



# FRIENDSHIP THROUGH SPORT

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## MARKETING IN SPORT: A CRITICAL ANALYSIS AND PRACTICAL IMPLEMENTATIONS IN MILITARY SPORT SETTINGS



## Key interpretations and understanding of marketing in the context of military sport

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- The classical interpretation of marketing concept, which revolves around the notion of transaction (**exchange relations**), provides us with an important framework for understanding its function in a military sport setting.
- This suggests that marketing occurs any time one social actor (individual or organisation) tries to exchange something (products, services or ideas) of value with another social actor.



Fig.1 Approaches to practical implementation of marketing concept

# Approaches

Marketing of a particular sport (or sports) to potential participants who wish to take part in (active or passive; individual or collective; organised or non-organised pattern of consumption)

Marketing of various sport properties a sport organisation possesses such as name, imagery, successes, ideas, events, services, programmes, athletes, teams or facilities with the purpose of securing resource support from its environment (private enterprises, governmental and non-governmental organisations)





## Key interpretations and understanding of marketing in the context of military sport

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- In contrast to (traditional) business marketing, which usually targets one group, CISM, as a truly global non-political and non-profit-making organisation, is involved with two major markets:
  - Contributors (governmental and non-governmental institutions; National and International sport governing bodies; corporate sponsors and suppliers; television networks; and research institutes) who provide cash, facilities, products, services, knowledge as well as political, lobbying and technical support to CISM activities and the organisation of World and Regional military sporting events;
  - Clients (members of the World Military Sport Family: Armed Forces of Member Nations, CISM, host cities and countries of the World \Regional\ Games \Championships\ and military athletes) who are the recipients of resource support.



In the context of the military sports community, this framework has five significant implications:

1. CISM associates with carefully selected business partners for the mutual benefits of both parties. This association involves a process of economic, social, logistic, technological and legal exchanges.
2. CISM marketing programmes should cater equally for contributors and for 'clients'.
3. As CISM is a non-profit-making organisation (promoting a set of particular values and principles) it produces and possesses only intangible products (symbols, imagery, programmes, sporting, educational and scientific events and related intellectual property rights) and not tangible goods or services.
4. Unlike a typical business CISM has an unusual role in the production and marketing of its activities and events. This is because of two reasons: (i) the responsibility for staging the World Military Games (and/or Championships) lies with the host city and country; and (ii) the preparation of the primary performers – the athletes – is the responsibility of their clubs, national associations and armed forces.
5. Another untypical feature of the World Military Sport Family 'business' is that the athletes, national military sport structures and CISM itself are simultaneously producers and consumers of their own product.





Table 1. Comparison of commercial and sport marketing objectives in the context of CISM activities

<b>Commercial marketing</b>	<b>Sport marketing</b>
Stimulate brand loyalty	Popularise CISM cause
Change buying habits	Change physical activity habits within the Nations Armed Forces
Increase product/service use	Increase rate of sports participation and elite performance quality
Communicate product/service features	Communicate CISM values and principles
Improve product/service image	Improve public (and institutional) attitude of CISM policy and activities
Inform public of new product/service	Inform wider public and army community of incoming military sporting events
Remind public to buy again	Remind target audience to participate, watch and experience



○ Effects sought in the context of marketing of CISM activities:

- to accomplish its stated mission and principles
- to stimulate the interest of both a maximum wide media audience and the participating armed forces (sport consumers satisfaction)
- to increase the participation rate (achieving social change) and the quality of performance in the 25 priority sports being developed under the aegis of CISM
- to achieve both marketing and organisational success (capacity building)
- to promote consumer products via the range of military sporting events (incentive to purchase)





# Proposals (1)

- CISM to consider expanding the reach, goals and contents of its development programmes aimed at providing a complex assistance to sports development within the Armed Forces of its members. These programmes ought to have a truly global orientation delivered by the CISM Development Center.
  - Management of sports development here is interpreted as a vision, a process of social change (capacity building and empowerment) and a tool for practical delivery (programmes implementation, outcomes measurement and evaluation) in the context of the culturally specific settings of the recipient countries
- Transferring Knowledge from Games to Games: *A Knowledge Management project at CISM*
  - To transfer CISM sporting events technical information and experience from past to incoming Candidate cities (countries)
- Full integration of all marketing policies, programmes and activities at CISM organisation-wide level (capacity leverage).



## Proposals (2)

- CISM to define and differentiate the range of products it creates and offers.
- Devising and implementing appropriate strategies for both social and business sale of the products, services and ideas that CISM spreads in line with the targets' particularities and needs.
- Differentiation of CISM sponsorship programmes around three tiers:
  - **Global Partners of CISM**: offering them exclusive global marketing rights associated to all activities, sporting events and research, educational and developmental programmes and projects run by CISM.
  - **Official Suppliers of CISM and its sports, scientific and educational forums**: offering them limited rights within a given product/service category in return of in-kind support.
  - **National Sponsors of the Member Armed Forces**: offering them limited marketing rights within the respective national territory only.



# Proposals (3)

- Increasing the market value of sponsorship programmes:
  - The key is to provide global partners with an effective access to all the CISM Nations Armed Forces (opportunities for penetrating new markets)
  - In addition to the set of integrated advertising opportunities, company-tailored packages can be developed and offered. These can include co-promotions, PR communications, business-to-business marketing, sales concessions, product/service testing, corporate hospitality, dealers involvement, network marketing and research opportunities.
- Sale of TV rights for the World Military Games and selected World Championships at a lower price (sometimes even free of charge) to televisions which provide maximum broadcasting (larger audience reach).



# Proposals (4)



- Sale of on-line broadcasting rights for CISM World and Regional sports competitions to selected internet companies.
- Providing on-line services, educational resources (practical interactive tool kits) and sale of licensed CISM products as well as promotional ticket packages for World and Regional events.
- Keeping an up-to-date on-line database with member countries key contacts, partner research institutes, incoming events and development projects, research articles library (sharing country-specific experience and best practices).
- Sale of hospitality and tourist packages for World and Regional events under the aegis of CISM.
- Sale of license rights for producing souvenir products including merchandising related to CISM events.
- Sale of memorable coins and philately stamps related to the World Military Games and Regional competitions.



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THANK YOU FOR YOUR ATTENTION!

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