



IR2008: Packaging China for the Olympics¹

*"The Beijing Olympics will not be about sport, it will be about creating a superbrand called 'China,' and the brand essence is progress."*²
—anonymous China marketing expert

In order to put on the show known as the Beijing 2008 Olympic Games, the government has enlisted the help of major foreign players to "package" China. Public relations and marketing firms are helping to present and brand Beijing for the Games,

while legal firms have been hired by the Beijing Organizing Committee for the Games of the XXIX Olympiad (BOCOG) to protect their intellectual property. Following previous IR2008 updates covering the involvement of foreign companies as Olympic sponsors and partners, this update focuses on PR and legal services.

Aside from bringing in foreign expertise, the Beijing government has also initiated large-scale campaigns to improve Beijing's image for the Games, including initiatives to encourage residents to clean up their manners. The Games are expected to draw 800,000 foreign visitors and one million domestic visitors to Beijing,³ making presentation, marketing and branding key goals for Chinese officials in anticipation of 2008.

FOREIGN EXPERTISE: BRINGING IN THE HIRED GUNS

"You can feel the Olympics in the air in Beijing. . . . Given its significance to the community at large, this is also a significant marketing opportunity. We are part of the

*Olympics because we intend to become part of the fabric of the community at large in China . . . just like we are throughout the rest of the world."*⁴

—Peter Tan, director of the UPS Beijing Olympics 2008 project across Asia-Pacific

When looking for who best to help with the massive task of "packaging" China for international eyes, BOCOG turned to some of the top players in the global public relations and advertising world, the firms Hill & Knowlton (H&K) and Ogilvy & Mather Worldwide (Ogilvy). Not only are these major players internationally, both have long histories in China, with H&K arriving in 1984, and Ogilvy just two years later. They, like the Olympic sponsors, see two major benefits of participating in the Beijing Olympics: 1) reaping short-term benefits in 2008, including financial profit and being linked to the Olympic ideals and brand;⁵ and 2) strengthening their presence in China's growing domestic market in the long term.

PUBLIC RELATIONS AND ADVERTISING **Hill & Knowlton**, with more than 120 employ-

Major "packaging" participants

COMPANY	BACKGROUND	OLYMPICS CONTRACT
Public Relations/Advertising⁶		
Hill & Knowlton http://www.hillandknowlton.com	First PR firm in China (1984). Has a history of complicity with problematic regimes.	<i>Communications Consultant.</i> Providing information to facilitate marketing for Olympic sponsors, including: ⁷ <ul style="list-style-type: none"> • support for major events • communications outreach to the international media
Ogilvy & Mather Worldwide www.ogilvy.com	PR firm that builds and markets brands. Currently works with a number of name brands (Coca-Cola, IBM, Dove, Motorola, Mattel, American Express, etc). ⁸ In China since 1986, with 9 offices at present.	<i>Communications Consultant (on retainer).</i> <ul style="list-style-type: none"> • training sessions for local governments to deal with foreign media. • creative ad duties for certain Olympic sponsors.⁹
Legal Services		
Morrison & Foerster (MoFo) www.mofo.com	An international law firm, with offices and more than 50 lawyers in China.	<i>International Counsel.</i> Assisting BOCOG with a wide range of legal advice: <ul style="list-style-type: none"> • to protect Olympic intellectual property¹⁰ • in the fields of entertainment law, major events and IP¹¹
King & Wood http://www.kingandwood.com	One of the first Chinese private partnership law firms in China (1993). Largest law firm in China, with more than 400 lawyers, patent attorneys and legal professionals.	<i>Domestic Counsel.</i> <ul style="list-style-type: none"> • Consulted and advised the government during its drafting of legislation concerning Olympic intellectual property rights protection and anti-doping • Services provided in a variety of areas, including in events, marketing activities, IP rights, broadcasting, finance and venue construction

“IMPROVE MANNERS AND FOSTER NEW ATTITUDES”: BEIJING CIVILITY CAMPAIGN



In the lead up to the Beijing 2008 Olympics, one of the top priorities of the BOCOG is the civility campaign titled “Welcome the Olympics. Improve Manners and Foster New Attitudes.” The campaign includes the hiring of roving lecturers to train students, workers and volunteers in Olympic etiquette.

Here are some of the manners they must learn, and then teach to the general public.



