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Sponsorship of the Olympic Games – TOP Programme

(bakalářská práce)

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List of Used Abbreviations

BOCOG	Beijing Organising Committee for the Games of the XXIX Olympiad
CIS	Commentator Information System
HD	High definition
IF	International federation
IOC	International Olympic Committee
IPC	International Paralympic Committee
ISL	International Sports, Culture and Leisure Marketing Agency
NOC	National Olympic Committee
OCOG	Organising Committee for the Olympic Games
OG	Olympic Games
TOP programme	The Olympic Partners programme

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1 Introduction

The Olympic Games are one of the most viewed sporting events in the world. Maybe even more attention is paid to the way it is financed. The topic became more popular in the Czech Republic after Prague announced its nomination for staging the Olympic Games in 2016. Even though this nomination was not successful it started many discussions about the sources of financing and their investment return. One of the ways the Organizing Committees gain money needed is through cooperation with sponsors. I chose this topic to show how the International Olympic Committee solved its problem of financing the Olympic Games through the help of private companies.

The aim of this paper is to make a marketing analysis of a highly specific environment. It deals in detail with a product established by the International Olympic Committee – The Olympic Partners programme.

The paper starts with a description of the development of Olympic marketing during the 20th century. The main part is devoted to the Top Olympic Partners programme itself and shows how the programme works, the core values it is based upon and what the benefits are for the sponsoring companies. The rights, benefits and ways of cooperation of sponsoring companies are further analysed by using two of the TOP members as examples.

The data used in this paper mainly refers to the last two periods of the TOP programme (2000 – 2008). I have not been able to obtain official data about the current TOP VII (2009 – 2012), and in some fields data about the TOP VI are only estimated figures as the official ones have not been released yet. The overall result of the analysis is not complete due to a lack of figures concerning the amounts of money sponsoring companies pay to the International Olympic Committee to become TOP members. With all efforts I was not able to gain this information as the companies refused to provide it because they consider it proprietary and the International Olympic Committee has not released it either.

1.1 Thesis statement

Financing of the Olympic Games has been an important issue throughout the whole era of the modern Olympic Games. The International Olympic Committee solved this problem through the help of private companies which are its sponsors. This paper presents an analysis of this highly specific marketing environment and deals especially with the sponsorship programme called The Olympic Partners programme. This programme is a result of a development of Olympic marketing which is also examined here. The programme is based upon an exclusive concept of a mutually beneficial relationship and this paper shows how it works and what its core values are. It also attends to the benefits which the International Olympic Committee gains as well as to the duties and rights of sponsoring companies. The example companies are used to demonstrate the way the programme works and whether the cooperation is really beneficial for both parties.

1.2 Methodology

The aim of this paper is to make an analysis of Olympic marketing and Olympic sponsorship programme – The Olympic Partners programme. It intends to answer the questions how the programme works in the field and whether it really is useful for both parties involved.

The objective of the paper is to thoroughly examine a given issue. That includes analysis of history of Olympic Games from the perspective of their financing and study of development of Olympic marketing. The attention is paid mainly to The Olympic Partners programme itself. It focuses on the core values and principles the programme is based upon. It further examines how the programme works, its benefits for both parties and duties and rights of sponsors. Two of the sponsoring companies were chosen to serve as examples. By using them the paper shows particular ways in which the programme is used in the field and the approach of the companies towards it.

In order to be able to do a thorough analysis it was necessary to first conduct a literature search and find essential information related to the topic. The base of the information was obtained from the books on sponsorship, particularly in sports, and Olympic marketing. Further information was gained mainly from the internet sources including official web sites of the International Olympic Committee, individual Olympic Games and stated companies. This was completed with

articles from different journals, newspapers and magazines publicized on-line. The example companies as well as the International Olympic Committee were contacted via e-mail with a request for figures about member fees for sponsors and the impact of the programme on the sales. None of the asked parties provided this information as they consider them proprietary.

The literature was critically read with the aim to get the necessary information and to draw conclusions.

2 The short history of modern OG

The Olympic Games are not only one of the biggest world sports events but they are also a huge cultural and political phenomenon. Such an important meeting also has an enormous economic significance. Organisation of the Olympic Games has always been quite expensive and the trend is toward a massive increase in the money needed. The Olympic Games are organised by the International Olympic Committee (IOC) which is also responsible for their funding. A large part of the required resources is currently gained through sponsorships. However, it has not always been like this. This short history of the financing of the modern Olympic Games aims to show milestones in the development of Olympic marketing and sponsorship in particular.

2.1 Sponsorship

Sponsorship in general is a business relationship which should be bilaterally beneficial. It is based on providing goods, finances and services by a sponsoring company, which in return wants to implement its marketing and communicative goals. The common aims of the sponsoring companies are promotion of the company, enlargement of the influence on the market, changes in the image of the company, heightening of brand awareness and development of customer loyalty and community relations. All of these intentions lead to sales increase.

2.2 Milestones in the development of Olympic marketing

When Pierre de Coubertin and his colleagues came forward with the idea of a revival of the Olympic Games in 1896 they did not have a detailed plan of how to finance such an event. The first modern Olympic Games were very modest in comparison to the Olympic Games as we know them today. In 1896 there were 245 athletes from 14 countries competing in 43 sporting events.¹ In 2008 in Beijing there were 11,028 athletes from 204 National Olympic Committees (NOCs) who took part in 302 sporting events in 28 sports.² The figures imply that the money needed for staging the Games has remarkably increased since the first

¹ "OH Atény 1896. " *Olympic.cz*. 15 Jan 2009.

<<http://web.olympic.cz/index.php?clanek=12&jazyk=cz>>

² "NOC entry forms received. " *Beijing 2008*. 1 Aug 2008. 22 Feb 2009.

<<http://en.beijing2008.cn/news/official/preparation/n214496035.shtml>>

modern Olympic Games. However, for many years the IOC continued its orthodox approach which was focused on the promotion of and “preservation” of the “Olympic Ideals”.³ The financial matters were not solved and the IOC took a negative attitude towards the connection between sports and money. As a result organising committees had difficulty in finding enough money to organise the Olympic Games. They had to take out loans and rely on the generosity of the governments of the organising states and their inhabitants. Even after first attempts with the introduction of rebroadcasting rights for the London Olympic Games in 1948 the IOC still kept its traditional approach. The fee BBC had to pay was only US \$3,000. The Games ended up with a surplus, so the Organising Committee for the Olympic Games (OCOG) did not cash in the cheque from BBC. With this kind of management it is no wonder that until the end of the 1970’s the IOC had been a very poor and indebted organisation, which lived from day to day. For example in the years 1968 – 1971 the IOC had a deficit in its capital account amounting to US \$1.5 million overall.⁴

The change in perception of financial issues came in the first half of the 1970’s after the accession of Lord Killanin to the IOC Presidency (1972 – 1980). For the first time in its history, the Olympic Movement had earned an appreciable profit from its own Games. During the Olympic Games in Munich and the Winter Olympic Games in Sapporo in 1972 monetary resources of about US \$26 million were generated by the sale of television rights. The share of the IOC, the NOCs and international federations (IFs) altogether was about US \$9 million⁵ which was considerable operating revenue at that time. The fact that there had been rebroadcasting rights connected with the Olympic Games since 1960, but it was not earlier than 1972 when the IOC shared actively in their profits, shows how reluctant the financial policy of the IOC had been. The management of the IOC had not realised how these finances would accelerate the expansion of the Olympic Games, and sports in general.

³ Landry, Fernand, et al, eds. *1894-1994, The International Olympic Committee - one hundred years : the idea, the presidents, the achievements. III, The presidencies of Lord Killanin (1972-1980) and of Juan Antonio Samaranch (1980-)*. Lausanne : International Olympic Committee, 1996. p.143.

