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MASTER EXECUTIF EN MANAGEMENT DES ORGANISATIONS SPORTIVES  
*EXECUTIVE MASTERS IN SPORTS ORGANISATION MANAGEMENT*



**MEMOS XXIV**

2021 - 2022

## **Brand Survey for Fiji Association of Sports & National Olympic Committee (FASANOC)**

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## ABSTRACT

**Purpose** – The purpose of this paper was to understand how FASANOC's brand/logo is perceived and using that information to market ourselves' for future funding partnerships.

**Design/methodology/approach** – A qualitative survey was carried out with 6 primary stakeholders of FASANOC to understand first-hand how FASANOC was seen by them, while an online quantitative survey via Survey Monkey was carried out with the general public and fans of Team Fiji to comprehend our brand.

**Findings** – The first study found that there is a good understanding by the various stakeholders of what FASANOC and highlighted the impact and potential sports has in Fiji. The second study suggested that there is a yearning to be associated with Team Fiji through merchandise and also loyalty towards sponsors who sponsored athletes or were Team Fiji sponsors.

**Keywords** - Branding, Brand survey, Co-creation, Brand Equity, Stakeholder

## RESUME

**Objectif** – Le but de ce document était de comprendre comment la marque / le logo de FASANOC est perçu et d'utiliser cette information pour nous commercialiser en vue de futurs partenariats de financement.

**Conception / méthodologie / approche** – Une enquête qualitative a été réalisée auprès de 6 parties prenantes principales de FASANOC pour comprendre de première main comment FASANOC a été perçu par eux, tandis qu'une enquête quantitative en ligne via Survey Monkey a été réalisée auprès du grand public et des fans de Team Fiji pour comprendre notre marque.

**Résultats** – La première étude a révélé que les différentes parties prenantes comprenaient bien ce que FASANOC comprenait et a mis en évidence l'impact et le potentiel du sport aux Fidji. La deuxième étude a suggéré qu'il y a un désir ardent d'être associé à l'équipe des Fidji par le biais de marchandises et de la loyauté envers les sponsors qui ont parrainé des athlètes ou qui ont été des sponsors de l'équipe des Fidji.

**Mots-clés** Branding, Enquête de marque, Co-crédation, Brand Equity, parties prenantes

## ACKNOWLEDGEMENTS

MEMOS 2021 – 2022, very much like 2020 – 2021 has been a unique and challenging one. With Covid-19 hampering MEMOS for yet another by preventing in person classes, I acknowledge the tenacity and resolve of Professor Benoit Seguin and his team of lecturers in adapting to this crisis. Whilst the online classes were not ideal, we proceeded with the modules and everyone put their best foot forward. Thank you for the resolve to continue this. I for one learnt a lot.

This is the 24<sup>th</sup> edition in English and having been accepted into the program, I thank Olympic Solidarity and IOC for deciding to create this program. It is a great program and one that is catered for sports. I also thank my employer, in particular the President and Secretary General-CEO of FASANOC for giving me this opportunity.

A big thank you to my tutor, Professor Benoit Seguin for your guidance, enthusiasm and insights on the topic of brands and branding and your willingness to assist. FASANOC is now in a better position of understand itself because of your help.

My gratitude to my fellow MEMOS XXIV cohort. Meeting you all from different parts of the world has certainly made the sporting world a lot smaller. I thoroughly enjoyed working and learning with you all through the different modules and I wish you the very best.

My heartfelt gratitude to my partner, Brijal Lad for your willingness to assist with transcribing the interviews to being my biggest fan when speaking of MEMOS. I thank you for the sacrifices you make every day in your efforts to support me.

And finally, thank you mum – for everything.

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## 1. Introduction

### 1.1 Background

FASANOC was founded on 25 March 1949 and was recognised by the International Olympic Committee (IOC) on 20 September 1955.

FASANOC is responsible for entering Fiji's representatives, called Team Fiji in the Olympic Games, Commonwealth Games and Pacific Games. FASANOC also provides technical assistance and funding to its 39-member National Federations (NFs) in the areas of coaching, athlete development, sports medicine and sports administration.

Fiji made its Olympic debut at the 1956 Summer Games in Melbourne Australia and has competed at fifteen Summer Olympic Games, three Winter Games and 9 Paralympics. Its athletes have taken part in 10 different sports, namely archery, athletics, boxing, football, judo, rugby sevens, sailing, shooting, swimming and weightlifting.

At the 2016 Summer Olympics, the Fiji rugby Men's sevens team won a gold medal, the country's inaugural Olympic medal, which they won again at the Tokyo 2020 Olympic Games. The Women's Sevens team also won their first ever bronze medal at Tokyo 2020.

On both these occasions, the wins did wonders for the country and united its people like nothing before. This went on to prove that sports break all barriers and the scenes of euphoria as seen around the world was because of sports. Come Olympic Games time, there is a keen following by the people of Fiji.

Fiji is now ranked 95th on the all-time Summer Olympic medal tally with 2 gold, 0 silver and 1 bronze medal and 4 diplomas. This is quite remarkable for a country of less than one million in population and having their first ever medal come in 2016.

FASANOC is headquartered in Suva, the capital of Fiji and has 11 fulltime staff. Fiji National Olympic Committee is part of Oceania Continental Region, the smallest of the five continents in the Olympic Movement but positioned in the world's largest ocean and probably, the most challenging in terms of distance and isolation.

FASANOC's management structure is made up of a President and Executive Board (EB), Secretary General-CEO (ex-officio) and staff. FASANOC has seven different commissions that report to the EB. Its vision is to – Inspire the people of Fiji through sports excellence.

FASANOC is a registered charitable organization and it sources its funding from the Fiji Government and primarily, the IOC. In the course of its history, FASANOC has been able to setup a commercial venture, a set of apartments that it leases out to fund its operational expenses.

Fiji's participation at various Games can cost in excess of \$1.5m USD per Olympiad, depending on the Games and the number of Games in the year.

Funding remains FASANOC's greatest challenge as even after the 2 wins at the highest levels, FASANOC struggles to attract sponsors and partners however, its National Federation, Fiji Rugby Union (FRU) is growing from strength to strength in sponsorship and revenue.

