



marketingMATTERS

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Salt Lake 2002 Overview

Unprecedented Winter Games Marketing Success



SALT LAKE 2002



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The Salt Lake 2002 marketing effort was the most successful in the history of the Olympic Winter Games. The 2002 Olympic Winter Games established marketing-related records in the areas of broadcast, ticketing and sponsorship:

- 2.1 billion viewers in 160 countries and territories amassed 13.1 billion viewer hours.
- More than 1.525 million tickets were sold, representing 95% of the available tickets.
- The OPUS local sponsorship programme generated a total of US\$876 million for the Salt Lake Organizing Committee (SLOC) and the U.S. Olympic Committee (USOC).

Built upon the experience and learning from previous Games, Salt Lake 2002 set a new standard for success in marketing programme execution. The 2002 Games established a benchmark for protecting the Olympic Image and the rights of partners. The balance between the commercial agenda and the Olympic Image was achieved.

- SLOC's operating budget of US\$1,390.5 million was supported almost entirely by marketing and broadcast.
- Salt Lake 2002 Olympic marketing programmes generated greater

levels of support from fewer partnerships than the much larger-scaled 1996 Olympic Games.

- Effective pre-promotion of Salt Lake 2002 was gained through greater broadcast support and high-quality sponsor advertising.
- Sponsor integration was enhanced, as partners complemented the visual presentation of the Games and enriched the spectator experience through multiple and popular sponsor-hosted activities and events.
- Few ambush marketing incidents were encountered; all minor ambush incidents were effectively addressed.
- Olympic Market Research clearly shows passion for the Olympic Games, support for Olympic sponsors and enjoyment of the Olympic Games experience across constituencies and demographics.

This issue of *Marketing Matters* highlights this marketing success with the key facts and statistics from the Salt Lake 2002 Olympic Winter Games marketing programmes.

2002 Olympic Winter Games Facts at a Glance

- | | |
|-------------------------|---------------|
| • 77 participating NOCs | • 7 sports |
| • 2,399 athletes | • 8,730 media |
| • 78 events | |

The Legacy of Salt Lake 2002

The Salt Lake Organizing Committee for the 2002 Olympic Winter Games (SLOC) established a strong legacy of finances and facilities. This legacy of support provides a foundation of resources for the future development of youth and sport in the state of Utah:

- SLOC has announced an operating surplus of US\$40 million.

- SLOC has also left the Utah Athletic Foundation with an endowment fund of US\$40 million.
- SLOC reimbursed the construction costs of Utah Olympic Park, totalling some US\$59 million, as well as other venues used for the Games.

Salt Lake 2002 Marketing Report

The *Salt Lake 2002 Marketing Report*, published by the International Olympic Committee, will be available in August 2002. The report will provide a detailed and comprehensive review of the success of the Olympic programmes that supported Salt Lake 2002, including

broadcast, ticketing, sponsorship and licensing. The report will also cover Olympic market research results, as well as facts on Olympic marketing revenue and the financing of the Games.

Salt Lake 2002 Broadcast

Global Broadcast Success

The Salt Lake 2002 broadcast was the most successful in Olympic Winter Games history. The Games achieved higher than anticipated numbers in global coverage, television viewer hours, reach and consumption.

Coverage

Winter Games coverage increased with major broadcasters providing between 500 and 800 hours of coverage within their markets. On a global scale, this provided a combined total of 10,416 hours. Prime-time coverage totaled 2,350 hours across broadcasters, representing 23% of the total 2002 Olympic coverage and more than double that of Nagano 1998. Prime-time coverage of Salt Lake 2002 was responsible for generating 42% of the total viewer hours. The Salt Lake 2002 broadcast marked the introduction of digital platforms (e.g., 500 hours of Salt Lake 2002 programming on BBC Digital as well as a 24-hour Olympic Channel in Germany).

Reach & Consumption

Dedicated coverage of the Salt Lake Games reached 2.1 billion viewers in 160 countries and territories around the world. Each viewer worldwide watched an average of 6 hours 15 minutes of coverage.

