



# Torino 2006 Olympic Tickets



The ticketing programme for the XX Olympic Winter Games in Turin was highly successful. The excitement of Torino 2006 competitions and ceremonies attracted visitors and spectators from Italy and around the world, who purchased 90% of the available tickets. The programme reached its budget target on Day 6 of competitions, and ultimately surpassed its goal by € 5 million.

## Torino 2006 tickets

---

<i>Tickets Available</i>	1,133,481
<i>Tickets Sold</i>	896,481*
<i>Target Revenue</i>	€ 64,400,000
<i>Total Revenue</i>	€ 66,000,000** [4% over target]
<i>Ticket Sales to Public</i>	495,000 [55%]

---

\* This figure does not include 30,000 tickets sold for the training sessions at Palavela

\*\* This figure represents the net to the Organising Committee after VAT





### **Ticket Promotions**

The Marketing Department of the Turin Organising Committee was responsible for all technical aspects of promoting the sale of Olympic Winter Games tickets to various target markets, including:

- the public
- associations and federations for winter sports in Italy
- residents of the mountain and valley areas of the Piedmont Region
- schools and other educational organisations

Four major promotional approaches were used to raise awareness among these audiences:

- traditional advertising
- newspaper promotions
- direct mail
- sponsor points of sale

### **Olympic Sponsor Support**

Several Olympic sponsors contributed to the success of the Torino 2006 Ticketing programme:

- Visa provided and operated the payment systems for the purchase of Torino 2006 tickets
- TicketOne offered Torino 2006 tickets online and at 350 retail points of sale
- Sanpaolo promoted and sold Torino 2006 tickets at 3,000 bank branches



## Ticket Sales Process

The first phase of Torino 2006 ticket sales ran from November to mid-December 2004, with a random selection system applied for cases in which demand exceeded availability. Buyers received official notification from the Organising Committee confirming the purchase of tickets in January 2005. The second phase of Torino 2006 ticket sales began in February 2005 with real-time sales. Buyers received vouchers immediately and tickets were shipped to the purchasers' addresses in December 2005.

## Real-time Ticket Sale Channels

<i>Location</i>	<i>Available Sales Channels</i>
<i>Italy</i>	<i>www.torino2006.org/tickets Torino 2006 Call Center 3,000 branches of the Sanpaolo Group 350 TicketOne points of sale</i>
<i>European Economic Area</i>	<i>www.torino2006.org/tickets Torino 2006 Call Center National Olympic Committees</i>
<i>All Other Countries</i>	<i>National Olympic Committees</i>

## Torino 2006 Ticket Pricing Facts

17% of the tickets are priced between € 20 and € 30  
 33% of the tickets are priced between € 30 and € 50  
 24% of the tickets are priced between € 50 and € 80  
 12% of the tickets are priced between € 80 and € 100  
 8% of the tickets are priced between € 100 and € 150  
 6% of the tickets are priced over € 150  
 Sports ticket price range: € 20 to € 370  
 Ceremony ticket price range: € 250 to € 850





# Torino 2006 Licensing



The Torino 2006 licensing programme provided consumers with merchandise and souvenirs that commemorated the XX Olympic Winter Games, represented the Olympic image and expressed the unique spirit and identity of Torino 2006. The licensing programme was a great success, with a large selection of apparel and other merchandise that carried the Torino 2006 emblem, design elements, pictograms and mascots available through a wide range of sales channels.