⁴ Landry. p. 147.

⁵ Landry. p.147.

In the 1970's the important amendments to the Olympic Charter were adopted. If these new rules concerning the IOC and its property are taken into account, then the changes in the Charter are considered to be revolutionary. The IOC states that it is the owner of the Olympic Games, all Olympic activities and objects. Moreover, the IOC should take benefit of such an ownership and derive the profit related to it.

The XXI. Olympic Games in Montreal in 1976 were well organized but financing of the Games turned out to be a disaster. Because of bad planning and corruption the organizing committee ended up with a debt of C \$1.5 billion⁶, which was not paid until 2006. Following this experience the IOC took charge of everything. Since that time, all of the contracts regarding advertising and publicity associated with the Olympic Games must be submitted to the IOC for its necessary consent.

During the 1980's the IOC continued developing and improving its marketing and financial policies. It focused also on the rules associated with sponsorship and protection of Olympic symbols and emblems. Its continuous work was rewarded by the improvement in the overall financial situation. Comde de Beaumont, a long standing member and later president of the Finance Commission (1967 – 1983) confirmed in September 1981 that the IOC: "had now achieved what it had always wished to do: a stable financial situation, and from whose income it could exist."⁷ Even though the financial situation of the IOC was noticeably better, it was not perfect. The problem was that most of the earnings came from one source. The IOC was dependant upon the revenues from selling the television rebroadcasting rights; moreover the majority of them came from one country - the USA.

The new president of the IOC Juan Antonio Samaranch (1980 – 2001) was aware of this situation and made every effort to restructure the finances. He was actually the one who introduced marketing into the Olympic Movement. His goal was to diversify the sources of income and to acquire the financial independence. At the same time he aimed to obtain the best conditions for development of the IOC in both the short and long term. With regard to the overall prosperity of the Olympic Movement during his presidency we can say that his mission was extremely successful. The following table demonstrates my previous statement in figures.

⁶ "Quebec's Big Owe stadium debt is over." *CBC news*. 19 Dec 2006. 15 Jan 2009.
<<http://www.cbc.ca/canada/montreal/story/2006/12/19/qc-olympicstadium.html>>

⁷ Landry, p. 148

Table no. 1, Resource: Marketing Matters 19⁸

	1980	2000
Countries broadcasting	111	220
Host Broadcaster Hours (Summer)	500 hours	3,800 hours
Global Broadcast Revenue (Quad. Winter/Summer)	US \$122 million	US \$1,845 million Nagano/Sydney
Percentage of Total Broadcast Revenue (Summer) from US	84 %	53 %
Total International Sponsorship Revenue (Quad. Winter/Summer)	US \$0	US \$550+ million
Total Ticketing Revenue (Summer)	US \$13 million	US \$625 million
IOC Summer Games Support (TV and Marketing Revenue) to OCOG	US \$60 million	US \$1,100 million
Olympic Solidarity (Quad. Winter/Summer)	US \$8 million	US \$121 million

In 1983 the IOC adopted new rules according to which it is the sole authority over marketing and the Olympic Games. It means that any use of the Olympic property for commercial and publicity purposes, except by the IOC, is prohibited. The IOC also signed an agreement with the International Sports, Culture and Leisure Marketing Agency (ISL), which is responsible for negotiating rights and duties with sponsors. At this time the first marketing programmes were developed.

The Los Angeles Olympic Games in 1984 can be considered as a turning point in Olympic marketing. These Games were entirely financed by private enterprise. The amount of involved partners and suppliers were reduced and thanks to a

⁸ "Overview: Evolution During the Samaranch Presidency." *Marketing Matters*. Issue 19. July 2001. p. 1. 18 Jan 2009. <http://multimedia.olympic.org/pdf/en_report_273.pdf>

carefully planned marketing programme the organizing committee made a profit of US \$222 million.⁹

In 1985 the exclusive sponsorship programme called The Olympic Partners (TOP) was established. Analysis of this programme is the main objective of this paper and it will be further examined below. (See section 3)

Since the 1990's Olympic marketing has been built up into a successful and elaborate programme. The activities of the IOC are focused on clear identification and explicit definition of its property. The aim of the IOC was and still is to adapt to the requirements of the modern world together with the typical Olympic values and spirit of fair play. Further details concerning the development of Olympic marketing and particularly of the TOP programme will be discussed below. (See section 3).

Table no. 2 shows the overview of Olympic marketing

Athens	1896	Greek benefactor George Averoff financed the restoration of the Panathenaic Stadium. Kodak, today`s member of the TOP programme, sponsored the Games.
Stockholm	1912	Sponsorship contributed twice as much money as the Swedish State and the organizing city did.
Antwerp	1920	Efforts to sell the rights for photography and cinema were unsuccessful and the organising committee finished up in debt.
Paris	1924	Advertisements were visible in and around the sports venues for the first and only time in history.
Amsterdam	1928	Patronage and commercial partnership were present.
Lake Placid	1932	Successful advertising campaign – the IOC lent the official symbols of the Winter Olympic Games to the enterprises in exchange for advertising material. The result was tremendous publicity at minimal cost.
Berlin	1936	The Olympic Games appeared on TV for the first time.

⁹ Landry, p. 182

London	1948	First mention of a concept of television rights.
Helsinki	1952	First attempt to produce a marketing programme – not profitable.
Melbourne	1956	Small demand for television rights because of remoteness of the organising city.
Rome	1960	Revenues from selling television rights become significant component of a budget.
Tokyo	1964	250 enterprises took part in marketing programmes of the IOC.
Mexico City	1968	The OCOG gained about 68 % of its revenues from its marketing programmes, exclusive of television rights. That equals 11 % of all expenditures ¹⁰ .
Munich	1972	The IOC began to play an important role in protecting the Olympic symbols and drawing the benefits from its ownership.
Montreal	1976	Swift expansion of marketing programmes but with poor results.
Moscow	1980	Thousands of companies had the right to be associated with the Olympic Games.
Los Angeles	1984	An elaborate system of cooperation with sponsors was established. Private enterprise resources provided all of the necessary tools for financing and organising of the Games. The profit margin of US \$222 million was allocated into the sports world.
TOP I	1985 – 1988	The cooperation between the IOC and the ISL started – the TOP programme was established. During 1985 – 1988 US \$95 million was generated.
TOP II	1989 - 1992	The Marketing Department at the IOC Headquarters was launched. During this period about US \$175 million was generated and the programme was cooperating with 169 NOCs.
TOP III	1993 -	Successful marketing progress continues. For the first

¹⁰ Landry. p. 182 .

	1996	time in history the television revenues represent less than 50 % of all the revenues. The problems with unfair competition and pirate marketing arisen.
TOP IV	1997 - 2000	Brand protection was strengthened through a new standard focusing mainly on education, legislation and advertising controls.
TOP V	2001 - 2004	The OCOG for Athens Olympic Games achieved its sponsorship target two years before the Games.
TOP VI	2005 - 2008	Sponsorship programme in Torino is considered to be the most lucrative one in Italian history. The Beijing Olympic Games were extremely successful and sponsors addressed plenty of new potential customers.

3 The TOP Programme

3.1.1 Establishment of the TOP Programme

The Olympic Partners (TOP) programme is the worldwide sponsorship programme managed by the International Olympic Committee (IOC). It was established on 28 May 1985 by a signature on a contract between the IOC and the International Sports, Culture and Leisure Agency (ISL). The contract included the goals and principles of the “International Olympic Marketing Programme” accepted by the IOC Executive Board in February 1985.