Reach in the U.S. is estimated at 75%. Some of the Northern European countries (Norway, Denmark and Sweden) achieved a reach of 98%. With additional news and other coverage, it has been estimated that 3 billion people were exposed to the Olympic Winter Games. Stories from the Olympic Winter Games were lead items in major news broadcasts around the world.

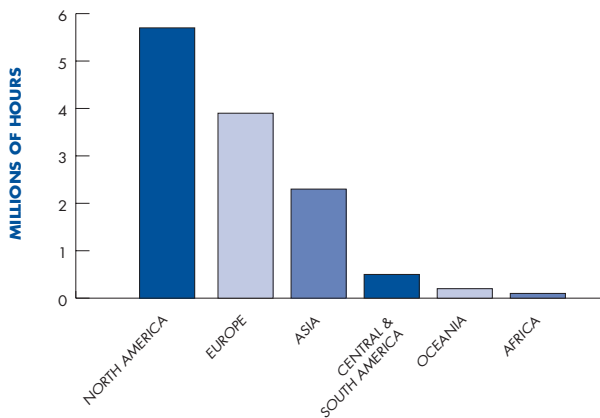
Viewer Hours

Salt Lake 2002 established a Winter Games record, recording 13.1 billion viewer hours — an increase of 1.5 billion viewer hours (12.6%) over Nagano 1998.

Salt Lake 2002 Global Broadcast Figures

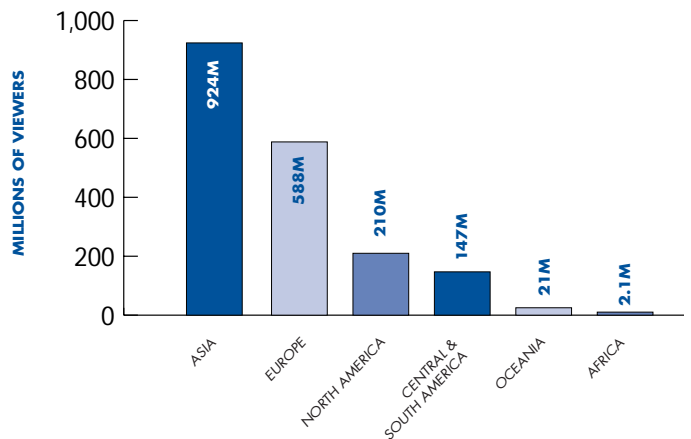
Global Viewers	2.1 billion viewers
Countries Televising	160
Total Viewer Hours	13.1 billion
Individual Viewer Consumption (Global Average)	6 hr 15 min
Highest Individual Consumption Average	29 hours (Norway) 27 hours (USA)
Total Coverage	10,416 hours
Prime-time Coverage	2,350 hours

Salt Lake 2002 Viewer Hours by Continent



Note: Unmetered markets and dedicated Olympic coverage on various digital channels generated a further 621 million viewer hours

Salt Lake 2002 Viewers by Continent



Note: In the U.S., viewers watched an average of more than 27 hours of Olympic coverage each. In Norway, viewers watched an average of 29 hours each.

Salt Lake 2002 Broadcast: Across the Continents

Results were received from the 35 major metered markets consistently showing significant increases in total, prime-time and live coverage as well as increases in the number of hours watched by viewers.

North America

• Winter Olympic coverage in the U.S. and Canada was responsible for generating 5.7 billion viewer hours (43% of the global total).

• In the U.S., with its most successful Olympic Games ever, viewing was more than double that of Nagano, with each of the 187 million viewers watching 27 hours of dedicated Olympic coverage. For 19 straight days, NBC out-performed all other networks combined with its Olympic prime-time slot. The Opening Ceremony and the Women's Figure Skating Final achieved the highest network prime-time rating since a 1998 episode of "Seinfeld".

