



THE OLYMPIC
> STUDIES
CENTRE

Olympic Movement Marketing History: Information Sources

Bibliography

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> FOREWORD

The objective of this document is to present an overview of existing publications on the topic of the history of Olympic marketing as it relates to the International Olympic Committee (IOC), the Olympic Games and Olympic Games Organizing Committees (OCOGs) and to certain members of the Olympic Movement. The primary focuses are on highlighting Olympic marketing elements in terms of content coverage (topics and years covered) and providing a qualitative selection and assessment per theme.

Additionally, in annex, an expanded 'selective' bibliography of documents for each element is also provided. The documents are gathered from public sources and are comprised of both hard version editions and, where available, links to electronic versions have been provided. Sources without links to electronic versions are available at the IOC library. For consultation and borrowing information, contact studies.centre@olympic.org

1. KEY IOC / OCOG MARKETING DATES & STATISTICS

There are a number of existing documents that have been written on the subject of Olympic marketing, both in relationship to IOC initiatives and those managed by an Olympic Games Organising Committee. A key feature of these documents is the presentations of timelines, facts and statistics.

More specifically, core information that is covered includes the following elements:

- Key dates, innovations and 'firsts' in the evolutionary timeline of Olympic marketing history or specific to a single element such as television broadcasting
- Revenue generation and distribution statistics (numeric, percentage, monetary) for elements such as television broadcast fees, sponsorship, ticketing, etc.
- Olympic Games accreditation statistics (numeric, percentage) for media in general or broken down by media categories

Best Sources of Information:

- > Landry, Fernand and Yerlès, Magdeleine, *The International Olympic Committee – One Hundred Years – The Idea – the Presidents – The Achievements*, vol. III, Lausanne: International Olympic Committee, 1996, Chapters 6 & 7.
- > *Marketing Fact File*, Lausanne: International Olympic Committee. 1997-
- > *Marketing Matters* – various editions published by the IOC (1993-2004)
- > *Marketing Report* – Games specific editions published by the IOC (2000-2016).
- > Official Reports produced by the respective OCOGs
- > Puig, Josep Maria, *Olympic Marketing: historical overview: university lectures on the Olympics*, Bellaterra: Centre d'Estudis Olímpics (UAB), 12, 2010.

2. MARKETING ADMINISTRATION BY THE IOC

1.1. OLYMPIC MARKETING DEPARTMENT / MERIDIAN MANAGEMENT / ITMS

To date, researchers/authors have focused more on the programmes and results of Olympic marketing rather than on the actual organisational structure behind the IOC's administration of its marketing activities.

More specifically, those who have referred to the IOC's marketing administration have mainly done so as part of a presentation of the evolution that has taken place within their own topic area. The related content focus of existing documents has thus far been largely placed on the following elements:

- Historical information on the origins of the department and the IOC's motivation behind establishing it
- Key dates in the evolutionary timeline of the IOC's Marketing Department
- Mention of who the key individuals/entities were as well as why and how they were involved in changing 'versions' of the marketing department's organisational structure

Best Sources of Information:

- > [Barney, Robert K., Wenn, Stephen R. and Martyn, Scott G., *Selling the Five Rings: the International Olympic Committee and the rise of Olympic commercialism*, Salt Lake City: The University of Utah Press, 2002.](#)
- > [Ferrand, Alain, Chappelet, Jean-Loup, Séguin, Benoît, *Olympic Marketing*, New-York: Routledge, 2012.](#)
- > ["Marketing Department Set Up", *Olympic Review*, 1989 March, no. 257, p. 71.](#)
- > [O'Reilly, Norm, Pound, Richard W., Burton, Rick, et al. *Global sport marketing: sponsorship, ambush marketing, and the Olympic Games*. Morgantown: Fitness Information Technology, 2015.](#)

1.2. LINKS TO IOC COMMISSIONS

While not a primary focus, the topic of the association between IOC Commissions such as Finance, New Sources of Financing, and Radio and Television and the Committee's Olympic marketing efforts can be found in a limited number of existing documents due to the role that the Commissions play.

