuts have not been submitted for review because they are all quite long. However, I have included an example of the rough-cut script for United Arab Emirates as Addendum 4. Once the rough-cut script edit was finished we condensed the footage down into a three-minute video clip. This was primarily for Internet broadcast. This was a complicated process as Volkswagen requested lots of small changes and word tweaks, which resulted in much re-editing. This particular aspect of the production process was very time consuming and labour intensive. Once the three-minute edits were done, they were sent off to Volkswagen who then selected their own voice-over artists for them. The final footage was then uploaded onto the web.

Once the individual country edits were finished, we had to make two script-free films for broadcast at the VWJM finals in Madrid. When that task was complete we began compiling the final twenty-four-minute film, which involved creating our own animation links. We had to edit, script, and animate the final film in less than a week! As fate would have it, that was the same week that the World Cup kicked off in South Africa. It was a logistical nightmare! We desperately needed extra help during a time when nobody was working. It felt like the whole country had shutdown on us and to an extent, this was true. We ended up working in 24-hour cycles while eating and sleeping at our desks. Due to our offices being located in Greenpoint we were unable to get our DVD deliveries in and out of the area very easily because of the World Cup traffic. To add insult to injury we were nearly deafened by the sounds of Vuvuzelas as hordes of football fans streamed past our front door all day long! Looking back I think we coped well considering the circumstances and we were able to submit the project on time. A

copy of the final twenty-four-minute script has been included as Addendum 5. We wanted to include a voice-over because the film feels unfinished without one and I actually arranged for a great voice-over artist to come in and record the script for us, but he arrived at the studio with a bad case of the flu. He sounded awful and so we decided to rather leave things where they are.

CONCLUSION

Looking back on the Volkswagen Junior World Masters project, I can honestly say that this was an invaluable experience. This contract gave me the opportunity to combine my advertising expertise with a longstanding passion for filmmaking. My knowledge of the youth market was put to good use as well. The additional research I conducted before writing this paper refreshed my understanding of the VJWM as a brand seeding initiative and it enabled me to gain a deeper understanding of the added value that this event generates for Volkswagen around the world. I have also come to appreciate the strategic reasoning behind the brand's decision to target pre-adolescents outside of the realm of traditional mass media advertising. I firmly believe that Volkswagen has made a wise choice in this regard. Communicating with Generation Me through the planet's most popular sport makes good business sense. The quest for football glory will never die and that means that each new generation will produce its own crop of eager young hopefuls who are only too happy to partner with Volkswagen as they strive to turn their childhood dreams into reality. The VJWM is a forward-thinking campaign that is sure to stand Volkswagen in good stead for many years to come.

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Addendums (1 -5)

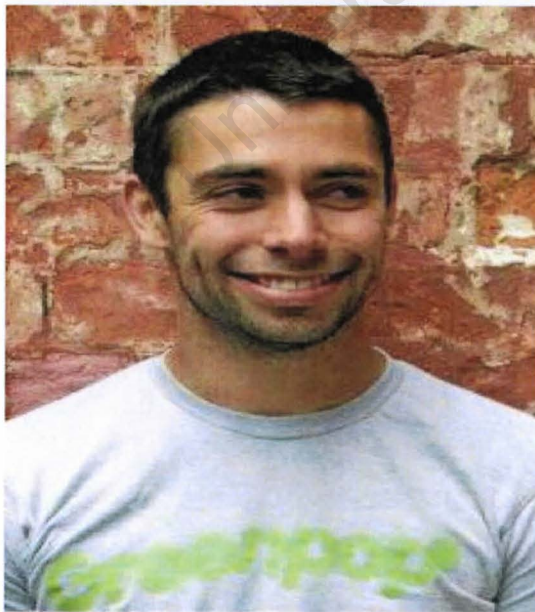
University of Cape Town

ADDENDUM 1: MAKHULU PRODUCTIONS CORE TEAM (VJWM)