- Royalties from the sale of Torino 2006 merchandise provided support for the Italian Olympic team and the staging of the XX Olympic Winter Games
- The Organising Committee established a sophisticated national and international sales network of more than 2,000 authorised retailers of official Torino 2006 merchandise
- During the Games the Olympic Superstore welcomed more than 300,000 customers
- Sales peaked with more than 22,000 receipts on 18 February 2006
- Torino 2006 continued strong Olympic traditions by developing programmes for Olympic coins and stamps



### Torino 2006 Licensing Facts

---

Official Licensees	32
Product Categories	35
Products Sold	540,000
Total Revenue	€ 16.7 million
Target Revenue	€ 15 million
Gross Games-time Sales [1 – 28 February]	€ 11.8 million

---

### Licensing Programme Development

The Turin Organising Committee identified key principles for a successful licensing programme for the XX Olympic Winter Games. These principles guided the development and activation of the programme, ensuring that the programme suited the Italian marketplace, fostered strong partnerships and maximised sales opportunities.

**Establishing Strong Partnerships** – The Turin Organising Committee built strong partnerships by providing licensees with exclusive rights to major product categories that included a range of items. For example, Asics – an Official Sponsor of Torino 2006 – was the exclusive Torino 2006 licensee for product categories that included outerwear, sportswear, casual wear, clothing accessories, rucksacks and big bags.

**Creating an Effective Distribution Network** – The Turin Organising Committee established a sophisticated distribution network that provided consumers with a range of opportunities to purchase official Torino 2006 merchandise through a variety of sales channels:

- multiple Olympic Stores throughout Italy
- efficient online purchasing opportunities
- effective concessions at Olympic venues

A full 70% of licensed merchandise sales were generated through the Turin Organising Committee's distribution network. The remainder resulted from partnerships with various National Olympic Committees for sales outside Italy.

**A Sophisticated Sales Network** – To ensure the success of the Torino 2006 licensed merchandise programme, the Turin Organising Committee developed a sophisticated national, international and e-commerce retail sales network. These networks shared the spirit of Torino 2006 with the world by providing consumers with multiple channels for purchasing official merchandise and souvenirs.





# Earbags Paraorecchie



Five Olympic Stores opened throughout Italy during the lead-up to the Games. The Olympic Superstore, a 2,000 square metre retail centre in Torino's Piazza Vittorio Veneto, opened for business on 1 December 2006. The Organising Committee also established strategic partnerships with major retailers and made merchandise available online at [www.olympicstore.it](http://www.olympicstore.it)

The Organising Committee also established agreements with the National Olympic Committees in Canada, Japan and the United States to market official Torino 2006 merchandise in those countries. In addition, Torino 2006 retail areas were created in airports in Austria, Sweden, Switzerland and Denmark.

### **National Retail Network**

---

*Olympic Stores: 5*

*Authorised Retailers: 2,000 +*

*Partnership with Carrefour Italia for national distribution: Retail "corners" in 40 Carrefour stores*

### **E-commerce**

---

*Online sales in Italy and abroad via [www.olympicstore.it](http://www.olympicstore.it)*

### **The Olympic Superstore**

---

*Types of Merchandise Available: 800 +*

*Superstore Customers: 300,000 +*

*Area: 2,000 square metres*

*Maximum Capacity: 1,200 people*

*Staff: 150*

### **Venue Concessions**

---

*Open: Games Time*

*Venue Concession Areas: 40*

*Total Area: 1,500 square metres*

*Staff: 250*

---





## Olympic Sponsor Support

Olympic sponsors participated in the Torino 2006 licensing programme in various ways, furthering their support for the XX Olympic Winter Games, providing high-quality merchandise to consumers and contributing to the overall success of the programme:

- Visa International, a Worldwide Olympic Partner, supported the licensing programme by providing the payment systems to facilitate the purchase of official merchandise.
- The Swatch Group – parent company of Omega, a Worldwide Olympic Partner – participated in the programme as a licensee, creating high-quality timepieces that commemorated the Games. In addition, the company created limited-edition timepieces to reflect its long history of support for the Olympic Games, including the Omega Olympic Timeless Collection of six chronographs and the Omega Pocket Watch 1932 – a replica of the Omega chronograph used by timekeepers at the 1932 Olympic Games in Los Angeles.
- Asics, an Official Sponsor, made clothing, accessories and other apparel with the Torino 2006 identity available to consumers.