3.1.2 Goals of the TOP programme

The TOP programme was founded in order to guarantee long-term corporate partnerships that would support the Olympic Movement as a whole. The idea of permanent long-term cooperation appeared to be more convenient than recreation of the marketing structure for each new Olympic Games¹¹ as it would save both money and time needed to find the appropriate partners. Moreover, the long term cooperation allows for using previous experience gained through organising of the Olympic Games and its sponsoring to improve the service and mutual relationships. Both the IOC and sponsoring companies have thus the possibility to

¹¹ Landry. p. 373.

learn from their own insufficiencies and to eliminate them. The goal of the TOP programme is to provide the Olympic Movement with an independent and continual source of financing and to ensure a fair allocation of revenues. It further aims to ensure the strict and practical management of Olympic marketing while focusing on halting uncontrolled and ambush marketing of the Olympic Games, which can be accomplished only by reducing the number of commercial partners. Ambush marketing is the type of marketing that uses the strategies to make an impression that the company was an official sponsor without any such contract existing. This fraudulent behaviour brings many advantages to the companies which use it on account of official sponsors which need to pay sponsor fees.

3.1.3 Revenues

The TOP programme works on a four-year term, which is in line with the Olympic quadrennium. Each quadrennium includes one of the Olympic Games (summer) and one of the Olympic Winter Games. The participants of this programme create support for the Organising Committees of the Olympic Games (OCOGs), the National Olympic Committees (NOCs) and the IOC.

Contributions from sponsors are in the form of goods, services, technologies, expertise and personnel deployment as well as financial resources. Donations to the TOP programme have been rising significantly since its establishment. Total revenues gained from The Olympic Partners during the first quadrennium (TOP I: 1985 – 1988) were about US \$96 million. It is estimated that an amount nearly nine times larger was obtained during the TOP VI period (2005 – 2008) – US \$866 million (see table 3).

Table no. 3: TOP Programme Evolution¹²

Quadrennium	Games	Partners	NOCs	Revenue
1985 – 1988	<i>Calgary/ Seoul</i>	9	159	US \$96 million
1989 – 1992	<i>Albertville/ Barcelona</i>	12	169	US \$172 million
1993 – 1996	<i>Lillehammer/ Atlanta</i>	10	197	US \$279 million
1997 – 2000	<i>Nagano/ Sydney</i>	11	199	US \$579 million
2001 – 2004	<i>Salt Lake/ Athens</i>	11	202	US \$663 million
2005 – 2008	<i>Torino/Beijing</i>	12	205	US \$866 million

Money gained from international sponsors is allocated according to the current needs of each of the particular Olympic Games. In general, we can say that TOP revenue is distributed by the IOC according to this approximate formula: OCOGs – 50 %, NOCs – 40% and IOC – 10%. OCOGs gain traditionally the largest share. The revenue is further subdivided among the OCOGs for the Olympic Winter Games, the OCOGs for the Olympic Games, the NOCs and the Olympic Games and the Olympic Winter Games host countries. All of these institutions use the money and other kinds of contributions such as goods and services to fulfil their operational responsibilities in staging the Games. The second largest share belongs to the NOCs. The IOC does not have the right to perform its marketing activities on the territory of individual states without the consent of that particular NOC. The TOP Programme thus expects the NOCs to join the programme voluntarily which means, considering the product-exclusivity principle, that the NOC cannot offer its territory to the sponsoring companies with the same category of products.¹³ 205 NOCs cooperated with the TOP VI partners during the years 2005 – 2008. The opportunity cost is compensated during the allocation of revenues gained through the worldwide sponsorship. Every active NOC in the world receives the funding from the IOC to support its teams and athletes as well as to develop the Olympic idea in its country. Because of the increasing success of the TOP Programme together with continually higher revenues from broadcast rights the IOC can provide increased support with each quadrennium. During the

¹² International Olympic Committee. *Olympic Marketing Fact File*. Edition 2008. 2008. p. 10. 18 Jan 2009. <http://multimedia.olympic.org/pdf/en_report_344.pdf>.

¹³ Dovalil, Jan, et al. *Olympismus*. Praha: Olympia, 2004. P. 111

years 2001 – 2004 the IOC provided approximately US \$319.5 million¹⁴ to NOCs all over the world. Additional support is indirectly given to NOCs through the provision of free athletes' village and travel grants for the Olympic Games.¹⁵ The IOC itself retains just a small part of the revenue and it uses it to cover the operational and administrative costs of governing the Olympic Movement. As far as the allocation of the revenue between Olympic Summer Games and Olympic Winter Games, the Olympic Summer Games gain two thirds and the Olympic Winter Games one third.¹⁶

3.1.4 Exclusivity of the TOP partners

The TOP programme is based on the principle of product-category exclusivity. This means that each product-category can be represented only by one company. For example, all of the soft drinks are provided by Coca-Cola, the company associated with the sponsoring of the Olympic Games since 1928. In return, all of the TOP partners have the exclusive marketing rights and opportunities related to the Olympic Games.

3.1.5 Protection of the Olympic brand

The Olympic Charter states clearly the specific rules related to the usage of Olympic symbols and appearance of the advertising associated with the Olympic Games. The Olympic Games are the only sporting event that takes part without any advertising or other commercial messages in or near the sports venues. No kind of advertising is allowed on the uniforms of the Olympic athletes, coaches, judges or even on the clothes of the spectators. Small brand names on the outfits of viewers are accepted however people with larger advertisements might be asked to remove or cover them. While broadcasted the Olympic pictures cannot be associated with any kind of commercial message. The aim of the IOC is to provide the spectators with an excellent experience associated with the spirit of the Olympic ceremonies and competitions without being disrupted by commercials. The Olympic brand is also not supposed to be associated with any

¹⁴ International Olympic Committee. *Olympic Marketing Fact File*. Edition 2008. 2008. p. 7. 18 Jan 2009. <http://multimedia.olympic.org/pdf/en_report_344.pdf>

¹⁵ Ibid. p. 7.

¹⁶ "TOP programme." *Marketing Matters*. Issue 15. June 1999. p. 8. 18 Jan 2009. <http://multimedia.olympic.org/pdf/en_report_277.pdf>

tobacco products or alcoholic beverages except for beer and wine.¹⁷ These rules apply also to the TOP partners. However, in contrary to other companies, including the ones cooperating with the IOC on lower levels of sponsorship programmes, the TOP partners have some exclusive rights.

3.1.6 Rights of the TOP partners

The TOP partners are the only commercial companies that are allowed to associate their brands and products or services with the Olympic brand. Even though all ways of advertising are banned at the sports venues and nearby them the companies can use all other methods of promotion. To achieve success they have to be very creative to generate an interesting and thriving advertising campaign. It requires very close cooperation between the IOC and the TOP partners. They are also a part of a special advanced ambush marketing control system.

3.1.7 Advantages for the TOP partners

Membership in the TOP programme is very desirable as it brings countless advantages to its members. However, the IOC wants the programme to be maximally effective and it restricts the number of members. The TOP VI consisted of twelve companies and current TOP VII consists of only nine partners which are top quality worldwide companies. Corporations have several reasons to join the programme.

While sponsoring the Olympic Games they are seen and heard all over the world at least during the performance of the Olympic Games. The TOP programme provides them with preferential access to the Olympic broadcast advertising. The Olympic Games are one of the most watched sporting events in the world. Several broadcasting records were broken during the last Olympic Games in Beijing. For example, an estimated 4.5 billion people all over the world had access to TV broadcasting for more than 5 000 live hours. Only in the USA there were more than 214 million viewers in total.¹⁸ These figures show how big the potential is for

¹⁷ International Olympic Committee. *Olympic Marketing Fact File*. Edition 2008. 2008. p. 44. 18 Jan 2009. <http://multimedia.olympic.org/pdf/en_report_344.pdf>

¹⁸ "The Biggest Broadcast Event in Olympic History." *Olympic review*. Issue 69. Oct-Nov-Dec 2008. p. 50. 18 Jan 2009. <<http://clients.digipage.co.uk/?userpath=00000001/00000004/00035172/>>

companies to attract new costumers, impress the existing ones and introduce new products or services.