Rowan Pybus: Director, Producer and 1st Camera Operator



Misha Teasdale: Assistant Producer and Cameraman



Lauren Pybus: Scriptwriter, Assistant Editor, Assistant Director



Katarina Brinkman: Assistant Producer and Editor



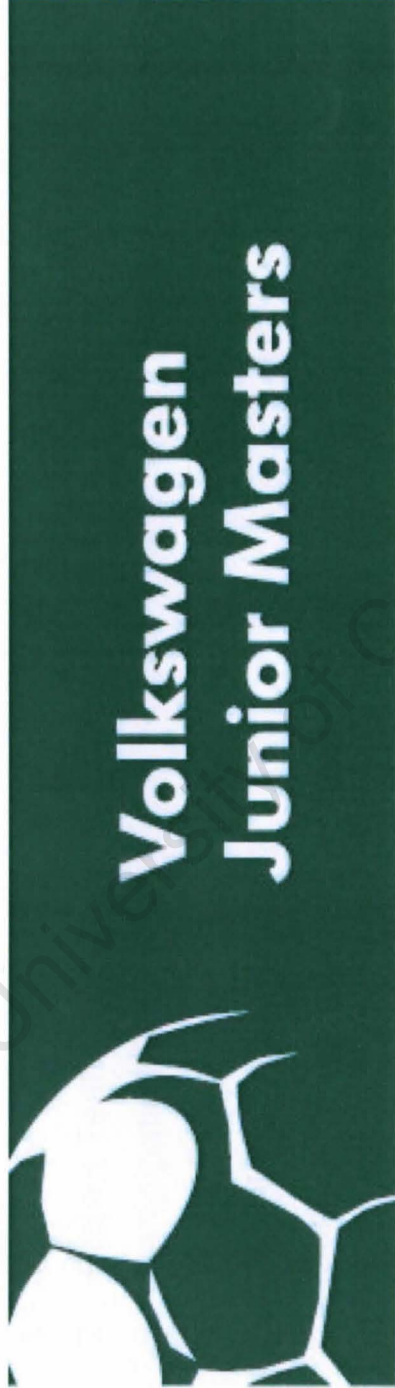
Joni Els: Assistant Editor



Ryan Paterson: Founder of On Side Consulting (a local soccer marketing company) www.onside.co.za. On Side was hired by Volkswagen and they then invited Makhulu Productions to help them pitch for the job to film and market the VWJM. So technically On Side was our client on this job, not Volkswagen. Ryan was thus our liaison with Volkswagen Germany and all correspondence with them had to go through him.



ADDENDUM 2: PITCH PDF



Volkswagen Junior Masters – Documentary

20th January 2010



Index

1. Concept
2. Project Team & Equipment
3. Participating Countries
4. World Finals
5. Timeline
6. Conclusion



Concept



As the world's best football teams
prepare for 2010...