## Successful Numismatic & Philatelic Programmes

Torino 2006 continued a long tradition in the Olympic Movement by creating Olympic coins and stamps that commemorated the XX Olympic Winter Games.

The striking of Olympic coins began in ancient times, and was revived at the 1952 Olympic Games in Helsinki. Torino 2006 struck 11 Olympic coins at the Italian Mint – the *Istituto Poligrafico e Zecca dello Stato*. The collection of six silver coins and five gold coins depicted various Olympic winter sports disciplines, monuments of the Turin region and the symbol of the Torino 2006 Olympic Torch Relay. Of nominal value ranging from €5 to €50, the coins were distributed in Italy by the Mint, 3,000 Sanpaolo bank branches and other group banks.

The Torino 2006 philatelic programme, which continued a tradition that began with the first modern Olympic Games in Athens 1896, included a series of seven stamps. One stamp was dedicated to the Torino 2006 mascots, while the others celebrated the cities hosting Torino 2006 competitions. At the commencement of the XX Olympic Winter Games, nine additional stamps were issued, with eight depicting the Olympic winter sports and one dedicated to the Paralympics.

## Torino 2006 Official Licensees

<b>Licensee</b>	<b>Products</b>
<i>Asics</i>	<i>Outerwear, sportswear, casual wear clothing accessories, rucksacks, big bags</i>
<i>AAMS – Cosnsorzio Lotterie Nazionali</i>	<i>“Gratta e vinci” programme</i>
<i>BHolding</i>	<i>Notebooks and lenticular accessories</i>
<i>Boglaffi</i>	<i>Posters</i>
<i>Caffarel</i>	<i>Chocolate</i>
<i>Cattaneo Cravatte</i>	<i>Ties, silk foulard and pochette</i>
<i>Codital</i>	<i>Slippers</i>
<i>Dale of Norway</i>	<i>Norwegian knitwear</i>
<i>EarBags</i>	<i>Earwarmers</i>
<i>Editrice il Castoro</i>	<i>Mascots books for children</i>
<i>Ferrino</i>	<i>Mountain and trekking accessories</i>
<i>Fontanafredda</i>	<i>Wines</i>
<i>Fun Box</i>	<i>Board games</i>
<i>Giemme</i>	<i>Writing instruments, mousepads and umbrellas</i>
<i>Giochi Preziosi</i>	<i>Stuffed toys</i>
<i>Ikon</i>	<i>Celebrative medals</i>
<i>Innov8</i>	<i>Scarves</i>
<i>ISM Ltd.</i>	<i>Video games</i>
<i>Kelemata</i>	<i>Perfume, lipstick</i>
<i>La Stampa</i>	<i>Special projects</i>
<i>Lanterna Magica</i>	<i>Home video cartoon</i>
<i>Mondo</i>	<i>Balls, snow toys</i>
<i>Pastiglie Leone</i>	<i>Candy pastilles</i>
<i>Ravensburger</i>	<i>Puzzles</i>
<i>RCS – Gazzetta Dello Sport</i>	<i>Sports-themed books, DVDs</i>
<i>Segway inc.</i>	<i>Segway human transporter</i>
<i>Seri System</i>	<i>Porcelain accessories [mugs, plates], non-sport luggage, thermal bags, towels, blankets in wool (non-Norwegian) and fleece</i>
<i>Sintesi</i>	<i>Ski helmets, bibs, tubulars, headbands</i>
<i>Smoby Italia</i>	<i>Die cast, pinball game</i>
<i>The Swatch Group</i>	<i>Watches, stop-watches</i>
<i>Tecnoptic</i>	<i>Eyewear</i>
<i>Trofè</i>	<i>Pins, key chains</i>





Langhe  
Denominazione di  
Origine Controllata  
Langhe  
Denominazione di  
Origine Controllata  
Nebbiola Nebbiola



