



CBM II Presentation Spring 2010

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- Recommendations
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Motivation

- Bachelor of Science in Sport Science
- Sports affinity
- Informationsources:
 - External & Internal
- Launch of new brand concept



New Intersport Brand Concept

- „Sport to the People“
- Launch Oct. 2009 / Press release
- Intersport International Corporation IIC
- Implementation by N/O in 2010
- General analysis and focus on Swiss market



Integrated Brand & Reputation-guided MGMT

Level	Contents	Tasks
Corporate Mission	<ul style="list-style-type: none"> • Who are we? • What is our aspiration and purpose? • What is our business, now & in the future? • What do we offer? 	<ul style="list-style-type: none"> • Identity • Vision & Mission statement • Business strategy • Customer needs orientation
Brand Mission	<ul style="list-style-type: none"> • How are we perceived? • How do we want to be perceived? • How is our behaviour perceived at the various touchpoints? 	<ul style="list-style-type: none"> • Reputation measurement & analysis • Brand Personality: the Brand essence • Gap analysis (stakeholder specific)
Impression Management	<ul style="list-style-type: none"> • How do we reach the perception we envisage to achieve? 	<ul style="list-style-type: none"> • Brand architecture (scenarios) • Evolvement of the brand personality (attributes & core values) • Emerging into a brand & reputation guided company
Corporate Identity	<ul style="list-style-type: none"> • Corporate design • Corporate communication • Corporate behaviour 	<ul style="list-style-type: none"> • Creating a fitting visual style (look & feel) • Defining stakeholder specific messages • Developing consistent guidelines
Integrated Communication	<ul style="list-style-type: none"> • Communication concept • Question of coherence: "Who communicates with whom and how, here, about what and why?" 	<ul style="list-style-type: none"> • Segmenting target groups • Centralisation vs. decentralisation • Communication & marketing • Using of tools

From the strategy
to the realisation



Corporate Mission

- Identity
- Mission & Philosophy
- Business Strategy
- Customer Needs Orientation



Corporate Mission

- Intersport International Corporation (IIC) since 1968
- 1971 The first logo
- 1972 Official sport store of the olympic games in Munich
- 1983 Launch of first own brands
- 2007 New headquarter in Berne
- UEFA EURO 2008 official sports shop of licensed products
- Today: 5200 stores in 37 countries



Corporate Mission

Philosophy:

„Our Philosophy is simple. The more you enjoy doing something, the more you do it. So we help you get the equipment that gives you maximum enjoyment. That is how we bring sport to the people.“



Corporate Mission

Mission:

„Sport is for everyone and it is our mission to bring sport to the people.“



Corporate Mission

Business Strategy:

 Franchise system

- Intersport International Corporation (IIC) acts as franchiser
- National Intersport Organisations (N/O) act as franchisee
- N/O grant the Intersport-franchise (-license) to selected Intersport retailers



Corporate Mission

Business Strategy:

IIC = the purchasing & management company of the Intersport Group

= Trademark owner of the retail brand Intersport and all international exclusiv brands (e.g. etirel, McKinley)



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5200 stores in 37 countries

Marketshares:

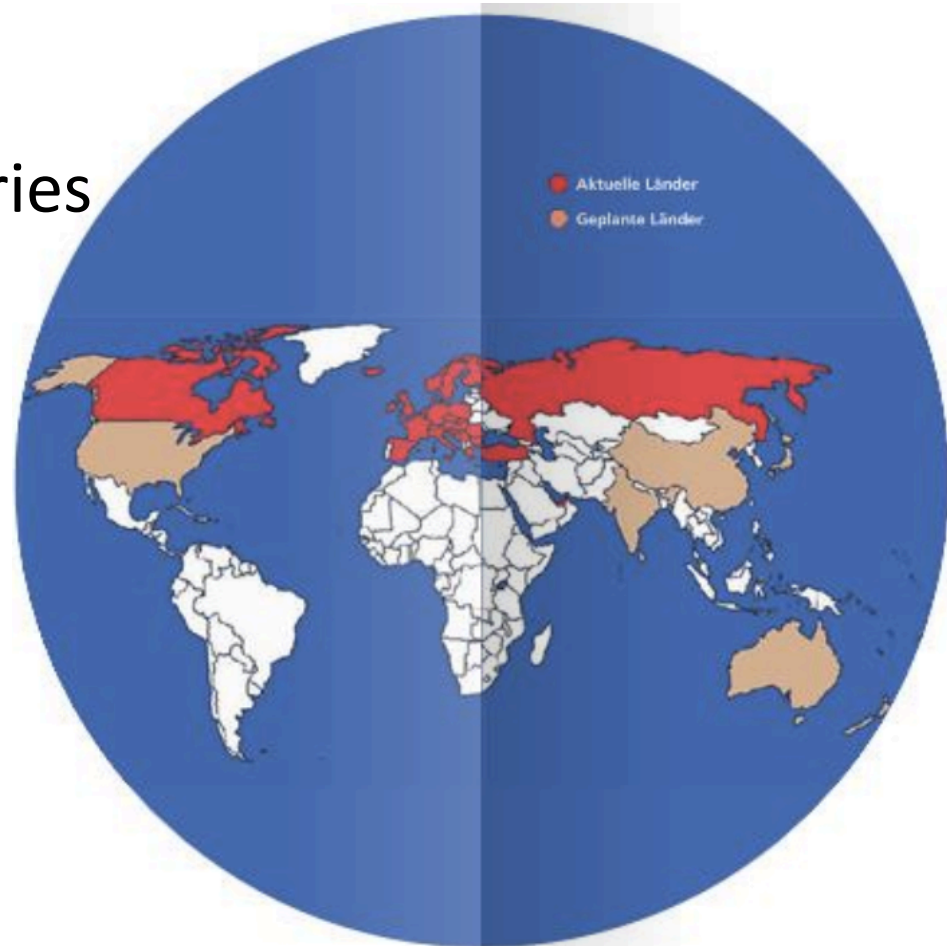
CH: 23%

GER: 32%

EU: 19%

Retail Turnover:

EUR 8.533 billion





Corporate Mission

Brands:



Own Brands:





Corporate Mission

Customer Needs Orientation: Intersport...

- ...stands for expertise and excellent personal service
- ...offers value-added services (e.g running-shoe analysis)
- ...has knowledge of customer needs & their local market



Brand Mission

- Perception
- Positioning
- Brand Personality & Essence



Brand Mission

Perception:

- How do you perceive INTERSPORT ???
- Most named attributes from survey (N=38):
 - ✧ Rather expensive
 - ✧ Quality & expertise
 - ✧ Swiss company
 - ✧ Skisports / -Resorts (Intersport Rent)
- No memory of any recent ad campaigns



Brand Mission

Positioning:

- The world's Nr. 1 sports retailer
- Best service & expertise
- Best brands & products
- Exciting stores (fresh & dynamic)
- Live sport & make it accessible
- True knowledge of customer needs & local markets



Brand Mission

Positioning:

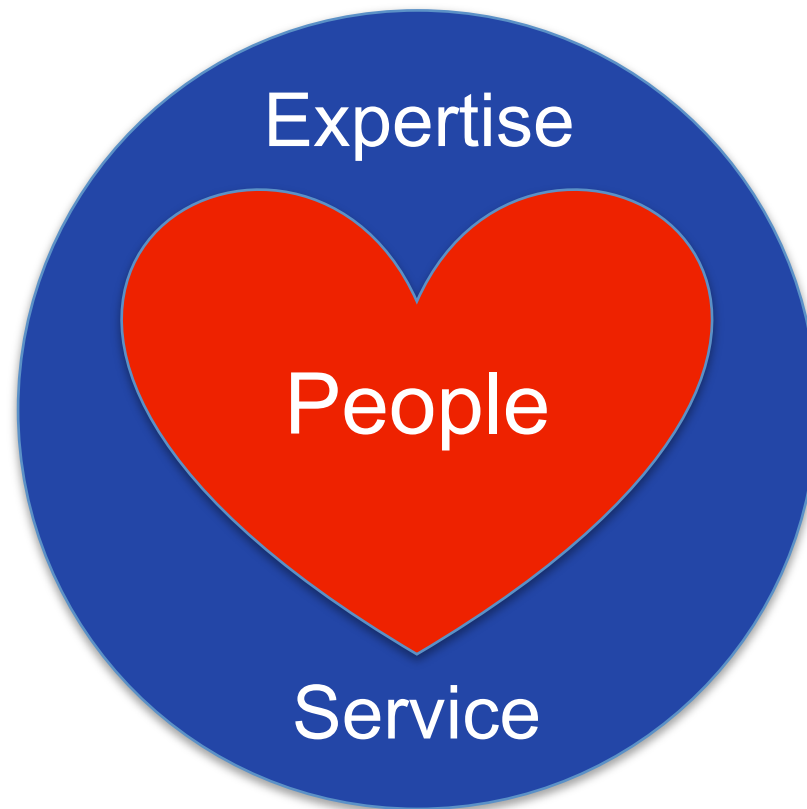
- For people of every age & ability
- Health, personal performance & having fun
- Motivate & support people to be active and have a healthy lifestyle