Volkswagen Junior Masters 2010
Television Coverage Concepts



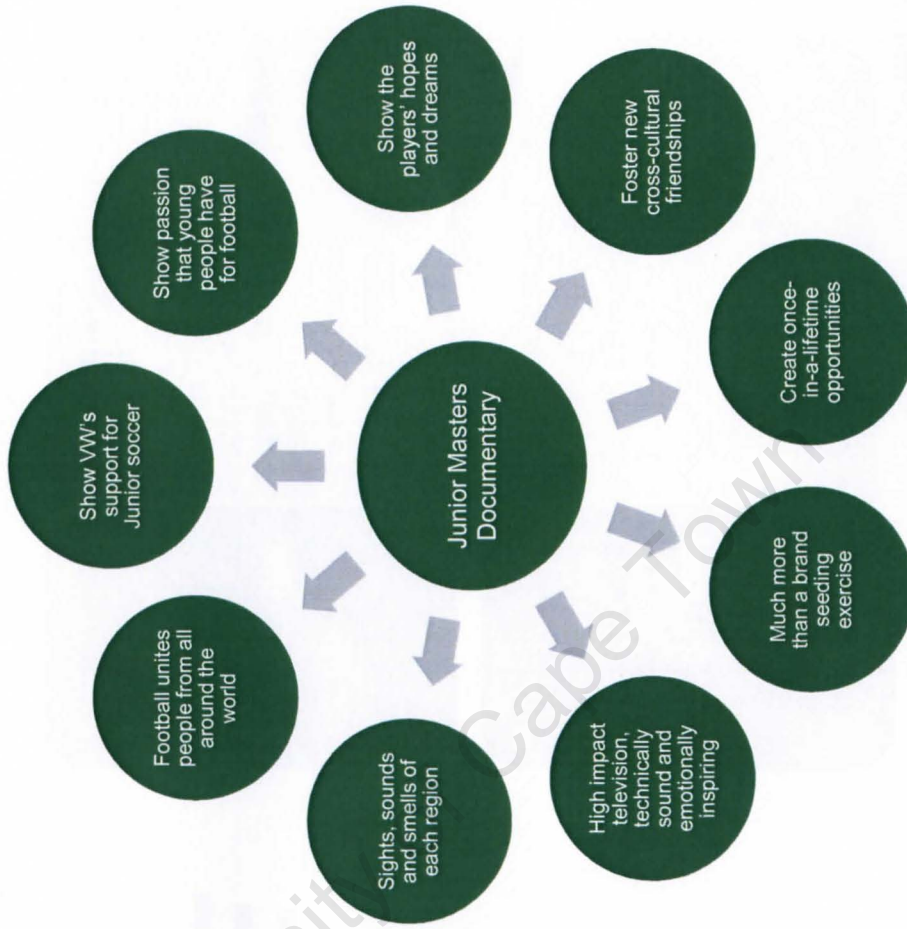
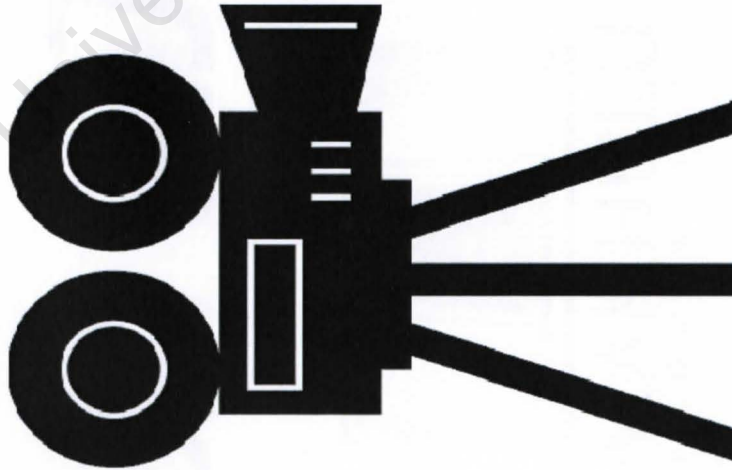
One company is developing
the teams of tomorrow...



Das Auto.



Addendum 1 CONCEPT



Project Team & Equipment

ON SIDE



MAKHULU
PRODUCTIONS

Director and Crew

- Project Manger: Ryan Paterson
- Documentary Director: Rowan Pybus (Current clients include Red Bull, Johnny Walker, World Wildlife Fund)
- Camera Operator
- Sound EGINEER

Equipment

- HD Sony EX 1or3
- Lighting (Red Head Kit)
- Audio kit(radio Lpel Mic x 2, rifle mic)
- Mac Book Pro for HD Back up
- Hard Drives for Back up(250gig)
- JIB / Crane



Participating Countries



South Africa and Zimbabwe



04.01.2010 – 07.01.2010

Shoot concept: Film tournament and supporting story

Key elements: World Cup 2010, cosmopolitan, multi-cultural, soccer mad, beautiful landscapes, 1st and 3rd World side by side

VW Profile: Manufacturer & importer



26.02.2010 – 28.02.2010

Shoot concept: Film tournament and supporting story

Key elements: Difficult political climate, Victoria Falls (one of the Wonders of the World), beautiful landscapes, enthusiastic people who are facing many hardships

VW Profile: TDH Social Responsibility project



Brazil and Mexico



17.02.2010 – 21.02.2010

Shoot concept: Film winning team & use stock footage from tournament

Key elements: Beach football, Samba, passionate, flair, football mad, pride, rich/poor divide, energetic cities, beautiful people

VW Profile: Manufacturer & importer



04.03.2010 – 08.03.2010

Shoot concept: Film tournament and supporting story

Key elements: Hardworking, humble, Catholic heritage, densely populated, football mad

VW Profile: Manufacturer & importer



USA and Russia



09.03.2010 – 14.03.2010

Shoot concept: Film winning team & use stock footage from tournament

Key elements: Big, bold, competitive, proud, patriotic (Red, White and Blue), leading facilities, soccer is growing sport

VW Profile: Manufacturer & importer



06.05.2010 – 10.05.2010

Shoot concept: Film winning team & use stock footage from tournament

Key elements: Strong, extreme temperatures, tumultuous past, the vastness of the land, famous landmarks

