

*International Olympic Committee*



# *Marketing Report*

torino 2006



torino 2006

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# Letter from **Jacques Rogge** IOC President

*The 2006 Olympic Winter Games in Turin provided the world with a wonderful experience of sporting excellence over the course of 17 days. To help make this moment possible for the athletes of the world, the Olympic broadcasters and Worldwide Olympic Partners dedicated extraordinary expertise and vital resources.*

*The Worldwide Olympic Partners provide substantial contributions of goods and services to the staging of the Olympic Games, and the Olympic broadcast partners bring the brilliance of the Olympic experience to the global viewer.*

*With thanks to the support of our partners, the IOC is able to distribute significant revenue throughout the Olympic Movement and importantly, invest in sport.*

*Broadcast revenue supports the Organising Committee in the staging of the Games, the International Sports Federations in the global promotion of sport, and National Olympic Committees through Olympic Solidarity. Through the TOP programme, the Worldwide Olympic Partners contribute support for every National Olympic Committee in the world, as well as products, services, technology, expertise and financial resources to the Organising Committees for the staging of the Games.*

*Torino 2006 received tremendous support from Olympic broadcasters and sponsors. Their commitment to ensuring the success of the Games and their dedication to the Olympic athletes is inspiring. By helping to provide a global stage for the world's greatest athletes, and by assisting the Olympic Movement in sharing the spirit of friendship, solidarity and peace, our Olympic partners make a vital contribution to the world. For this, we are very grateful.*

*Within this report, it is our hope that all will see the excellence of the 2006 Olympic Winter Games and the important contributions that the Olympic broadcasters and sponsors have made to the Olympic Movement and the athletes.*















# Letter from **Gerhard Heiberg**, Chairman, IOC Marketing Commission

*As I think back on the great experience of Torino 2006, I would like to express my gratitude to the Worldwide Olympic Partners and to the Turin Organising Committee.*

*For the past 20 years, the TOP programme has provided support for every Organising Committee and every National Olympic Committee. In that time, the TOP sponsors have become increasingly vital to the success of the Games. In that time, they have also become more supportive of our efforts to share the Olympic ideals with the world.*

*I would also like to note that the Worldwide Olympic Partners have helped to make the Games more globally inclusive than ever before. Through their support over the past two decades, they have helped to provide more nations with the necessary resources to develop Olympic teams and to send athletes to participate in the Games. In Torino 2006, a record 80 Olympic teams participated. Likewise, the TOP programme is now the most international it has ever been. With TOP sponsors headquartered in seven countries across three continents, the programme truly mirrors the global nature of the Olympic Movement.*

*I would like to also applaud the Turin Organising Committee for creating the most successful sponsorship programme in Italy's history. The Torino 2006 domestic sponsorship programme generated the most revenue, and enjoyed the highest levels of interest and awareness, of any sponsorship in Italian sport. The theme of Passion Lives Here was very appropriate: it provided a strong image for Torino 2006 and created a powerful marketing platform for the Olympic partners.*

*The success of Torino 2006 has changed the face of sports marketing in the Italian market. It has left a strong legacy for Italy and the Olympic Movement.*

*With this document, the IOC would like to thank its partners and TOROC for excellent partnerships and excellent Games.*

# *The Torino 2006 Marketing report overview*

There is no doubt about the marketing and broadcasting success of Torino 2006. We witnessed record television coverage worldwide and broadcast innovations. We saw significant support from the TOP sponsors, as they created programmes to support the athletes and to share the Olympic spirit with the world. Domestically, the Torino 2006 Organising Committee developed the strongest sponsorship programme ever conducted in Italy, as well as highly successful licensing and ticketing programmes that surpassed their respective budgets and goals.

These results are a testament to the power of the Olympic brand, to the strength of Olympic marketing, to the support from our partners, and to the passion that the Turin Organising Committee and the people of Italy brought to these Games.

This report is a comprehensive summary of the marketing programmes that helped to make the Torino 2006 Olympic Winter Games possible. In these pages, you will find insights on the global Olympic brand, the basis of all Olympic marketing efforts, as well as a study of the Torino 2006 brand, a powerful identity that vividly expressed the themes of participation, celebration and passion.

Here you will read about the many contributions that the TOP sponsors have made to the Olympic Movement and the XX Olympic Winter Games with their goods, services, financial resources and promotional support. With each Games, the TOP sponsors find new and innovative ways to support the athletes, to contribute to event operations and to promote the Olympic ideals. With increasing effectiveness they align their brands, their values and their corporate culture with the Olympic ideals.

This report also clearly details the support that the Torino 2006 domestic sponsors provided to the staging of the XX Olympic Winter Games. We hope that this information will serve as inspiration to future Organising Committees and future Olympic sponsors in developing strong partnerships with the Olympic Movement.