 „Sport to the People“



Brand Mission

Brand Personality & Essence:





Impression Management

- Brand Architecture
- Evolvment of the Brand Personality
- Emerging into a Brand and Reputation Guided Company



Impression Management

Brand Architecture:

Level 1 <i>One Firm</i>						
Level 2 <i>House branding</i>						
Level 3 <i>Endorsed branding</i>						
Level 4 <i>Seperate Branding</i>						

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INTERSPORT®

4feet

Home Kontakt Beratung Sortiment Team Events Newsletter

Aktuell für Sie

Livia Burri wird Vize-Schweizermeisterin
Mit dem 2. Rang im Kurzcross der Frauen an den Cross-Schweizermeisterschaften in St. Maurice (VS) gelingt Livia Burri ein hervorragendes Resultat. Der Vize-Schweizermeister Titel unserer Shop-Athletin ist der verdiente Lohn für das harte Training des vergangenen Winters.

Das ganze 4feet-Team gratuliert Livia zu der Silber-Medaille!

[Rangliste](#)

MENTAL / VITAL Aktivferien in Südfrankreich
Franco Polesana und Adrian Reber organisieren vom **24.4. - 1.5.2010** in Südfrankreich eine Aktivwoche ganz nach dem Motto: "Mit Köpfchen trainieren"

4feet...

...Ihr Laufsportspezialist

Das Laufsportfachgeschäft im Herzen von Bern mit umfassender Laufschuh- und Bekleidungsauswahl für Ausdauersport, Fitness und Freizeit. Kompetente Schuhberatung mittels Druckmessplatte und Laufband-Videosanalyse.

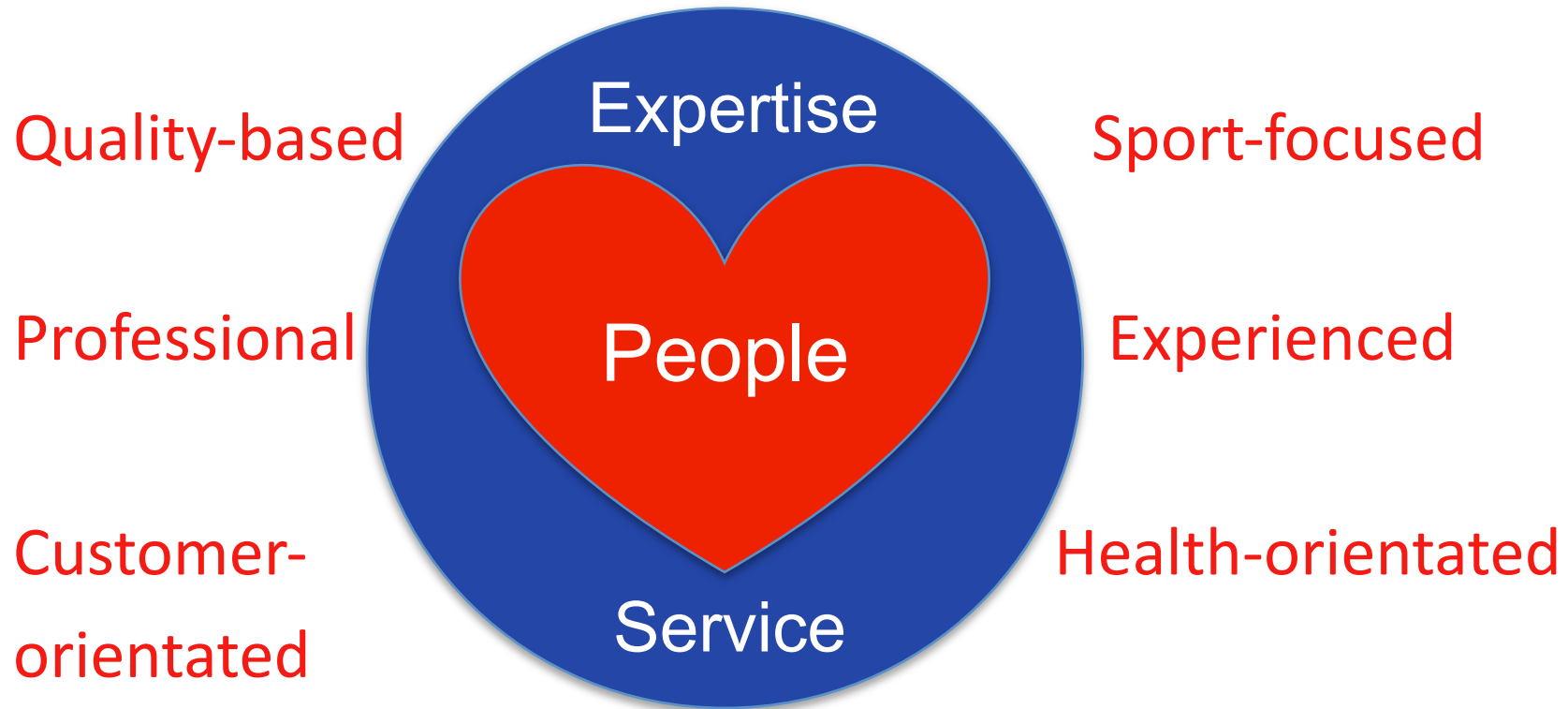
Wir nehmen uns Zeit, damit Sie gut beraten sind.