PUBLIC SPITTING

- No spitting in public
- Paper sanitary bags are being distributed for “civilized spitting”
- A 50 yuan (approx. \$6) fine for violations¹



STREET CROSSINGS

3,180 workers to monitor pedestrians and cyclists from crossing streets against the light (number will increase to more than 5,000 by 2008)³



STREET VENDING

Must be approved by official channels



TABLE MANNERS

- No soup-slurping
- No belching
- No passing gas
- Reminder to say “excuse me” if the above occur²



PETS

Pet owners responsible for cleaning up after their dogs in public⁴



TAXI CABS

Drivers to be “reeducated” with geography classes, social manners and English-language skills⁵



LITTER

Trash cans placed every 300 feet on major streets and public areas to prevent littering⁶



SMOKING

Authorities will enforce a public smoking ban, especially in hospitals, public transport, offices and businesses that offer services for children⁷



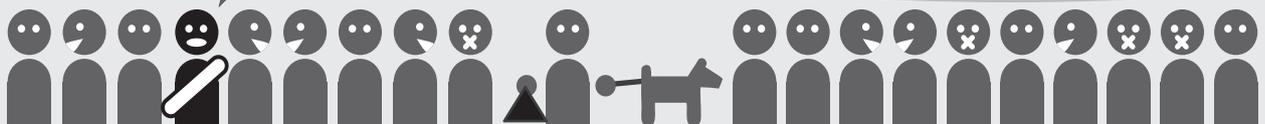
BUSES

1,500 “civilized bus-riding” supervisors to discourage crowding and fighting at bus stops⁸



QUEUING

The 11th of each month is “Queuing Awareness Day,” encouraging people to stand in uniform lines in order to “ease congestion”⁹



ees in China, has provided a variety of services, including crisis management and media training, corporate communications and public affairs, and sports marketing.¹²

- *Their China clients:* SKII, PalmSource, the Tennis Masters Cup Shanghai 2002, and a corporate social responsibility campaign for TNT.¹³
- *Role in Tiananmen:* the firm was contracted by the PRC government in the aftermath of the Tiananmen Square massacre in 1989 to help “whitewash” its image.¹⁴ Its services included lobbying members of the U.S. Congress, and hiring academics to speak at media events and place op-ed articles in favor of China.¹⁵ According to the Multinational Monitor, H&K also prepared “upbeat promotional items” for distribution to educational organizations, to encourage U.S. engagement in China without mentioning human rights violations or other controversial issues.¹⁶ Its role as the communications consultant to BOCOG has only been stated in general terms, but its demonstrated willingness to disregard human rights may have serious implications for the Games.

“China now represents a top priority for many Western companies from a business-development perspective.”¹⁷

—Irwin Gotlieb, worldwide CEO, Group M

“The government is so connected to the games, and you don’t want to piss off the Chinese government.”¹⁸

—Scott Kronick, Managing Director, Ogilvy Public Relations Worldwide, China

Ogilvy & Mather is an established firm that builds and markets brands for clients that include many Olympic sponsors and partners, such as UPS, Johnson & Johnson and Coca-Cola.¹⁹

- *China presence:* Ogilvy has nine offices across China, including its Ogilvy Public Relations Worldwide offices in Shanghai and Guangzhou, and has recently created a sports marketing division in China.²⁰
- *Training local officials:* Ogilvy Public Relations has also been conducting training

sessions for local government officials to introduce gentler approaches to control of foreign journalists. Ogilvy executives say that the purpose is to teach officials about how foreigners see China, and to communicate and promote themselves by being more accessible, rather than using propaganda.²¹

The managing director of Ogilvy Public Relations in China has remarked, “I think [the Chinese officials] have known all along the degree of impact a global Olympics could have. . . . I think it is a part of the process of reform for them.”²²

The Beijing Media Committee, the press arm of the Beijing city government, is preparing for an influx of foreign journalists to the capital for the Olympics. The committee, which represents institutions such as the mayor’s office and the police force, is tasked with ensuring that the “Beijing brand” is portrayed positively, no small challenge for an organization accustomed to dealing with a closely-supervised, state-controlled media.²³

Although reporting restrictions have been relaxed for foreign journalists in the run-up to the Olympics, domestic media are still subject to existing rules.