Barbera  
d'Alba  
Denominazione di  
Origine Controllata





# Protecting the Olympic Brand



The value of an association with the Olympic Games is upheld by the strategies and programmes that the Olympic Movement implements to protect the Olympic brand and the Olympic partners' exclusive marketing rights. In 2006, the Olympic Parties – the IOC, the National Olympic Committees and the Turin Organising Committee – combined their efforts to develop and execute strong initiatives to protect the Olympic brand as well as raise awareness of the general public on ambush marketing within the host country and worldwide. Employing successful practices from past Games as well as innovative new methods, the 2006 Olympic Winter Games established a new standard in the protection of the Olympic brand and partners' rights.

## IOC Anti-Ambush Campaign

For Torino 2006, the IOC developed for the first time an international anti-ambush campaign implemented by the National Olympic Committees on the prevention of ambush marketing for the benefit of the Olympic Movement. The objectives of the campaign were to build awareness of the contributions of Olympic sponsors, the threat of ambush marketing and the negative impact of ambush marketing on the Olympic Movement. To this end, the IOC developed and distributed a kit to National Olympic Committees providing guidance on local implementation of the campaign.



The key messages of the campaign communicated the identities, roles and contributions of Olympic sponsors, defined ambush marketing and the damage it can cause to the Olympic Movement and presented ideas on how stakeholders can combat ambush marketing.

### Contents of the Anti-Ambush Campaign Kit

- Two template anti-ambush print advertisements – one all text and one containing visual
- Template letter for local advertising agencies – to solicit their support in the anti-ambush effort
- Template press release communicating the key campaign messages
- Tips for local anti-ambush communications initiatives
- Post-campaign analysis questionnaire

### Implementation

- Anti-ambush campaign kit sent to all NOCs participating in the Torino 2006 Olympic Winter Games
- Kit was produced in three languages – French, English and Spanish
- Intensified application, funding and customisation of the campaign in 11 key markets selected by the IOC on such criteria as the history of ambush activities in the market, the relevance of winter sports in the market and markets identified by the TOP sponsors. The 11 markets were: Belgium, France, Germany, Japan, Korea, Mexico, Netherlands, New Zealand, Slovenia, Sweden and Switzerland.

#### *Implementation Highlights*

##### **France**

Advertisements were published from the end of January to the middle of February 2006, with placement in the leading business newspapers *Le Figaro* and *Le Monde* (717,000 total circulation), in the daily sports newspaper *L'Equipe* and in *L'Equipe Magazine* dedicated to Torino 2006 (724,000 total circulation) and in the two leading marketing and communication publications, *CB News* and *Stratégie*. The campaign was also featured on the French NOC website, the NOC newsletter dedicated to Torino 2006 and will be included in the 2006 annual report. The NOC staged a major press conference on 24 January 2006, which attracted attention from major French media.

##### **Korea**

The campaign was translated into Korean and placed in the magazines *Che Yuk*, *Kook Min Che Yuk 21* and *Si Min Che Yuk*, targeting a broad adult audience. On 6 February 2006, the NOC staged a major press conference that attracted national print and broadcast media attention.







The Korean NOC placed the campaign on its website and distributed leaflets and posters at national sports festivals, to national federations, to local sports organisations, and to Korean NOC local sponsors. Finally, the campaign was featured in the Korean public transport system:

- 3 Seoul subway lines – nearly 2.4 million passengers daily
- 1 Pusan subway line – more than 453,000 passengers daily
- Seoul buses – 33,357 passengers daily
- Pusan buses – 33,357 passengers daily

### **Mexico**

As a result of a major press conference staged by the NOC of Mexico to address the subject of ambush marketing and to introduce the anti-ambush campaign, seven major newspapers in Mexico published articles on the subject on 2 February 2006. The NOC placed advertisements in the sports newspaper *Esto* and the daily newspaper *La Prensa* (750,000 total circulation), in the sports newspapers *Marcador* and *Ovaciones* and in the daily newspapers *El Universal* and *El Sol de Mexico*. The NOC also featured the campaign in its magazine and on its website.