- In Canada, each viewer watched an average of more than 19 hours of dedicated Olympic coverage. CBC's coverage of the Men's Ice Hockey Gold Medal Game achieved Canada's all-time highest television rating of 36, as a record 8.6 million viewers watched Canada win the gold medal.

Europe

- European broadcasters were responsible for half of the entire global coverage, broadcasting 5,307 hours of the Games. This extensive coverage generated 3.8 billion viewer hours.
- The 8.5% increase in coverage over Nagano generated a 21.4% increase in total viewing for Europe.
- Eurosport achieved 132 million unique viewers for Salt Lake 2002 — more viewers than it captured during the 1998 World Cup. Due to the reach of Eurosport, viewing hours in most major European markets could be increased by 1 – 2 hours.
- Germany generated the highest number of viewer hours (765.9 million) of any European country as the team topped the medal table winning 36 medals, including 12 gold. Germany's viewing represents a threefold increase over Nagano, with the top-rated programme (K120 Team Ski Jumping) out-performing the home win by Michael Schumacher in the 2001 Formula One German Grand Prix.
- Switzerland continued its passion for winter sports broadcasting the highest levels of TV coverage in Europe, with more than 656 hours of

Olympic programming across the three language channels.

- Viewers in Norway watched an average of 29 hours of coverage.
- In the U.K., more than 5.7 million tuned in at midnight for the Women's Curling Gold, just short of the viewership of the FA Cup Final, which was broadcast prime-time on a Saturday.
- In the Netherlands, speed skating audiences out-performed all Dutch 2001 sports TV audiences, including those for the FIFA World Cup Qualifying matches.

Asia

- More than 865 hours of Salt Lake 2002 coverage was aired in Asia, generating over 2.2 billion viewer hours.
- Following the success of Nagano 1998, Japan was responsible for the majority (63.9%) of the coverage in Asia across five channels. This generated 1.8 billion viewer hours or 17 hours of Olympic viewing by everyone in Japan — an impressive figure considering the unfavourable time-zone differences.

Africa

- The South African satellite broadcaster, M-Net Supersport, broadcast more than 1,000 hours of Salt Lake 2002 coverage across six dedicated channels.

Salt Lake 2002 Ticketing

Salt Lake 2002 achieved unparalleled ticketing success for an Olympic Winter Games.

- Salt Lake 2002 sold more tickets than any Olympic Winter Games in history.
- Salt Lake 2002 sold a greater percentage of the available tickets than for any previous Olympic Games (Winter or Summer).
- 90% of Salt Lake 2002 tickets were sold on-line.

- By creating an on-line ticketing process, SLOC saved an estimated US\$10 million in major operational, communications and promotional materials.

	1998 Nagano	2002 Salt Lake
Number of Tickets Available	1,434,790	1,605,524
Number of Tickets Sold	1,275,529	1,525,118
Percentage of Tickets Sold	88.9%	95%

Ticket Availability and Sales by Sport & Ceremony

The following chart provides a breakdown of ticket availability and sales figures by discipline.

	Tickets available	Tickets sold	% of Tickets sold
Opening & Closing Ceremony	69,786	69,510	99.6%
Alpine Skiing	186,100	184,215	98.9%
Biathlon	80,107	64,160	80.1%
Bobsleigh / Skeleton	89,062	89,047	100%
Curling	41,570	40,572	97.6%
Freestyle Skiing	69,684	69,679	100%
Figure Skating	146,055	145,997	99.9%
Ice Hockey	379,403	361,724	95.3%

	Tickets available	Tickets sold	% of Tickets sold
Luge	64,916	64,104	98.7%
Nordic Skiing	205,686	169,547	82.4%
Snowboarding	63,570	63,450	99.8%
Short Track			
Speedskating	59,880	59,878	100%
Speedskating	52,680	52,656	100%
Ski Jumping	97,025	90,579	93.4%
Total	1,605,524	1,525,118	95%

Olympic Sponsorship: Salt Lake 2002

"Salt Lake 2002 was a tremendous achievement, made possible by unprecedented successes in Olympic marketing and by increased support from the Olympic partners. Their strong commitment and vital contributions added value to the experience of the 2002 Olympic Winter Games."