The popularity of the Olympic Games is showed by several researches. For example according to Sponsorship Research International held in several countries in the 1980's and 1990's the Olympic Games are recognized as the world's top sporting event by 82 % of respondents and as a symbol of international cooperation for 81 % of respondents.¹⁹ The connection between sports and the Olympic spirit brings thus the popularity to the sponsors and evokes the feeling of trust and fair play – the qualities extremely desired in any business environment. The potential customers may be influenced by the fact that if the IOC chooses a particular company as a partner then it is very probable that it is a reliable partner with high quality products and services. Therefore, they will want to do business with them as well.

The research held by the IOC in 1994 also demonstrated that the connection of sponsors and the Olympic Movement is perceived positively by the majority of the questioned population. 65 % of people consider the Olympic sponsors as leaders in their industries and 55 % think that the Olympic sponsors are dedicated to excellence.²⁰ In August 1996 the IOC surveyed the general public in nine countries and the spectators and athletes at the Atlanta Olympic Games.²¹ The results demonstrated that Olympic sponsors have the highest level of respect from all of the major sporting events' sponsors. On average, 30 % of respondents from the general public would raise their opinion about a company if they knew it was an Olympic sponsor, and the number increased up to 45 % among Olympic spectators. These facts definitely make the TOP programme attractive for many companies.

¹⁹ Landry. p 201.

²⁰ Landry. p.202.

²¹ "Latest Olympic Research Results." *Olympic Marketing Matters*. Issue 11. Aug 1997. p. 4 – 8. 18 Jan 2009. <http://multimedia.olympic.org/pdf/en_report_281.pdf>

Table no. 4 shows opinions of the general public regarding Olympic sponsorship according to the research from August 1996.²²

Olympic sponsorship...	% respondents agreeing									
	Aus.	Brazil	China	Japan	Malay	S. Afri	Spain	UK	USA	AVG.
raises opinion of company	28	43	59	15	26	43	22	15	23	30
lowers opinion of company	0	0	0	1	1	1	1	1	1	1
consumer is more likely to try product for first time	30	34	33	9	27	30	20	16	25	25
consumer is less likely to try product for first time	1	0	1	7	11	1	1	1	2	3
consumer is more likely to buy product	30	28	44	5	13	34	10	10	21	22
consumer is less likely to buy product	1	0	0	2	2	1	0	0	0	1

3.1.8 Advertising programmes

As stated earlier, the association with the Olympic brand is perceived very positively by the public, so the sponsoring companies use the Olympic symbols to promote their products and services. It is only a question of marginal costs to put the Olympic symbols on the packages of their products, letterheads and to use them in their communication with the public. The research held by the IOC in 1994 all around the world showed that the Olympic rings are one of the highly recognized symbols, so it seems to be a very effective way how to inform the public about their connection with the Olympic Games. Moreover, the research from 1996 showed that 63% of respondents felt that the symbol actually draws their attention to a product on which it is displayed.²³

The Olympic partners also have many hospitality opportunities at the Games themselves. They can show and sell their products or services on location at the Olympic Games. Using this type of advertising, they address a vast number of athletes, their supporting teams, spectators and also thousands of employees and volunteers who take part in organising the Games. The sponsors have their own

²² Ibid. p. 6.

²³ "Latest Olympic Research Results." *Olympic Marketing Matters*. Issue 11. Aug 1997. p. 6. 18 Jan 2009. <http://multimedia.olympic.org/pdf/en_report_281.pdf>

areas for people to gather in, to meet with their favourite athletes, to share their sports experiences and, of course, to promote the company itself.

As more and more companies realize that people are one of the most important resources they have they include their own employees in the Olympic cooperation. The company may, for instance, create a competition for its employees related to the Olympic Games or support the staff in taking part in the voluntary team on location of the Olympic Games. This might be a strong experience when the employees have the opportunity not only to present their expertise and personal qualities, but also to gain new perspectives and contribute to a significant endeavour. Furthermore, the sponsoring companies often need their own specialists to work at the site during the event and may use this as a motivational tool. Engaging the staff in the Olympic experience is the way to encourage loyalty, admiration and inspiration among personnel.²⁴ That leads then to increased work effort and growing sales.

The companies also use their partnership with the IOC to benefit their loyal customers. It may be done in the form of free tickets to the competitions, organizing special events within the Olympic theme or a meeting with a popular athlete who was chosen as a “face” of the particular sponsor. The companies support the athletes who aim for the highest peak in the sport so that it corresponds with the highest goals of the company itself. Kwon Gye-hyun, VP and Head of Sports Marketing, Samsung, testifies to this by saying: “We nominated Alberto Tomba as our Samsung ambassador because we believe he has a very strong image and a very good record in the Olympic Games. Like Alberto Tomba we would like to be number one in the electronic industry and we believe Tomba’s image coincides with the image of Samsung.”²⁵

Some corporations also choose to support the community of a hosting city or country. They enhance the environment and try to improve the living conditions of its inhabitants,²⁶ for example, by donating to school sport clubs or organising sport events for children, etc. These corporations are then positively perceived mainly by the people most influenced by these actions.

²⁴ *IOC Marketing Report – Torino 2006*. p. 50. 18 Jan 2009.

<http://multimedia.olympic.org/pdf/en_report_1144.pdf>

²⁵ *IOC Marketing Report – Torino 2006*. p. 59. 18 Jan 2009.

<http://multimedia.olympic.org/pdf/en_report_1144.pdf>

²⁶ *Ibid.* p. 84.

Table no. 5 sums up all of the members of the TOP programmes since its establishment

THE OLYMPIC PARTNERS

TOP	Years	Number of members	Members
TOP I	1985 - 1988	9	Coca-Cola, Kodak, Visa, Time, Matsushita, Brother, Philips, 3 M, Federal Express
TOP II	1989 - 1992	12	Coca-Cola, Kodak, Visa, Time, Matsushita, Brother, Philips, 3 M, UPS, Bausch & Lomb, Mars, Ricoh
TOP III	1993 - 1996	10	Coca-Cola, Kodak, Visa, Time/Sports Illustrated, Matsushita, Xerox, IBM, John Hancock, UPS, Bausch & Lomb
TOP IV	1997 - 2000	11	Coca-Cola, Kodak, Visa, IBM, Hancock, McDonald`s, Panasonic, Samsung, Time/Sports Illustrated, Xerox, UPS
TOP V	2001 - 2004	10	Coca-Cola, Kodak, Visa, Samsung, Panasonic, Hancock, SchlumbergerSema, McDonald`s, Xerox, Time/Sports Illustrated
TOP VI	2005 – 2008	12	Coca-Cola, Atos Origin, GE, Johnson & Johnson, Kodak, Lenovo, Manulife, McDonald`s, Omega, Panasonic, Samsung, Visa
TOP VII	2009 – 2012	9	Coca-Cola, Atos Origin, GE, McDonalds, Omega, Panasonic, Samsung, Visa, Acer

4 Atos Origin and Panasonic as examples of TOP partners

This section will deal with two worldwide companies that cooperate with the IOC as the TOP partners. The goal is to introduce briefly the companies, demonstrate the way they participate in the programme, how they contribute and how they use it for their own benefit.