VW Profile: Manufacturer & importer



Dubai & Middle East



02.04.2010 – 05.04.2010

Shoot concept: Film tournament and supporting story

Key elements: Many modern marvels, new facilities, hot desert climate, proud Muslim heritage, business leaders, trade hotspot

VW Profile: Importer



Germany



16.04.2010 – 19.04.2010

Shoot concept: Film tournament and supporting story

Key elements: VfL Wolfsburg, well organised, clean, precise, focused, attention to detail, home of Volkswagen, German engineering

VW Profile: Home of Volkswagen



World Finals - Spain



03.05. – 10.05.2010

Shoot concept: Grande Finale of the Junior Master concept

Key elements: Real Madrid, Cristiano Ronaldo, passionate people, football mad, love of life, ancient and modern side by side, café Culture, strong catholic traditions

VW Profile: Manufacturer & importer



Timetable	2010									
	04.- 07.1.	26.- 28.02.	17.- 10.02	04.- 08.03	09.- 14.03	02.- 05.04	06.- 10.04.	16.- 19.05.	03.- 10.5	
South Africa	Blue									
Zimbabwe		Blue								
Brazil			Red							
Mexico				Light Blue						
USA					Light Blue					
Middle East						Orange				
Russia							Orange			
Germany								Green		
WF Spain									Green	



Trip 1

Page 13

6/1/2011



Trip 2



Trip 3

Volkswagen AG



Trip 4



Trip 5



Conclusion



- Young, dynamic documentary crew
- On Side Consulting knows the Junior Masters concept, branding requirements and PR message very well
- Excellent exposure leading up to the FIFA World Cup 2010
- Excellent marketing tool for local Volkswagen regions
- As the world's best football teams prepare for 2010...one company is developing the teams of tomorrow....Volkswagen



ADDENDUM 3: SAMPLE SCRIPT

VOLKSWAGEN JUNIOR MASTERS 2010

Germany 2-3min transcript



MAKHULU
PRODUCTIONS

Time Code	Visual	Durati on	Interviews & voice over
00:00:00-00:00:42	<p>Tilt Volkswagen Arena Zoom in on Volkswagen Arena German flag Driveby houses Volkswagen cars drive past flowers Flowers foreground with Volkswagen building background Timelapse Volkswagen building and clouds Volkswagen cars drive past flowers Wide shot of Old mansion Ducks Cyclists to old mansion Wide shot of Autostad and Volkswagen plant Chimneys of Volkswagen plant Timelapse of steamboat past Volkswagen plant Team playing in name Autostadt Volkswagen cars being transported in tower Team inside autostadt looking at cars Team waving Timelapse sunset behind car towers</p>	42	<p>Welcome to Germany, home of Volkswagen. We're here for the finals of the Volkswagen Junior Masters football tournament in Wolfsburg. But before we head to the famous Autostad we're traveling to the village of Baunatal to catch up with one of the teams that is preparing for the final showdown.</p>

VOLKSWAGEN JUNIOR MASTER 2010 Germany 2-3min transcript,

<p>00:00:43-00:02:35</p>	<p>Houses Inside room packing kitbag</p> <p><u>Laurenz Heppding,</u> <u>Player, KSV Baunatal</u></p> <p>Walking out of house In car to practice with mom Arriving at soccer field</p> <p><u>Laurenz Heppding,</u> <u>Player, KSV Baunatal</u></p> <p>Team practicing on field</p> <p><u>Laurenz Heppding,</u> <u>Player, KSV Baunatal</u></p>	<p>Meet Laurenz Heppding, goalkeeper for KSV Baunatal. Like most young football players, Laurenz dreams of playing professional football.</p> <p>I wish to go with my team to Madrid and to play for Germany one day.</p> <p>If KSV Baunatal wins in Wolfsburg, the team will go on to represent Germany in the May 2010 Volkswagen Junior Masters World Finals in Madrid.</p> <p>It is great that there are so many possibilities for kids, for example to spend a weekend in Wolfsburg, to compete against other good teams and even to perhaps play in the stadium, therefore it's worth it to play well</p> <p>The Volkswagen Junior Masters takes place during every World Cup year, so naturally soccer's biggest event is on every participant's mind.</p>