— Dr. Jacques Rogge, IOC President

TOP V at Salt Lake 2002

TOP contributions of products and services helped to make the 2002 Olympic Winter Games happen, and sponsorship programmes established a new benchmark in enhancing the Olympic Games experience for athletes, spectators, media and visitors.

Sponsorship programmes established throughout the host region — especially in Salt Lake Olympic Square and on Park City's Main Street — set a new standard of integration into the Olympic Games atmosphere. With the experience of longstanding partnership with the Olympic Movement, the Worldwide Olympic Partners complemented the design of the host city and the Look of the Games while contributing to every aspect of Games operations.


The TOP programme provided \$131.5 million in direct support to SLOC for the staging of the Games.

TOP V PARTNERS


 Non-Alcoholic Beverages

 Life Insurance/Annuities

Kodak Film / Photographics & Imaging

 Retail Food Services

Panasonic Audio, TV, Video Equipment

 Wireless Communications Equipment

SchlumbergerSema Information Technology

 Periodicals, Newspapers, Magazines

 Consumer Payment Systems

XEROX Document Publishing & Supplies

OPUS Partnership

The Olympic Properties of the United States (OPUS), a joint venture between SLOC and the U.S. Olympic Committee, established a highly successful domestic partnership programme. OPUS generated greater marketing support and more revenue for Salt Lake 2002 with fewer partnerships than the sponsorship programme for the larger-scaled Centennial Olympic Games in Atlanta. This illustrates the enhanced value of Olympic partnership and demonstrates the success of the

Olympic Movement's effort to control the commercial agenda that supports the Games.

	1980 Lake Placid	1996 Atlanta	2002 Salt Lake
Local Sponsors	231	111	61
Sponsorship Revenue	\$30 million	\$633 million	\$876 million

Salt Lake 2002 Licensing

The Salt Lake 2002 licensing programme was highly successful, establishing associations with manufacturers that helped to promote the identity of the Olympic Winter Games, generate retail sales and provide royalty revenue support for the staging of the Games.

- SLOC established 70 associations with licensees to manufacture Salt Lake 2002 merchandise.

- Salt Lake 2002 licensing generated US\$500 million in gross retail sales.
- Salt Lake 2002 licensing and coin royalties generated US\$34 million in revenue for SLOC.
- 75% of Salt Lake 2002 merchandise sales occurred within the six-month period before and during the Games.

Technology Consortium Success at Salt Lake 2002

A consortium of Olympic sponsors and suppliers managed the complexity and scope of the technology systems for the Salt Lake 2002 Games, as the Olympic Movement returned to the consortium approach used prior to the 1996 Olympic Games. This philosophy is proven to be the best method of delivering the Games technology for several reasons:

- the method is most cost-efficient and most

effective in minimising the risk to the OCOG

- the approach requires the fewest technical experts and personnel
- the consortium provides the best-tested and most reliable solutions and equipment
- the approach ensures that leading companies and highly specialised experts are working to deliver the Olympic technology solutions in the fields of information systems, telecommunications and Internet

Technology Consortium: Facts at a Glance

- 15 technology sponsors teamed with SLOC staff in the consortium
- 2,300 personnel including SLOC staff, sponsor personnel and volunteers
- 3 years of preparation leading up to the Games
- US\$300 million total SLOC budget in value-in-kind and cash for the 2002 IT project

“The key was to integrate SLOC’s technology staff and the Olympic sponsors into one single team. Our sponsors were part of our team and vital to our success.”

