

THE PRINCIPLES OF SPORT MARKETING

Gary Bernstein

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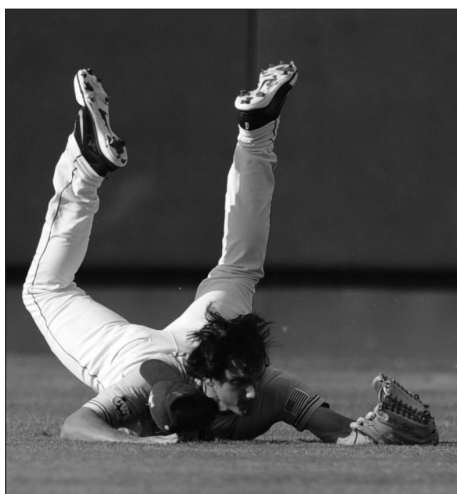
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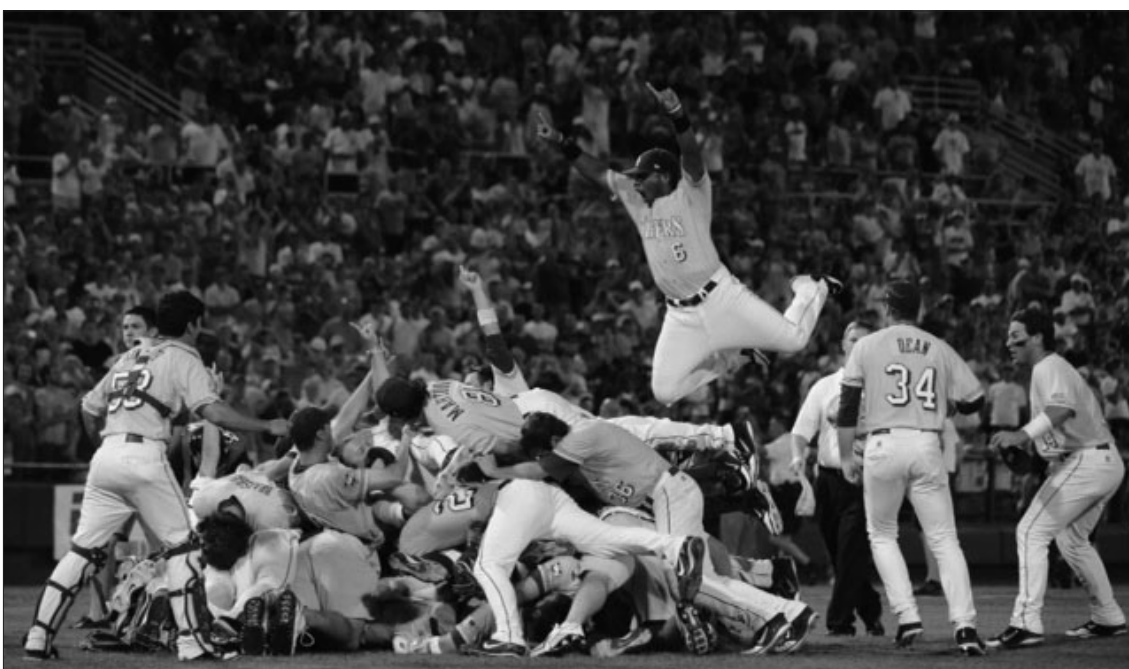
Dedication

This book is dedicated to my brother-in-law Mark H. Saltz. Mark was an ordinary man who lived an extraordinary life. His adventures under the sea, in the woods, and on the playing field led him to an amazing career as a sports photojournalist. The sports photos contained herein are all examples of Mark's keen eye and passion in capturing the true essence of people excelling in the world of sports.



Top left: Mark H. Saltz, photographer at College World Series in Omaha, Nebraska.

All photos by Mark H. Saltz



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Finally, I would like to thank and acknowledge the following family members to whom I've dedicated this book: My parents, Fred and Pearl Bernstein; my wife, Donna Bernstein; my sister, Susan Bernstein; and my children, Gehrig, Sarah, and Nikki Bernstein. Thank you all very much for your love and support.

Gary Bernstein

Editor



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As a highly accomplished entrepreneurial leader, Gary Bernstein has earned an impressive reputation for organizational leadership, fund-raising, and executive management. His current activities include his role as president of Bernstein Group & Associates, LLC assisting and advancing the mission of nonprofit agencies nationwide. Gary's many skills encompass sport marketing, strategic planning and facility design, board and donor development, campaign development, as well as event management.