### 1.2 Purpose of this MEMOS Thesis

With its recent success at the last two Games and also the announcement of the 2032 Olympic Games in Brisbane, Australia, the need to ramp up preparation for its Olympic Sports and also to

qualify athletes on merit is now the focus of FASANOC. To achieve this, FASANOC will need to be strategic in its fundraising as any such program will require heavy funding.

The 2032 Games is being touted as the home Games advantage, given Australia's proximity to Fiji and also that we are exactly 10 years from these Games.

The issue of funding has been around and remains unresolved. The need for proper funding to help NFs to develop, grow and qualify athletes on merit to these Games is pinnacle to FASANOC's success as a high performing National Olympic Committee (NOC) in the Pacific region.

The responsibility of any fundraising sits with the Sponsorship and Marketing Manager at FASANOC. As part of the managers application for MEMOS, the proposed project was to draw up a commercial plan for FASANOC to be able to fundraise \$2m USD for the 2021 – 2024 Olympiad.

~~Upon discussions with the nominated professor for MEMOS, Professor Benoit Seguin, Professor Seguin asked the following questions;~~

- ~~• What are you selling?~~
- ~~• How well is your brand recognized?~~
- ~~• How attractive are you to sponsors?~~
- ~~• What role do Athletes, Sponsors, Government, Stakeholders play in contributing to your brand strength?~~
- ~~• What is its market penetration and how well is FASANOC able to maximize the Olympic Rings?~~

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~~Some poignant questions to which I didn't have the answer to:~~

~~Although FASANOC had undergone a rebranding strategy in 2017, the above information was not available or known. This caused a shift in the focus of the MEMOS project.~~

The purpose of this project is to understand FASANOC's brand strength and marketing appeal. Upon its findings, a commercial plan will be designed from the research results.

This is a challenging task as Fiji is not known for its market research. The market research will require qualitative and quantitative data, analysis and evaluation to comprehend its own brand, its worth.

### 1.3 Research Question

This project aims to 'To understand how FASANOC's brand/logo is perceived ~~and using that information to market ourselves~~' for funding partnerships in the future. It is fragmented into the following broad categories;

- A. What are stakeholder's perceptions of the FASANOC brand in Fiji?
- B. How can FASANOC engage stakeholders and co-create Team Fiji?
- C. How can FASANOC create and sustain brand equity?
- D. How to create effective brand activation strategy with existing stakeholders?

This will be done through literature research and also through data collection to establish this baseline, for any future commercial fundraising plans for FASANOC.

By carrying out this project, FASANOC will be able to better understand how it is perceived by its own NFs, Government, Sponsors, Athletes, Media and Staff. It follows the old adage of, if you cannot measure it, you cannot understand it. If you cannot understand it, you cannot improve it.

This will allow FASANOC to package itself in a positive way to attract sponsors and funding to help it achieve its goals to assist itself and its NFs better.

## 2.0 Review of Current Literature

Fetchko, Roy, and Clow (2012) in their book, Sports Marketing wrote that 'the foundational role of a brand is to serve as the identity of an organization'. As such, developing brand associations is an important component of brand identity. The associations held by stakeholders determine brand identity and is what brand managers seek to inspire audiences to have for the brand through marketing, advertising, and public relations activities (Fetchko et al., 2013).

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To appreciate brands and what it means, the literature review will have a segmented approach. It will cover: 2.1 Fiji as a brand 2.2 Review of the Olympic Brand and inherent brand equity and 2.3 Brand Value and opportunities in Co-creating between FASANOC and its sponsors

We currently live in a branded world. Brands dictate the food we eat, clothes we wear, cars we drive and ideals we align to. The concept of branding is applicable to products and brands.

A Product is defined as "anything that can be offered to a market to satisfy a want or need, including physical goods, services, experiences, events, persons, places, properties, organizations, information, and ideas" (Kotler & Keller, 2015).

A product can be anything from an Airbnb apartment, tours, bottled water, clothes, food, laundry detergent etc.

Take laundry detergent for example. We have similar types but different brands. How can different companies sell the same product but yet convince people to purchase their detergent instead of the one from the competitor?

The answer is by creating a brand.

The American Marketing Association defines brand as "A brand is a name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers".

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It includes the intangibles such as the idea people have in their minds, either practical or emotional regarding a product or service. A brand is a combination of these two components when an individual comes across a name, the message being communicated, logo and visual identity.

Torstein H. Nilson (1998) provides the following definition: "Brand is trust. Trust is a key component of a successful brand, but trust provides significant potential values for both parties". He also points out that the brand is a company's first necessity and that branding is not a function of the marketing department alone, it is a function of the whole company as a unified whole".

Additionally, Schultz and Schultz (2003) emphasize that it is impossible to have a strong brand without a quality product, and if this happens, then as the number of consumers increases, the strength of the brand disappears. In other words, there must be a link between a "quality product" and a "strong brand."

**Commented [LR3]:** Which definition are you using for this project?

Ultimately, a brand is something that resides in the minds of individuals hence the scope of branding expands boundaries.



In the 2016 The Marketing Journal article, “Branding: From Purpose to Beneficence” – Philip Kotler, Kotler says, “A company should not start by setting the brand’s identity. The company should start by setting the brand’s purpose. Brand purpose answers the question of what job is the brand promising to accomplish for the buyer?”

Also mentioned in Branding: From Purpose to Beneficence journal article is, David Aaker. “David Aaker, an expert in brand building, has suggested that a brand should not only define its functional purpose, the job that it is going to do, but also to express the brand’s higher purpose. The higher purpose suggests emotional and social benefits coming from choosing that brand. Coca Cola’s functional purpose is to “relieve thirst with a good taste.” Its higher purpose is to “deliver happiness.”

As echoed by Simon Sinek (2009), know your why? This is great information for FASANOC to consider for its future marketing campaigns.

After conducting the baseline brand survey, and for FASANOC needs to communicate answers to these three questions:

- A. What is the product that FASANOC is offering?
- B. What does the product do?
- C. Why consumers should choose to align themselves with FASANOC.

A branding strategy will only be successful when individuals can answer the above three questions.

