



## **Marketing & Anti-Doping**

**PLAY THE GAME 2007**  
**October 29<sup>th</sup>, 2007**

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- Since 2001, over 30 projects undertaken, including
  - Projects with Industry Partners
    - Canadian Cancer Society, City of Elliot Lake, TrojanOne
  - Olympic & Grassroots Sport Surveys (2003 and 2005)
    - On-line survey of funding of NSOs, MSOs and PSOs on budgets, revenues, personnel, sponsorship, barriers, etc.
    - Sample: 55 of 84 NSOs/MSOs & 42 of 64 PSOs
  - Corporate Surveys and In-depth Interviews (2004-2005)
    - Online surveys (n=62) and in-person interviews (n=15) with large Canadian corporations
  - Sponsorship Case Studies (2002 to present)
    - Qualitative data: 100+ selected sponsorship cases identified, both parties interviewed, key findings gleaned

**"People are not going to trust  
us until we get over this"**

**(Joe Torre, Manager, New York Yankees,  
August 10th, 2007)**

- **Two Part Presentation**
  - **Marketing and Anti-Doping**
  - **A Proposed Marketing Audit**

# MARKETING & ANTI-DOPING

- At its base unit of analysis, what is it?
  - In our view, anti-doping is about human behaviour
    - Athletes behave in this way for a variety of reasons with a variety of systematic and influencing factors
  - Therefore, WADA's/NADAs role is to either
    - (i) maintain behaviour (anti-doping) or
    - (ii) change behaviour (doping)

- Key Concepts
  - ‘Customer-Focused’
  - ‘Exchange’
  - ‘Relationships’
  - ‘Loyalty’
  - ‘Emotion’
- Product Forms
  - Tangible Goods, Services, Ideas, Behaviours
  - \*\*Behaviours = Social Marketing (see O’Reilly & Madill, 2007 – Journal of Nonprofit and Public Sector Marketing)

- Social change theory notes that marketing is one of three general strategies for change (Rothschild 1999):
  - Law or Sanctions
  - Education
  - Marketing
- The marketing element of social change is known as social marketing (Andreasen, 1995; Rothschild, 1999)

- Markets (WADA & NADAs)
  - Athletes (all on the high performance stream)
  - General Population (consumers)
  - Sportfans (circle of fandom)
  - The 'Entourage' (Coaches, Trainers, etc.)
  - Governments
  - Sponsors, Donors and Suppliers
  - National Olympic Committees
  - National Federations
  - Provincial/State/Regional Federations
  - Clubs
  - Events

# How (1)? MOA Framework

MOTIVATION	Yes		No	
OPPORTUNITY	Yes	No	Yes	No
<b>ABILITY</b> Yes	#1 prone to behave <i>education</i>	#2 unable to behave <i>marketing</i>	#3 resistant to behave <i>law</i>	#4 resistant to behave <i>marketing,</i> <i>law</i>
No	#5 unable to behave <i>education,</i> <i>marketing</i>	#6 unable to behave <i>education,</i> <i>marketing</i>	#7 resistant to behave <i>education,</i> <i>marketing,</i> <i>law</i>	#8 resistant to behave <i>education,</i> <i>marketing,</i> <i>law</i>

(Rothschild, 1999)

Social Marketing Strategies & Tactics Can then be Developed by Segment (O'Reilly & Madill, 2007), including (but not limited to):

- *Athlete Development*

(participatory, junior/U23, elite/professional)

