



Sports marketing: *unleashing the passion*





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A native of Scotland, Austin is a graduate of the University of Glasgow. He served as the centenary President of the Students' Representative Council and won the World Universities Debating Championship. Later, during his seven-year stint in China, he served as a Visiting Professor at the Peoples' University Beijing, a Governor of the American International School of Guangzhou and was appointed a Senior Economic Advisor to the Peoples' Government, Tongzhou District, Beijing. He is a member of the Scottish Enterprise GlobalScot Network. He is also a Trustee of The Friends Of Glasgow University Union.

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Austin Lally
President, Braun and Appliances

While I was preparing this lecture, something amazing happened. A man boarded a capsule hanging underneath a helium-filled balloon and flew up into the stratosphere, 24 miles high. He then stepped out, saluted, and jumped. Free fall. Eight million people watched on YouTube. For a while, half of the world's Twitter posts were about this jump. The world's media watched and reported. NASA congratulated him. And through it all the logo of a certain Austrian beverage company can be clearly seen.

This is a remarkable example of how passion and a sports event can capture the imagination of the planet, with Red Bull delivering its fantastic message through one landmark event. It is a brand for people with courage, who dare to dream, who seek out and revel in extreme situations. The old dream of flying, like Icarus, brought to the world like never before.

This topic has always been important to me. It is about passion and unleashing it through Passion Point Marketing. And that is what I would like to talk about tonight.

I was born in Glasgow and grew up in a Celtic-supporting family. Our club bound our community together and we were proud and passionate about football. The club itself was founded in 1888 to raise money to feed Irish families living in poverty in the east end of the city. I was only two years old when it won the European Cup in Lisbon, the first non-Latin club to do so, a year before Manchester United's win, and all eleven members of that team were born within forty miles of the stadium, a stadium we call Paradise.

The club celebrates its 125th anniversary this year. If you saw us lose narrowly to Barcelona in the fourth minute of injury time in the Champions League back in November 2012, you will have also seen the passion and commitment of the travelling Celtic fans. I think back

to May 2003 when I was living in China. It was the height of the SARS crisis. Airports across Asia were deserted. I walked through an empty Hong Kong airport on my way to Seville for the final of the UEFA Cup to see Celtic play Porto when I heard singing in the distance. It was the Celtic song, but sung by Australian Celtic fans, part of the great diaspora, all of whom were heading the same way. One hundred thousand Celtic fans made that pilgrimage to Seville. Passion – the ability to mobilise people from all over the world behind a common cause.

We were passionate about Scotland too, through every World Cup campaign. As a boy, I saw great teams fail to fulfill their potential and later, hard-working teams try to punch above their weight. I recall the opening match of the 1998 World Cup in the Stade de France against Brazil. I was stuck among a big group of Japanese Brazil fans, one kilt in a sea of yellow and green, dreaming of a tremendous victory. Then the ball ricocheted off the knee of Tom Boyd, the Celtic captain and my classmate at high school, into the Scotland net and the dream was over. Fans remember the stories.

As P&G, we share with our Austrian friends at Red Bull a desire for our brands to be noticed, to be distinctive in crowded and competitive product categories. We want to touch and improve people's lives through our brands, and reach them every day with what we do. And sport can help us to deliver this.

Sports marketing is one the best examples of Passion Point Marketing. You have to meet consumers where their passion points are because:

- the consumer is leaning forward to listen;
- it gives marketing a tailwind to drive a brand forward;

We want to touch and improve people's lives through our brands.

- tapping into passion makes your campaigns social and engaging, rather than static and one-way.

That is the point about passion. It becomes an amplifier. Sports marketing targets the heart not just the eyeballs. If you get it right, it creates a connection with consumers that is lasting, deeper and eventually much more effective as a driver of sales.

Consumer focus

But you have to get it right! To do that you must ask yourself some important questions.

The first is about scale. Is the group you seek to reach with your programme big enough to meet your business objectives? Or is it too narrow to drive your brand in a meaningful way? If you want to make a global impact, you have to work with the right organisations that reach enough consumers – and the right consumers.

The next is about footprint. What's your footprint and where do you want to play? Sport used to be local. When I was a child watching football on television, all the advertising around the pitch was for local businesses: the local tyre repair shop, the local TV dealer, the local restaurant or the local plumber. Most of the club sponsorship was local.