A great measure of the impact of the XX Olympic Winter Games on the world is the success of the Torino 2006 broadcast, which generated record revenue support for the Olympic Movement, garnered significant viewership and provided record coverage to audiences worldwide. The Torino 2006 broadcast also raised the bar in traditional television production and fostered new technological innovations in digital and broadband distribution.

Olympic broadcast partnerships generated the greatest amount of revenue ever for the Olympic Winter Games, providing unprecedented levels of support for the Olympic Movement worldwide, while also offering powerful evidence that the Olympic Games are a strong investment.

The Turin Olympic Broadcast Organisation provided nearly 1,000 hours of live content – the most in Olympic Winter Games history. Our broadcast partners, in turn, provided viewers with a combined total of more than 16,000 hours of coverage – by far a record in Olympic Winter Games broadcasting. The Olympic broadcasters also maximised opportunities in new media technology, providing viewers with more access and greater choice through the Internet, mobile phones and multiple television channels.

The strong results from the Torino 2006 Ticketing and Licensing programmes offer great insights into the strong interest and excitement that the XX Olympic Winter Games generated in Italy and around the world. This report devotes a chapter to each of these programmes with insights into how the programmes were developed and managed and the successes that they achieved. In these areas, too, we hope that Torino 2006 will help to serve as a model for the benefit of future Organising Committees.

The Torino 2006 Olympic Winter Games were the first for IOC Television & Marketing Services. Since the merger of the IOC Marketing Department and Meridian Management SA, we have worked to integrate TV rights with marketing in order to enhance and build on synergies to provide increasing levels of service and support to our partners. Torino 2006 marked our first Olympic Games under our new name and new structure, and in the coming years we will continue to pursue our mission, to enhance our services and to strive to be the best organisation of our kind.







# Passion Lives Here

## *The Torino 2006 Olympic Games*



The sun's rays ignited the flame in the ancient fields of Olympia on 27 November 2005. Then, passing from torchbearer to torchbearer, the Olympic flame journeyed from Olympia to Rome, and from Rome to Turin – through all the regions of Italy. Heralding the Olympic Winter Games, the Torino 2006 Olympic Torch Relay spanned 64 days and travelled 11,300 kilometres through 140 cities and 107 provinces before arriving at the historic Stadio Olimpico.

The XX Olympic Winter Games began on the night of Friday, 11 February 2006, with a ceremony that paid tribute to Italy's profound place in history, celebrated the passion of its people and honoured the host city's heritage as a centre of industry and innovation. Imbued with style, energy and speed, the Torino 2006 Opening Ceremony marked the return of the Olympic Winter Games to Italy after half a century.

*“The first night of the Games was one that I will never forget. Participating in an Opening Ceremony for the first time and then lighting the Olympic cauldron, after a spectacular evening, is the wildest dream I could ever have hoped for. I will never forget how I felt when I received the torch, running past the athletes and lighting up the stadium with the strongest Olympic symbol.”* **Stefania Belmondo** *five-time Olympian from Italy, on the experience of lighting the Torino 2006 Olympic cauldron*



### Torino 2006 Olympic Torch Relay

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<i>Olympic Torchbearers</i>	10,001
<i>Torch Relay Distance</i>	11,300km
<i>Torch Relay Duration</i>	64 Days
<i>Cities / Provinces Visited</i>	140 / 107

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Before the Torino 2006 Olympic Games were declared open and the tallest Olympic cauldron in history was lit in a flash of pyrotechnics, more than 2,500 athletes from 80 nations paraded into the Stadio Olimpico. Over the next 17 days the athletes would capture the world's imagination by skiing, skating, sliding and scoring on the snow and ice of the Torino Province.

Embodying the ideals of passion and participation, the XX Olympic Winter Games were fittingly the most inclusive in history. With an unprecedented number of nations competing, including a strong delegation of female athletes, Torino 2006 contributed to the Olympic Movement's goals of promoting sport for all.

In keeping with these themes, the world was welcomed to the largest city ever to host the Olympic Winter Games by an extraordinary group of 18,000 volunteers. Representing 64 nations, and selected and trained from among 41,000 applicants, the volunteers brought spirit, passion and warmth to the Torino 2006 experience.