4.1 Atos Origin

Atos Origin is a leading information technology services company. Its headquarters are based in France and Belgium. Although it is focused mainly on the European market, where it plays a key role, it operates all over the world. The Atos Origin Group provides end-to-end delivery with an integrated operating model: design, build and operate. It carries the business in variable but carefully targeted industry fields. The Group develops Consulting, Systems Integration and Managed Operations in full synergies.²⁷ Since the mission of the company is to advance the performance of its clients by offering innovative solutions that deliver measurable business values through the integrated operating model²⁸ it, therefore, ideally matches with the values of the Olympic Games. The company provides its clients with complex solutions and prefers long-term cooperation. These are the qualities the IOC can perfectly take advantage of.

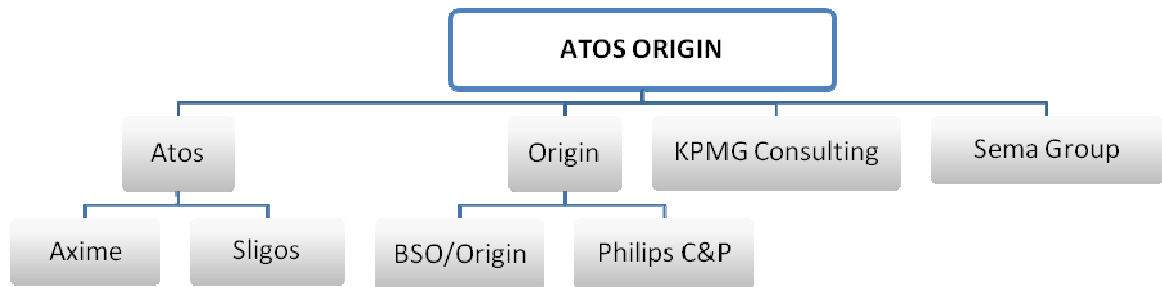
The Group was created through a series of major mergers and acquisitions since 1997 (see table no. 6). It led to an enormous growth in gained revenues. In 1997, the year of formation of Atos, the revenue was EUR 876 million, and ten years later it amounted to EUR 5.8 billion. In 2007 the Group employed more than 51,000 employees in 40 countries.²⁹

²⁷ Atos Origin. *Annual Report 2007*. p. 1. 20 Jan 2009. <
<http://www.atosorigin.com/NR/rdonlyres/F615923A-6954-4F47-BDEA-8C480075DB41/0/AtosOriginAnnualReport2007.pdf>>

²⁸ Ibid. p. 1.

²⁹ Ibid. p. 18.

Table no. 6 shows the foundation of Atos Origin³⁰



Along with the Olympic Games, Atos Origin provides the exclusive IT services to many other large-scale events and international bodies, e.g. the World Summit on the Information Society, Tunisia 2005, FIFA World Cup 2002 and 2006,³¹ and many others. The company uses the professional experiences and know-how gained through these events to improve its performance during the following ones. This leads to continually better results while saving costs and precious time.

4.1.1 Cooperation with the IOC

Atos Origin supported the 1992 Olympic Games in Barcelona as Sema and joined the TOP programme in 2001 (TOP V) as SchlumbergerSema. Since then, it has been a TOP partner managing the vast IT system needed for staging the Games. The contract signed in 1998, covered the Olympic Games in Salt Lake City (2002), Athens (2004), Torino (2006) and Beijing (2008). It was the largest IT related contract ever associated with a sporting event and in July 2005 it was extended to the Olympic Winter Games in Vancouver (2010) and the Olympic Games in London (2012). Jacques Rogge, President of the IOC, commented: “We are extremely pleased to have expanded our partnership with Atos Origin as the Worldwide IT Partner for two more Games... Atos Origin was a crucial player in the success of the delivery of the Athens 2004 and Torino 2006 Olympic Games. We are confident that, in the future, Atos Origin will deliver an

³⁰ Atos Origin. *Annual Report 2007*. p. 18. 20 Jan 2009. <<http://www.atosorigin.com/NR/rdonlyres/F615923A-6954-4F47-BDEA-8C480075DB41/0/AtosOriginAnnualReport2007.pdf>>

³¹ *Atos Origin Media Kit For the Beijing 2008 Olympic Games*. p. 15. 22 Jan 2009. <<http://www.atosorigin.com/nr/rdonlyres/2ebf4749-6eec-49c2-823e-143976856956/0/beijing2008mediakit.pdf>>

outstanding job for the Beijing 2008, Vancouver 2010 and London 2012 Olympic Games.”³²

4.1.2 Commitments

Atos Origin is one of those sponsoring companies that donate mostly in kind not cash. The key role of Atos Origin is in providing flawless running of the Olympic Games regarding the IT services. It is a complex task that includes many different operations that need to be secure and accurate 24 hours a day, seven days a week.

4.1.3 Beijing Olympic Games 2008

Atos Origin, as the exclusive partner in the information technology field, was responsible for the smooth and successful operation of the Olympic Games in Beijing 2008. The commitment to the IOC included the providing of a vast IT system that would cover, among others, accreditation, transportation, sports entries and qualification system, medical encounters system, arrivals, departures and protocol system and the staffing information system. These systems helped to manage the planning and operation of the Games. Atos Origin had to, for instance, deal with more than 340,000 accreditations³³ for athletes, coaches, officials, staff, volunteers and media. The sport entries and qualification system was set up to be able to combine around 1,000 different criteria across all of the events.³⁴

The second big field of activity for the company was delivering real-time competition results and information about the athletes, and providing information to the athletes, judges, coaches and sponsors via the Intranet. This was done thanks to two separate projects. The commentators were provided with the Commentator Information System (CIS), which is a Java-based application that displays the results in real-time – in a fraction of a second. This is vital for a perfect experience for billions of people who are watching the Games all over the

³² “The World` s Largest Sports Related IT Contract.” *Atos Origin*. 15 Jan 2009. <http://www.atosorigin.com/en-us/olympic_games/default.html>

³³ “Atos Origin smashes IT records during Beijing 2008 Olympic Games.” *Atos Origin*. 25 Aug 2008. 18 Jan 2009. <http://www.atosorigin.com/en-us/Newsroom/en-us/Press_Releases/2008/2008_08_25_01.htm>

³⁴ *Atos Origin Media Kit For the Beijing 2008 Olympic Games*. p. 7. 22 Jan 2009. <<http://www.atosorigin.com/nr/rdonlyres/2ebf4749-6eec-49c2-823e-143976856956/0/beijing2008mediakit.pdf>>

world. The time needed for the transmission of data was less than 0.3 s,³⁵ even though the amount of information processed was approximately 80 percent higher than in Athens 2004. Information for athletes and other members of the Olympic Family was provided through Intranet INFO2008. All 340,000 accredited members had an access to the information of the system at 900 on-site kiosks. Moreover, for the first time in history, the INFO2008 was available as a wireless service enabling all of the journalists to gain the information from their own laptops.