In those days sports marketing was also essentially business-to-business, offering hospitality to bring local clients to an event in order to build a relationship or reward important customers. There is still plenty of that today with lots of people in the hospitality business, but it is my contention that it is becoming a thing of the past. Today, the business is global, the biggest brands in the world are global and they are looking to put together global programmes. The cost of the rights packages now

on offer makes it almost unaffordable just for a business-to-business plan or local initiative. It is only those with the intention to touch large numbers of consumers who can begin to make the economics work.

That is why in the sports market today the big global franchises have a major advantage over the middle- or lower-tier organisations, an advantage I believe is accelerating. If you look at the biggest three clubs globally – Manchester United, Barcelona and Real Madrid – their fans probably add up to over 600 million globally. These are big numbers. This kind of reach is why major properties like the English Premier League or the National Football League in the US lend themselves well to partnerships with big global brands and organisations.

The next question to ask is about the authenticity of the relationship. Are there shared values between your brand and the organisation with which you want to work? People supporting a sport, a team or an athlete are going to defend their passions. I shared my Celtic and Scotland examples and you will have your own teams and countries that make you passionate. If you are going to work in the world of sport, your credentials and authenticity will be subjected to real scrutiny. You cannot 'kiss the badge' and fake it. You need to act like you deserve to be in the sport.

Return on investment

Another tough question is how to turn sports marketing into higher sales and a real return on investment. Sports marketing is one of the more controversial investments from that standpoint. There is a tendency for it to be a 'pet project' chosen through emotion. Sometimes it is sold on the size of the viewing audience or the theoretical fan-base, monetised as a set of eyeballs.

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When talking about an industry of this value, relationships must be justified on more than emotion or some qualitative assessment that a club or league is a good fit with the brand. It is important to drive rigour and show a direct impact on sales. That is the metric that P&G looks at.

One important factor is the ability to take sporting relationships and to turn them from media or social opportunities into retail programmes. When I look at Gillette's history and our P&G activity with the Olympics, I am proud of all the social, digital and advertising activation but what really made the difference was the unprecedented retail activation achieved globally. Here we absolutely know our return on investment as we can quantify the incremental retail support we obtained, the extra in-store displays we secured, our retail sales and how much market share we gained from competition.

A difficult but important question for the owners of the sports properties to ask themselves is this: which brands can help them accelerate their plan? It is not just about the cheques. There have been sports organisations that have looked for the most lucrative sponsor without thinking through what else the brand can do for them. Not all brands are created equal. Sometimes I think we should start conversations with sports organisations by asking how much they would pay to Gillette to sponsor them! We have 800 million loyal consumers globally and have a strong retail footprint with distribution in hundreds of thousands of stores globally. A brand with our reach and consumer penetration can help sports properties build their awareness, particularly in those parts of the world they have targeted for growth.

An increasing number of business and sports leaders are asking these questions today. I call them the \$100 billion questions. That is a ballpark figure. Today, global

sports sponsorship is about \$40 billion, if you add up all the shirt deals, stadium naming rights and contracts for the premier events such as the Olympics and the World Cup and then you add on the media rights and the merchandising, that brings the total close to \$100 billion.

The question is, where does it go next? In my view this market can get much, much bigger, mainly because the fan bases in the big emerging markets around the world are not fully monetised. There are hundreds of millions of soccer fans in China today, for example, but their passion for the English, Spanish, Italian or German clubs they follow in Chengdu, Hangzhou or any one of a hundred Chinese cities today does not yet get back to the clubs here in Europe in terms of revenue.

Borrowing awareness or going beyond awareness

So let's talk about some of the changes in sports marketing over time. In the beginning it was very simple. It was all about awareness. The brand is not famous, it lacks awareness, so it uses a sports celebrity to get noticed, to borrow awareness. Most sports marketing in our lifetime fits into this category.

I want to show a vintage example from Brut 33. This one featured Henry Cooper and Kevin Keegan. Henry Cooper was a British icon – everyone knew him and loved him. It was the same with Kevin Keegan – young, cheeky Kevin. This was a way of making people think about Brut when they went into Boots to choose a deodorant. It said little about the brand and its performance. You are not told why Brut is better. But it brings Brut closer to you and it works. That is where most sponsorship still is today. When you look at names on shirts, the naming rights for stadiums and the

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signage in venues today, most of it follows that traditional sales model. Sports franchises, rights owners, star agents are all essentially saying 'I have a huge audience' and selling it as media value.