## 2.1 Fiji as a Brand

According to <https://www.worldatlas.com/maps/fiji>, the island nation of Fiji covers an area of 18,300 sq.km (7,056 sq mi), in the South Pacific Ocean, some 1,300 miles (2,000 km) northeast of New Zealand’s North Island; comprising of more than 332 islands of which 110 are inhabited, along with an additional 500 islets.

The two largest islands as shown on the physical map (Figure 1) of Fiji are Viti Levu and Vanua Levu, which make up 87% of Fiji’s total landmass. These mountainous islands were formed around 150 million years ago through volcanic activity, and are subsequently covered in thick tropical forests.



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**Commented [LR5]:** Why are you considering FIJI as a brand?

Figure 1 – Geographical location of Fiji. Source: WorldAtlas.com

Most of Fiji's mountains are dormant or extinct volcanoes. Mount Tomanivi, located on the main island of Viti Levu, is the highest point of Fiji, at an elevation of 4,341ft (1,324m) and the lowest point is the Pacific Ocean (0m). Due to the mountainous terrain of these islands, there are several streams and waterfalls.

According to the DFAT Country Information Report Fiji, GDP per capita in 2016 was an estimated AUD6.5 billion and the World Bank classifies Fiji as an upper middle-income country. Poverty remains prevalent: an estimated 28 per cent of the population lived below the national poverty line in 2015. Corruption is perceived to be widespread, but not endemic in Fiji: in 2010, 12 per cent of surveyed Fijians reported paying a bribe. Fiji, as a very small economy, has not been included in Transparency International's recent Corruption Perceptions indices.

Fiji's population is estimated at 900,000 at the 2018 Census. Population growth is low at 0.7 per cent. High birth rates are offset by high levels of emigration, especially of skilled and wealthy Fijians, particularly Indo-Fijians. Approximately 57 per cent of the population is indigenous Fijian and 37.5 per cent of the population is of Indian descent. The balance comprised Rotumans (a distinct ethnic group from the Fijian protectorate of Rotuma), Chinese, Europeans and other Pacific Islanders.

Fiji has had 5 coups starting in 1987 when Colonel Sitiveni Rabuka, a senior Fijian army officer seized power in a coup. Rabuka initially installed an interim government, but staged a second coup in October 1987. In 1990 a new constitution was passed, which enshrined political dominance for indigenous Fijians. Rabuka was elected Prime Minister in 1992.

Since then, Fiji has three more coups and the country will go to the polls in late 2022.

As a brand, Fiji is famous for a few things.

Tourism – Fiji is famous for its national greeting, BULA! in line with its crystal-clear waters, coral reefs, shallow lagoons and white sand beaches that draw in thousands of tourists annually. BULA is only rivalled in the world by Hawaii's ALOHA. Each and every person is greeted with a loud and booming Bula (hello) and eases strangers immediately in a friendly and accepting way. Any visitor to Fiji will confirm this and it does wonders for the tourism industry.

Fiji holds its own brand in the tourism industry for its friendliness, uniqueness and ease of travel against others in the region including similar Asian countries.

Covid-19 – After its first Covid case in March 2020, Fiji went 360 days without a single case of community transmission. This made headlines around the world. In the second wave, Fiji led the world statistics for the fastest and highest level of community transmissions. The Government then went into overdrive and we were making headlines as the fastest country to get its citizens vaccinated against covid.

Fiji Water – marketed as Earth's Finest Water®, Bottled at the source, untouched by man, until you unscrew the cap (fijiwater.com accessed 10 June, 2022). Fiji Water is the most exported product from Fiji. It is a well-recognized global brand and can be spotted at glamour events in the United States. They do a great job of marketing themselves and their Corporate Social Responsibility to the world is equally good.

Fiji Rugby 7s – Fiji is perhaps the first word or image that comes into a fans mind when asked about the sport. They are the reigning and only Olympic Champions along with being four-time HSBC World Rugby Sevens Series winners, two-time Rugby World Cup Sevens winners, and the only country to

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have won the Sevens Treble. The national Men's sevens team and now the Women's teams are good brand ambassadors of the sport and have a global following. They have the most ardent fans and Fiji brings life to the sevens competition.

It also highlights the country's love for sports, a good Olympic following and an unrivalled patriotism which unites the country like nothing else.

The above is some of the brands/ways that Fiji is well renowned for around the world.

## 2.2 Review of the Olympic Brand and inherent brand equity

According to an IOC Report in February 2013, "The Olympic rings remain one of the world's most widely recognised symbols. When asked, 95 per cent of respondents correctly identified the Olympic rings, which outperformed other key global brands across a range of values, including: "Inspirational", "Heritage & Tradition", "Diversity", "Optimistic", "Excellence", "Global" and "Inclusive" (<https://olympics.com/ioc/news/the-olympic-brand-maintains-its-global-strength-and-recognition> accessed 15 June 2022).

This is in line with the 1998 world wide study conducted by IOC, the Olympic brand still maintained its global position (Ferrand, Chappelet and Seguin (2012).

In fact, more than 3.05 billion unique viewers tuned in to coverage across linear TV and digital platforms to watch the Tokyo 2020 Olympic Games (Olympics.com, 2021).

What this proves is the IOC brand has continued its growth over the last twenty odd years using the summer, winter and youth Olympic Games. After all, the Olympic Games is the pinnacle sporting event in the world that brings the whole world together at one venue. It has the highest brand equity for any event, organization or product.

Simply put, brand equity is the commercial value of a brand derived from the customers' perception. There are two predominant schools of thought in brand equity.

Professor Kevin Keller's model (figure 2) from 1997, also known as Customer-Based Brand Equity (CBBE) Model, is based on the idea that in order to build a strong brand you must shape the way your customers think and feel about it. In other words, there's no brand value without customer perception (Keller, 1997)

Keller's approach to brand awareness is via a pyramid, starting from brand identity (answering the question "Who are you?") and ending with "resonance", the stage where customers have a sufficiently positive brand experience that they are ready to advocate for it.

Rivalling this theory is another Professor, David Aaker. Aaker in his 1991 book, Managing Brand Equity proposed brand equity (figure 3) as a combination of brand awareness, brand loyalty and brand associations, which then combines with each other to finally offer the value provided by a product or service.