LEGAL SERVICES

For legal protections and services in the PR and marketing realm, the BOCOG has turned to a major U.S. law firm, **Morrison & Foerster** (MoFo), to serve as its international counsel. Copyright infringements are a demonstrated priority for the PRC government, which has already fined and cracked down on businesses for violating intellectual property laws. According to the Web site of Morrison & Foerster, the legal team hired by BOCOG includes 60-70 lawyers, of whom 40 are listed as foreign lawyers.²⁴ MoFo turned over its pro bono Tibetan asylum cases to other law firms when it put in a bid to represent BOCOG. The reason given: to eliminate the possibility of “business conflicts.”²⁵

While MoFo is the official international counsel, **King & Wood** serves as domestic counsel. The firm’s task is to protect the media images of the Beijing Olympics, including intellectual property rights regarding the Olympic mascots and symbols, and to prevent “ambush marketing,” where individuals who are not official sponsors give

the impression that they are associated with the Games.²⁶

LOCAL EFFORTS: WHAT THE BEIJING CITY GOVERNMENT IS DOING

“Building the stadiums is no problem. . . . But raising people’s quality and civilization is not something we can do in one or two months, or even one or two years.”²⁷

—Zhang Huigang, Director, Beijing’s Capital Ethics Development Office

Beijing Mayor Wang Qishan announced early in the year that his primary aim for 2007 is to prepare Beijing for the Olympics. This includes goals such as:

- *“Fostering a good environment”* (infrastructure, sightseeing and landscape engineering projects);
- *“Improving the city’s image”* (introduce new legislation and regulations, recruit and train volunteers);
- *“Promoting a new code of conduct”* (help residents develop more cultured manners and teach more residents how to speak English).²⁸

These aims require coordinated efforts between various offices, including **BOCOG**, the **Capital Ethics Development Office** and the **Beijing Olympic Media Center**. One of BOCOG’s top priorities for 2007 is to “[i]ntensify the publicity and education on the Olympic Spirit” and “promote the campaign, ‘Welcome the Olympics. Improve Manners and Foster New Attitudes.’”²⁹ This effort is led by Director Zhang Huigang of the Ethics Office, who will use the \$2.5 million to educate the public through a “civility campaign” of daily TV broadcasts, newspaper cartoons and other tools.³⁰

During a press conference, Zhang Huiguang, whose office is responsible for Beijing’s “spiritual civilization,” told reporters, “We want to raise citizens’ awareness of civilized behavior, not just fine them.”³¹ Previous campaigns, such as an anti-spitting campaign five years ago and another to prevent men from airing their bare stomachs during the summer, have not been successful.³² The Olympics, however, present a goalpost for achieving these aims.

Having solicited the assistance of the media and celebrities in its current Olympic campaigns, the Beijing government hopes that a carrot and stick approach for members of the public will make the capital a more civil place by the time the Games roll around.

NOTES

1. This IR2008 Update was researched and drafted by Carol Wang and Danielle Flam. The graphic was designed by Shirley Hao.
2. "Going for an Olympic marketing gold," <http://www.chinabusinessreview.com/public/0501/ogilvy.html>.
3. "Sponsors gear up for Beijing Olympiad," February 25, 2006, http://www.boston.com/sports/other_sports/olympics/articles/2006/02/25/sponsors_gear_up_for_beijing_olympiad/.
4. "Tan eyes first place for UPS as Olympics near," *Media*, November 3, 2006.
5. Scott Kronick and Dalton Dorne, "Going for an Olympic Marketing Gold," *The China Business Review Online*, <http://www.chinabusinessreview.com/public/0501/ogilvy.html>.
6. H&K and Ogilvy & Mather are both advertising and marketing communications services companies of WPP Group, which is one of the world's largest communications services groups, employing 91,000 people in 106 countries. H&K is part of WPP's Public Relations & Public Affairs Group. Ogilvy & Mather is part of WPP's Advertising Group. WPP Group, www.wpp.com.
7. "Chinese Consumers Have Greater Affinity With Olympic Sponsors Than Non-Sponsoring Brands" October 18, 2006. http://www.hillandknowlton.com/index/news/press_releases/44.
8. Ogilvy and Mather, www.ogilvy.com.
9. "J&J Olympic work goes to Ogilvy," April 18, 2006 http://www.adweek.com/aw/national/article_display.jsp?vnu_content_id=10023458.
10. The State Council issued the Regulations on Protection of the Olympic Symbol, effective on April 1, 2002. These regulations extend broad protection of Olympic IPR to the national level.
11. "MoFo Squares up for the Beijing 2008," *Asian IP*, December 2002, Volume 1, Issue 10, http://www.mofo.com/international/CN_en/olympics/AsianIPInterview.html.
12. Hill & Knowlton China, Practices, <http://www.hillandknowlton.com.cn/What%20We%20Do/Practices>.
13. Hill & Knowlton China, Case Studies, <http://www.hillandknowlton.com.cn/What%20We%20Do/Case%20Studies>.
14. "Hill and Knowlton: Corporate Crimes,"

