Brand and CISM

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Today

- What is a Brand
- Brand equity
- Case study – Olympic brand
- Brand building
- Brand tactics – name, visual, environmental identity
- Communication strategy
- Model for brand building using events
What is a brand?

A **brand** is a name, term, sign, symbol, or design which is intended to **identify** the goods or services of one seller or group of sellers and to **differentiate** them from those of competitors. (Aaker, 1991)
Brand

- A brand
  - exists only from the outside, in fact, it represents what consumers think you are and how you fit with their values, needs, wants and desires.
  - is mental state of mind – the place your organization, product and services occupies in your audience’s mind.
  - becomes a unique customer experience, reflecting every aspect of the organization
  - is an image supported by truth.
Brand essence

Brand Essence is the core value(s) that defines the brand and permeates all other aspects of the brand. The process of Brand Essence is that of defining the future direction and vision for the brand; how consumers, customers and management should view the brand in the future.
Brand equity

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

“Customer-based” brand equity (Keller, 2003)
– Brand equity depends on what resides in the minds of consumers

- Brand awareness
- Positive brand association
- Perceived quality
- Brand loyalty
Three steps to brand equity

1. **Identity**
   - Attributes (values)
   - Coherence

2. **Positioning**
   - Target market
   - Differentiation

3. **Brand strategy and marketing actions**
   - Internal catalysts
   - External catalysts

**Strategic construction of the brand**

Richelieu, 2004
Why important for CISM?

Protect
- Key values associated with Military sport
- Equities of the CISM brand
- Viability of the organization

Build
- Greater access to the CISM brand worldwide
- Close associations with sponsors, governments, non-commercial organizations
- Brand equity amongst member federations

Leverage
- Collective brand power to sustain the financial independence of Military sport worldwide
Case Study - Olympic Brand
Olympism is a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good example and respect for universal fundamental, ethical principles.

The goal of Olympism is to place sport at the service of the harmonious development of man, with a view to promoting a peaceful society concerned with the preservation of human dignity.

The practice of sport is a human right. Every individual must have the possibility of practicing sport, without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity, and fair play.
Defining Olympic brand

• The IOC began brand research at end of 1990s to define the Olympic Brand

• Composed of qualitative and quantitative studies conducted in over sixteen countries between 1999-2006

• Information provides resource for the IOC and sponsors, broadcasters, NOCs and OCOGs to use as part of the planning of marketing activities
Recognition of the Olympic rings

% answering correct *

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Source: IOC research, 2006
What makes the Olympic Games appealing?

• The Olympic Games are special as they happen only once in a while

• No other event brings the world together quite like the Olympic Games

• The Olympic Games are a good role model for children

• The Olympic Games are as much about taking part as winning

• The Olympic Games exposes me to sports I wouldn’t normally be interested in

• The Olympic Games is the pinnacle of all sporting events
Olympic brand attributes as defined by consumers

Being the best
Respectful
Trustworthy
Dynamic
Striving
Friendship
Participation
Eternal
Peace
Celebration
Unity

Inspirational
Fair play
Patriotic
Determination
Equality
Political
Too Commercialised
Global
Tradition
Heritage

Excellence
Festive
Optimism
Glamorous
Exciting

Inclusive
Authentic
Innovative
Spiritual

Source: IOC research, 2006
The attributes consumers deem most relevant to brand Olympic are highly emotional and aspirational.

- Trustworthy
- Dignified
- Inspirational
- Powerful/Heritage/
- Modern
- Worldly
- Unity
- Respectful
- Determination/
- Dynamic
- Patriotic
- Fair competition
- Global
- Multi-cultural
- Striving
- Participation
- Friendship
- Peaceful
- Festive
- Being the best/
- Celebration
- Global
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- Friendship
- Peaceful
- Festive
- Being the best/
- Celebration

Scale: 0 = least important/associated
10 = most important/associated

Source: IOC research, 2004
The Olympic brand derives its power from a diverse base of values and attributes:

- **Striving For Success**
- **Celebration of Community**
- **Positive Values**

Resulting in a **Powerful, Emotive Brand**.
The essence of the brand positioning can be captured in four communication platforms:

- Optimism
- Dreams & Inspiration
- Friendship
- Celebration of Community
This combination of uniform and universal appeal

**Uniformity**

Consumers across countries consistently rated the same set of equities as highly associative and important

**Universality**

Brand appeal shows little variation by age, gender, or income

**Ease of Marketing Execution**

Alignment with values allows:
- A single message to appeal across multiple markets worldwide, and
- Broad, simultaneous appeal across diverse demographic segments
Brand building

- Stakeholders Study
- Touchpoints
- Brand Attributes
- Brand Benefits
- Brand Positioning and Essence
- Brand Strategy
Stakeholders study