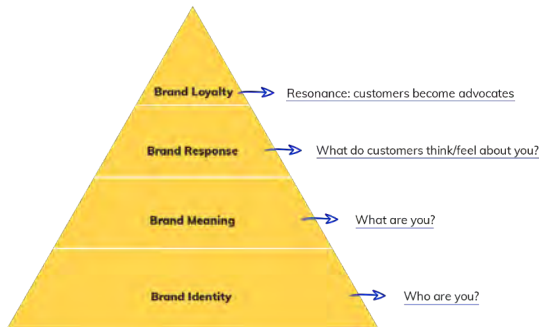
Relative to the IOC and the Olympic brand, both of these theories overlap in many ways and provides ample guidance of what IOC to maintain and grow its brand equity.

Comparatively, Keller's theory is focused on an emotional response created with the customer, whereas Aaker focuses on recognition, how well the brand is known and in what way.

The reason brand equity is important for any organization is the belief that a well-known and strong reputation attached to a brand will generate more revenue and offer opportunities for goodwill as opposed to the lesser-known counterparts.

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### Keller's Brand Equity Model



Aaker's Brand Equity Model

Figure 2 – Keller's Brand Equity Model

Figure 3 – Aaker's Brand Equity Model

It is clearly evident that the IOC is an evolving brand, a brand that is alive and aware. The IOC had the tenacity and grit to deliver the Tokyo 2020 Olympic Games in a Covid-19 gripped world. Along with its values of Friendship, Excellence and Respect, they drove the #StrongerTogether campaign. Which further built their reputation as an organization that truly cares. Further to this, the motto for the Tokyo 2020 Games was United by Emotions. What amazing sense of awareness when the whole world was going through an emotional time as each and every participant of the Tokyo 2020 Games would have been affected at some point by the global pandemic.

Together for a better world is this years Olympic Day campaign which takes into consideration the state of affairs of the pandemic and war between Ukraine and Russia and the International stance on this conflict.

The IOC is a perfect example of an evolving brand with good brand equity and this is something for FASANOC to be able to pull through in its own marketing efforts through brand extension. Seguin, Ferrand and Chappelet (2012) highlighted several benefits of extending the Olympic brand. If the core brand and its extensions have a close relationship to one another, shared values and similar attributes, it can lead to increased strength and favorability of the extended brand, i.e., FASANOC.

### 2.3 Brand Value and opportunities in Co-creating between FASANOC and its sponsors

As seen on the website, <https://olympics.com/ioc/faq/olympic-marketing>, the objectives of the Olympic marketing programmes are:

- To generate revenue to be distributed throughout the entire Olympic Movement – including the Organising Committee for the Olympic Games (OCOGs), the National Olympic Committees (NOCs) and their continental associations, the International Federations (IFs) and other recognised international sports organisations – and to provide financial support for sport in emerging nations.
- To build on the successful activities developed by each OCOG and thereby eliminate the need to recreate the marketing structure with each Olympic Games.
- To ensure that the Olympic Games can be experienced by the maximum number of people throughout the world principally via broadcast coverage.
- To protect and promote the equity that is inherent in the Olympic image and ideals.
- To control and limit the commercialisation of the Olympic Games.

**Commented [Ben10]:** what is brand co-creation? You should refer here to Joines (2005), Helms and Jones (2010), Hatch & Schultz, 2010, and other articles but justy need to elaborate more and refer to thse in your discussion later ... key learnings form the literature should help you understand your results and make strong recommendations!

- To create and maintain long-term marketing programmes.
- To enlist the support of Olympic marketing partners in the promotion of the Olympic ideals.

The Olympic Games has come a long way from being a Greek Religious festival to now being the pinnacle of sports and the greatest sports event for over a century.

An event where athletes competed in honour of Zeus now compete for their respective countries and return home as heroes.

An event that featured no Women in the ancient Games to Tokyo 2020, where there was equal representation of Men and Women however, sponsorship has remained ingrained in the Games from the first Games in 776 BC.

In ancient Greece, cities would sponsor participant athletes by providing athletic facilities, equipment and trainers (Giannoulakis, Chrysostomos, et al. 2008). Although winners were only awarded a crown of wild olive leaves, both they and their sponsor cities won huge renown (Badinou, 2001).

Following the unexpected financial success of the 1984 Games, the IOC realised that corporate sponsors could provide the Olympic Movement with substantial profits. Thus, sponsorship became an integral part of the Movement (Giannoulakis, Chrysostomos, et al. 2008).

The IOC is able to attract commercial organisations, host countries and cities, technological companies to co-create an event where the end product is national pride which is buoyed by the Olympic Values of Friendship, Excellence, Respect. Scenes, images, stories are underpinned by the Olympic motto of “Faster, Higher, Stronger – Together” or in Latin, “Citius, Altius, Fortius – Communiter”.

The International Olympic Committee (IOC) now runs an efficient Marketing program, called The Olympic Program (TOP). The success of this program can be seen in IOC President, Thomas Bach’s speech at the ANOC General Assembly, 2021 in Crete where in the President’s Speech, he mentions that not a single Partner from the TOP program has left the IOC despite COVID-19 running havoc throughout the world.

On the contrary, the IOC has been joined by new partners and countries expressing their interest to host the 2036 and 2040 editions of the Olympic Games, as mentioned by Bach.

Also, the IOC has secured revenue for the 2029 – 2032 Olympiad to the tune of \$4.1 billion USD, allowing for stability and confidence of future organizing committees to plan and host Olympic Games (IOC presentations at XXV ANOC General Assembly, Crete, 2021).

The above goes on to highlight a few things, if FASANOC and any other National Olympic Committee (NOC) are to attract funding and long-lasting relationships, they need to have confidence in the organisations values and confidence in governance.

Like Coco-Cola, the IOC doesn’t sell a product. They sell emotions. IOC may not own any of the athletes but they use the athletes stories of hardship, dedication, commitment to highlight how they push past human limits, break barriers and inspire millions.

Take for example the Proctor & Gamble ads from 2010 to 2018 which focuses on athletes mums. These ads are seen as a beacon of brand creativity and nothing is lost, only gained, by P&G. The focus on the human element, emotions, setbacks, love and support is perfectly coupled with the Olympic games.