- *Country*

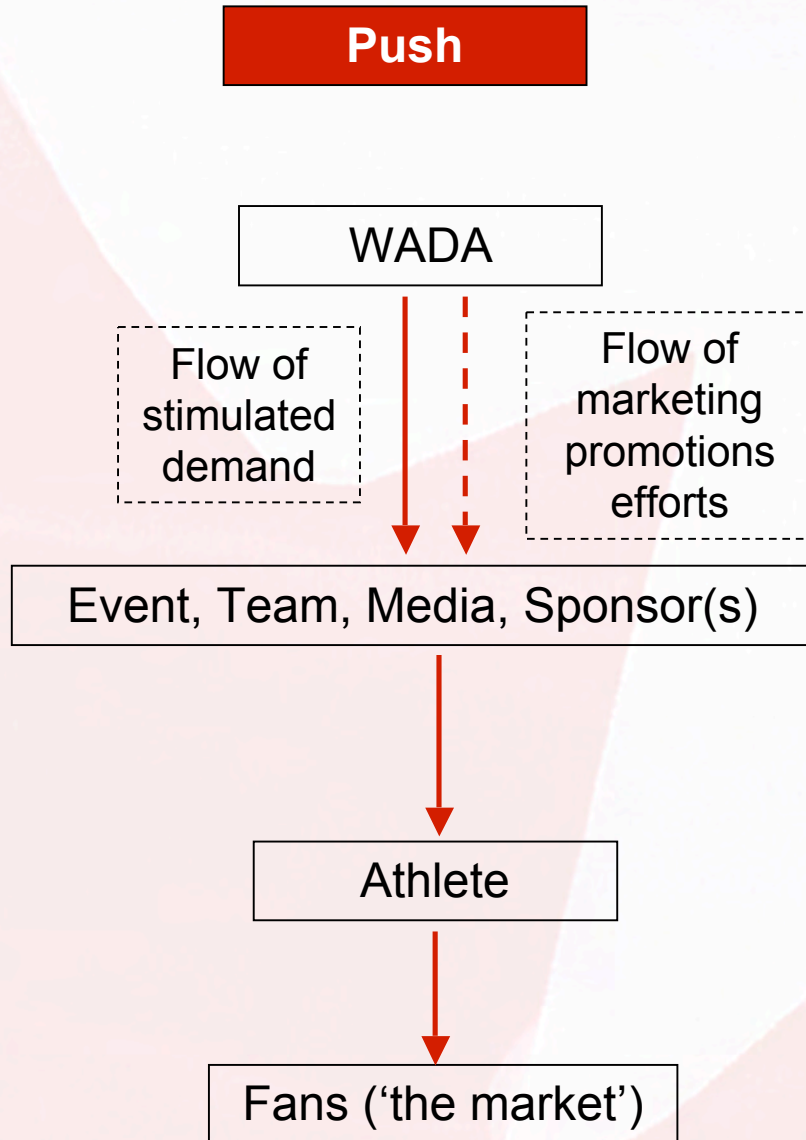
(Iceland, Denmark, USA, Canada, England, etc.)