In addition to being recognized for highly meritorious achievement both in teaching sport administration and advising, Bernstein has been deeply involved in the areas of community engagement, alumni relations, and fund-raising for University of Louisville, College of Education and Human Development. He brings decades of practical sport administration and leadership experiences to his students. Bernstein received a Bachelor of Science degree in health, physical education, and recreation from Slippery Rock University in Slippery Rock, Pennsylvania, and a Master of Science degree in sport administration from the University of North Texas in Denton, Texas.

The Fundamentals of Sports Marketing with Sagamore Publishing is Bernstein's first textbook. He has a wife, Donna; a son, Gehrig; a daughter-in-law, Sarah; and daughter, Nikki Bernstein.

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Jeff Levine is currently a lecturer and PhD student at the University of Louisville. A former sports attorney, Levine found his calling as an educator and researcher after serving as an adjunct professor of law at several West Coast law schools. The Metro Detroit native graduated from the University of Michigan in 2004 with a bachelor's degree in sports management and communications and received his Juris Doctor from Tulane University Law School, receiving a certificate in sports law. Prior to joining the University of Louisville, and in addition to private practice, Jeff has worked for organizations such as the Arizona Coyotes, Cleveland Cavaliers, Miami Dolphins, Fiesta Bowl Committee, and the University of Michigan Athletic Department. Academic stops include Southern Illinois University and Northwestern University. His research interests include sports law, sport for social change, and the capabilities approach of international development. In his spare time, Jeff enjoys traveling, supporting his hometown Detroit sports teams, and flexing his budding culinary muscles.

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In terms of research, Mahoney established two primary lines of research: (a) social media usage in the sport industry and (b) participation in sport. She has manuscripts published in the *International Journal of Sport Management and Marketing*, *Nonprofit Volunteer Sector Quarterly*, and *Case Studies in Sport Management*, and she frequently presents at international conferences such as the conference for the International Association of Communication in Sport, Sport Marketing Association, and North American Society of Sport Management.

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Professor Michael J. O'Hara over the last three decades has researched many aspects of the law and the economics of business regulation. Included among these aspects have been valuation of intellectual property, forensic economics, alternative dispute resolution, franchising, and honeybees. He has served in editor roles for three journals and as a reviewer for many more journals. As a public servant, O'Hara was elected to the Board of Directors of the Omaha Public Power District, a vertically integrated electric utility with over 2,000 employees. Presently, he serves by appointment to the Nebraska Board of Optometry and was elected to the Board of Directors of the Association of Regulatory Boards of Optometry, whose members are all licensing boards in Australia, New Zealand, Canada, and the USA.

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As a print journalist, Billy Reed was a senior writer for *Sports Illustrated* magazine from 1988–1998, and special correspondent and staff writer from 1968–1987. At *The Courier-Journal*, he served as sports editor from 1977–1986, general columnist and special projects writer from 1972–1977, and staff writer from 1966–1968. He has also written for the *Lexington Herald-Leader*.

In addition to print journalism, Reed had a long broadcast media career. He was a radio talk show host for WHAS, WTMT, and WAVE in Louisville. He also contributed commentaries for WHAS-TV in Louisville and WKYT-TV in Lexington.

Reed is the author of more than a dozen books, including *Celebrating 54 Years of Freedom Hall* (Butler Books, 2010) and *The Monarchs and The Great American Rock n' Roll Dream* (Butler Books, 2009).

With more than 50 years of experience in sports journalism, Reed has been honored by the Kentucky Journalism Hall of Fame, Kentucky Athletic Hall of Fame, and U.S. Basketball Writers Hall of Fame, among others.

His coverage of Thoroughbred racing has earned him three Eclipse Awards, eight Red Smith Awards for Kentucky Derby Coverage, and a host of other honors.

Reed's community outreach includes involvement with The Healing Place, Kentucky and Southern Indiana Leukemia and Lymphoma Society, Kentucky Thoroughbred Media, and much more.

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Billy Reed was born in Mt. Sterling, Kentucky. He graduated from Transylvania University, with a BA in English.