More specifically, those who have made reference to the Commissions have mainly done so as part of a presentation of the evolution that has taken place within their own topic area. The related content focus of existing documents has thus far been largely placed on the following elements:

- Details of why and how certain Commissions were involved in the IOC's administration of Olympic marketing

Best Sources of Information:

- > Landry, Fernand and Yerlès, Magdeleine, *The International Olympic Committee – One Hundred Years – The Idea – the Presidents – The Achievements*, vol. III, Lausanne: International Olympic Committee, 1996, pp. 172-173, 175.
- > Wenn, Stephen, *A History of The International Olympic Committee and Television, 1936-1980*, University of Pennsylvania, August 1993, PhD dissertation.

2. PROTECTION OF THE OLYMPIC PROPERTIES

2.1. OLYMPIC CHARTER RULES

To date, no researcher/author has focused solely on writing an in-depth document about the topic of Olympic marketing elements as they are represented within the *Olympic Charter*.

More specifically, those who have highlighted *Charter* rules changes have mainly done so as part of a presentation of the evolution that has taken place within their own topic area. The related content focus of existing documents has thus far been largely placed on the following elements:

- Changes to the Charter rules relating to television and radio broadcasting elements, both in terms of the actual rules text and process to arrive at the changes (debates, decisions, rationale)
- Changes to the Charter rules relating to ownership and rights to use the Olympic properties
- Mention of who the key individuals/entities were as well as why and how they were involved in the process of making changes to the Charter rules related to Olympic marketing

Best Sources of Information:

- > Landry, Fernand and Yerlès, Magdeleine, *The International Olympic Committee – One Hundred Years – The Idea – the Presidents – The Achievements*, vol. III, Lausanne: International Olympic Committee, 1996, pp. 142-146.
- > *Olympic Charter – various editions*
- > Wenn, Stephen, *A History of The International Olympic Committee and Television, 1936-1980*, University of Pennsylvania, August 1993, PhD dissertation.

2.2. OTHER INITIATIVES

Existing documents covering the topic of the protection of the Olympic properties do not just solely dwell on changes to *Olympic Charter* rules. Information that is also covered includes initiatives such as early IOC efforts to restrict the use of certain terms, Pierre de Coubertin's protection of the Rings for 50 years, the Nairobi Treaty and IOC connections to entities such as the World Intellectual Properties Organisation (WIPO) and the World Federation of the Sporting Goods Industries (WFSGI).

More specifically, the researchers/authors who have made reference to any of these initiatives have mainly done so as part of a presentation of the evolution that has taken place within their own topic area. Core information that is covered includes the following elements:

- Presentations of the debates, decisions and implementation of initiatives directed at protecting the Olympic properties as taken from primary source information (i.e. IOC Session and EB minutes, Official Reports, correspondence, etc.)
- Mention of who the key individuals/entities were as well as why and how they were involved in the initiatives addressing the issue of protection for the Olympic properties

Best Sources of Information:

- > [“Adoption of An Olympic Marketing Code”, Olympic Review, 1998 February-March, vol. XXVI, no. 19, p. 68.](#)
- > [Barney, Robert K., Wenn, Stephen R. and Martyn, Scott G., Selling the Five Rings: the International Olympic Committee and the rise of Olympic commercialism, Salt Lake City: The University of Utah Press, 2002.](#)
- > [Martyn, Scott G., The Struggle for Financial Autonomy: the IOC and the historical emergence of corporate sponsorship, 1896-2000, University of Western Ontario, April 2000, PhD dissertation.](#)

2.3. AMBUSH MARKETING

Despite being a topic of essential relevance, there are few researchers/authors presently conducting in-depth research on ambush marketing as it relates to Olympic marketing. Nonetheless, what does exist presents a good overview of the related issues.

More specifically, through research, survey and interviews researchers/authors have already provided analysis on the following elements:

- Presentations of ambush marketing and advertising clutter from a corporate perspective
- Analysis of elements such as brand management and protection, sponsor protection and NOC marketing education
- IOC guidelines for clean venue and ambush prevention

Best Sources of Information:

- > [Ellis, Dana Lee, Theorizing Ambush Marketing in the Olympic Games, Doctoral thesis, University of Ottawa, 2013.](#)
- > [Ellis, Dana Lee, Parent, Milena, Seguin, Benoit, “Olympic Ambush Marketing Networks and Knowledge Transfer: Examining Their Impact on the Institutionalization of Anti-Ambush Marketing Legislation”, Journal of sport, volume 30, issue 5, September 2016, pp. 473-489.](#)
- > [O'Reilly, Norm, et al. Global sport marketing: sponsorship, ambush marketing, and the Olympic Games. Morgantown: Fitness Information Technology, 2015.](#)
- > [Olympic Marketing: ambush prevention and clean venue guidelines, Lausanne: International Olympic Committee](#)
- > [Séguin, B., Lyberger, M., O'Reilly, N., & McCarthy, L., “Internationalizing Ambush Marketing: the Olympic brand and country of origin”, International Journal of Sport Marketing and Sponsorship, 2005 July, vol.7, no. 3, pp. 216-229.](#)
- > [Seguin, Benoit, & O'Reilly, Norman J., “The Olympic Brand, Ambush Marketing And Clutter”, International Journal of Sport Management and Marketing, 2008, vol. 4, no.1, pp. 62 - 84.](#)

3. MARKETING COMPONENTS

3.1. OLYMPIC SPONSORSHIP: IOMP/TOP PROGRAMME

Throughout the history of the IOC's IOMP/TOP programme (1984 to present day) the subject has been the focus of an extensive number of articles, studies and books.

More specifically, the researchers/authors who have written on this topic have already pulled together the essential details relating to the following elements:

- Historical information on the origins of the programme and the IOC's motivation behind establishing it
- Key dates in the evolutionary timeline of the TOP programme
- TOP programme revenue generation and distribution statistics
- Mention of who the key individuals/entities were as well as why and how they were involved in various editions of TOP and the evolution of the programme
- Profiles of TOP partners and details of the services that they offered

Best Sources of Information:

- > [Ferrand, Alain, Chappelet, Jean-Loup, Séguin, Benoit, Olympic Marketing, New-York: Routledge, 2012.](#)
- > [ISL Marketing, TOP: worldwide sponsorship of the Olympic Movement, Lucerne: ISL, 1988.](#)
- > [Landry, Fernand and Yerlès, Magdeleine, The International Olympic Committee – One Hundred Years – The Idea – the Presidents – The Achievements, vol. III, Lausanne: International Olympic Committee, 1996, pp. 192-198.](#)
- > [Marketing Fact File, Lausanne: International Olympic Committee.](#)
- > [Pound, Richard, "The International Olympic Marketing Programme", Olympic Review, 1986 February, no. 220, pp. 84-86.](#)

3.2. OLYMPIC SPONSORSHIP: OCOG DOMESTIC SPONSORSHIP PROGRAMMES

As an aspect that is managed by each respective OCOG, the primary source of information is the *Official Report* for the Games. In other existing documents, OCOG sponsorship has most often been used in examining the financing of the Games and the related economic impacts or in presentations of the overall historical evolution and growth of Games related marketing.

More specifically, the existing primary source documents and those that have been published by researchers/academics include the following core informational elements:

- Informational details on OCOG sponsorship programmes developed by the OCOGs – organisation, who involved, etc.
- Sponsorship statistics expressed in various ways (i.e. number of sponsors, overall revenue)
- Economic impact analyses of the advantages or disadvantages resulting from OCOG domestic sponsorship revenues

Best Sources of Information:

- > [Official Reports produced by the respective OCOGs](#)
- > [Marketing Fact File, Lausanne: International Olympic Committee.](#)

3.3. OLYMPIC GAMES TICKETING

As an aspect that is managed by each respective OCOG, the primary source of information is the *Official Report* for the Games. In other existing documents, ticketing has most often been used in examining the financing of the Games and the related economic impacts. Additionally, ticketing statistics have sometimes been used as a substitute for generally less available tourist statistics.

More specifically, the existing documents on this topic cover the following core informational elements:

- Informational details on ticketing programmes developed by the OCOGs
- Ticketing statistics expressed in various ways (i.e. revenue overall or by sport, number of tickets available overall or by sport, number of tickets sold overall or by sport, percentage of tickets sold overall or by sport)
- Economic analyses of the impacts resulting from ticketing revenues

Best Sources of Information:

- > [Official Reports produced by the respective OCOGs](#)
- > [Marketing Fact File, Lausanne: International Olympic Committee.](#)

3.4. OLYMPIC GAMES LICENSING PROGRAMMES

As an aspect that is managed by each respective OCOG, the primary source of information is the *Official Report* for the Games. In other existing documents, licensing has most often been used in examining the financing of the Games and the related economic impacts.