### Torino 2006 Volunteers

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<i>Olympic Volunteers</i>	18,000
<i>Nations of Origin</i>	64
<i>Volunteer Applications</i>	41,500

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*“I will keep from these Games the image of success. They were the Games of heart, of warmth, of smiles, and of generosity. It was Italy at its best.”*

**Jean-Claude Killy, IOC Coordination Commission Chairman**

The celebration of the Torino 2006 Olympic Winter Games was a great success, providing the world with a vibrant experience, exciting winter sporting action, and memorable moments. From Turin to Bardonecchia, from Cesana-Pariol to Cesana-San Sicario, from Pinerolo to Pragelato, and from Sauze d’Oulx to Sestriere, the athletes embodied the Olympic ideals and competed in the spirit of friendship and fair play.

Through 16 days of competition at the XX Olympic Winter Games, athletes from 26 countries won medals in seven sports and 15 disciplines. Each night in Piazza Castello – one of the enchanting city’s many elegant squares, surrounded by impressive palaces and arcaded promenades – the world celebrated the athletes’ achievements at the Olympic Medals Plaza.

### Torino 2006 Athletes

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<i>Athletes Participating in the Games</i>	2,508
<i>Participating Male Athletes</i>	1,548
<i>Participating Female Athletes</i>	960
<i>Olympic Teams / National Olympic Committees</i>	80

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### Torino 2006 Olympic Games Competition

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<i>Olympic Sports</i>	7
<i>Olympic Disciplines</i>	15
<i>Olympic Medal Events</i>	84
<i>Days of Competition</i>	16

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*“I have seen at these Games many wonderful things. . . . The sporting performances were truly exceptional. I can’t remember Games of such sporting quality. This, for me, is the most important thing.”* **Jacques Rogge, IOC President**





# The Power of the Olympic brand



The Olympic Games have captured imaginations and stirred emotions for more than a century. Inspired by an enduring tradition and established upon universal ideals, the Olympic Games today possess a powerful image and identity. Embodied in the spirit of the Olympic Games and the striving of the Olympic athletes, the Olympic brand is confirmed in the thoughts, perceptions and feelings of people around the world.

Paradox and dichotomy contribute to the identity of the Olympic Games and the power of the Olympic brand. While people believe that the Olympic Games are just as much about taking part as they are about winning, people also believe that there is no greater achievement in sport than to win a gold medal. People around the world agree that the Olympic Games are about unity, peace and global community; and people also believe the Games to be a celebration of diversity and patriotism. People believe that the Games are the pinnacle of all sporting events, while people also assert that the Olympic Games are much more than just a sports event.

These inherent and seemingly opposite attributes resonate strongly in consumer thoughts and perceptions, demonstrating that the Olympic brand possesses multiple dimensions, comprises a range of aspirations and encompasses universal values that contribute to its broad global appeal.



### Olympic Image 2006: High Appeal and Awareness<sup>1</sup>

Concurrent with each Olympic Games and Olympic Winter Games, the International Olympic Committee (IOC) conducts global Olympic brand research to understand the thoughts and perceptions of people around the world, to discover what drives consumer interest in the Olympic Games and to study the attributes that differentiate the Olympic Games from all other sporting and cultural events.

This research continues to demonstrate that the Olympic Games and Olympic Winter Games enjoy extraordinarily high appeal and awareness among consumers worldwide. The Games rank as one of the highest in appeal and awareness among major sports and entertainment events.

- Global consumer awareness of the Olympic Winter Games increased from 87% in 2004 to 94% in 2006.
- Almost half of all research respondents stated: “Some of my most memorable TV moments involve the Olympic Winter Games.”

### Olympic Enthusiasm: What Motivates Interest in the Games

Several key elements drive consumer interest in the Olympic Games, contribute to the appeal of the event and differentiate the Olympic brand from any other sports and cultural property. The following results from 2006 Olympic brand research demonstrate the elements that drive interest in the Olympic Games.

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<i>The Olympic Games are special because they happen only once in a while</i>	77%
<i>Performance of Olympic athletes encourages children to participate in sport</i>	75%
<i>The Olympic Games are more than just a sports event</i>	73%
<i>The Olympic Games provide a good role model for children</i>	73%
<i>The Olympic Games are as much about taking part as they are about winning</i>	70%
<i>There is no better achievement in sport than winning an Olympic gold medal</i>	69%
<i>No event brings the world together quite like the Olympic Games</i>	67%
<i>The Olympic Games are the pinnacle of all sports events</i>	65%
<i>The Olympic Games have something for everyone</i>	65%

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<sup>1</sup> During the Torino 2006 Olympic Winter Games, the IOC conducted research in 12 countries. Statements about the attributes of the Olympic brand included in this section of the Torino 2006 Marketing Report are derived from the results of that research project.