There is a lack of focus on any products, but instead, the experiences of exceptional people and the similarities to "everyday" people, mothers and family members. They are the connector of the ordinary and extraordinary, they are ones that do the "Hardest job in the world, is the best job in the world" as the 2012 video envisaged. It's not so much what they do, it's why they do it. The love and dedication to their children.

And it is these children that we all identify with, come Games time.

This is a perfect example of co-creation. Co-creation is simply the collaborative development of new value (concepts, solutions, products and services) together with experts and/or stakeholders (such as customers, suppliers etc.). Co-creation is a form of collaborative innovation: ideas are shared and improved together, rather than kept to oneself.

Voss and Gammon (2004) wrote, a growing stream of literature supports the idea that an alliance with a well-known reputable brand can improve consumer evaluations of perceived product quality as well as attitude toward the brand (Voss & Gammon, 2004).

The IOC proves that forming brand alliances with the right partners can provide companies with numerous benefits, which can include raising awareness, facilitating new product introduction, entering new markets, decreasing risk and cost, and enhancing a competitive position in current markets (Ferrand, Chappelet, & Séguin, 2012).

"Without the support of the business community, without its technology, expertise, people, services, products, telecommunications, its financing – the Olympic Games could not and cannot happen. Without this support, the athletes cannot compete and achieve their very best in the world's best sporting event.", Dr Jacques Rogge, the President of International Olympic Committee (International Olympic Committee Official Website) (as seen on <https://thesportjournal.org/article/marketing-and-promotion-of-the-olympic-games/> accessed 28 June, 2022).

This is something for FASANOC to aspire to.

#### 2.4 Summary

The research notes for this literature review highlights that brand and building brands is anything but static. A stock has to be taken of the brand equity of the FASANOC brand and great inroads need to be taken to make FASANOC attractive to its stakeholders to co-create and present a truly patriotic brand.

Outside of the Olympics, FASANOC is unable to garner the same interest and following. Alternatively, Fiji Rugby Union has a visible national following.

The challenge of a commercial plan for FASANOC is to also raise its profile, by truly leveraging the Olympic brand. But in a way that humanizes the brand.

### 3.0 Methodology

#### 3.1 Types of Research

With the shift in focus from a Commercial Plan for FASANOC to now one that focuses on the brand perception of FASANOC, to truly understand who we are and how FASANOC can use this information to create value.

I approached it via qualitative (personal semi-structured interviews with different stakeholders) and quantitative (an online survey using Monkey Survey which was distributed by via FASANOC's Facebook page, @FASANOC).

**Commented [Ben11]:** Here you could say that this was exploratory research because you do not have much information on the object under study (i.e. FASANOC brand) and you use a mix-method approach, with both qualitative (interviews) and quantitative (questionnaire) ... so this section will need to be reshaped.

**Commented [LR12]:** Do not use 'I' in your project. Please avoid all personal pronouns.

I began with having a look at various qualitative/quantitative research/survey questions and was in a back-and-forth contact with Professor Benoit, where we settled on the list of 2 sets of questions as seen in Appendix 1 & 2.

**Qualitative Research** – These were based off an established set of questions and depending on the nature of the responses, allowed for probing and exploring of whatever was being said. This allows interviewees to speak freely on various topics and allows the interviewer to ask additional questions. All interviews were face to face interviews.

**Quantitative Research** – Facebook is Fiji's most highly used Social Media Platform and Team Fiji has a following of 23,000 followers. It was decided with the assistance of Professor Benoit to explore some quantitative questions to ask the general public on how they perceived the FASANOC brand.

### 3.2 Stakeholders

Jones (2005) emphasized the importance of including the stakeholders in the brand strategy because they can have an impact on its value and its equity.

Commented [Ben13]: good!

FASANOC or any NOC for that matter does not operate in isolation. It has many stakeholders and it was important to select a cross section to best comprehend our brand. Our stakeholders are the ones FASANOC wishes to co-create with.

Some of our stakeholders have a steady constant relationship with us and others are occasional or linked to special events.

Please see Figure 5 – FASANOC's Stakeholders

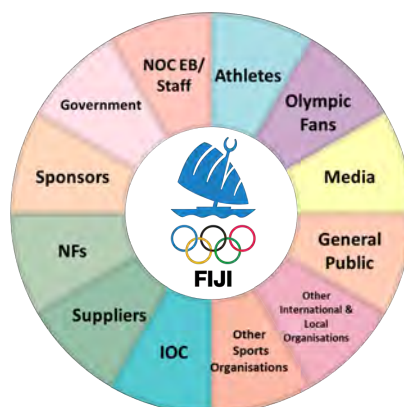


Figure 5. FASANOC's Stakeholders. Adapted from Jones's Stakeholder Daisy Wheel

For the purposes of this project, there were 6 Primary Stakeholders who were selected to be interviewed for this project. Primary stakeholders are entities without which FASANOC cannot survive. Jones (2005) defined primary stakeholders as "those with whom there is a regular interaction and are stable"

The Primary Stakeholders of FASANOC are;

- i. Government
- ii. Athletes

- iii. National Federations
- iv. Sponsors
- v. Media
- vi. NOC Employees/Executive Board Members

#### **Data Collection Subset**

3 individuals from the below category were selected for FASANOC's brand survey.

##### **Stakeholders**

- Athletes
  - Current and Past Olympians
- Government
  - Ministry of Youth
  - Fiji National Sports Commission
  - Fiji Sports Council
- Sponsors
  - Existing Sponsors
- Staff and Executive Board Members
  - President
  - Senior staff members
- Media
  - TV Broadcasters
  - Newspapers
- National Federations

##### **Out of scope Stakeholders are**

- General Public
- Sports Fans
- Other Sports Organisations
- The IOC
- Suppliers
- Other Local & International Organisations

### **3.3 Data Collection**

#### **3.3.1 Qualitative Analysis**

In preparation of the interviews, questions were emailed when a date and time was confirmed for us to meet. Following each interview, the interview was transcribed to explore opportunities and feedback that were discussed.

Semi-structured interviews were performed in order to get first hand understanding of FASANOC's brand perception as seen by the stakeholders.