More specifically, the existing documents on this topic cover the following core informational elements:

- Informational details on licensing programmes developed by the OCOGs – organisation, who involved, etc
- Licensing statistics expressed in various ways (i.e. number of licensees, overall revenue)
- Economic analyses of the impacts resulting from licensing revenues

Best Sources of Information:

- > [Official Reports produced by the respective OCOGs](#)
- > [Marketing Fact File, Lausanne: International Olympic Committee.](#)

3.5. OLYMPIC NUMISMATIC PROGRAMMES

There are already a small number of existing documents, written mainly by experts in the field of numismatics, which provide a relatively comprehensive presentation of this topic as it relates to the IOC's Coin Programme.

Information regarding OCOG directed coin programmes, however, is less readily available with the exception of catalogue listings of these types of Olympic coins themselves.

More specifically, the existing documents cover the following core informational elements:

- Some details (i.e. organisation, who involved) and key dates for OCOG coin programmes
- Detailed catalogue lists of Olympic coins
- Information on the origins, motivation, revenue distribution, involved parties and coin designs for the IOC's Centennial Coin Programme

Best Sources of Information:

- > Huot, Robert J., “Five Partners For The Centennial Coin Programme”, *Olympic Review*, 1992 February-March, no. 292-293, pp. 106-109.
- > Huot, Robert J., “Olympic Coins”, *Olympic Review*, 1991 October-November, no. 288-289, pp. 507-509.
- > Huot, Robert J., “The IOC Centennial Coin Programme”, *Olympic Review*, 1991 June, no. 284, pp. 274 & 275.
- > Sesmo, “Olympic Coins”, *Olympic Review*, 1975 January-February, no. 87-88, pp. 45-50.
- > Wilson, Robert, “Specialists For The Olympic Coins”, *Olympic Review*, 1991 October-November, no. 288-289, p. 506.

3.6. OLYMPIC PHILATELIC PROGRAMMES

There are already a small number of existing documents, written mainly by experts in the field of philately, which provide a relatively comprehensive presentation of this topic as it relates to the Olympic Games. Additionally, information regarding OCOG directed or OCOG affiliated stamp programmes is sometimes contained in the *Official Report* for the Games.

More specifically, the existing documents cover the following core informational elements:

- Some details (i.e. organisation, who involved) and key dates for OCOG stamp programmes
- Details of specific stamp designs
- Information on the IOC’s link to certain philately events (i.e. Romolyphil, Olympilex)
- Information on the IOC Commission and the IOC’s link to the International Olympic Philately Federation (FIPO)

Best Sources of Information:

- > Bergman, Manfred, “Olympic Philately: from Melbourne to Sydney”, *Olympic Review*, 2000 August-September, vol. XXVI, no. 34, pp. 36-40.
- > Bergman, Manfred, “Philately And Olympic Winter Games”, *Olympic Review*, 2002 February-March, vol. XXVII, no. 43, pp. 80-84.
- > Bergman, Manfred, “Stamp Albums For The Centenary”, *Olympic Review*, 1994 December, no. 326, pp. 582 & 583.
- > Bergman, Manfred, “The Centenary Of Olympic Philately”, *Olympic Review*, 1996 June-July, vol. XXV, no. 9, pp. 67-74.

3.7. NOC DOMESTIC MARKETING PROGRAMMES

Limited information on the topic of Olympic marketing as it relates to NOC domestic commercial programmes and initiatives as well as to revenue distribution to NOCs from IOC based marketing programmes can be found in a small number of existing documents.

More specifically, the researchers/authors who have made reference to any of these programmes or initiatives have mainly done so as part of a presentation of the evolution that has taken place within their own topic area. Core information that is covered includes the following elements:

- Information on the IOC Olympic Solidarity (with IOC Marketing collaboration) NOC seminars on the topic of marketing – who participates, who makes presentations, topics covered, etc.