Atos Origin managed a team of about 4,000 IT experts including about 1,000 volunteers³⁶ from all over the world. During the 17 days of the Games they worked at more than 70 competition and non-competition venues. The averaged amount of INFO2008 pages viewed per day was more than 1,200,000.³⁷ The massive IT infrastructure included about 1,000 servers, 1,000 network and security devices, 10,000 computers, 4,000 printers and 4,800 result system terminals.³⁸

The activities of Atos Origin are interlaced with the activities of other sponsoring companies, which provide services such as timing, scoring, imaging, hardware, audio/TV/video equipment, internet, etc. Therefore, Atos Origin was made a leader and manager of a consortium of technology suppliers and partners. It worked under the supervision of BOCOG (Beijing Organising Committee for the Games of the XXIX Olympiad) Technology Department and involved, for example, these companies: Lenovo, Panasonic, Kodak and Omega.³⁹ Responsibility to its partners, as well as to the athletes and the spectators, makes high demands on a flawless performance from the company and on the necessity of meeting the deadline. Since the deadline (the date of the opening ceremony of

³⁵ Atos Origin smashes IT records during Beijing 2008 Olympic Games." *Atos Origin*. 25 Aug 2008. 18 Jan 2009. <http://www.atosorigin.com/en-us/Newsroom/en-us/Press_Releases/2008/2008_08_25_01.htm>

³⁶ *Atos Origin Media Kit For the Beijing 2008 Olympic Games*. p. 6. 22 Jan 2009. <<http://www.atosorigin.com/nr/rdonlyres/2ebf4749-6eec-49c2-823e-143976856956/0/beijing2008mediakit.pdf>>

³⁷ "Atos Origin smashes IT records during Beijing 2008 Olympic Games." *Atos Origin*. 25 Aug 2008. 18 Jan 2009. <http://www.atosorigin.com/en-us/Newsroom/en-us/Press_Releases/2008/2008_08_25_01.htm>

³⁸ *Atos Origin Media Kit For the Beijing 2008 Olympic Games*. p. 10. 22 Jan 2009. <<http://www.atosorigin.com/nr/rdonlyres/2ebf4749-6eec-49c2-823e-143976856956/0/beijing2008mediakit.pdf>>

³⁹ *Ibid.* p. 10.

the Games) is unmovable all of the involved parties need to do their best to be ready in time. There is no second chance. To fulfil this requirement Atos Origin starts its preparation for the Games a long time in advance – as well as the athletes. The Olympic Games IT strategy was defined in as early as 2003 and in November 2004 the first members of the IT team moved onsite. Since then, the IT experts have been working on building up the IT infrastructure and making sure that everything is ready in time. The system was put through a thorough testing that included more than 100,000 “test cases” and extended to more than 200,000 test hours.⁴⁰ The company implemented IT security preventative measures to protect against physical and digital attacks on the IT network architecture.⁴¹ There was a carefully elaborated system based on IT security architecture, IT risk management and IT security operations. Thanks to all of these precautions and the experienced staff it was possible to react immediately to all critical alerts and unauthorised access. As a result, there was not a single incident that impacted the Olympic Games.⁴²

4.1.3.1 Employee programme

The upper-level management of Atos Origin Group is aware of the fact that its employees are valuable assets who largely influence all of the projects performed. Therefore, the best way how to gain their loyalty and best work results is to get them involved. For these purposes there is a Volunteer programme. Its aim is to bring the Olympic Games experience closer to the employees. Selected volunteers have a once-in-a-lifetime opportunity to be a part of the Olympic Games. Each volunteer thus has a chance to realise that he or she is a crucial part of the project that influences the success of one of the world’s biggest sporting events for athletes, spectators and viewers. Along with the experience with a global project, he or she learns how to work in a multicultural environment, team work and the importance of the Olympic values for the company.

⁴⁰ *Atos Origin Media Kit For the Beijing 2008 Olympic Games*. p. 6. 22 Jan 2009. <<http://www.atosorigin.com/nr/rdonlyres/2ebf4749-6eec-49c2-823e-143976856956/0/beijing2008mediakit.pdf>>

⁴¹ *Ibid.* p. 6.

⁴² “Atos Origin smashes IT records during Beijing 2008 Olympic Games.” *Atos Origin*. 25 Aug 2008. 18 Jan 2009. <http://www.atosorigin.com/en-us/Newsroom/en-us/Press_Releases/2008/2008_08_25_01.htm>

Another way how to bring the Olympic values and sports experiences to employees and customers is through the “Champions & Challengers” programme. “Champions” are the athletes who were chosen by the national Atos Origin organisations. The athletes should match with the values of both the Olympic Games and Atos Origin. They are supported by Atos Origin and, in return, they promote the brand, take part in the events of the company, etc. The “Challengers” are employees and clients who are challenged to take part in sport activities at any level in order to raise money for a good cause.⁴³ It also emphasises the importance of charity work for the company.

4.1.4 Paralympic Games

Atos Origin also wants to support the visions of disabled athletes and has been doing so by cooperating with the International Paralympic Committee (IPC) since 2002. In January 2008 the company extended its support by signing the agreement that made it the official Worldwide IT partner of the IPC. Atos Origin is thus the first TOP partner that sponsors also the Paralympic Games.

Commitments made by Atos Origin to the IPC are similar to the ones to the IOC. Atos Origin provides and manages the IT system. It is as complex a task as the Olympic Games, only on a smaller scale. The main goal is, again, to provide perfect service based primarily on security, meeting the deadline and staying within budget.

4.2 Panasonic

Panasonic Corporation is one of biggest electronic manufactures in the world. It was established in 1918 as Matsushita Electric Industrial Co., Ltd. Its headquarters are situated in Osaka, Japan. Nowadays the company is comprised of 556 companies and it employs more than 300,000 employees.⁴⁴ In the fiscal year ending in March 2005 the company’s net sales amounted to US \$81.44 billion. Its business varies from audio/video to home appliances, to industrial solutions and other consumer electronic products. It is a worldwide leader in development of and manufacture of electronic products. The exclusivity in the field of audio/video

⁴³ “Employee programme.” *Atos Origin*. 2 Feb 2009. <http://www.atosorigin.com/en-us/olympic_games/employee_program/default.htm>

⁴⁴ “Corporate Profile.” *Panasonic*. 2 Feb 2009. <<http://www.panasonic.net/corporate/>>

equipment is of particular interest for the IOC. The Mission of Panasonic is to deliver the highest performance possible through its products and services, which goes along with the mission of the top athletes - to deliver their best at the Olympic Games.

4.2.1 Cooperation with the IOC

Panasonic commenced its cooperation with the IOC in 1984 when it provided the audio system and the giant screen system for the Los Angeles Olympic Games. In 1987 the company joined the TOP programme – it became a member of TOP I (1985 – 1988). Beginning with the Calgary Olympic Games in 1988 it has been supporting the Olympic Movement ever since. Panasonic Corporation provides the Olympic Games with state-of-the-art digital audio/video equipment, such as flat screen TVs, digital video cameras, DVD recorders, and professional audio/video equipment. The last Olympic Games in Beijing marked the 20-year-period of sponsoring the IOC and the Olympic Games. Panasonic had been present already at 12 Olympic and Olympic Winter Games. The fact that the cooperation between the IOC and Panasonic was prolonged in September 2007 serves as a proof of an efficient and successful collaboration. Panasonic signed the agreement that would make it a TOP partner also for Vancouver (2010), London (2012), Sochi (2014) and the Games in 2016 (location to be announced in October 2009).

4.2.2 Commitments

The role of Panasonic as a TOP member is to bring the experience of the Olympic Games to tens of thousands of spectators at the venues, and billions of viewers all over the world. It does so by providing the state-of-the-art electronic equipment. As this field is developing extremely quickly there have been many changes in the support given by Panasonic. However, at all of the occasions, from providing the amps and speakers with clear and crisp sound in 1984, to implementing the first digital VTR system in 1992, to making Beijing 2008 the first “HD Olympic Games”,⁴⁵ the performance of Panasonic has always been perfect.

⁴⁵ Atsuko. “[The Beijing 2008 Olympic Games] Panasonic's involvement with the Games began with an audio system designed for theaters.” *Cyber Showcase Blog*. 4 Aug 2008. 18 Jan 2009. <<http://ex-blog.panasonic.co.jp/exhibition/en/2008/08/04/>>

4.2.3 Beijing Olympic Games 2008

Panasonic has exclusive rights in the field of digital audio/video equipment. Along with providing flat screen TVs, DVD recorders, digital video cameras, etc., it worked also as the Olympic Games Official Host Broadcast Equipment Supplier. The company provided the official recording format (Panasonic DVCPRO HD) for the last eight Olympic Games. As Panasonic is always at the top of its field it commits itself to supporting the operation of the Games on the grandest scale possible. For Beijing 2008 that meant making it the first Olympic Games to be recorded and broadcasted entirely in high definition (HD) format and thus enabling spectators and viewers all over the world to enjoy the spirit and excitement of the Olympic Games in amazingly high quality.