INTERSPORT®
SPORT TO THE PEOPLE



Impression Management

Evolutionment of the Brand Personality:





Impression Management

Emerging into a Brand & Reputation-guided Company:

- New brand concept as the next step
- Mind-set for daily activities & customer interactions
- Better aligning of position across all markets
- Alignment of brand values with processes & strategy
- Branding as a strategy to bring sport to the people



Impression Management

Emerging into a Brand & Reputation-guided Company:





Corporate Identity

- Corporate Design
- Corporate Communication
- Corporate Behavior



Corporate Identity

Corporate Design:



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<http://www.sport-strohhammer.de>

INTERSPORT[®]
SPORT TO THE PEOPLE

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<http://www.intersport-flaine.com>

 **INTERSPORT**[®]
SPORT TO THE PEOPLE

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<http://hmb-graphix.de/index.php>

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Eigenes Bild

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<http://www.spinout-shop.ch>



Corporate Identity

Corporate Communication:

Advertising:

- „Run Free Now“
- biggest pan-European Running Campaign ever in 22 countries with approx. 1'500 participating stores

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RUN FREE NOW!

**RUN
FREE NOW!**

Gewinne ein Flugticket
und lauf, wo immer du willst.

INTERSPORT

**RUN
FREE NOW!**

Gewinne deinen Traum
im Wert von 75.000 Euro

INTERSPORT

<http://www.intersport.de>

INTERSPORT®
SPORT TO THE PEOPLE

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INTERSPORT Voswinkel

PITZTAL
STRECKTASCHE.COM

Jack Wolfskin
TEXAPORE

EASTPAK
Freizeit-Tasche
«ability Pouch»
35-110" **14,95**

Jack Wolfskin
Tagesrucksack
«Kiloback Jam 22»
leichter Tagesrucksack //
Volumen: ca. 22 Liter //
Gewicht: ca. 870 gr.
66-95" **49,95**

Jack Wolfskin
Tagesrucksack
«Kiloback Jam 22»
leichter Tagesrucksack //
Volumen: ca. 22 Liter //
Gewicht: ca. 870 gr.
66-95" **49,95**

Jack Wolfskin
Damen-Outdoor-
schuh
«Allegro TXP» **79,95**

Alle TEXAPORE-Artekte
sind wasserdicht, wasserabweisend
und atmungsaktiv.

Jack Wolfskin
Outdoor-
schuh
«Falcon TXP» **79,95**

Alle TEXAPORE-Artekte
sind wasserdicht, wasserabweisend
und atmungsaktiv.

Jack Wolfskin
Damen- o. Herren-Jacke
«waddler» // wasserdicht // atmungsaktiv

**KNALLER-PREIS
DES JAHRES!** je **99,95**

Aus Liebe zum Sport

* Verkaufsstelle, wo Sie in allen Größen vorrätig sind. Bei den Daten liegen die Herren-Produkte bei. Die Preise sind unverbindliche Preisempfehlungen des Herstellers.
** Derzeitige MSRP (MSRP) ist der Preis, den wir für den Verkauf des Produkts an den Endverbraucher festlegen.