- Presentations of the debates, decisions and implementation of initiatives (i.e. Nairobi Treaty) relating to Olympic properties protection at the NOC level
- Olympic Charter rules relating to the protection and use of Olympic properties by the NOCs
- IOC marketing programme revenue distribution statistics for monies going to the NOCs

Best Sources of Information:

- > [Marketing Fact File, Lausanne: International Olympic Committee.](#)
- > [Martyn, Scott G., The Struggle for Financial Autonomy: the IOC and the historical emergence of corporate sponsorship, 1896-2000, University of Western Ontario, April 2000, PhD dissertation.](#)
- > [Olympic Charter – various editions](#)
- > [Olympic Solidarity Itinerant School Marketing Manual, Lausanne: International Olympic Committee, 1992.](#)

3.8. VALUE OF THE OLYMPIC BRAND

Studies/surveys focused on examining the value of the Olympic brand have already been carried out and reported on by both the IOC and certain external researchers (academic and professional market research groups), especially in more recent years.

More specifically, the existing documents on these studies/surveys cover the following core informational elements:

- Informational details of the objectives of the studies
- Presentation of the brand value elements (i.e Olympic rings, Olympic Games, Olympic sponsors) being covered
- Analysis and statistical presentations of the survey results

Best Sources of Information:

- > [Landry, Fernand and Yerlès, Magdeleine, The International Olympic Committee – One Hundred Years – The Idea – the Presidents – The Achievements, vol. III, Lausanne: International Olympic Committee, 1996, pp. 199-204.](#)
- > [Marketing Report – Games specific editions published by the IOC.](#)
- > [Olympic Market Research Analysis Report, Lausanne: International Olympic Committee, 1997.](#)
- > [“World Study On The Image Of Olympism”, Olympic Review, 1999 December-January, vol. XXVI, no. 30, pp.43 & 44.](#)

4. EVOLUTION OF OLYMPIC GAMES MEDIA COVERAGE & RIGHTS

4.1. RADIO BROADCAST & NEWSREELS

In comparison to Olympic Games television broadcasting, the subjects of newsreels and radio coverage have received only limited attention in the existing documentation.

More specifically, the existing primary source documents and those that have been published by researchers/academics have presented varying levels of detail on the following elements:

- Edition and country specific examples of the logistics of radio broadcast or newsreel coverage of the Olympic Games
- Limited analysis of why and how these forms of media coverage have been associated with Olympic Games
- Olympic Games accreditation statistics (numeric, percentage)

Best Sources of Information:

- > [Beezley, William H., "Radio, The Rise Of Sport And The Olympics In The United States", in The Olympic Movement And The Mass Media: past, present and future issues, Calgary: Hurford Enterprises Ltd., 1989, pp. 2-7-2-11.](#)
- > [Llinés, Montserrat & Moreno, Ana Belén, "The History Of Radio And Television Coverage Of The Olympic Games", in Television In The Olympic Games: the new era, Lausanne: International Olympic Committee, 1999, pp. 15-33.](#)
- > [Official Reports produced by the respective OCOGs](#)
- > [Verdier, Michèle, "The IOC And The Press", Olympic Review, 1996 June-July, vol. XXV, no. 9, pp. 65&66.](#)

4.2. TELEVISION BROADCAST

Key information that can be found in the existing documentation contextualizes the general evolution of broadcasting and the advances that have been made in the field (notably via television). Additionally, the subject of how broadcasting has been incorporated within the celebration of the Olympic Games (1936 to present) and for providing funding to the IOC and Olympic family is also a principle focus within these documents.

More specifically, the researchers/authors who have written on this topic have already pulled together key facts, analysed them and then placed them within a historical timeline. Core information that is covered includes the following elements:

- An examination of how broadcasting links to the Olympic Games and Movement – in terms of finance, technology, promotion of the Games and Movement, etc.
- Key dates in the evolutionary timeline of Olympic broadcasting history
- Presentations of the debates, decisions and implementation relating to broadcasting and the Olympic Games as taken from primary source information (i.e. IOC Session and EB minutes, Official Reports, Olympic Charter, IOC Circular letters to the members, correspondence, etc.)
- Broadcasting rights fees revenue generation and distribution statistics
- Olympic Games accreditation statistics (numeric, percentage)
- Historical background information specific to how certain distribution formulas were arrived at
- Mention of who the key individuals/entities were as well as why and how they were involved in the history of Olympic Games broadcasting and the evolution of the broadcast rights negotiations process