Panasonic provided approximately 1.7 times more the amount of total equipment supplied, when compared to Athens 2004.⁴⁶ All of the equipment provided, as well as the goods inhabitants may buy, are a part of the “Sharing the Passion” concept whose aim is to bring the Olympic Games in high quality to as many people as possible. For the benefit of viewers at the venues it provided 25 ASTROVISION large screens, 284 RAMSA audio systems, about 10,000 TVs, and more. The largest ASTROVISION screen measured 9.2 by 16.5 m and allowed for truly authentic images of the events in the venue. For the safety and security of spectators and participants there were more than 2,000 AV surveillance cameras installed.⁴⁷

The process of delivering the images of the Olympic Games to viewers all around the world is supported by Panasonic as well. Along with the official recording format Panasonic provided about 250 VTRs, 100 camcorders and 1,500 monitors.⁴⁸

About 300 specialists –employees of Panasonic - had been working with BOCOG since 2002 to ensure that everything would work flawlessly from the very first minute of the Opening Ceremony. By supporting the Olympic Games the company sends a message to both businesses and individual customers. It shows that it is able to handle an event as huge and complex as the Olympic Games and that its technology is of the supreme quality. The individual customers are then

⁴⁶ Panasonic. *Olympic Media Guide*. p. 3. 2 Feb 2009. <<http://panasonic.net/olympic>>

⁴⁷ *Ibid.* p. 3.

⁴⁸ *Ibid.* p. 6.

amazed by the excellence of the images and sound the equipment can provide, and are definitely urged to buy the equipment that would best suit their homes.

4.2.3.1 World Wide Wave

World Wide Wave is a programme that invited people all over the world to become a part of the Olympic experience. Even if they did not have an opportunity to visit the venues, they could make a video of themselves making a single wave. Thus, they demonstrated their support to the Olympic athletes and, if using Panasonic video cameras, also to the company. The final video made that connected all of the videos that were sent is still available at the official Panasonic website.

4.2.3.2 Olympic truck tour

To promote the company and increase the awareness of its connection with the Olympic Games Panasonic introduced Olympic Truck Tour. It took place in different places around the USA and its message was: "Get Your Family Ready For The First HD Olympics". At the beginning of the tour Christine Amirian, Vice President, Consumer Marketing Group, Panasonic Consumer Electronics Company, explained the association between the athletes and the efforts of Panasonic: "The world's athletes are getting ready to come together and compete at the Olympic Games this summer and Panasonic is helping families get ready to come together and watch them."⁴⁹ During the event visitors had a chance to meet selected Olympic winners, play games and win interesting prizes.

4.2.4 Paralympic Games

Panasonic began its cooperation with the IPC at the Torino Olympic Winter Games 2006. Back in 2006, as well as in Beijing, it supported the staging of the Paralympic Games as its Official Partner. The commitments of Panasonic towards

⁴⁹ De Maria, Chris, Samuels, Jeff. "Panasonic Gives Consumers Taste of First-ever All High Definition Olympic Games with Multi-faceted Promotional Campaign." *Panasonic*. 29 Apr 2008. 18 Jan 2009.
<<http://www2.panasonic.com/webapp/wcs/stores/servlet/prModelDetail?storeId=11301&catalogId=13251&itemId=246165&modelNo=Content05082008010206783&surfModel=Content05082008010206783>>

the IPC are similar to ones to the IOC. The goal is to promote world peace and facilitate greater worldwide acceptance of people with a disability.⁵⁰

⁵⁰ Harminka. "Panasonic Becomes Official Partner Of Beijing 2008 Paralympic Games." *Huliq News*. 24 May 2008. 20 Jan 2009. <<http://www.huliq.com/60264/panasonic-becomes-official-partner-beijing-2008-paralympic-games>>

5 Conclusion

Regarding their finances, the International Olympic Committee went through some difficult times during the 20th century. Increasing demand on money needed for staging the Olympic Games forced the top management of the IOC to start developing its marketing policy. The situation was significantly improving since 1970's, but the real turning point came in 1985 when the TOP programme was established. It has since attracted many international companies. In my opinion, the main reason is due to the product-exclusivity principle that gives the companies a huge competitive advantage. Being a TOP partner allows them to associate themselves with one of the very positively perceived events and opens thus doors to a huge field of potential customers. On the other hand, being a part of such an enormous event might be risky as every mistake becomes highly visible to others.

Both example companies I chose, Atos Origin and Panasonic, are essential partners for the IOC. Thanks to the way they donate their cooperation is crucial for the perfect staging of the Olympic Games, as it would not be possible to organise them without information technologies or electronic equipment.

Each company chose a different approach towards its membership. This results from their individuality as well as from different target groups. Atos Origin is focused mainly on business-to-business trades. That is why they put the most effort into producing the best performance, which is probably not registered by the general public, but that is definitely of large importance for people in the field. The Olympic Games are like a case study – they show the customers what the company is able to accomplish. Their successful running is achieved by involving employees that are motivated alongside special employee programmes.

Panasonic is partly focused on business-to-business dealing too and being a part of the TOP programme shows other businesses what they can do for them. However, the company is also interested in targeting final consumers. That is why they implemented more promotional programmes oriented on consumers.

With all my efforts I was not able to gain exact figures regarding the expenses of the companies associated with the sponsoring of the Olympic Games. Other authors had to probably face the same problem as this information is also not available in secondary sources. The example companies refused to provide this

information as they consider it proprietary and the IOC did not release it either. It is also not possible to measure precisely the influence of the sponsorship on sales. Because of these two facts I am not able to say whether the investments of the companies were returned completely. However, deducing from the fact that both companies prolonged their contracts I suppose that the cooperation with the IOC is mutually beneficial. Even if the benefit may only be in the fact that it is not a competitor who has this particular advantage.

6 Shrnutí

6.1 Úvod

Olympijské hry jsou jednou z nejsledovanějších sportovních událostí na světě. Velká pozornost je věnována způsobu jejich financování. Toto téma se v České republice stalo ještě populárnější poté, co Praha oznámila svou kandidaturu na pořádání olympijských her v roce 2016. Tato kandidatura nebyla úspěšná, ale rozpoutala velké množství diskuzí o zdrojích financování olympijských her a návratnosti vloženého kapitálu. Jeden ze způsobů, jakým Organizační výbor získává peněžní prostředky, je spolupráce se sponzory. Zvolila jsem si toto téma, abych ukázala, jak Mezinárodní olympijský výbor vyřešil problém s financováním olympijských her díky spolupráci se soukromými společnostmi.

Cílem této bakalářské práce je zpracování marketingové analýzy ve velmi specifickém prostředí. Práce se detailně zabývá produktem Mezinárodního olympijského výboru nazvaném TOP program.

V úvodu práce najdete popis vývoje olympijského marketingu během 20. století. Hlavní část je věnována TOP programu samotnému a ukazuje, jakým způsobem program funguje, jeho základní hodnoty a výhody pro sponzorující společnosti. Práva, výhody a způsoby spolupráce mezi Mezinárodním olympijským výborem a sponzory jsou dále demonstrovány na příkladech dvou partnerů TOP programu.