	<p><u>Mathias Heppding,</u> <u>Father</u></p>	<p>I think Germany will succeed in the World Cup in South Africa. We will at least get to the semi-finals and if they reach the finals they will be able to beat anyone.</p> <p>Laurenz's dad, Mathais is a keen supporter of his son's burgeoning football career.</p> <p>My son is training for the Volkswagen cup, the Volkswagen Junior Masters. This pleases me particularly because I myself work for Volkswagen here in Baunatal, in Kassel and I find it really great that Volkswagen supports something like that, supports youth and promotes it. Last year I looked it up on the internet and found something about the Volkswagen Junior Cup and I thought to myself what a great experience to play in Wolfsburg, in such great scenery, and now my son is part of it – brilliant, I find it great!</p>
<p>00:02:36- 00:03:30</p>	<p>Timelapse boat past Volkswagen Arena Jumpcut Volkswagen Arena entrance Volkswagen Arena map Volkswagen banners Soccer ball Volkswagen banners Soccer boots Volkswagen banners Playing soccer Volkswagen banners</p> <p><u>Dieter Burdenski,</u> <u>Former German goalkeeper</u></p>	<p>In Wolfsburg, the best under thirteen teams from all over Germany came together to compete for the championship. Many high-level dignitaries watched the finals including former German goalkeeper, Dieter Burdenski.</p> <p>The Volkswagen brand is business, it's a car that is close to the people. This tournament shows this connection to the people and to the youth. They know that the Volkswagen Junior Masters is a one</p>

			of a kind event. The company has a lot of passion and love for football and for the youth they are the future and they won't forget an experience like this.
00:03:31-00:04:28	<p>Stadium pan to trophies Crowd entering and Wolfie Trophies with timelapsd stadium filling up Pan of stadium from seat Wolfie and guests at trophy Crowd cheering Happy faces in crowd</p> <p><u>Dr. Winterkorn,</u> <u>Volkswagen AG</u></p>		<p>Watching the boys in action brought back fond memories for Volkswagen Director, Doctor Martin Winterkorn, who was also in attendance.</p> <p>Since my youth I have been an avid soccer player and soccer fan and like every little footballer, I dreamed of becoming a professional soccer player. That dream came to nothing. But I did wind up in the automotive industry, and I think our Volkswagen Junior Masters is important because we nurture talent while introducing the next generation to the brand. Bringing the youth here to the stadium and then to the world finals at the Bernabeu Stadium is a unique experience for any young player. I myself was deeply impressed during my first visit to the Bernabeu Stadium and I think for any footballer just being there is the ultimate.</p>
00:04:29-00:05:41	<p>Team in locker room Stadium shadow timelapse</p> <p><u>Yannick Mastalerz,</u> <u>Player, Hertha BSC</u></p>		<p>Unfortunaley for Laurenz Heppding, KSV Baunatal was knocked out of the tournament and the final match-up was between Hertha BSC and FC Schalke.</p>

	<p>Team walking onto field Match being played Winning</p> <p><u>Yannick Mastalerz,</u> <u>Player, Hertha BSC</u></p> <p>Fans in stadium Receiving trophies at big club match</p>	<p>We are here in Wolfsburg to play in the Volkswagen Junior Masters</p> <p>After a tightly-fought contest, Hertha BSC emerged victorious. Team defender Yannick Mastalez was elated at the win.</p> <p>It is a great feeling, we are very proud of ourselves and would be happy to come back any time.</p> <p>Hertha BSC celebrated on the pitch and Doctor Winterkorn was on hand to present the team with their richly deserved trophy.</p>
<p>00:05:42- 00:06:28</p>	<p>Volkswagen banners Medals Inside venue for awards Teams at tables Receiving awards on stage Receiving the German football shirt</p> <p><u>Yannick Mastalerz,</u> <u>Player, Hertha BSC</u></p> <p>Photo of team with trophy and medals</p>	<p>All the participating teams gathered together after the tournament for a celebratory lunch and awards gala. Hertha BSC will now go onto represent Germany in the world finals. The reality of this honour really hit home for the team when they were given their official "player for Germany" soccer shirts.</p> <p>We the U13 of Hertha want to win the World Masters in Madrid as we will be representing Germany – and hopefully Germany will win in South Africa as well.</p> <p>A win in Madrid would be a huge achievement for Germany's young heroes. They'll be one of twenty teams battling out for world championship glory. Viel Glück boys!</p>