Best Sources of Information:

- > [Barney, Robert K., Wenn, Stephen R. and Martyn, Scott G., Selling the Five Rings: the International Olympic Committee and the rise of Olympic commercialism, Salt Lake City: The University of Utah Press, 2002.](#)
- > [Marketing Fact File, Lausanne: International Olympic Committee.](#)
- > [Official Reports produced by the respective OCOGs](#)

- > [Wenn, Stephen, A History of The International Olympic Committee and Television, 1936-1980, University of Pennsylvania, August 1993, PhD dissertation.](#)

4.3. DIGITAL MEDIA

Studies/surveys focused on examining the topic of digital media have already been carried out and reported on by both the IOC and certain external researchers, especially in more recent years.

More specifically, the existing documents on these studies/surveys cover the following core informational elements:

- Presentations of what 'new media' includes and discussions on how digital media has shaped/will shape Olympic Games coverage
- Limited statistics relating to coverage by media formats such as Internet, mobile phones, and digital channels

Best Sources of Information:

- > [Marketing Report – Games specific editions published by the IOC \(2000-2016\).](#)
- > [Official Reports produced by the respective OCOGs](#)

4.4. STILL PHOTOGRAPHY

To date, no researcher/author has focused solely on writing an in-depth document about the topic of still photographic coverage of the Olympic Games from a journalistic or logistical perspective. Instead, the majority of existing documentation covers the artistic aspect of still photography and the Olympic Games.

More specifically, the existing documents on this subject included extremely limited detail of the following elements:

- Olympic Games accreditation statistics (numeric, percentage)

Best Sources of Information:

- > [Official Reports produced by the respective OCOGs](#)

SELECTIVE BIBLIOGRAPHY

IOC SOURCES

- Marketing Report – Games specific editions published by the IOC (2000-2016) available on the [Olympic World Library](#).
- [Marketing Fact File](#), Lausanne: International Olympic Committee, 2008-2016.
- Marketing Matters – various editions published by the IOC (hard copies 1993-1996; [electronic 1997-2004](#))
- [Olympic Charter](#) – various editions
- [Olympic Review \(1894-2016\)](#)
- Official Reports ([Summer Games](#), [Winter Games](#)) produced by the respective Organising Committee of the Olympic Games

- Global Television Report and Global Broadcast Report and Global Broadcast and Audience Report - Games specific editions published by the IOC (2000-2016) available on the [Olympic World Library](#)

KEY IOC MARKETING DATES & STATISTICS

- Chappelet, Jean-Loup, "The Economics Of The IOC", in Andreff, Wladimir & Szymanski, Stefan (eds.), *Handbook On The Economics Of Sport*, Cheltenham: Edward Elgar, 2009, pp. 241-253.
- Landry, Fernand and Yerlès, Magdeleine, *The International Olympic Committee – One Hundred Years – The Idea – the Presidents – The Achievements*, vol. III, Lausanne: International Olympic Committee, 1996, Chapters 6 & 7.
- Puig, Josep Maria, [Olympic Marketing: historical overview: university lectures on the Olympics](#), Bellaterra: Centre d'Estudis Olímpics (UAB), 12, 2010.
- Verdier, Michèle, "The IOC And The Press", *Olympic Review*, 1996 June-July, vol. XXV, no. 9, pp. 65&66.

MARKETING ADMINISTRATION BY THE IOC

Olympic Marketing Department / Meridian Management / ITMS

- Barney, Robert K., Wenn, Stephen R. and Martyn, Scott G., *Selling the Five Rings: the International Olympic Committee and the rise of Olympic commercialism*, Salt Lake City: The University of Utah Press, 2002.
- Chappelet, Jean-Loup, "The Economics Of The IOC", in Andreff, Wladimir & Szymanski, Stefan (eds.), *Handbook On The Economics Of Sport*, Cheltenham: Edward Elgar, 2009, pp. 241-253.
- Ferrand, Alain, Chappelet, Jean-Loup, Séguin, Benoît, *Olympic Marketing*, New-York: Routledge, 2012.
- Gafner, Raymond, "Hello From Vidy", *Olympic Review*, 1992 January, no. 291, pp. 6&7.
- "Marketing Department Set Up", *Olympic Review*, 1989 March, no. 257, p. 71.
- O'Reilly, Norm, Pound, Richard W., Burton, Rick, et al. *Global sport marketing: sponsorship, ambush marketing, and the Olympic Games*. Morgantown: Fitness Information Technology, 2015.
- Payne, Michael, *Olympic Turnaround*, London: London Business Press Ltd., 2006.