Semi-structured interviews are concise in nature while still allowing for explanations. They provide an interesting approach in the data collection since one can restrain the collection of irrelevant data and allow for clarifications during the interview.

The questions used in the qualitative survey can be seen in Appendix 1.

The first six questions of the questionnaire were designed to initiate conversations about brands, brands in Fiji in particular before emphasis was put on FASANOC.



Aligning interviews posed the biggest challenge for the qualitative analysis part of the project. Six of the scheduled appointments were shifted by the interviewees for various reasons and this meant that I was only able to interview 14 individuals from my planned 18. However, the six primary stakeholders were represented by at least 2 respondents each.

Summary of interview data can be seen in Table 1.

#	Stakeholder Group	Organisation	Position	Duration
1	Media/Newspaper	The Fiji Times	Marketing Manager	38mins
2	Media/TV Broadcaster	FBC TV	Sports News Producer	22mins
3	Government	Sports Council	CEO	25mins
4	Athlete	Fiji Football	Just Play Co-ordinator	32mins
5	Athlete/Olympian	ONOC	Information Services Assistant	43mins
6	Staff/EB	FASANOC	President	55mins
7	Government	Fiji National Sports Commission	Chairman	52mins
8	National Federation	Fiji Swimming	Confidential	38mins
9	National Federation	Weightlifting Fiji	Confidential	23mins
10	Media/Radio Station	Communications Fiji Limited	Senior Journalist	36mins
11	Sponsor	Fiji Water	Director External Affairs & Community Engagement	49mins
12	Sponsor	Star Printery Ltd	Director	22mins
13	Government	Ministry of Youth & Sports	Senior Coordinator of Sports	28mins
14	Staff	FASANOC	Confidential	34mins

Table 1. Interview list in order of interviews.

### 3.3.2 Quantitative Analysis

FASANOC has a following of approximately 23,500 followers on their Facebook page, facebook.com/fasanoc. For the Quantitative Analysis, a FASANOC brand survey was generated using Survey Monkey and distributed via FASANOC's Facebook page. The survey had 25 questions and would take a respondent 8 mins to complete.

Along with brand survey related questions, a few questions about how the public felt about FASANOC's sponsors and how would they would be perceived if they were seen to help athletes were included in the survey. This was a good opportunity to get some insights on this so when discussions are held with sponsors, evidence can be provided in customer sentiment.

The Quantitative survey was segmented to gather basic demographic information, Olympic following in Fiji, about Team Fiji, merchandise opportunity and social media following.

The Survey lasted to two weeks and three Team Fiji Tracksuits from Tokyo 2020 Olympic Games were offered as a prize to reward participants for their time and effort.

The survey was answered by 103 people from around the world. Majority of the respondents were from Fiji but we had responses from Australia, New Zealand and one from Italy.

The Quantitative survey yielded some good insights on how the brand was perceived and how one could add value to FASANOC.

### 3.4 Data Analysis

Professor Benoit's advice for analysis was look for common themes, what is being said by different stakeholders. The findings below show the main themes and these were compared to the quantitative analysis responses to support this study.

**Commented [Ben14]:** It is not about me here you need to explain the type of analyses conducted using the literature to help you ... review previous MEMOS project that I sent you to help you with this. Actually, to help you with the entire section.

## 4.0 Results

### 4.1 Qualitative Results

During the data collection phase in the semi-structured interviews, it was evident that there were a lot of similarities in the responses from the various stakeholders.

These key findings have been grouped under six thematic areas that was mentioned by the different stakeholders.

#### 4.1.1 Rugby

Since our 3 medals at the Olympics have come from the sport of rugby sevens, rugby plays a key role in Fiji's success and the subsequent identity of Team Fiji. from the stakeholders are summarized in Table 2.

The inclusion of rugby in the Olympics is the only reason for FASANOC's success at the Olympics. Rugby was mentioned in some context by 5 of the 6 stakeholders.

One sponsor mentioned that the general public is unable to tell FRU and its mandate apart from FASANOC's mandate and the HSBC sevens circuit from the Olympics.

This can also be supported by the fact that FASANOCs Facebook following grew by 13,000 followers during the Tokyo 2020 Olympic Games but only grew by a further 372 followers from the recent 2022 Pacific Mini Games. The social media coverage at the Mini Games was much better than that from Tokyo.

FASANOC believes the reason for this is that whilst Team Fiji is made up of athletes from various sports, the nations interest in Team Fiji is most when rugby is involved. FASANOC is lacking in awareness in general compared to FRU.

As recorded in the literature review, the foundational role of a brand is to serve as the identity of an organization (Fetchko, Roy, and Clow (2012).

It is evident from the above that more work is needed to promote what FASANOC does.

#### 4.1.2 Patriotism and National Interest

Going by the last two Olympic Games, Fiji has shown its highest level of patriotism in the lead up, during and immediately after the rugby tournament at the Olympic Games.

During this time, the allegiance to Fiji's flag is the highest. Cars, public transport vehicles, social media posts and people can be seen sporting the Fiji flag.

Patriotism and or reference to the flag was made by four of the six stakeholder groups.

One Government stakeholder said, take a look at the frenzy the fans get into immediately after Fiji won the last two finals. Fiji is a sports fanatic country. For a small nation like Fiji, we just proved we are the best in the world.

The joy experienced by the nation when Fiji wins is amazing to see. This is in line with the Fiji brand recorded in the literature review. Also, Team Fiji is synonymous to sports in Fiji as confirmed by the understanding of the different stakeholders.

**Commented [Ben15]:** The table and discussion below does not consist of a 'thematic' analysis. As discussed, this section will need to be re-worked. Each themes have to be discussed in light of what they mean to you (your NOC) and in the context of what you learned in the literature review. In discussing each theme, you may want to have a quote from one of your interviews to explain the theme or to illustrate your theme.

**Commented [RR16R15]:** I've removed the old table but left this note here for me to reference against.

On the same note, Fiji also has one of the highest statistics of Non-Communicable Disease related amputations (<https://fijilive.com/news/2022/02/traditional-medicine-leads-to-amputations/76537>.Fijilive accessed 17 July, 2022). Fiji NOC has an opportunity to use this national platform to promote health and wellbeing as a matter of national interest and to really collaborate with Government to grow sports in the country.