ADDENDUM 4: UAE ROUGH CUT SCRIPT



MAKHULU
PRODUCTIONS

Welcome to the United Arab Emirates. Its capital city, Dubai, is a bustling seaport metropolis that is home to almost a million people. Soccer is a popular sport here especially amongst the youth. The finals of the local leg of the Volkswagen Junior Masters recently took place in here and excitement around this unique under-thirteen soccer showcase was immense. Sixteen different teams from the UAE took part in the finals. Saif Mohammed Sultan Abdullah Sultan A-Sabaage is one the youngsters who participated in the tournament. He is a striker who dreams of following in the footsteps of his favorite player, Real Madrid superstar, Cristiano Ronaldo. If his Al Shabab team secures a win in the local finals, Saif Mohamed's dreams of football glory could be given a major boost. Victory in the UAE would mean that he and his teammates would be jetting off to Madrid in May where they will compete in the world finals inside Real Madrid's own home stadium – the Santiago Bernabeu.

01:06:46:02 - 01:07:07:19: Saif Mohamed Sultan Abdullah Sultan A-Sabaage, player, interview: "The Volkswagen Junior Masters Tournament in Spain is like the Football World Cup for me and I am very happy to be a part of it."

Dubai's multiculturalism was on display during the final match-ups. The participating teams hailed from a wide variety of backgrounds and cultures, something that Volkswagen's chief Middle East Chief representative, Stephan Mecha is particularly proud of.

01:10:40:11 - 01:11:12:02: Stephan Mecha, Volkswagen Middle East, Interview: "Volkswagen is a brand for the people, we are a brand for everybody, so we are striving for bringing football, soccer people together from all different areas and nationalities, this is exactly what soccer is for. It's just about playing against each other in a good team, in a good squad that's why we feel the Junior Masters are a really exciting thing for all the teams playing here with us."

Saif Mohamed's team coach, Mohamed Afifey concurs. Although Afifey's team came second in the finals he was still happy that his players got a chance to take part in such a unifying and celebratory event.

20:33:15 – 01:21:03:14: Mohamed Afifey, coach, interview: "Volkswagen Junior Masters, it was great today, an opportunity, to play against different culture because as you know more than 200 cultures live in UE, so it was a good opportunity to come together, to get more knowledge of each other, more communication between nations...so it was great opportunity for the kids to practice football. Football is love, love is football. We enjoyed to participate. We qualify as second in the group... we lost on penalties but I'm so glad for my players.. they enjoyed it and they played well. Thank you very

much!"

The finals were won by team Shajah after a nerve-wracking penalty shootout. Shajah began their victory celebrations on the pitch in the knowledge that their team will now be representing the United Arab Emirates in the world finals in May - a huge achievement for this dedicated and passionate young side.

01:21:26:18 - 01:21:49:04: Mohamed Ali, player, interview: "I am very happy that we took the title, praise be to Allah.

END

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ADDENDUM 5: 24-Minute Script - Final



MAKHULU
PRODUCTIONS

Important notice: When recorded the final voice-over must be MALE.

MVO:

The Santiago Bernabeu...

...home of Real Madrid.

A place of dreams...

...a place where few get to play...

...but in 2010

the will turn that dream...

into a reality for two under thirteen teams.

Twenty teams from across the globe...

...came together in Spain...

...to compete in the biggest youth

football championship on the planet...

...The Junior World Masters.

This is Rufaro Stadium in Harare, Zimbabwe...

official stadium of the national team and the...

...venue for the Zimbabwe Junior Masters.

One of the boys taking part is Blessed Chikwature...

...This talented defender is happiest on the soccer pitch and when he is not attending school he can be found practicing with his local club.

He is hoping to grab the attention of the selectors at Rufaro who face the difficult task of choosing sixteen players to represent Zimbabwe in Madrid.

Blessed's mother, Sherry is hoping that her son will perform well.

Years of political upheaval have meant that Blessed and many others his age have never had the opportunity to showcase their skills in a tournament of this stature. But that doesn't stop youngsters like Tinashe Makuma from thinking big.

Match day at Rufaro was a day of firsts. Most had never been to the stadium before, and for some it was the first time they had ever worn their own soccer boots.

Zimbabwean soccer legend, Peter Ndlovu was one of the official selectors, and he understands how sport can transform lives.

Against all odds Blessed made it onto the team.

In Brazil football is more than a sport; it's a way of life. And nowhere is the nation's shared passion for the Beautiful Game more evident than in the streets of Santos, Sau Paulo. This vibrant and colorful city is the home of Santos Futebol Clube, more commonly known as Santos FC.