This falls down in a very simple respect. If you have a brand that already has high awareness, you derive little benefit just from having your logo flash up on a pitch-side advertising hoarding. You need to go deeper, beyond awareness.

Performance attributes

Beyond awareness-building is where it really gets interesting. A more powerful dimension to sports marketing is about performance. It is about taking the attributes of the sports property you want to work with and bringing those attributes to bear on your brand. Put simply, this is marketing that links the superiority of the winning team or athlete to a superior product.

For P&G this is a very important part of our Proven Business Model. For 175 years this has been to invest more in R&D than our competitors, develop superior products technically and then use effective advertising to bring that superiority to life. It lends itself very well to this type of sports work.

To explain this, I wanted to show you a non-P&G example. This is a beautiful Nike print ad from about ten years ago – another Icarus commercial, men who fly. It is very clear from Nike's work over time that it is a brand for winners. Michael Jordan is a winner. The juxtaposition of the two reinforces that. Nike is a brand that is all about performance and all about winning.



Gillette as a catalyst

P&G has been involved in sport over the years but it was not front and centre for the entire company. With hindsight, our acquisition of Gillette in 2005 transformed how P&G thought about sports marketing and its potential as a business-building vehicle.

Gillette was always a leader in this area and what you see today with the Olympic programme and other P&G programmes has a direct link back to what we learned from the men and women of the Gillette Company. We see Gillette as a catalyst for sports marketing inside P&G because it was always such an innovator in the industry. It started in 1910, nine years after the formation of the company by King Camp Gillette. They were innovators, not only inventing the world's first safety razor, but also pioneering sports marketing as we know it today.

Gillette created product endorsement through baseball stars and through exclusive sponsorship of the World Series. Here is a small piece of vintage Gillette history to show you there is little new under the sun.

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Sports marketing was no longer just about building awareness for the brand. It started to 'give back' to people with the content they wanted.



Soon Gillette went beyond simply using a famous face and launched the 'Gillette Cavalcade of Sports', bringing additional value to the consumer. Gillette now owned its own sports radio channel, which started as a niche programme to present boxing and was then extended to all Gillette-sponsored sports events just two years later. Sports marketing was no longer just about building awareness for the brand; it started to 'give back' to people with the content they wanted.

From 1939, Gillette used sports marketing to forge an extraordinary bond with men in the US. Fast-forward through the decades and it has continued to be an engine of growth for the Gillette brand. We have been privileged to work with some of the best sports properties in the world: 40 years with the World Cup, around 100 years with baseball, as well as relationships with the National Football League in the US, David Beckham (who was very important in building our footprint in Asia), our Young Guns NASCAR programme, the Brazil national soccer team and the Gillette Champions programme.



Our Champions programme is interesting because it shows how to manage the tensions that always exist between global and local considerations. Big global brands want to build big global programmes, as it is the most cost-effective way to create real impact and excitement. Leaders want scale. But you have to activate strongly in local markets, as that is where the retailers and consumers are. Local is where the business happens. So this tension between the global programme and the local added value and magic is something that always needs to be managed.

The Gillette Champions programme was a nice example of how to do that. We had three global ambassadors – Roger Federer, Tiger Woods and Thierry Henry – but we supplemented them with other local champions who featured in local programmes. For example, we shot the commercials so that we could rotate out one of the three and replace him with a local hero such as Cannavaro from Italy, Park from Korea, baseball legend Derek Jeter or Jonny Wilkinson and Brian O'Driscoll from Rugby Union. We created a cocktail of global assets with the right local choices so that the programme looked local to consumers.

Gillette remains a pioneer brand in sports. The key is to keep innovating. The latest programme just launched

here in Europe is the Gillette Football Club. Since our World Cup sponsorship ended after the 2006 World Cup in Germany, we have continued to look for the best ways to participate in football. It is the number one passion point for men in Europe and globally. And we think our new Gillette Football Club is a very nice way to get men involved in Gillette and to place Gillette in the middle of the football world. Launched in September, it is a dedicated YouTube channel with global application, formed from a partnership between Google and P&G.