#### 4.1.3 FASANOC

The two National Federations interviewed mentioned that communications from FASANOC were either late, last minute or not communicated.

One NF said we've attended strategic planning workshops where all NFs provided their input. A few months later, we're given a document to finalise but nothing was circulated immediately after the workshops. On the same note, during Games time we get lots of emails and some require action within 2-3 days of having received the email. There were stakeholder engagements held after the Tokyo 2020 Olympic Games however we are yet to receive these reports.

Relative to the NOC, FASANOC needs to improve its strategic planning and communications between NFs and FASANOC. This includes the improvement of support structures – financial, technical to help sports in Fiji become competitive.

Further to this, one Government official and the NFs mentioned that FASANOC needs to remove levies on NFs to participate at the Games. Currently all NFs contribute towards participation in all multigames events that FASANOC attends.

Another Government official suggested to split FASA (Fiji Association of Sports) from the NOC. This way, FASA can work with stakeholders and promote their partners in all local and international competitions where possible to help raise funds and keep the Olympic requirements as part of the NOC.

However, all stakeholders reported positively on sourcing information on Team Fiji from FASANOC's Facebook page in particular the media group.

Both the representatives from the sponsors group spoke of ambush marketing and more work is needed to prevent it from happening to safeguard their own interests.

#### 4.1.4 Athletes

Athletes were mentioned by all six stakeholder groups and of their importance. One government official said without athletes, you do not have Team Fiji. A sponsor said athletes are your greatest strength.

While FASANOC reports on results, athletes ought to be celebrated before, during and after the Games. Our athletes come from humble beginnings, some very interesting back stories and these need to be shared with the public.

The above suggestion can further enhance the Team Fiji brand and create engagement with the public.

#### 4.1.5 Working with Stakeholders

Whilst FASANOC has a few sponsors, both sponsors felt that there is a lot of weakness in collaborations with FASANOC.

There is a need to build capacity and collaboration with all different stakeholders to really grow the brand and its values.

One Government respondent suggested that FASANOC have a lesser territorial attitude but more of 'how can the athlete gain from your sponsorship before the Olympics?'".

FASANOC President said that the Sponsorship and Marketing team needs to be the biggest team within FASANOC to really drive the commercial aspect of the organisation.

FASANOC needs funding to attend Games but the potential to work with other stakeholders presents a big opportunity for FASANOC to improve in this space for the delivery of its own goals.

Several stakeholders suggested working with other stakeholders to not only improve sports but the nations well-being. FASANOC has the capacity and ability to do this but it is still unable to attract partners willing to work with FASANOC.

The first and foremost opportunity lies with the NFs. This will mean an NF agreement to allow access to athletes for national campaigns, greater collaboration and integration outside of Games time.

Allowing access of the Olympic rings to NFs can also lead to revenue generation for both parties and contribute to the success of the sport.

#### 4.1.6 The Olympic Brand

All stakeholders were familiar with the Olympic brand, Games and the Olympic Rings. All interviewed parties watched the television coverage of the Olympic Games, spoke about it, researched and read about it in the newspapers or social media.

The stakeholders had different interpretations and reasons for their own interest however there were similarities of excellence, peak performance and unusual sports we don't have here in Fiji.

#### 4.2 Quantitative Survey Results

The Quantitative survey confirmed some already known facts however it also highlighted some very good points. It paints a picture on who we are, what we are doing and how we tend to ignore them, or not give it priority. Full survey results can be seen in Appendix 3.

##### 4.2.1 About the Respondents

The age of the respondents varied from 74 years to 14-year-old with an average age of 38. The Standard Deviation for the population was 12.14.

The respondent population was made up of 59% Males and 41% Females of which 95% had participated at some level of sport, be it recreational, competitive or high-performance sport.

Close to half of the respondents said that had graduated from university.

This showed that is a following of Team Fiji by people who are interested in sports and the ages vary from youth to senior citizens.

##### 4.2.2 Olympic Following

All 103 respondents answered affirmatively to watching the Olympic Games when the Games are on with 51% watching between 2-3 hours of coverage per day.

55% of these respondents watched the coverage regardless of what sport was being aired on TV.

When they were asked to rate their level of interest between 5 major sporting events, the Olympics came in third behind the HSBC Rugby 7s series followed by the Rugby World Cup and then the Olympics. Formula 1 racing was thrown in the mix and it does not have a following here in Fiji.

Rugby is Fiji's National Sport and Fiji is the only country to have won Gold in the Rugby 7s competition in the world which explains the big following.

#### 4.2.3 Team Fiji

When asked how the respondents which three attributes from a choice of 12 attributes best described Team Fiji, they responded with

i.	Motivational	49 responses
ii.	Determination	46 responses
iii.	Sporting Excellence	46 responses

Further to this, when asked to select 3 words from 25 words which best describes Team Fiji, these were

i.	Filled with Passion	37.25%
ii.	Inspirational	32.25%
iii.	Excellence	30.39%

**Commented [Ben17]:** number of respondents or % .... need to be consistent!

Excellence was the stand out element here coupled with passion and motivational.

The Bronze medal win by Team Fiji's Women's Rugby 7s team did wonders for Fiji. It mobilized so many girls here to take up Rugby and try to better their lives through this sport.

Rugby has seen an influx of new athletes to their sport. Established soccer player have also made the move to rugby after seeing their inspirational finish at Tokyo 2020.

#### 4.2.4 Merchandise Opportunity

The survey first asked the respondents if they noticed the different uniforms teams wore during Games time to which 93% respondents said they did. 96% of the respondents said they would like to be in the same uniform as Team Fiji.

When asked which merchandise items they would shop for, the top 5 items were

- i. Team Fiji Tee Shirts
- ii. Team Fiji Hoodies (Zip-up or Pullover)
- iii. Team Fiji Caps/Bucket Hats
- iv. Team Fiji Rugby Jerseys
- v. Team Fiji Towels

After the Rio 2016 gold medal win in Rugby, **jerseys were flying out the door**. The 2020 Olympic win was hampered by the global pandemic but with the world in recovery, Paris 2024 merchandise range could be the potential to grow the Team Fiji following through use of the above merchandise range.