http://www.nuclearspin.org/index.php/Hill_and_Knowlton:_Corporate_Crimes

15. Allan Myer at H&K was responsible for handling the China "whitewash". The "third party" advocates he hired are paid well for their efforts, but do not reveal their affiliations to the public. "China's Hired Guns," *Multinational Monitor*, Vol. 17, No. 4 (April 1996), <http://multinationalmonitor.org/hyper/mm0496.09.html>. Ken Silverstein, "The New China Hands: How the Fortune 500 Is China's Strongest Lobby," *The Nation*, Vol. 264, February 17, 1997, <http://www.questia.com/PM.qst?jsessionid=FQ1hjssGff98TyQktxpGNqnSfXHpT6z8LLLYdnP8jvdkwc8Dd147595826?a=o&d=5002224695>.
16. "China's Hired Guns," *Multinational Monitor*, Vol. 17, No. 4 (April 1996), <http://multinationalmonitor.org/hyper/mm0496.09.html>. Ken Silverstein, *ibid*.
17. Laurel Wentz and Normandy Madden, "China's ad world: A new crisis everyday; Execs grapple with talent shortages, rate inflations and the digital explosion," *Advertising Age*, December 11, 2006.
18. *Ibid*.
19. "J&J Olympic work goes to Ogilvy," April 18, 2006 http://www.adweek.com/aw/national/article_display.jsp?vnu_content_id=10023458.
20. "Ogilvy Creates Sports Marketing Division in China," *SinoCast China Business Daily News*, June 20, 2006.
21. "Playing high-stakes media games in China", *Wall Street Journal*, December 15, 2006 <http://www.prwatch.org/spin/2006/12/15>
22. *Ibid*.
23. "Beijing to call in media trainers," *PRWeek*, 9 June 2006.
24. "MoFo squares up for Beijing 2008", December 2002. http://mofo.com/international/CN_en/olympics/AsianIPInterview.html.
25. "Beijing Olympics Updates" 2003. <http://hrichina.org/fs/view/downloadables/pdf/downloadable-resources/2008update.pdf>.
26. *Ibid*.
27. Calum MacLeod, "China wants Olympians to see its best behavior," *USA Today*, February 8, 2007.
28. "Beijing 2008 Web site, "Mayor: Beijing's primary task is to prepare for Olympics," January 26, 2007, <http://en.beijing2008.cn/32/33/article214013332.shtml>.
29. Beijing 2008 Web site, "BOCOG reports Olympic priorities to IOC, February 9, 2007, <http://en.beijing2008.cn/16/90/article214019016.shtml>.
30. "China wants Olympians to see its best behavior" February 8, 2006. http://www.usatoday.com/news/world/2006-02-08-china-manners_x.htm?csp=N009.

31. "Beijing spitters face heavy fines as Olympics approach," Xinhua News Agency, February 7, 2007; Craig Simons, "As 2008 Olympics Approach, Beijing Tries To Teach Some Manners," Cox News Service, April 30, 2006.
32. Peking Duck blog, February 9, 2006, <http://www.pekingduck.org/archives/003448.php>.

NOTES FOR GRAPHIC

1. Craig Simons, "As 2008 Olympics Approach, Beijing Tries To Teach Some Manners," Cox News Service, April 30, 2006.
2. Calum MacLeod, "China wants Olympians to see its best behavior," *USA Today*, February 8, 2007.
3. Simons, *op. cit*.
4. MacLeod, *op. cit*.
5. "Beijing tries to tame its wild taxis before '08 Olympics" September 2, 2005 <http://www.csmonitor.com/2005/0902/p01s04-woap.html>.
6. MacLeod, *op. cit*.
7. Yahoo Health News, May 30, 2006, <http://health.yahoo.com/news/162614>.
8. Simons, *op. cit*.
9. "Beijing jiang mei yue 11 ri queding wi zijue paidui ri (Beijing will set 11th of every month as Queuing Awareness Day)," Jan 18, 2007, <http://news.sina.com.cn/c/2007-01-18/173012074196.shtml>.