



A Marketing Analysis of the 2000 Paralympic Games: Are the Components in Place to Build an Emerging Global Brand?

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Framework of Study

- Gladden, J. M., Milne, G. R., & Sutton, W. A. (1998). Conceptual framework for assessing brand equity in Division I college athletics, *Journal of Sport Management*, 12, 1 – 19, Champaign, IL: Human Kinetics Publishers.
- Secondary Research from IPC Archives.
- Primary Research – Interviews with TOP Sponsors.

Defining Brand Equity

- Brand equity has been defined as a set of assets such as name awareness, loyal customers, perceived quality, and associations that are “. . . Linked to a brand, its name and symbol, that add to or subtract from the value provided by a product or service” (Aaker, 1991).

Defining Brand Equity

- Perceived Quality
 - Customers judgments of a product's overall excellence relative to its intended purpose (Aaker, 1991).
 - Concept of “bestness”
- Brand Awareness
 - Is the likelihood and ease with which a brand name will be recalled (Keller, 1993). The anchor from which other associations can be attached (I.e., brand associations)
- Brand Loyalty
 - Ability to attract and retain customers.

Antecedents of Equity

NATIONAL TEAM RELATED ANTECEDENTS

- Success
- Major Personalities
 - High Profile Coaches
 - Star Athletes

• ORGANIZATIONAL – RELATED ANTECEDENTS

- Reputation and Tradition
- Event Schedule
- Entertainment Package/Product Delivery

Market-Related Antecedents

- Regional/National/International Media Arrangements
- Geographic Location of Events
- Competitive Forces (Rivalries)
- Support (National Team Following)

Consequences of Equity

- National/International Media Exposure
- Merchandise Sales
- Donor Contributions
- Corporate Support
- Atmosphere (intangibles)
- Ticket Sales

Linking Antecedents and Consequences to Brand Equity

- Perceived Quality
- Brand Awareness
- Brand Associations
- Brand Loyalty

Creating Brand Awareness for Paralympic Games

- PERCEIVED QUALITY
- Traditional Branding Position announces that a particular product or event property is distinct and is the “best” in a particular product/service marketplace in solving a problem or meeting an unmet need.

The concept of “bestness” as an image is always relevant for a product.

Branding continued

- BRAND ASSOCIATIONS

Many professional sports have recently showed issues that could be considered less than “bestness.” For example, the NFL, NBA, NHL, MLB and IOC/Olympics still create “winners” on a daily basis, the popular media has also been forced to cover pro and Olympic sports as a breeding ground for greed, corruption, selfishness, doping, drug-use, rap-sheets, scandal, murder, and excessive commercialism.

Branding Continued

- BRAND ASSOCIATIONS

The Paralympics, while not immune from issues of cheating and disfigurement, attracted significant crowds (Sydney data) which suggests that this competition is “news” and it “matters.”


Branding Continued

- BRAND LOYALTY

Well-run athletic competitions draw crowds to see winners. Big crowds draw the mass media who subsequently anoint the competition as “news” and therefore legitimate it as a rising brand.

Brand Associations

- Handled correctly, double winners are better for advertising/marketing than single winners and can be utilized to articulate a product's "bestness."
(Ray Lewis v. Casey Martin)
- New Nike advertising campaign showcasing Nike athlete with HIV+ and NIKE athlete in wheelchair. NIKE was first major brand to mine this area of human imagery.

A composite image of three athletes. On the left, a cyclist wearing a helmet and a jersey with the number 1042. In the center, a runner in a black Adidas singlet and headband. On the right, a man wearing a laurel wreath and a jacket, smiling broadly.

Mind

Body

Spirit



International Paralympic Committee

The Paralympic Games

- The Paralympic Games are an Olympic style sport event for the world's elite athletes with disabilities caused at birth, disease or an accident. The Paralympic Games occur in both summer and winter approximately two weeks after the conclusion of the Olympic Games.

Quick Paralympic Facts

- The word Paralympics comes from the Latin word “para,” meaning “with,” and the word “Olympic.”

Paralympic Summer Games

<i>Year</i>	<i>Location</i>	<i>Nations</i>	<i>Athletes</i>
• 2004	Athens, GRE		
• 2000	Sydney, AUS	127	~4000
• 1996	Atlanta, USA	103	3195
• 1992	Barcelona, ESP	82	3020
• 1988	Seoul, PRK	61	3053
• 1984	Stoke Mandeville, GBR & New York, USA	42	2900
• 1980	Arnhem, NED	42	2500
• 1976	Toronto, CAN	42	1600
• 1972	Heidelberg, GER	44	1000
• 1968	Tel Aviv, ISR	29	750
• 1964	Tokyo, JPN	22	390
• 1960	Rome, ITA	23	4000

Summer Paralympic Sports

- Archery
- Athletics (Track & Field)
- Basketball (Wheelchair)
- Basketball (ID class)
- Boccia
- Cycling
- Equestrian
- Fencing
- Football
- Goalball
- Judo
- Powerlifting
- Sailing
- Shooting
- Swimming
- Volleyball
- Wheelchair Rugby
- Wheelchair Tennis