<http://www.intersport-voswinkel.de>

INTERSPORT
SPORT TO THE PEOPLE

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INTERSPORT

Dein ganz persönlicher Trainer

adidas miCoach

**INTERSPORT
JENA**
Goethe Galerie - 07745 Jena - Telefon 0 36 41/89 00 14

www.intersport-jena.de DER ONLINE-SHOP
FÜR SPORTARTIKEL

Aus Liebe zum Sport

www.goethegalerie.de

INTERSPORT
SPORT TO THE PEOPLE



Corporate Identity

Corporate Communication:

Sponsorship:

- in all kinds of sport categories such as Alpine and Nordic skiing, Basketball, Football, Handball, Ice Hockey and many more



Corporate Identity

Corporate Communication

Fairs and exhibitions:

- redblue fair
- ISPO



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Corporate Identity

Corporate Communication

Internet:

The screenshot displays the INTERSPORT INTERNATIONAL website interface. At the top, there is a navigation bar with the logo and menu items: SPORTS, COMPANY, RENT, COUNTRIES, and a search field. A left sidebar contains a menu with links to Home, Sports, Brands, Company, Consumer Commitments, and Rent. The main content area features a large banner for a running promotion: "Participate now! RUN FREE NOW! Win YOUR personal running COACH". The banner includes images of runners and logos for ASICS and adidas. To the right of the banner are logos for BSCI and FTA (Foreign Trade Association). Below the banner is a "STORE FINDER" section with a world map and input fields for country, city, and zip code. A "SELECT YOUR COUNTRY" section is also present, stating "We run more than 5'000 stores in 35 countries. Select your Country Website from below..." and providing a "Select country" dropdown menu. A "FIND OUT MORE" button is located at the bottom of the store finder section.



Corporate Identity

Corporate Behaviour:

- Consumer commitments (external)

We guarantee international customer satisfaction and support

We guarantee money back satisfaction

We guarantee expert and personalised advice and service

We guarantee the worlds best choice of the leading brands

- „Our Values“ (internal)



Integrated Communication

- Target groups
- Centralisation vs. Decentralisation
- Communication & Marketing, Using of Tools



Integrated Communication

Target Groups:

- People of every age and ability



Integrated Communication

Centralisation vs. Decentralisation:

- Development of brand concept is done by IIC

➔ centralised

- Implementation is done regional by N/O

➔ decentralised



Integrated Communication

Communication & Marketing / Using of Tools:

- Print
- TV
- Events
- Sponsoring
- Point of Sale
- Internet
- Fairs



Integrated Communication

Slogans in N/O ad-campaigns:

GER: „Aus Liebe zum Sport.“

AUT: „Servus die Wadeln.“

SWE: „Love the Challenge.“ [Advertising](#)



„Sport to the People“

- „...every INTERSPORT employee, wheter they are at IIC, N/O or retailer level, will live and breathe this concept...“
- „...this will ensure we deliver the same message to consumers everywhere...“
- „...by achieving consistency...we will ensure customers understand exactly who we are...“



Critical Points

- Strengths & Weaknesses (in general)
- Corporate Identity (focus on N/O Switzerland)
- Integrated Communication (focus on N/O Switzerland)



Strenghts & Weaknesses

Strenghts:

- Well developed & detailed brand concept (on paper)
- Fitting & well integrated slogan (on paper)

Weaknesses:

- Implementation of the brand concept (in reality)
- New brand concept wakes up high expectations



Corporate Identity

Differences between IIC, N/O & retailers:

- Differences in communication, design & behavior
- Different franchising implementation
- No concept stores in Switzerland
- No overall guidelines for store appearance & behavior (CH)



Integrated Communication

- Different slogans for N/O ad-campaigns
- Centralisation vs. Decentralisation
- Promised brand- & customer experiences differ in stores in CH (future?)



Recommendations

- Stronger centralised implementation & control
- True corporate identity (concepts & guidelines)
- Concept stores in CH?
- Better communication of values and services of Intersport

 Intersport University as solution?



Discussion & Questions

- How do you see the future outcome of INTERSPORT's new brand concept?
- Do you see any other weaknesses?
- As a brand manager, how would you present „Sport to the People“ to customers in CH?