Just as the Gillette Cavalcade of Sports curated the best sports content in the world and made it available for people to experience in one place, the Gillette Football Club now brings the same to the digital era, curating for free the best football content that will be available on the net. Consumers who register then become people with whom Gillette can build a direct ongoing relationship.

The Olympic Games

P&G has learned a lot from Gillette. And now, I wish to talk about how those lessons are influencing not just individual P&G brands but the whole company. The flagship example today is our Olympics sponsorship. The Olympic movement has it all. It builds awareness. It creates emotion. It gets people to talk and buy.

So, we have made a multi-Games commitment to the Olympics. We believe it is the most extensive sports marketing alliance ever seen: one event, one platform, one message, one company and all of its brands.

The journey started in 2010 at the Vancouver Winter Games. It was an experiment. At first, there was some internal scepticism. Some people in the company thought P&G had little to gain from the Olympics. It may be a good fit for male-oriented brands like

Gillette and Head & Shoulders, but would it be good for a Beauty and Household care company with a very diverse portfolio of products?

Thank you, Mum

What unlocked it for us was a very simple truth: that behind every amazing Olympic athlete is an even more amazing mum. This was a new idea. After all, mums are with their children every step of the way, helping them realise their dreams. And while we are not in the business of making athletic equipment or sports apparel, we are in the business of helping mums, dads and families, from changing nappies and brushing teeth to washing hair, taking a shower and doing the laundry – in short, doing all the things that families do every day.

P&G has been there for families for nearly 175 years and as we talked to consumers around the world we realised that mums were the unsung heroes of the Olympics, of the athletes and of life itself. So we decided to recognise the mum, celebrate her and simply say something that not everybody says all the time, which was this: 'Thank you, Mum,' to every mum in the world.

We learned a lot of things in Vancouver. We talked to the mums of Olympians and we were surprised to learn that, after all the sacrifices, many of them and their families are not able to make the trip to see their children compete. We wanted to help, so we created the 'Thank you, Mum' Gift to help mums and families get to the Games. We also learned that, when at the Games, they are not allowed to enter the athletes' village to see their children, making it difficult for them all to get together. So we created the P&G Family Home as a gathering place with services to help mums. It was a 'home away from home' and became the place to relax, celebrate and create lasting memories beyond the Games. It was an incredible experience.

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When Lochte and Phelps went head-to-head in the pool, P&G was winning whoever won the Gold.

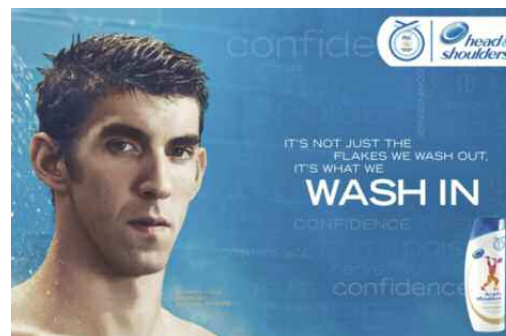
In Vancouver alone we generated around 6 billion media impressions, half of those in the form of editorial coverage. The company reputation – our favourability score – grew by ten points, even though we had limited retail activation. It was our first attempt at a corporate multi-brand sports approach but we still added more than \$100 million in extra sales and made a lot of friends along the way.

This summer, we brought to London everything we had learned in Vancouver. Irwin Lee, Managing Director of P&G in the UK, launched the campaign on Mother's Day 2011. We rolled out multi-brand campaigns to give mums and families the chance to win tickets to the Games when they bought P&G products. We had one of the biggest media partnerships in our history creating the Champion Mums Foundation and we had partnerships with the British Olympic Association, the Paralympic Association and the Olympic Committee of Ireland to support the 'Nearest and Dearest' of all the Team GB and Ireland Olympic and Paralympic athletes.