— Fraser Bullock, Chief Operating Officer, Salt Lake Organizing Committee

Information Systems

The information systems elements of the technology solutions for Salt Lake 2002 included the hardware infrastructure, timing and scoring systems, results and information

diffusion systems. The scope of the information systems effort included:

- More than 100,000 man-hours designing, deploying, testing and managing the systems

- Writing 3.5 million lines of code
- 5,455 computers
- 150 industrial-strength servers and storage systems
- 2,800 pieces of document publishing equipment

Telecommunications

The telecommunications element of the technology effort provided all of the hardware and networking systems to make the Games happen, including telephones and telecommunications hardware; wireless and

cabling systems; radio and video systems; televisions and electronics; and copier, fax and telex systems. The Salt Lake 2002 telecommunication effort included:

- 120 SLOC personnel

- 865 sponsor operations personnel
- 450 sponsor maintenance technicians
- 485 volunteers
- 55,000 hours of on-site maintenance support to develop and test and manage the systems

Internet

The official web site of Salt Lake 2002 was supported by several Olympic sponsors and suppliers that worked to provide technology and content support for www.olympics.com, which provided millions of Internet users around the world with information about the Games.

- An average of nearly 2.3 million page views per day were recorded on www.olympics.com in the weeks leading up the Games.
- An average of nearly 3 million unique visitors per day logged on to www.olympics.com, peaking with 5 million visitors on Day 14.

- 325 million page views, or an average of nearly 20 million per day, were recorded on www.olympics.com during the Games.
- More than 90% of all Salt Lake 2002 tickets sold were purchased on-line.
- More than 80% of Salt Lake 2002 tickets sold to the U.S. public were purchased on-line.
- More than 90% of Salt Lake 2002 volunteers were recruited on-line.
- More than 67,000 on-line volunteer applications were managed on-line.

Financing Salt Lake 2002

Revenue Generation

Salt Lake 2002 benefited from the most successful marketing effort in the history of the Olympic Winter Games. The following chart illustrates the sources of the Olympic marketing revenue total of US\$2,071 million generated in relation to the 2002 Olympic Winter Games.

Note: The TOP V programme will generate in excess of US\$600 million for the four-year period of 2001 – 2004, including the Salt Lake 2002 and Athens 2004 Games. The chart’s “Winter” share (at right) represents an arbitrary allocation of 40% of the TOP programme total for the Winter Games, and not contractual values.

SLOC Marketing Revenue Generation

Olympic Broadcast	\$738 million	} IOC-Generated	
TOP V (Winter)	\$240 million		
OPUS Partnership	\$876 million		} OPUS-Generated
Ticketing	\$183 million		
Licensing & Coins	\$34 million	} SLOC-Generated	
Olympic Marketing Revenue Total	\$2,071 million		

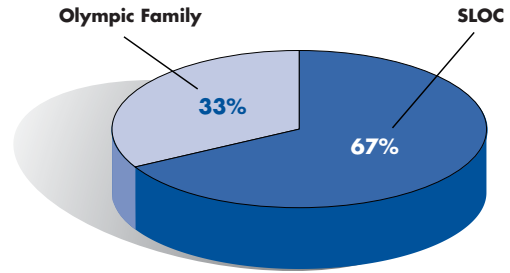
Financing Salt Lake 2002 — continued

Revenue Distribution

The Olympic marketing revenue total of US\$2,071 million generated in relation to Salt Lake 2002 provided an unprecedented level of support for the staging of the 2002 Olympic Winter Games and will provide record levels of support to the Olympic Movement. The following chart illustrates the distribution of Olympic marketing revenue throughout the Olympic Movement.

- 67% of the Olympic marketing revenue generated in relation to the 2002 Olympic Winter Games was contributed to SLOC to support the staging of the Games.

- 33% of the Olympic marketing revenue generated in relation to the 2002 Olympic Winter Games will be distributed throughout the Olympic Family — to the IOC, the NOCs, the Winter IFs and the USOC.



Financing the Games

The SLOC budget for the staging of the 2002 Olympic Winter Games was financed almost entirely by Olympic marketing and broadcast support. SLOC's US\$1,390.5 million total share of Olympic marketing revenue exceeded the Committee's total bid revenue target of US\$743.845 million by approximately 87%. The following chart illustrates the marketing and broadcast sources of SLOC budget total for the 2002 Olympic Winter Games.