#### 4.2.5 Social Media Following

When asked how did Team Fiji fans keep up with news of their team during the Olympics, 76% responded with a combined following of television, newspapers and social media platforms.

Of the many social media platforms, Facebook still remains the mostly used and widely distributed platform (63%) with Instagram coming in second at 15%.

This is in line with the ANOC Social Media Dashboard which confirms Fiji's likeness towards Facebook.

Also, 73% of the respondents are aware of the upcoming Games that Team Fiji will compete in the next Olympiad.

#### 4.2.6 FASANOC Sponsors & Marketability

60% of the respondents said they are more likely to support a company that is a sponsor of FASANOC than a company that is not. A further 57% of the respondents said they are likely to buy products from companies that are sponsors of FASANOC vs. non-sponsors.

55% of the sample population agreed to the question, companies that sponsor FASANOC are industry leaders.

Further to this, 85% of the population would be more willing to support FASANOC sponsors if it was clear that their commercial spending was helping FIJI athletes participate in the Olympic Games. 46% of this was strongly agreeing to this.

62% answered affirmatively to "I try to purchase products which are advertised during the Olympics."

When asked to choose from a list of local companies as to establish if the population knew FASANOC's sponsors, the top 10 ranked organisations are;

- i. Fiji Water
- ii. Fiji Airways
- iii. JR White
- iv. Nike
- v. Vodafone
- vi. ASCO Motors
- vii. Star Printery
- viii. The Fiji Times
- ix. Fiji TV
- x. Pure Fiji/DHL

Current partners of FASANOC are Fiji Water, Nike, Vodafone, ASCO Motors, Star Printery and The Fiji Times.

Other companies were thrown in the mix to gauge reaction. Fiji Airways is the major sponsor of Fiji Rugby Union and Fiji Airways logo can be seen on the jersey during the circuit.

When asked, if you learned that a company sponsored Team Fiji, how would you be most likely to react? 95% said they would be happy to hear it.

#### 5.0 Discussion and Conclusion

Going by the results of the two surveys, it is evident that FASANOC and Team Fiji have a broad following in Fiji.

For a country of 900,000 people, they closely follow the Olympic Games and watch TV coverage every day despite the sport being aired on TV.

Team Fiji, its athletes and performance is described as motivational, inspirational and passionate that is underwritten by excellence.

**Commented [Ben18]:** Obviously, this needs to be expended quite a bit.

There is a big room for merchandise opportunity which currently does not exist and Facebook is the choice of social media following.

The public has a sense of affinity to sponsors of Team Fiji and this information needs to be communicated more clearly for the benefit of both parties.

The above answers the two questions asked in the introduction,

- A. What is the product that FASANOC is offering?
- B. What does the product do?

However, in answering C. Why consumers should choose to align themselves with FASANOC, it appears a lot more work is needed to be done by FASANOC and its Sponsors in communicating their mutual relationship to the public.

The suggestion to split the 'amateur sports' aspect of the organization from the National Olympic Committee could yield more sponsorship rights and access to co-create with local stakeholders.

## 6.0 Limitations

The study focused solely on FASANOC brand by a staff of FASANOC. Whilst it was important to learn its brand perception, everyone interviewed in the qualitative survey is known to me. The need to be careful to not interfere with the responses and create a safe space was challenging but it may also have led to restraint in the answers from the respondents.

The inability to interview all 18 stakeholders to widen the information pool could be a possible hindrance to other factors not already discussed however this is a good start, seeing that this is the first ever brand survey conducted for learning purposes.

Whilst the survey was purely around branded, the responses were varied in nature and it ranged from operational issues to logistics and marketing. This was out of scope but welcomed since a study of this nature had not been done previously with stakeholders.

There is no way of knowing the quality of the quantitative responses were honest enough or was it done to complete it in order to be in the running to win a Team Fiji tracksuit.

A lot of the comparisons and feedback was around the performance of rugby as part of Team Fiji. There are other sports that make up Team Fiji at the Olympic Games however the bias may skew the results.

A lot of the listed recommendations below are already known to FASANOC and has not been implemented due to financial constraints. A financial plan and costing prior to implementation will allow FASANOC to implement feasible projects.

## 7.0 Recommendations

Based on the outcome of the survey, below are some recommendations (Table 3) to maximise learnings to propel FASANOC towards a viable commercial plan and improve their current branding.

#	Recommendation	Action	Lead	Timeline
1	Involve stakeholders on possible areas of co-creation	Identify areas where FASANOC and stakeholders can co-create  Finalise projects on identified areas	Secretary General Marketing Manager	October 2022

Commented [LR19]: I assume this will need revising.

2	Sponsorship Summit	Organise a sponsors/interested parties summit and share online survey results	Marketing Manager	October 2022
3	Develop Merchandise Range with Nike	Collaborate with Nike to release merchandise range for Paris 2024 Local Nike retailer involvement Involvement of FRU to advertise rugby jerseys	Marketing Manager	November 2022
4	Prepare Strategic Plan to promote Team Fiji during Games times and out of Games times	Take notes from bigger, successful NOC's on their approach and replicate	Marketing Manager	November 2022
5	Copyright and Ambush marketing training	Prepare content on ambush marketing which is to be shared with media organisations, local companies and the public Share Trademarked items	Marketing Commission	October 2022
6	MOUs with Media Companies	Work with all media companies as Team Fiji is of national benefit	Marketing Manager	August 2022
7	Social Media Activation	Enhance Facebook content but customize content for other social media platforms available in Fiji	Media Officer	August 2022
8	Paris 2024 Activation in collaboration with NFs	Prepare athlete activation plans for Paris 2024 to present athletes as national heroes well before the Games	Sports Development Manager Marketing Manager	November 2022
9	Information support and education for NFs, athletes and entourage	Educate NFs and entourage on the inner workings of FASANOC, IOC rules and responsibilities	Sports Development Manager Media Officer	December 2022

Table 3. Summary of recommendations

## 8.0 References

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## 9.0 Appendices

### 9.1 Appendix 1 Qualitative Survey Questions

### 9.2 Appendix 2 Quantitative Survey Questions

### 9.3 Appendix 3 All Response Data from Quantitative Survey