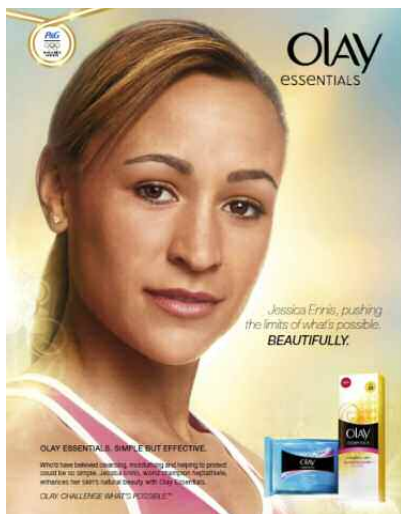
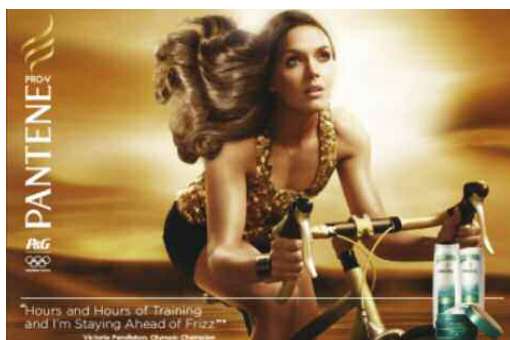
Through the Nearest and Dearest programme we helped the mums and families of our athletes be the best supporters they could be, giving every parent of our Team GB and Ireland athletes tickets to see their son or daughter compete. The way we looked at it, happier mums mean more medals. P&G is not claiming credit for the British Olympic medal haul although, as a British sports fan, I am proud of Team GB's performance. London was a fantastic experience for the whole country but for us as a business, implementation was extremely important, not just in the UK, but in every country in which we do business – and with great results.

Our brands supported a world-class team of more than 150 athletes, half of whom were women – more than any other Olympic sponsorship in history. Pantene

supported 11 elite female athletes from around the world including Victoria Pendleton, Natalie Coughlin and Gisela Dulko. Gillette had a line-up of 24 athletes including Roger Federer, Ryan Lochte, Lin Dan, Sir Chris Hoy and Tyson Gay. And Michael Phelps, winner of 18 Gold Medals, helped Head & Shoulders give confidence to men all over the world.



When Lochte and Phelps went head-to-head in the pool, P&G was winning whoever won the Gold. The point is, if you look at the athletes that we supported and where Team P&G would be in the medal table, we would be pretty high up. Not as high as Scotland or Yorkshire 'obviously' but pretty high up.



We were proud to support these elite athletes from around the world. In the UK we supported Sir Chris Hoy, Jessica Ennis, Paula Radcliffe and Mark Cavendish. They became the faces of 2012 and we were delighted to have them associated with our brands and campaigns. We wanted to tell their stories through our brands and help our consumers follow their progress and feel part of their success.

In the past, sports marketing campaigns sent out a one-way message to consumers and groups of fans – to 'modern tribes'. Today, sports marketing creates communities and movements that exist in their own right. It's not just about performance, but also about so much more. It aims to establish long-term relationships between consumers and a brand, a relationship that benefits both sides, united by a shared passion.

That is what we sought to do with the 'Thank you, Mum' campaign in London. But we had to make it real for P&G, to consider what role we could play and how we could, and should, use our voice as an Olympic partner while promoting our brands and growing our business. As I have said, you have to be authentic if you are to announce yourself as the proud sponsor of mums. You have to walk the talk and we tried to do this in London.

Again we created a home-away-from-home – the P&G Family Home, serving families 24/7 during the whole Games – as we did in Vancouver, but on a much, much bigger scale. We had over 3,000 people in the P&G home every day. We provided services: people could wash their sports clothes with Ariel; kids played in the Pampers playground; relatives went to the Crest and Oral B Smile Centre and were energised in the Duracell Massage Centre. They relaxed with a beauty treatment at the Wella Studio Beauty Spa. Men could shave with Gillette and Braun in the Man Cave.

It was also a content-creation factory, with every athlete and every family member being available for interview. It was a chance for the media to meet them, creating a huge amount of coverage and buzz that worked globally.

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The key question you may ask is this: 'OK, so nice marketing, but what is in it for P&G and did it really have a business impact?' Obviously only a few months have passed so we are still hard at work on the analysis. I mentioned earlier the importance of rigour. This was a big investment for the company so we are subjecting it to extensive analysis.

The big picture is that our Olympics programme was the world's largest multi-brand campaign with 34 brands, 150 athletes and 4 million participating stores. It put P&G and its brands together on a world stage like never before. At the start, we committed to deliver \$500 million in incremental sales in the year around the Olympics. We believe we are on track to deliver that, at double the average return on investment for all the marketing spend that we put in. That is twice as efficient from a marketing spend standpoint.