Data použitá v této práci se vztahují převážně ke dvěma posledním obdobím TOP programu (2000 – 2008). Bohužel se mi nepodařilo získat oficiální data o současné skupině partnerů TOP VII (2009 – 2012) a čísla z některých odvětví o skupině TOP VI jsou pouze předpokládanými výsledky, jelikož oficiální údaje ještě nebyly zveřejněny. Celkový výsledek analýzy je ovlivněn nedostatkem informací o výši sumy, kterou musí sponzorující společnosti zaplatit, aby se mohly stát členy TOP programu. Sponzorující společnosti považují tyto informace za důvěrné, a proto je nezveřejňují.

6.2 Top program

Mezinárodní olympijský výbor prošel během své existence mnoha problémy spojenými s financováním olympijských her. Významný rozvoj olympijského marketingu nastal během předsednictví Lorda Killanina v 70. letech 20. století a především pak během předsednictví jeho následníka Juana Antonia Samaranche. Zásadní změnou v celém pojetí financování olympijských her bylo vytvoření TOP programu. Ten vznikl v roce 1985 a jeho cílem je zajistit financování olympijských her dlouhodobou spoluprací se soukromými společnostmi – sponzory. Program funguje ve čtyřletých obdobích, která zahrnují vždy jedny letní a jedny zimní olympijské hry. Sponzorující firmy však spolupracují s Mezinárodním olympijským výborem dlouhodobě, což znamená, že mohou využít svých zkušeností pro další olympiádu a ušetřit tak drahocenný čas i peníze. Sponzorující společnosti přispívají nejen penězi, ale i zbožím, službami, technologiemi či kvalifikovaným personálem.

Top program je založen na tzv. principu exkluzivity. To znamená, že člen TOP programu má výhradní právo spojovat své výrobky či služby s olympijskou značkou. Žádná jiná společnost obchodující se stejným druhem zboží či služeb toto právo nemá. V praxi pak může být pouze jeden TOP sponzor obchodující s nealkoholickými nápoji, jeden s elektronikou, informačními technologiemi, apod.

Jak ukázaly některé průzkumy, olympijské hry, olympijské kruhy a celkově myšlenka olympionismu je velmi pozitivně vnímána širokou veřejností. Proto spojení s olympijskými hodnotami působí kladně na celkovou image firmy a zvyšuje její hodnocení potenciálními zákazníky.

6.3 Atos Origin

Atos Origin je jedním ze členů TOP programu a na jeho příkladu bych chtěla ukázat, jaké jsou výhody pramenící z této spolupráce. Atos Origin je společnost s mezinárodním působením v oblasti informačních technologií.

S Mezinárodním olympijským výborem společnost spolupracuje od roku 1992 a stávající smlouva byla prodloužena do roku 2012. Úkolem zaměstnanců společnosti je zajistit bezproblémový průběh olympijských her v oblasti informačních technologií. Jedná se o velmi rozsáhlý projekt, který musí být připraven včas, fungovat nepřetržitě, bezpečně a naprosto bezchybně.

Atos Origin si od sponzorství slibuje možnost oslovit potenciální zákazníky z okruhu obchodních společností, kterým na olympijských hrách může ukázat kvalitu svých služeb.

6.4 Panasonic

Druhá společnost, kterou jsem si vybrala k demonstraci praktického využití TOP programu, je Panasonic. Jedná se o společnost obchodující s elektronickým vybavením, která působí na celém světě. K TOP programu přistoupila již v roce 1987 a současná smlouva má platnost do roku 2016.

Cílem Panasonicu je dodat Organizační komisi všechno elektronické vybavení potřebné pro organizaci her a zpříjemnit divákům na stadionech jejich sportovní zážitek například dodáním velkoplošných obrazovek, apod. Díky Panasonicu byly poslední Olympijské hry v Pekingu prvními svého druhu, které byly vysílány ve formátu vysokého rozlišení.

Spoluprací s Mezinárodním olympijským výborem sleduje společnost také cílové zákazníky, které se svým konáním snaží přesvědčit, že Panasonic je ta nejlepší značka pro jejich domácnosti.

6.5 Závěr

Z pohledu financování prošel Mezinárodní olympijský výbor během 20. století několika složitými obdobími. Zvyšující se poptávka po finančních prostředcích nutných k organizování olympijských her donutila vrcholový management Mezinárodního olympijského výboru k rozvoji marketingové politiky. Situace se začala značně zlepšovat od 70. let 20. století, ale skutečným milníkem byl až rok 1985, kdy byl založen TOP program. Ten se stal velmi úspěšným a během svého fungování přilákal již hodně mezinárodních společností. Podle mého názoru stojí za jeho úspěchem princip absolutní exkluzivity zúčastněných společností, který jim dává obrovskou konkurenční výhodu. TOP partneři mohou spojit svou značku s jednou z nejpozitivněji vnímaných událostí. To jim otevírá dveře k velkému množství nových potenciálních zákazníků. Na druhou stranu zde existuje riziko, že v případě nedokonale předvedeného výkonu, bude toto jejich pochybení viděno a vnímáno klienty a zákazníky na celém světě.

Obě společnosti, které jsem si vybrala jako příklady, Atos Origin a Panasonic, patří mezi nepostradatelné partnery Mezinárodního olympijského výboru. Díky poli jejich působení je spolupráce s nimi naprosto nezbytná pro organizaci olympijských her. Ty by totiž mohly být v dnešní době jen těžko uspořádány bez informačních technologií a elektronického vybavení.

Každá ze zmiňovaných společností si pro své partnerství vybrala jiný přístup. To vyplývá jednak z jejich individuality a jednak z rozlišných cílových skupin zákazníků. Atos Origin se zaměřuje zejména na vztahy s obchodními společnostmi. Proto vkládá největší úsilí do samotného výkonu, který možná není ani příliš registrován širokou veřejností, ale je velmi důležitý pro společnosti pohybující se v oboru. Olympijské hry jsou pro Atos Origin jakousi případovou studií, pomocí které může svým zákazníkům ukázat kvalitu svých služeb. Úspěšné fungování firmy na olympijských hrách je zajištěno angažovaností zaměstnanců, kteří jsou motivováni speciálními zaměstnaneckými programy.

Panasonic se také zčásti soustřeďuje na obchody s dalšími obchodními společnostmi, proto využívá svého členství v TOP programu, aby těmto společnostem ukázal, jaké služby jim může nabídnout. Firma Panasonic má však také zájem o oslovování koncových zákazníků. Z tohoto důvodu realizuje množství propagačních programů zaměřených na zákazníky.

Jelikož se mi nepodařilo získat přesná čísla o výdajích, které musí společnosti vynaložit, aby se staly členy TOP programu, a jelikož není možné přesně změřit vliv sponzorství na prodej, nemohu s jistotou říci, zda se firmám vložený kapitál vrátil. Obě společnosti prodloužily své smlouvy, z čehož vyvozují, že tato spolupráce je výhodná pro sponzory i pro Mezinárodní olympijský výbor. I když možná přednost spočívá jen ve faktu, že tuto konkurenční výhodu nevyužívá konkurenční společnost.

Anotace

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Tato práce se zabývá problematikou financování olympijských her, konkrétně sponzorstvím. Jejím cílem je ukázat, jakým způsobem spolupracuje Mezinárodní olympijský výbor se soukromými společnostmi, které jsou součástí TOP programu. Ukazuje, jaká práva a povinnosti vyplývají z tohoto partnerství, a na příkladech dvou celosvětových firem, Atos Origin a Panasonic, demonstruje praktické důsledky této spolupráce.

Analysis

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The paper deals with the issue of financing of the Olympic Games, in particular with the sponsorship programme. The goal of the paper is to show how the International Olympic Committee cooperates with private companies – TOP programme members. It shows what the rights and duties of TOP programme members are and with the usage of two example companies, Atos Origin and Panasonic, demonstrates the way companies use the programme for their own benefit.

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