Olympic Brand – Assets and Liabilities
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Presentation Overview

- Brand Defined
- Brand Equity – David Aaker
- The Olympic Brand
- Methodology
- Assets and Liabilities
- Recommendations for Future Research
- **Brand**: Name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or a group of sellers and to differentiate them from those of competition (Keller, 2002).

- **Brand Equity**: A set of assets and liabilities linked to a brand, its name and symbol, that adds to or subtracts from the value provided by its product or service to a firm/or to that firm’s customers (Aaker, 1991, p. 12).
Methodology

- Structured interviews with 25 executives representing:
  - TOP Partners (5)
  - NOC Partners (5)
  - Olympic - IOC, NOC, OCOGs (5)
  - Prominent industry (10)

- Four-country Study – 3435 consumers
  - Canada, USA, France, Germany
Interest in Olympic Games remains high, especially amongst women.

In general, respondents conscious of the importance of sponsors.
- High level support for Olympic sponsors.
- Support does not necessarily translate into purchase.
- However, appears to differ between countries.

Not aware of practice of ambush marketing.
- When sensitize to practice, seem slightly in disagreement with practice.
- Opinions and attitudes appear to change between countries.

High level of confusion
- Can’t distinguish between sponsors and non sponsors
- Olympic property does not seem to capitalize of consumers’ acceptance and support of official sponsors as long as distinction is unclear.
Results - Experts

Key Advantages:
- Scope of property
- Value of brand
- Possibility association with brand image
- Hospitality
- Revenue generations

Key Elements:
- Exclusivity
- True understanding of Olympic brand
- Integrate into marketing/communications mix (leverage)
- Long term commitment

Weaknesses:
- Inability to protect rights of sponsors
- Public Relations
- Clutter

Threats:
- Scandals
- Lack of differentiation
- Ambush Marketing
- Brand dilution

Expensive/over-evaluated
Commercial restrictions within and around Olympic venue
Public Relations
Loss of revenue
Doping
Results - Assets

25 Experts
- Loyalty
- Less vulnerable to marketing attacks
- Inelastic consumer demand to price increase
- Trade cooperation and support
- Increased marketing communication effectiveness
- Additional brand extension opportunities

3435 Consumers
- Interest in Olympic Games
- Recognized role of sponsors
- Knowledge of commercial use of brand
- Support of sponsorship
- Purchase Power of Olympic Brand
- Attitudes towards ambush marketing

Outcome
- Higher than other major sport properties
- Television remains favorite medium
- Consumers aware and accepting of sponsorship
- Only sponsors should use the rings
- Strong support for Olympic sponsors
- Support significantly increased if connected to athletes
- Sponsors of Olympics recognized as industry leaders
- Consumers may be less likely to purchase from ambushers if they are aware
- Some support towards practice of ambush being unfair, inappropriate and unethical
- Record spectators at Games and record global TV ratings
- Sponsors and broadcasters sign long-term contracts
- Provide added clause in OCOG’s contract addressing brand protection
- Bid cities competes to win thus providing leverage to receive State support, change in legislations to protect brand imagery
- Ticket strategies can provide added revenue
- Increase in sponsorship and broadcast rights fee
- Efficiency of communications
- Consumers understand and associate with Olympic brand
Results - Liabilities

25 Experts
- Failure to live up on brand “promise”
- Lack of “brand control”
- Organizational Structure
- Not “investing” in the brand
- True understanding of brand

3435 Consumers
- Clutter
- Lack of empathy towards sponsors
- Over commercialization
- Ambush Marketing

Outcome
- Too many “hands” touching brand at all levels
- Lack of marketing ability/skills from NOCs
- No global brand equity measurement system
- Lack of integration between television and sponsors
- Multinational business run like “family business”
- Not structured as a business - lack in marketing infrastructure –
  distribution, logistics, implementation of marketing strategies by
  NOCs
- IOC members may not understand brand management philosophy
- Sponsors/suppliers/licensees - too many ends touching brand with
  different level of expertise and objectives
- Confusion
- Games may lose appeal
- Consumers unaware of ambush marketing
- No integrated PR
- Scandals
- No Competition parity
- Lack of value added programs for sponsors
- Perception of property being “overprice”
- Cluttered environment
- Inability to protect the brand
Image Management

Corporate Social Conduct

Product

Corporate employees (staff/volunteers) Conduct

Company/Business Conduct and Ethics

Marketing /Brand Team

Distribution channels (IOC, NOC, OCOG)

Price

Service

Support

Communications

Corporate Contributions
Global Brand Management System

- IOC Olympic Brand Master
- Integrated Public Relations Programs
- Integrated Sponsor Recognition Program
- Strategic Brand Alignment (IOC, NOC, OCOG)
- Système de contrôle de l’image

- Unify Promotional Strategies
- Consolidate brand management campaigns
- Reduce/Control clutter and confusion
- Brand consistency
- Enhance brand value

- Integrated global sponsor recognition program
- Ensure sponsor notoriety and distinction
- Integrate sponsor and broadcast rights
- Look of the Games
- Brand Protection

- Assist in managing and enhance value of brand
- Generate additional revenue
- Added value to sponsors and increased consumer awareness
- Execution of marketing programs more effective and sponsor servicing enhanced
- Protect, enhance and leverage the brand
Thank you