### **Japan**

In February 2006, the NOC of Japan provided extensive national exposure to the anti-ambush campaign by placing the Japanese announcements in numerous publications that covered a range of key demographics and interests:

- The monthly magazine *Nikkei Business* targeting the business community, with a circulation of 331,000 per issue
- The sports magazines *VS*, *Sports Yeah!* and *Number*, with a combined total circulation of 322,000
- The magazines *Weekly Pia*, *Yomiuri Weekly*, *Sunday Mainichi* and *Caz & Mart*, targeting the adult population, with a combined total circulation of 665,000



- The TV guide magazines *TV Pia*, *TV Guide Torino Special* and *TV Station*, with total circulation of 704,000

### **New Zealand**

In New Zealand, the campaign received extensive support from the NOC, with publication of the print announcements in various daily newspapers, prominent coverage in NOC communications platforms, and direct communication with journalists.

- In January and February 2006, the colour advertisement was placed in:
  - the metropolitan daily newspapers *New Zealand Herald*, *Otago Daily Times*, *Dominion Post* and *The Press*, with total daily circulation of 434,483
  - New Zealand's 17 regional daily newspapers, amounting to 51 placements, with total daily circulation of 241,421
  - the national newspapers *Waikato Times*, *Sunday Star Times* and *National Business Review* targeting the business community, with total circulation of 258,411
  - the leading magazines *NZ Listener*, *North and South* and *Air New Zealand* targeting a broad audience
- The campaign was featured in the NOC electronic newsletter and NOC magazine. The NOC conducted direct discussions on the issue of ambush marketing with the media and the issue was raised in 17 different media platforms from January 12 to 21, 2006.

### *Key Results*

- In certain countries up to 73% of the population was exposed to the campaign
- NOCs were vital for the international implementation of the campaign and played a key role when interacting with the local media community
- Unprecedented interest of the media in ambush-related matters
- Growing interest in the NOC community for brand protection matters



## Broadcast and Internet Monitoring

The IOC continued the highly effective practices of broadcast and Internet monitoring during the 2006 Olympic Winter Games. Designed to protect the Olympic Movement and the contractual rights of broadcast and marketing partners, the sophisticated programme monitors global television broadcasts and thousands of web sites for various infringements of Olympic marketing, broadcasting and clean venue regulations:

- Any unauthorised use of the Olympic Marks
- Ambush marketing advertisements
- Commercial overlays on the Olympic Games broadcast, commonly referred to as “clean screen” infringements
- Overt in-studio commercial signage or presence marketing
- Misuse and/or unauthorised use of Olympic properties and/or rights by broadcasters rights holders, Olympic sponsors and NOC sponsors
- Olympic athletes’ and TV presenters’ manufacturers’ label on their clothing exceeding 20cm<sup>2</sup> in size

Compliance monitoring successfully identified infringing material in markets of concern, enabling the IOC to act swiftly for the removal of such activity to protect the Olympic brand and the rights of sponsors, broadcasters and licensees.

- The Olympic broadcast was monitored in 35 key markets
- An efficient communications network and reporting system was constructed between field analysts in 35 countries, the monitoring agency’s offices in several countries, and the IOC officials in Turin
- The programme included around-the-clock monitoring over the course of the first three days of competition

## Clean Field of Play

The Olympic Games is the only major event in the world today that, as a matter of strict policy, maintains a commercial-free field of play, with very limited branding allowed. A clean field of play emphasises sport over the commercial agenda and protects the Olympic brand. This standard also eliminates distracting messages from the field of play and differentiates the Olympic Games from virtually all other sporting events.