Santos has a rich history. Pele started his career with the team in 1956, at the age of 15, and remained with Santos for fifteen years.

Marquinho Antonio has been playing for Santos since the age of six and hopes to follow in his hero's footsteps.

The Santos's Junior team is feverishly preparing for this one-of-a-kind event and the players are looking forward to showcasing their skills on an international stage.

Coach Professor Ballio sums up his expectations.

Welcome to Dubai, a city of many cultures.

Chris Brown coaches a local side that is trying to qualify for the World Finals.

Home ground advantage did not prove enough

in the end for Jebel Ali, as they lost in a nerve-wracking penalty shoot out.

Al Ain Club from Sharjah celebrated their hard fought victory on the pitch.

This is New Jersey - also known as The Garden State.

These are the stars of PDA Pele, winners of the American Junior Masters.

This is their captain James Murphy whose parents, John and Nadine are impressed by the international scale of the tournament.

The Junior Masters attracts youth teams from within top professional clubs, including Russia's Locomotive Moscow.

These budding superstars spend hours every day honing their skills in order to succeed at the professional level.

Russia's unity and dedication makes them one the top contenders at the World Finals.

South Africa- proud host nation of the 2010 World Cup. This is a place of many languages and cultures.

Matthew Pasley, manager of South Africa's

winning team comments on the side's socio-economic make-up.

Yet another penalty shootout decided who was to go to Spain. Robertsham Callies FC beat favourites Ajax Cape Town. The final penalty was scored by Dyaln Bufton.

In Mexico the excitement surrounding the Junior Masters was intense.

Five of the top teams from all over the country gathered in Puebla for this auspicious event.

Goalkeeper, Juan Pablo Gomez helped his Mexico City team secure victory
Goalkeeper, Juan Pablo Gomez helped his Mexico City team secure victory

Feodosia City in the Ukraine is situated on the Black Sea coast.

Tournaments like the Junior Masters aim to develop youth football by giving as many clubs the chance to compete as possible. In the end Kiev based team, Dobro took the title.

Half back Andrey Greyn, was happy that the

squad's hard work had paid off.

The last country to hold their national finals was Germany. These were held in Wolfsburg and one of the highlights for the teams was a visit to the famous Autostad.

which included a chance to see the sublime Bugatti Veyron.

The final match was held at the newly constructed Volkswagen Arena.

Pascal Zadow a mid fielder from FC Schalke was excited to have made it to Wolfsburg.

Long standing rivals, Hertha BSC and FC Schalke vied for championship glory. After a close game Hertha BSC came out on top, winning one nil.

After months of anticipation twenty countries descended on Madrid in high spirits.

Taiwan, Turkmenistan, Turkey...

Sweden, Holland, Italy to name a few. All determined to showcase their own unique styles of play.

The boys arrived at the Ciudad, the official training grounds of Real Madrid where they were given full use of its facilities.

After a tour of the grounds and a light training Session the group stages got underway.

The two-day tournament was an action-packed display of skill and sportsmanship.

While Zimbabwe was playing Italy it became clear that strong bonds had formed between the various teams. Zimbabwe manager, Edzai (name) was stunned at the support his side received.

While winning will always be the goal, The World Junior Masters focused on fun and friendship too.

The highlight for everyone was a visit to the Bernabeu Stadium where the boys got a chance to learn about the club's illustrious history.

The first semi-final was between Russia and Germany. Neither side could break the deadlock and after a penalty shootout the Germans

were the first team to secure their place inside the Bernabeu.

In the fiercely contested second semi-final Brazil beat the Ukraine one nil.

And with that it was on to the bus and off to the Santiago Bernabeu.

With the immaculate grounds of the Bernabeu towering around them Germany and Brazil played a tightly contested final match.

If the players were feeling any nerves they didn't show it and each side played well throughout.

The final produced only one goal and it came during the second half.

A free kick lead to an opportune setup and Felipe Cyrielosilva latched onto the loose ball and managed to score resulting in a one zero victory for Brazil.

With the final whistle the celebrations began.

Doctor Martin Winterkorn was on hand to present the winners trophy to Brazil's

Looking back on the tournament it's clear that the beautiful game has worked its magic yet again. It has produced tears and triumphs; happiness and heartache, action and drama, thrills and spills bringing hope and opportunity to many. It has made memories that will last a lifetime and created cross-cultural friendships that would otherwise have been impossible.

It has made dreams come true. □

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