Marketing & Anti-Doping

PLAY THE GAME 2007
October 29th, 2007

Norm O’Reilly, PhD & Ann Pegoraro, PhD
School of Sports Administration, Faculty of Management
Laurentian University
ISM Research History

• 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)
Today’s Presentation

• 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)
Marketing 101

• **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)
Marketing Strategy & Anti-Doping

- Markets (WADA & NADAs)
  - Athletes (all on the high performance stream)
  - General Population (consumers)
  - Sport fans (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

<table>
<thead>
<tr>
<th>MOTIVATION</th>
<th>Yes</th>
<th>No</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPPORTUNITY</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>ABILITY</td>
<td>Yes</td>
<td>#1 unable to behave education</td>
<td>#2 resistant to behave marketing</td>
<td>#3 resistant to behave law</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>#5 unable to behave education, marketing</td>
<td>#6 unable to behave education, marketing</td>
<td>#7 resistant to behave education, marketing, law</td>
</tr>
</tbody>
</table>

(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.)
Push versus Pull in Anti-Doping

**Push**

- WADA
  - Flow of stimulated demand
  - Flow of marketing promotions efforts
  - Event, Team, Media, Sponsor(s)
  - Athlete
  - Fans (‘the market’)

**Pull**

- WADA
  - Flow of stimulated demand
  - Event, Team, Media, Sponsor(s)
  - Athlete
  - Fans (‘the market’)

How (3)? Upstream/Downstream
A PROPOSED
MARKETING AUDIT
The Proposed Project - Tentative Partnerships

- AMGEN Tour of California
- AEG
- SLIPSTREAM SPORTS
- Chipotle
The Proposed Project - The Context
The Proposed Research Agenda

• 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
"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!

www.ism.laurentian.ca