torino 2006

torino 2006  
Olympic rings logo

*Passion lives here*

torino 2006

torino 2006







- For several years before the Games, the IOC educated the Turin Organising Committee on branding policies and measures for ensuring strict compliance
- In the year leading up to the Games, the Organising Committee trained venue managers and other personnel on policies and practices for ensuring a clean field of play
- In the weeks and days prior to the Games, IOC brand protection teams toured all venues to ensure compliance with branding guidelines
- During the 2006 Olympic Winter Games, specialists and trained volunteers were deployed daily to ensure branding compliance and to protect the rights of Olympic partners
- The broadcast monitoring programme was instrumental in maintaining a clean field of play, as it enabled further analysis of critical areas
- For more than a decade, the IOC has worked with sporting good manufacturers worldwide to establish the Sports Goods Industry Marketing Code, an agreement that establishes a standard of fair marketing practices by sporting goods companies regarding the Olympic Games, Olympic imagery and Olympic athletes
- Athletes, NOCs, IFs and sports equipment manufacturers also contribute to setting a unique visual stage for the Games by adapting athletes' uniforms to Olympic standards which limit commercial branding

### Throughout the Community

- The support of venue cities and other non-commercial bodies was instrumental to ensure a consistent brand image for the Olympic Games which avoided brand dilution and risks for ambush marketing
- Criminal, financial and civil law enforcement authorities from federal, provincial and municipal levels united forces to combat counterfeit merchandise and ambush marketing