- It is essential to complete a brand audit (a study of how stakeholders feel about CISM, its events and its brand) in order to assess the depth of the brand and to deliver on the CISM brand promise.
- Brand alignment - when your attributes are matching the consumer minds – you have a strong brand –
- Understand the motivational factors driving the appeal for CISM
The attributes of the Sport will assist CISM in determining its relevance and alignment with target consumer groups and potential corporate partners.
Attributes of well known brands

**Positive Equities**

- Passionate
- Patriotic
- Competitive
- Magical
- Fun
- Family
- Honorable
- Unselfish
- Peaceful
- Peaceful
- Competitive
- Honorable
- TBD

**Limitations**

- Single sport
- Male-oriented
- Aggressive nationalism
- Commercial
- American
- Profit-oriented
- One-dimensional
- Passive
- Quiet / introverted
- Scandals
- Doping
- Commercial
- TBD

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**World Cup Soccer**

**FIFA**

**Disney**

**American Red Cross**

**unicef**

**Olympics**

**TBD**
Branding Tactics

- Tactics for claiming and owning brand attributes
- Principal tactics for branding include: name, visual branding, environmental identity (branding the experience) and communication tactics
- Very few sports / federations have been successful at branding because we have very little experience and have invested very little time – a serious branding process can be very expensive
- Some exceptions – NFL, IOC, FIFA
Name & Visual

- Visual Branding – need a unique international visual branding respecting national corporate identities – this can be a challenge and barrier to an international branding process
- Need to create a visual environment that can only belong to CISM
- Create a tag line that reflects the attributes: Friendship through sport
- Turn the visual environment into a central creative element - applied the visual for all marketing, communications and merchandising efforts
- Fully integrate the international visual identity to the national level (branding efforts must be integrated – CISM, Member Federation, Events)
Environmental Identity

- Environmental branding – branding the CISM Experience – Military World Games, 25 world championships, 131 member nations, CISM Sport International Magazine, solidarity, website, sport for peace, day run … are good examples of what can be done collectively to develop, promote, provide a unique positive CISM brand experience

- Begin internally (members federations, events) and externally by identifying key stakeholders – IOC, UN, IFs, etc.

- Content delivery should be controlled and monitored through quality standards
Communication strategy

- Utilize “mediums” that are relevant to key target audience
  - Member Federations
  - International Federations
  - Governments
  - Other international organizations (United nations)
  - Public
    - Mass media, Community Events, Education/Cause Related Initiatives
- Format/design communication materials to catch target audience’s attention
Brand creation for international events: Leadership, context and nature of event

Leadership antecedents

- Political/networking skills
- Business/management skills
- Sport/event skills

Organizing Committee Leadership Group

Context

Event

Event Brand

Media

CISM

Internal stakeholders

External stakeholders

Impact on Feedback

Legend

Parent & Seguin, 2008
Leverage CISM Brand

- **Unify promotional strategies**
- **Consolidate brand management campaigns**
- **Reduce/control clutter and confusion**
- **Brand consistency**

- **Ensure sponsor notoriety and distinction**
- **Look of the world military games/events**
- **Brand protection**
- **Enhance brand value**

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

For the Good of the Game
CISM Branding
THANK YOU! Questions?
Corporate Social Conduct
- Environment
- Contributing to a better life
- Involved in communities
- Members must set example
- Contribution to peace – Olympic truce
- UNESCO, UN

Company business Conduct
- Marketing and brand management skills
- Innovation – open to environment, new sports, etc.
- Financial strength – strong valuable relationships with economic partners
- Restructure Olympic Management

Marketing/Brand Teams
- Competence
- Professional
- Deliver value
- Responsiveness

Distribution channels - NFs
- Competent marketing employees
- Well trained NFs
- Communicate brand strategies within distribution channel

Product
- Features – ‘Friendship through sport’
- Performance – athletes achieving excellence, pure, fair, ethics
- Conformance to brand
- Durability – consistent over time
- Quality
- Reliability – trust in the brand, authentic, pure

Price
- Tickets affordable to public
- Sponsorship and broadcast rights in-line with market value
- Rebates to consumers

Service
- Corporate accounts
- Work with partners to create new added value programs
- Availability of staff to answer needs and wants of partners
- Quality in service
- Top notch hospitality programs at Games & special events

Corporate Employees (staff and volunteers) Conduct
- Code of conduct
- Respect
- Corporate culture based on ethics/values
- Brand culture

Corporate Contributions’ Conduct
- Development programs
- School and universities
- Arts and cultures

Communications
- Integrated marketing & communications program
- Strategic PR plan fully integrated within marketing/communications
- Full use of media mix – leverage media partners
- Sponsor recognition program integrated

Support
- Education programs
- NFs Marketing Training
- Manuals on CISM Brand
- Brand tracking research teams
- Publish and distribute research
- Work with academics on research programs
- Consultation with partners, consumers

CISM Brand Management System - IMAGE