Broadcast Revenue	\$443 million
TOP V Support	\$131.5 million
OPUS Support	\$599 million
Ticketing Revenue	\$183 million
Licensing/Coin Revenue	\$34 million
Olympic Marketing Revenue to SLOC:	\$1,390.5 million

Olympic Market Research

The IOC undertook several market research studies as part of the Olympic Movement's commitment to strengthening and promoting the Olympic Image and to understanding attitudes and opinions towards the Olympic Games.

The market research provides valuable information to broadcasters, sponsors and media. The results also help the IOC in its stakeholder relationships and marketing efforts, and are used by various departments within the organisation and across the Olympic Movement.

Building on the market research conducted around the Sydney 2000 Olympic Games, the IOC improved its research studies to ensure extensive and thorough reporting.

2002 Games-time Market Research

The IOC commissioned Sport Marketing Surveys – (SMS) to conduct market research on-site during the 2002 Olympic Winter Games with Olympic spectators, corporate guests and media to measure attitudes and opinions toward the Games and, more specifically, toward Olympic sponsors and sponsorship issues.

Opinions of the 2002 Olympic Games Experience:

The percentages presented here illustrate the levels of agreement from various constituents:

- “The Olympics brings people from different countries and backgrounds together” (96% of spectators; 92% of corporate guests; 85% of the media)

- “The Olympics is an international celebration of sport and culture” (93% of spectators; 91% of corporate guests; 79% of the media)
- “The Olympics will have a positive economic and general impact on Utah and on the U.S.” (all groups above 90%)
- “Attending Salt Lake 2002 has raised my opinion of the Olympic Games” (76% of spectators; 66% of corporate guests; 38% of the media)
- 89% of respondents **disagreed** with the following: “The Olympics is just another sporting event.”

Opinions and Attitudes Towards Sponsors and Sponsorship:

Research results clearly illustrate that unprompted awareness of the Olympic sponsors was very high among Olympic spectators and media, and that all possessed a strong understanding of the importance of sponsorship to the Olympic Movement and the staging of the Games.

- 92% of spectators agreed that “sponsors contribute greatly to the success of the Games.”
- 76% of the media agreed that they “welcome sponsorship support if it helps the Games to continue to be staged.”

- 92% of spectators understood and believed that sponsors contribute to the staging of a successful Olympic Games.
- 88% of spectators agreed that sponsorship aids Olympic teams in attending the Games.
- 45% of spectators stated that they would be more likely to buy a company’s product or service as a result of them being an Olympic sponsor.
- 60% of Olympic spectators had visited or seen a sponsor-related activity.
- 95% of spectators who had visited a

sponsor-related activity said positively that it enhanced their Olympic experience.

When asked why sponsors invest in the Olympic Games, spectators responded:

- Olympic sponsorship builds awareness of a company (75%)
- Olympic sponsorship increases product sales (39%)
- Olympic sponsorship boosts the image of a company (30%)

Corporate Guests and Hospitality:

For the first time, the IOC conducted research that concentrated on the value of the Olympic hospitality programme. The percentages presented here illustrate how strongly respondents agreed:

- “The Olympic Games has a strong image and is good to be associated with” (91%)

- “The Olympic Games is a good place to showcase sponsor products, services and technology” (78%)
- “The Games and hospitality provide a good opportunity to network” (84%)

Athlete Research:

During the Games, the NOC Relations Department of the IOC conducted face-to-face interviews with randomly-selected athletes in the Olympic Village. The interviews were conducted in English, French, German, Russian and Spanish. A total of 122 athletes from 30 Olympic teams and five continents were interviewed.

- 87% of respondents agreed / strongly agreed that compared to other sporting events the atmosphere at the Olympic Winter Games was unique.
- 87% agreed / strongly agreed that the Olympic Winter Games were the pinnacle of sporting excellence.
- 80% of athletes agreed / strongly agreed that sponsorship contributed greatly to a successful Olympic Games.