On average, sales increased between +5% and +20% in participating stores. Those products involved in the programme grew market share on average +2%. We have also looked at the effectiveness of the advertising and found that this was +39% more effective than the norm. That is significant as it means every marketing dollar is working almost 40% harder. It also reinforces the point that when you tap into a passion point and you have the tailwind behind you, you have consumer engagement. The advertising just works better.

In terms of the marketing metrics, we had more than 600 million views globally on social media – a record for us. We believe that our Olympic content made P&G and our brands part of the Olympic conversation, the content was only available through P&G and one in three people participating in that conversation shared it with friends. These were the Digital Games and our

strategy of shifting TV spend to digital and social media for the Olympics was one of the factors that amplified impact.

We had a +30% increase in Facebook fans and a +48% increase in people talking about P&G and its products on Facebook. It was also the Twitter Olympics, delivering 370 million Twitter interactions with P&G products. In terms of the traditional measure of media impressions, the programme achieved an unprecedented 65 billion impressions of which around a quarter had a rich message content that was more than equivalent to a traditional advertisement. We believe this had a strong and positive impact on our business.

We think we made a mark in London with the Olympics but importantly this is a multi-Games commitment. Everything we have learned in London will be taken to Sochi in 2014, Rio in 2016 and beyond.

Sports marketing – the future

I want to close with a few thoughts about the future.

Sports marketing started as local, rooted in local communities and in countries where pride and patriotism were central. Now it is both global and local. As brand owners and leaders we need to consider how this model continues to evolve. As the work becomes more digital, more social, more one-on-one, it will also become more virtual than physical. Sports marketing will be more 'everywhere' rather than 'somewhere'. This move from traditional awareness-building through performance into social and digital consumer participation will only continue to accelerate.

Emerging markets will be key. I have mentioned already that this is a \$100 billion industry with huge potential


to grow further because of the large fan-bases in those markets that are not yet being fully monetised.

There is a beautiful example of PepsiCo seeking to build a connection with football in India. Everyone knows that India is cricket-mad but football is the fastest-growing sport among young Indians. PepsiCo got in at the beginning, with innovative training programmes, introducing Indian children to football. And in China, I witnessed the excitement build during the seven years I lived there, as Chinese athletes started to compete successfully at a global level. I was in China when Beijing was chosen to host the 2008 Games, which put China on the map in sports. Lin Dan, China's badminton champion, was probably one of our most successful Gillette ambassadors in the run up to London 2012.

The next chapter in sports marketing is probably not going to be written in London or New York. This means we need to build superior understanding of the sports properties and assets in the emerging markets. Today we are proud of our P&G relationships with Baseball and the National Football League in the USA. But a big part of the future is to be found in the East and the South. That is what we spend our time thinking about.

Take Latin America as an example. It is already a rich and important sports market. Think of Latin America and you think of Brazil and Argentina, you think about football. But we are heading into an unprecedented period there, with the World Cup in Brazil in 2014 and the Olympic Games in Rio in 2016. People must start now to build a position in Brazil and Latin America because that is going to become an important geography for brands over the next few years. We are already building our position there as the sponsor of the Brazilian national team, an important relationship for us.

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The key themes therefore are the growth of digital, the growth of relationships, less reliance on the US and Europe, more focus on emerging markets and a recognition that the sports space is just going to become more and more competitive. The size of the industry and the passion that sport arouses in ever-growing numbers of consumers means that more marketers are going to enter this space. That will put pressure on the leaders to stay ahead and keep innovating, something we are committed to doing.

The sports space is just going to become more and more competitive.

Thank you for your engagement. I hope you share my passion for sport and that you have a better understanding of what we are trying to do as sports marketers.

This is the twelfth in the Brands Lecture series.
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100% Marketing

Rob Malcolm, Diageo

Hybrids, the Heavenly Bed and Purple Ketchup

David Aaker, Prophet

Brands Beyond Business

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The Lovemarks Effect

Kevin Roberts, Saatchi & Saatchi

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Martin Glenn, Birds Eye Iglo Group Limited

Can brands save the world? Let's hope so

Richard Reed, Innocent Drinks

In brands we trust

Lord Bilimoria CBE DL, Cobra Beer

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