- *Sport*

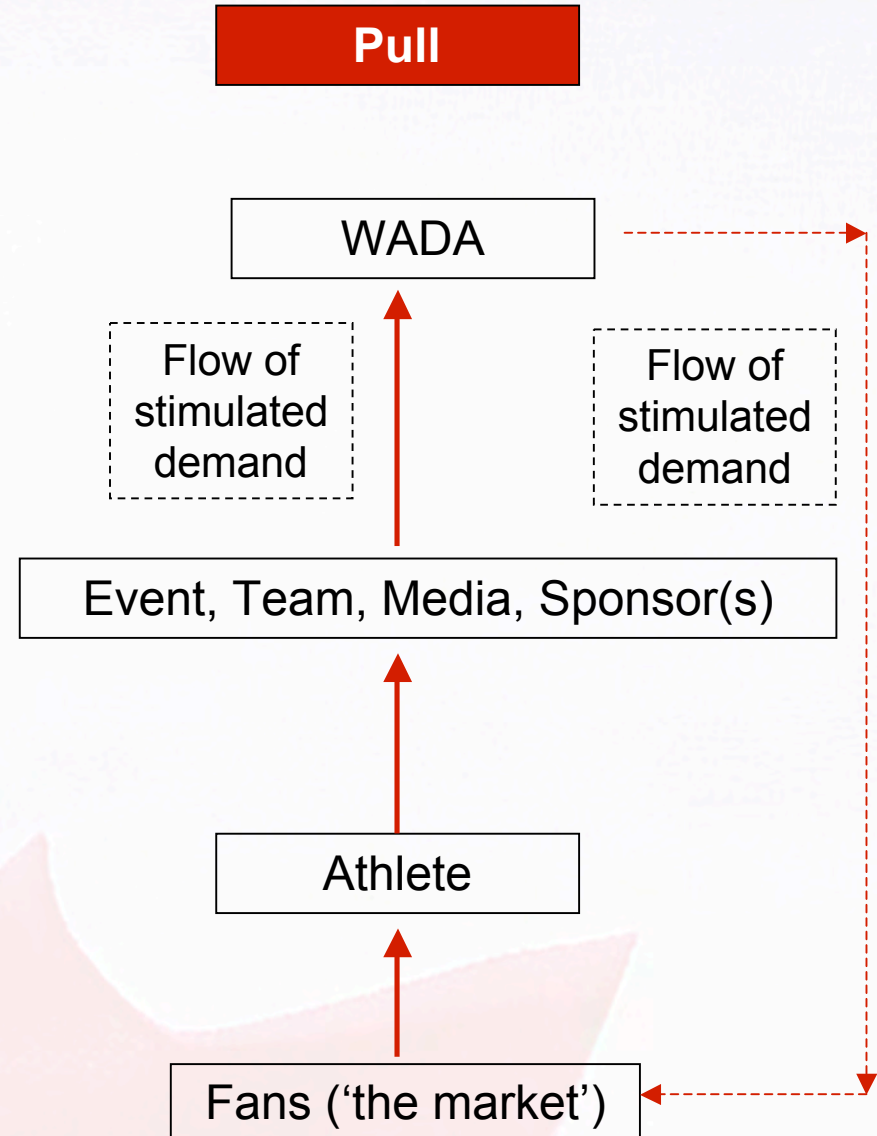
(Weightlifting, Cycling, Curling, Golf, Swimming, etc.)