Links to IOC Commission

- Barney, Robert K., Wenn, Stephen R. and Martyn, Scott G., *Selling the Five Rings: the International Olympic Committee and the rise of Olympic commercialism*, Salt Lake City: The University of Utah Press, 2002.
- "Commission Reports", *Olympic Review*, 1989 September-October, no. 263-264, pp. 441-446.
- "Commission Reports", *Olympic Review*, 1991 July, no. 285, pp.320-325.
- "Commission Reports", *Olympic Review*, 1993 October-November, no. 312, pp.414-420.
- Echard, Denis, "104th Session: work accomplished", *Olympic Review*, 1995 August-September, vol. XXV, no. 4, pp. 7-10.
- Landry, Fernand and Yerlès, Magdeleine, *The International Olympic Committee – One Hundred Years – The Idea – the Presidents – The Achievements*, vol. III, Lausanne: International Olympic Committee, 1996, pp. 172-173, 175.
- Pound, Dick, *Inside The Olympics*, Canada: John Wiley & Sons Canada Ltd., 2004.
- Wenn, Stephen, *A History of The International Olympic Committee and Television, 1936-1993*, University of Pennsylvania, August 1993, PhD dissertation.

PROTECTION OF THE OLYMPIC PROPERTIES

Olympic Charter Rules

- Landry, Fernand and Yerlès, Magdeleine, *The International Olympic Committee – One Hundred Years – The Idea – the Presidents – The Achievements*, vol. III, Lausanne: International Olympic Committee, 1996, pp. 142-146.
- Wenn, Stephen, *A History of The International Olympic Committee and Television, 1936-1980*, University of Pennsylvania, August 1993, PhD dissertation.

Other Initiatives

- “Adoption of An Olympic Marketing Code”, *Olympic Review*, 1998 February-March, vol. XXVI, no. 19, p. 68.
- Barney, Robert K., Wenn, Stephen R. and Martyn, Scott G., *Selling the Five Rings: the International Olympic Committee and the rise of Olympic commercialism*, Salt Lake City: The University of Utah Press, 2002.
- Martyn, Scott G., *The Struggle for Financial Autonomy: the IOC and the historical emergence of corporate sponsorship, 1896-2000*, University of Western Ontario, April 2000, PhD dissertation.

Ambush Marketing

- Ellis, Dana Lee, *Theorizing Ambush Marketing in the Olympic Games*, Doctoral thesis, University of Ottawa, 2013.
- Ellis, Dana Lee, Parent, Milena, Seguin, Benoît, “Olympic Ambush Marketing Networks and Knowledge Transfer: Examining Their Impact on the Institutionalization of Anti-Ambush Marketing Legislation”, *Journal of sport*, volume 30, issue 5, September 2016, pp. 473-489.
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- Olympic Marketing: ambush prevention and clean venue guidelines, Lausanne: International Olympic Committee, n.d.
- Payne, Michael, *Olympic Turnaround*, London: London Business Press Ltd., 2006.
- Séguin, B., Lyberger, M., O'Reilly, N., & McCarthy, L., “Internationalizing Ambush Marketing: the Olympic brand and country of origin”, *International Journal of Sport Marketing and Sponsorship*, 2005 July, vol.7, no. 3, pp. 216-229.
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MARKETING COMPONENTS

Olympic Sponsorship: IOMP/TOP Programme

- Barney, Robert K., Wenn, Stephen R. and Martyn, Scott G., *Selling the Five Rings: the International Olympic Committee and the rise of Olympic commercialism*, Salt Lake City: The University of Utah Press, 2002.
- Chappelet, Jean-Loup, “The Economics Of The IOC”, in Andreff, Wladimir & Szymanski, Stefan (eds.), *Handbook On The Economics Of Sport*, Cheltenham: Edward Elgar, 2009, pp. 241-253.
- “Commission Reports”, *Olympic Review*, 1994 October, no. 322, pp. 407-412.
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