The Olympic Image

The 2002 global Olympic Image tracking results will be available in late June 2002 from Ipsos Reid. To remain consistent with previous image

tracking studies, this project is part of a global omnibus study in 11 countries, including all future host countries. The study will monitor the

public’s opinion of the core brand attributes, attitudes and opinions of the Games, and emotional connection to the Olympic Image.

All 2002 Olympic marketing research will posted on www.olympic.org

Celebrate Humanity

The IOC’s Olympic Winter Celebrate Humanity campaign, designed to communicate the core values of Olympism, received outstanding and far-reaching support in the lead up to and during the 2002 Salt Lake Games. The campaign, consisting of six television spots, a cinema spot, eight radio announcements and four print executions, was universally supported by broadcasters, sponsors, National Olympic Committees and the general public.

- Virtually all Olympic broadcasters included this campaign in their own promotional build up to the Salt Lake Games. The campaign was translated into approximately 15 languages and was shown in at least 40 countries. The campaign also received support from CNN International, the Armed Forces TV and Radio Network, Eurosport and BBC World.

- The spots gained considerable in-flight and general programming support through IOC, TWI and TransWorld Sport partnerships with Swiss and other airlines.
- Through the partnership with cinema advertiser Val Morgan, a 60-second spot was specially produced for cinema and ran on 806 screens across the U.S. in the six weeks leading up to the Games, reaching an estimated 23 million people.
- The U.S. Sporting News Radio network ran the spots on 420 stations.
- The print campaign received over 100 insertions in leading U.S. publications with a combined circulation of nearly 63 million. In addition, the print campaign featured heavily in the stable of Time Inc/Sports Illustrated publications.

Olympic Notes

Signings for TOP VI (2005 – 2008)

During the Salt Lake Games, John Hancock announced the renewal of its TOP sponsorship. The TOP VI (2005 – 2008) agreement encompasses sponsorship of the 2006 Olympic Winter Games in Torino, the 2008 Olympic Games in Beijing, as well as global sponsorship of each of the 199 National Olympic Committees and

teams. John Hancock's current TOP V sponsorship runs through Athens 2004. John Hancock joins TOP VI Partners Coca-Cola, Kodak and SchlumbergerSema, as well as the IOC supplier Swatch, as international partners contracted through 2008.

ATHOC Mascots Meet Success

The Organizing Committee for the Athens 2004 Olympic Games (ATHOC) has introduced the mascots Phevos and Athena. The two dolls are brother and sister, inspired by an ancient Greek doll and bearing names linked to ancient Greece. Phevos is the name of the Olympian god of light and music, also known as Apollo. Athena is the goddess of wisdom and

patron of the city of Athens. Phevos and Athena represent the link between Greek history and the Olympic Games, as well as the Olympic values of participation, brotherhood, equality, co-operation and fair play. Sales in the Olympic Store have increased by 500% since products bearing the mascots were launched.

TOROC Appoints Marketing Director

The Torino Organizing Committee for the 2006 Olympic Winter Games (TOROC) has appointed Nevio Devide as Marketing

Director. Following a career as a professional tennis player, Mr. Devide worked at Media Partners, where he led the marketing

management handling international commercial contracts and, specifically, for the rights of the Skiing World Cup.

Beijing Olympic Image and Design Conference

The IOC and the Beijing Organizing Committee for the Olympic Games (BOCOG) will stage a Global Olympic Image and Design Conference in Beijing on July 2 and 3. The objectives are to develop the overall Olympic design and image strategy for the 2008 Games and to launch the design bid for the Beijing 2008 logo. The conference will promote the BOCOG

concept of 'New Beijing, Great Olympics' through the creation of a unique image. Hundreds of delegates from around the world are expected to attend the conference: designers; design agency representatives; associations and schools; experts and scholars in aesthetics and social science; representatives of publishers specialising in design.

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