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### The Olympic Brand: Three Themes

The essence of the Olympic Brand consists of three essential pillars. The first of these is Striving for Success, which is founded upon the ideals inherent in sport – such as *striving, excellence, determination, being the best*. Attributes that define the Olympic Games as a global festival – such as *global, participation, celebration, unity, festive* – constitute the second pillar, Celebration of Community. The third pillar, Positive Human Values, is composed of the attributes that fulfil our understanding of, and aspiration to, universal ideals: *optimism, respectful, inspirational*. These three pillars support a powerful, emotive brand that transcends sport and resonates strongly with the people of the world.



From the Olympic brand essence, three communication platforms emerge: excellence, friendship and respect:

**Excellence:** The Olympic Games offer examples of the pinnacle of sporting achievement, inspiring us to strive to do, and be, our best in our daily lives.

**Friendship:** The Olympic Games provide examples of how humanity can overcome political, economic, religious and racial prejudices and forge friendships in spite of these differences.

**Respect:** The Olympic Games present examples of the profound meaning of “respect”, as a life lesson for humanity:

- respect for yourself
- respect for others
- respect for the rules





## The Enduring Olympic Ideals

Today, the Olympic brand's core attributes are still closely aligned with the Fundamental Principles of Olympism established more than a century ago in The Olympic Charter. This resonance is a testament to the endurance of the Olympic values and to the timelessness of the philosophy of Olympism. It is also a testament to the power of the Olympic Games and the Olympic athletes who embody and convey a universal promise to inspire generation after generation.

## The Foundation of Olympic Marketing

The strength and depth of the Olympic brand is the foundation of Olympic marketing. One of the goals of the Olympic Movement is to nurture the Olympic brand and, in turn, ensure the value of the Olympic partners' investments. A goal of each Olympic partner is to maximise its investment by aligning the attributes of its own brand with the values and attributes of the Olympic Image.

## Promoting the Olympic Brand: Celebrate Humanity

The International Olympic Committee promotes the Olympic brand through the Celebrate Humanity global campaign. The campaign for 2006 presented personal interpretations of the Olympic experience, with Andrea Bocelli delivering the message known as "Heart" and Nelson Mandela delivering the message known as "Adversaries and Equals". Both messages – with executions produced in five languages – resonated with the truth that the Olympic ideals are shared by all and conveyed the power of the Olympic Games to reflect the human spirit and to inspire hope.

Following the success of the three previous editions of the campaign – for the Sydney 2000 Olympic Games, the Salt Lake 2002 Olympic Winter Games and the Athens 2004 Olympic Games – Celebrate Humanity 2006 was aired worldwide and Olympic broadcasters in several countries customised the campaign to tailor messages to their local markets. Distributed to all Olympic broadcast partners, the objectives of the Celebrate Humanity campaign for 2006 were:

- To communicate to a worldwide audience the core values and ideals of the Olympic Games
- To raise the awareness of the Olympic Games and the spirit of Olympism highlighting those attributes that make the Games special
- To demonstrate the power of the Olympic Games as the greatest sporting and cultural festival in the world

- To increase excitement and interest amongst the public, thereby helping to build the size of Olympic Games broadcast viewing audiences
- To assist in providing synergy to the marketing initiatives of the Olympic broadcast partners
- To provide a positive, synergistic backdrop for the Olympic programmes of the IOC's marketing partners

### Celebrate Humanity 2006: Highlights



- In addition to strong support from the Olympic broadcast partners around the world, Celebrate Humanity was aired by CNN International and ESPN International and was incorporated into the Daily Torino 2006 Highlights Films produced by TWI for in-flight and in-ship airing on Lufthansa, Austrian Air, Princess Cruises and Disney Cruises.
- The campaign's television executions were translated to accommodate audiences in several European countries, including Bulgaria (BGBNT), Estonia, Turkey (TRT), Finland (YLE) and Germany (ARD TV).
- The European Broadcasting Union customised the messaging and the footage of Celebrate Humanity to create tailor-made European spots that featured spokespeople: Jens Weissflog (Germany: Ski Jumper), Gunda Niemann (Germany: Speed Skater), Markus Weissmeir (Germany), Ruslana (Ukraine: Singer) and Pirmin Zubriggen (Switzerland: Alpine Skier).
- CCTV in China aired the Bocelli and Mandela spots, while also customising the "Heart" spot with Sang Lan (China: Olympic Gymnast) and the "Play" spot with Liu Xiang (China: Olympic Swimmer).
- In addition to airing the Celebrate Humanity spots regularly, Eurosport staged an Olympic-themed event, inviting young people to a dance party where a professional disc jockey mixed music that aligned with the Olympic brand values. The music accompanied giant video displays of images from past Olympic Winter Games. Eurosport later broadcast the event, called Celebrate Humanity Clubbing, in two 30-minute late night programmes, which aired six times in the lead-up to and during the Torino 2006 Olympic Winter Games.