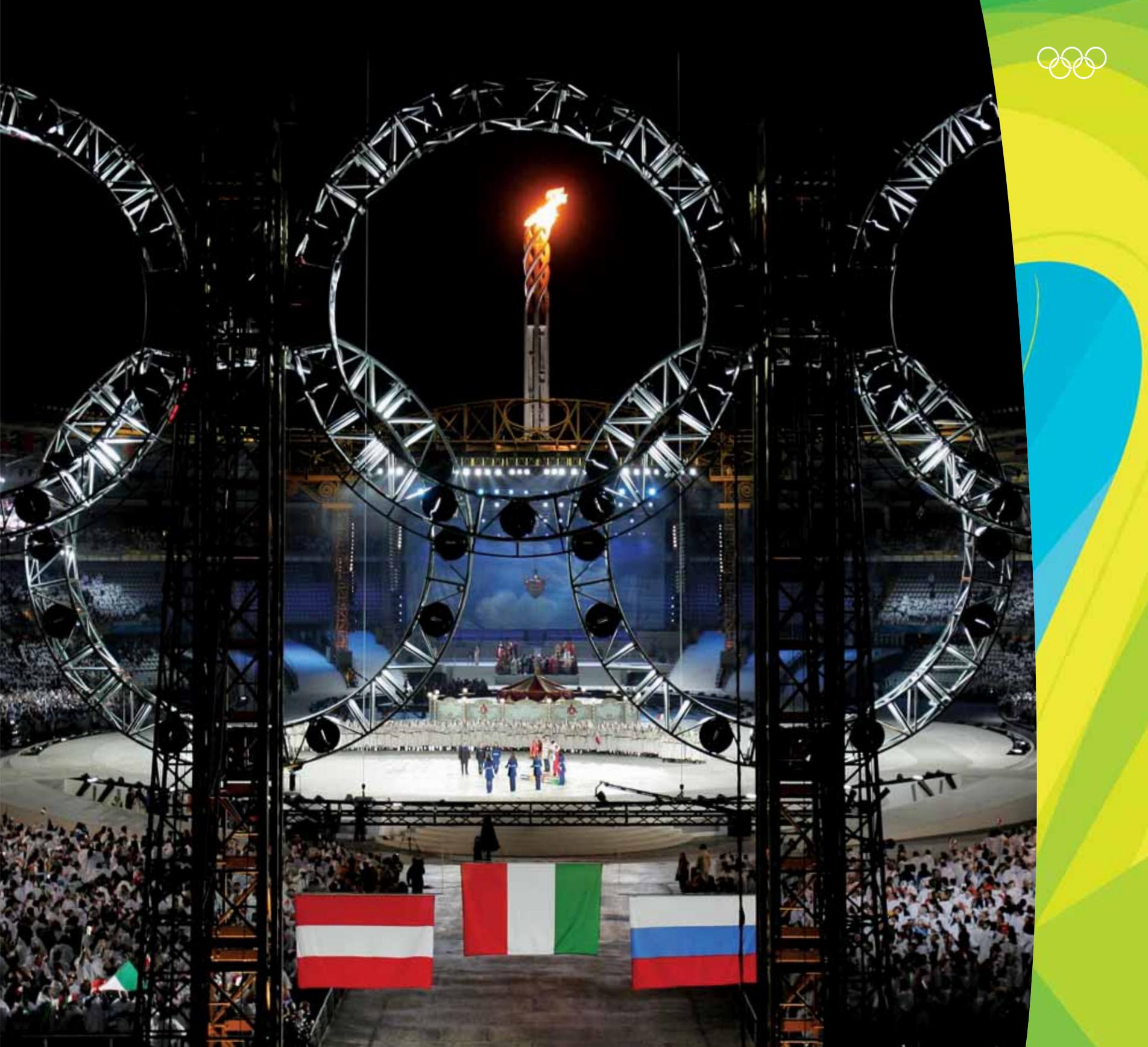
## Olympic Marks Approval

Olympic partners communicate their association with the Olympic brand through the use of Olympic marks, imagery and references. To protect the Olympic brand and to ensure the value of Olympic association for all Olympic partners, all such executions must adhere to established standards of proper usage.

The standards for proper usage of Olympic marks are guided by Olympic Charter and detailed in the *Olympic Marks & Imagery Usage Manual* published by the IOC. With these resources as a basis, the IOC and the Organising Committees review all materials, executions and communications of Olympic sponsors, broadcasters and other Olympic entities that include Olympic references, imagery or marks to ensure compliance with guidelines for proper usage. Furthermore, the IOC and the Organising Committee work to protect the rights of all Olympic partners by preventing and confronting the unauthorised use of Olympic marks, imagery or references by non-Olympic partners.

The Olympic Marketing Extranet online communications resource is instrumental in managing the process of Olympic marks approval worldwide. Known as Athena and managed by IOC Television & Marketing Services, the extranet provides Olympic partners with an efficient and effective means of submitting materials and executions for review and receiving timely approval.







# Acknowledgements



## The Olympic broadcast partners

**United States** – National Broadcasting Company Inc. (NBC)

**Canada** – Canadian Broadcasting Corporation (CBC)

**Central/South America** – Organización de la Televisión Ibero-Americana (OTI)

**Europe** – European Broadcasting Union (EBU)

**Australia** – Seven Network Limited

**New Zealand** – TV New Zealand (TVNZ)

**Asia** – Asia-Pacific Broadcasting Union (ABU)

**Japan** – Japan Olympic Pool

**Korea** – Korean Olympic Pool

**South Africa** – Supersport International

**Middle East** – Arabic Radio and Television (ART)



### Worldwide Olympic Partners



### Main Sponsors





## Official Sponsors



## Official Suppliers



### Editorial / Writing

Karen Webb – IOC Television & Marketing Services  
Chris Redgate

### Design and Production

Touchline

### Photography

IOC, Getty Images, Touchline,  
AFP, Bongarts, Corbis

### Research

Sports Marketing Surveys (SMS)  
Sponsorship Intelligence (SI)

### IOC TMS

International Olympic Committee  
Château de Vidy  
1007 Lausanne, Switzerland  
Tel: +41 21 621 61 11 Fax: +41 21 621 63 59



INTERNATIONAL  
OLYMPIC  
COMMITTEE





*Passion lives here*