# How (3)? Upstream/Downstream

**Push**



**Pull**



# A PROPOSED MARKETING AUDIT

# The Proposed Project - Tentative Partnerships



POWERED BY *Chipotle*

PROFESSIONAL CYCLING TEAM

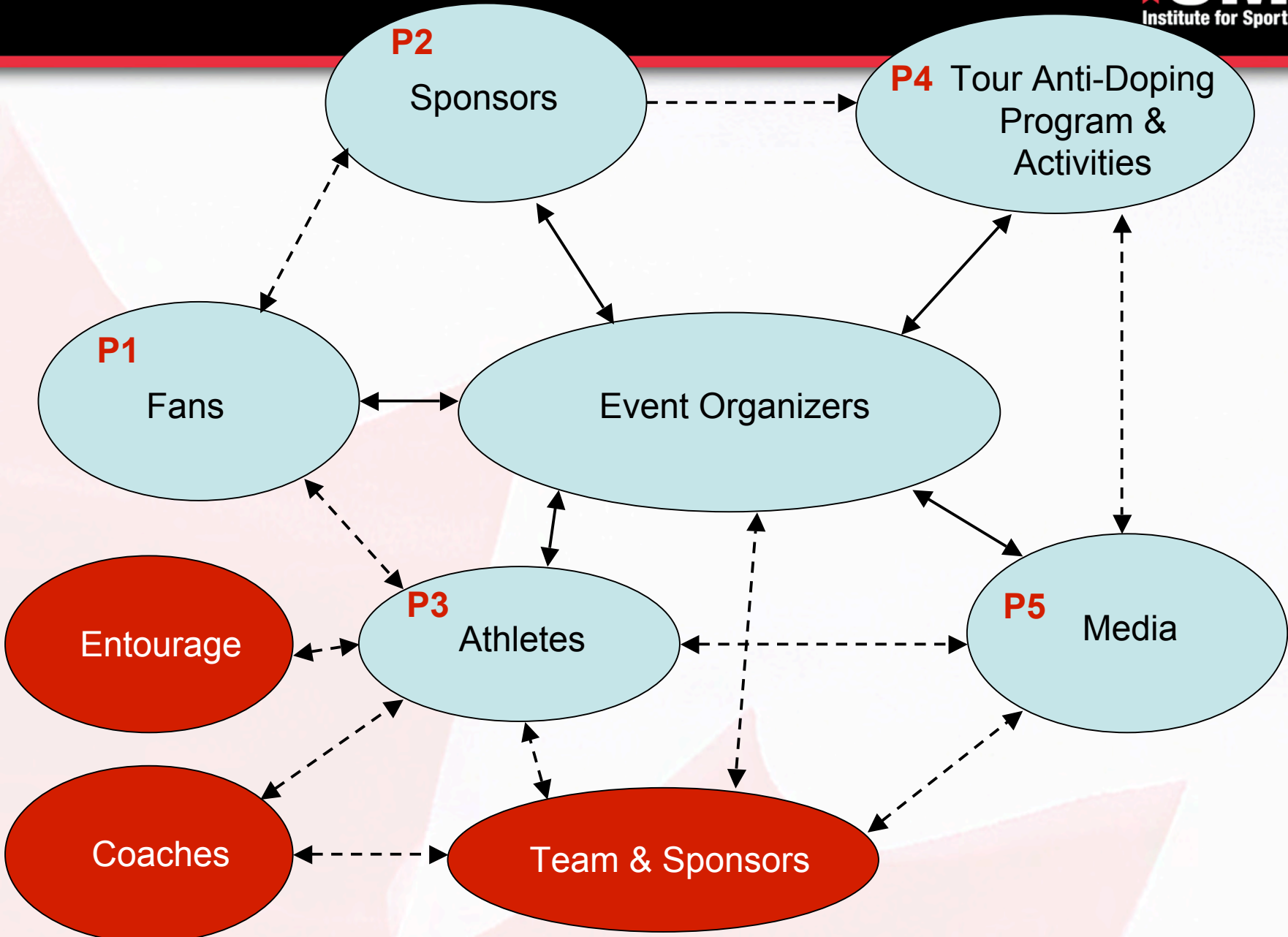


- Plan to evaluate the overall effectiveness of the anti-doping movement through a series of five studies, employing a variety of theories, methodologies, and metrics.
- Unit of Analysis: The Tour of California
- Specifically, the effectiveness of the anti-doping movement will be evaluated longitudinally (2008, 2009, 2010) in 5 ways
  - on-site spectator knowledge and opinion
  - audit of the title sponsorship (AMGEN)
  - athlete perceptions, intentions and behaviors
  - analysis of the event organizer's (AEG's) anti-doping practices
  - content analysis of media coverage vis-à-vis anti-doping

## Five Projects

- **Project 1: Fans (P1)** – mobile data collection during the 2008, 2009, and 2010 Tours to measure fans' attitudes towards doping in cycling
- **Project 2: Sponsor (P2)** – evaluates if Amgen's sponsorship of the Tour is effective in achieving Amgen's sponsorship objectives (incl. phone survey)
- **Project 3: Athletes, Coaches and Teams (P3)** - qualitative research approach to study the pro-active anti-doping stance of one particular team
- **Project 4: Tour Organizer (P4)** – observation and qualitative study will examine the Tour's anti-doping activities, the prevalence of cheating, and the impact of anti-doping on the Tour's business success
- **Project 5: Media (P5)** - Content analysis of media to understand drug testing, media reaction to positive tests, and general positioning of doping

# Proposed Anti-Doping Marketing Audit



"We're setting off with good hope,..[w]e have to because otherwise cycling is heading for catastrophe. If the 2008 season is a repeat of 2007 and 2006 it's the end of cycling and I think everyone is aware of that."

(Jean-Francois Pescheux,  
Tour de France official October 25, 2007)



*Questions or Feedback are  
welcome!*

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