Winter Paralympic Games

<i>Year</i>	<i>Location</i>	<i>Nations</i>	<i>Athletes</i>
• 2006	Turin, ITA	40?	650?
• 2002	Salt Lake City, USA	36	~ 600
• 1998	Nagano, JPN	32	571
• 1994	Lillehammer, NOR	31	550
• 1992	Tignes, FRA	24	475
• 1988	Innsbruck, AUT	22	397
• 1984	Innsbruck, AUT	22	350
• 1980	Geilo, NOR	18	350
• 1976	Ornskoldsvik, SWE	14	250

Winter Paralympic Sports

- **Alpine Skiing**
Downhill, Super G, Giant Slalom & Slalom
- **Cross country Skiing**
Short, Middle, Long Distances & Relays
- **Biathlon**
Short Distance
- **Ice sledge Hockey**
8 Team Tournament

Atlanta 1996 Summer Paralympic Games

- Gross Expenses for Budget: \$90,000,000
- Gross Revenue: \$90,000,000
- Gross Revenue for Sponsorship: \$39,300,000
(44% of Total Revenue)
- Number of Spectators: -
\$3,500,000 in Ticket Sales, 4% of Total Rev.
Total Audience = 50 Million
Total Attendance = 512,720

Atlanta 1996 Continued

- Broadcast Rights: Network (CBS) and Cable (Sport South)
Deal with API to provide host broadcast,
International rights sales and a daily
International feed

- Television Status: Over 40 International Television Crews

- **Statistics**

- **Accreditations**

- Delegation

- - Athletes

3,195

- - Personnel

1,717

- IPC

156

- VIP

1,629

Atlanta 1996 Continued

Atlanta 1996 Continued

- Total Number of Accredited Media
 - 1600 international press, radio, and television media personnel
- Total Number of Spectators
- Television/Broadcast Coverage
 - 38 countries for over 50 total broadcast hours
- Broadcast rights fees

Sydney 2000 Paralympic Summer Games

- Gross Expenditures
\$159,000,000 AUS
- Gross Revenue
\$187,700,000 AUS
- Gross Revenue from Sponsorship
 - \$46,100,000 AUS
- Total Number of Athletes
 - 3843 athletes
- Total Number of Team Personnel
 - 2136 team personnel

Sydney Paralympics Continued

- Total Number of Games Operations Personnel
 - 150 SPOC employees
 - 1,850 paid staff
- Total Number of Volunteers
 - 40,850 Games Workforce
- Total Number of Accredited Media
 - 2440 Accredited Media
 - 750 written press
 - 450 photographers
 - 1040 right holders
 - 200 non right holders

Sydney Paralympics Continued

- Total Number of Spectators
 - 1.16 million ticket sold (340,000 school children attended)
 - 300 million television audience
- Television/Broadcast Coverage
 - 83 right holders organizations (including radio and sub-licensees)
- Broadcast rights fees

Salt Lake City 2002 Winter Paralympic Games

- 25 Ticketed events. Single event, group and family packages. Anticipated total crowd of over 230,000 spectators for the 10 day event.
- Host Broadcast: Currently no identified host TV network.

Salt Lake City Continued

- Total Budget: \$125 M
- Total Number of Volunteers: 4,000
- Total Number of Media: 2,000
- Prime Paralympic Sponsors as part of SLOC – USOC “OPUS” Package

SLOC makes History

- Salt Lake City will be the first time both Olympic and Paralympic Games are hosted by the same organizing committee
- Benefits:
 - Economy of scale in staging the Games
 - Access to same experienced pool of personnel
 - Financial benefits in selling sponsors, obtaining grants and federal funding

SLOC Mission Statement

To provide an environment of excellence, integration, and accessibility for participating athletes and officials during the 2002 Paralympic Winter Games in Salt Lake City, Utah.

Challenges to the Paralympics as a Brand

- *Perceived Quality* of Competition
- *Brand Awareness* of Paralympics in the “Shadow” of the Olympic Games
- Confusion in *Brand Association* between Special Olympics and Paralympics
- Development of *Brand Loyalty* given Olympic “Fatigue Factor” for Media and Spectators Interested in Paralympics

Challenges Continued

- Timing of Event (Post Olympic Media Decompression)
- Sponsorship Limitation and Control via IOC/LOC
- Media and Merchandise Blackout Imposed by IOC/LOC relationship

Challenges Continued

- Lack of Continuity and Exposure of Paralympic Athletes and Sports between events (Summer and Winter Paralympic Games)
- Lack of Consistency and Level of Media Exposure in Buildup to Paralympic Games
- Lack of a Host Network TV Broadcaster

Recommendations to Improve Paralympic Brand Equity

- Raise *Perceived Quality* of Brand through improved Athletic Support Services.
- Improve *Brand Loyalty* by Moving Paralympics 1 Month prior to Olympic Games at Same Venues
or
- Moving some Paralympic sports inside Olympic Games Programme

Recommendations Continued

- Increase *Brand Associations* through Co-Branding Olympic and Paralympic Marks, Symbols

and through

- More Integrating Planning, Organization, and Sponsorship of OG and PG under one organizing umbrella

Recommendations Continued

- Increase Brand Loyalty through securing of major U.S. network broadcaster and enhanced

VISA Quote

- Scot Smythe, Visa International VP for Sponsorship
- “We see disability sport as a business opportunity and not a cause and it is worthwhile investment.”

**Any
Questions
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