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Jason A. Rice is an instructor and doctoral candidate at the University of Louisville. Currently, he is also a photographer, specializing in travel and sporting events, with particular interest in outdoor and endurance events. His love of travel and new experiences took him to China, where he taught courses at the Wuhan Sport Institute in China, took photographs across the country, fell in love with street food, and played copious amounts of basketball after a 10-year hiatus. His professional working life includes time with Anthony Travel Inc., where he served as the director of endurance events; the New York Road Runners; Walt Disney World Sport Attractions; and numerous other sporting and travel events where he served as a consultant or general jack-of-all-trades. He lives with his wife, Elle, who makes the best Chinese dumplings this side of the Pacific.

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Stephen Shapiro is currently an associate professor and graduate program coordinator of sport management at Old Dominion University. Shapiro worked in college athletics for over 8 years in marketing, compliance, and development and as a coach. His line of research is in the areas of sport finance and marketing, with a focus on ticket pricing in the primary and secondary markets and consumer behavior as it relates to both purchase and charitable contribution

decisions. Specific research topics include dynamic ticket pricing in sport, college athletic donor behavior, luxury suite price determinants, consumer demand in sport, and fantasy sport consumer behavior. Shapiro currently has 24 academic research publications and over 40 academic presentations on these topics. He has also authored two textbook chapters related to finance in college sport and the nonprofit sport sector.

Shapiro has conducted research for the Norfolk Tourism Research Foundation, the Virginia Tourism Corporation, the National Kidney Foundation of Florida, Athletics Departments at the University of Memphis and Colorado State University, the United States Olympic Committee, the Denver Nuggets, and the Colorado Avalanche. He has also provided expert commentary for media sources such as ESPN, *USA Today*, *The Virginian-Pilot*, *The Cleveland Plain Dealer*, and Virginia Public Radio.

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Megan Shreffler is an assistant professor at the University of Louisville. She teaches Sport Marketing, Promotion and Sales, and Research Methods in the Sport Administration program. Her research interests include consumer behavior in sport, new media consumption in sport, and customer service issues related to the sport experience.

Introduction

by Gary Bernstein

The book is especially suited for advanced undergraduate and graduate students studying sport marketing within business- or education-focused courses and a must for students seeking an overview of sport marketing principles within sport, recreation, or leisure studies programs. *The Fundamentals of Sport Marketing* will provide excellent direction and guidance for the sports and recreation marketing manager and will help professionally prepare readers in their pursuit of best practices. The book provides a comprehensive approach to the principles of marketing and their practical applications to sport, leisure, and recreation organizations.

This book will stimulate the imagination of practitioners, but it will also appeal to academics. To practitioners, it lucidly describes how companies are able to capitalize on creative and strategic marketing principles. To academics, the book offers many rich examples that reveal the marketing relevance of their theories and research findings.

The Fundamentals of Sport Marketing takes a current, vibrant, and exciting in-depth look at sport marketing trends today. Created from the insights of sport experts, this comprehensive text explores as many as six or more fresh concepts and topics surrounding sport marketing with reader-friendly examples specifically drawn from the world of sports. The authors connect sport industry-specific content with current issues and trends and provide readers with a balance between theory and practice.

Since the exceptionally financial, revolutionary in nature, and appealing success of the 1984 Olympic Games in Los Angeles, there has been an explosion of sport marketing and programming opportunities in business, government, and nonprofit organizations. Sport marketing is a significant industry with an environment for applying innovative marketing techniques and strategies. Sports today are big business. Whether watching sports on television, or at the arena, you can't help but notice one aspect: loads of marketing opportunities.

The topics included in this text are for the student today and far into the future. *The Fundamentals of Sport Marketing* will address best practices and emerging trends in sport marketing.

The reader will gain valuable information and read practical examples that will bring proven experiences to life. Specific and clear practical cases along with author insights will be shared throughout each chapter, with additional materials and resources available in the instructor's guide. Discussion questions and key vocabulary terms will be introduced in every chapter. In addition, ancillary materials include PowerPoint slides and a test bank of questions and answers.

Instructors will appreciate the inclusion of case studies, which may be used to generate class discussions; students will truly benefit from the many hands-on and practical examples described in each chapter. To assist university lecturers and instructors, chapters are organized in a format that will allow them to address and teach each content area in a weekly lesson format. For the sport marketing professional, each chapter will serve as a valuable resource guide and tool in their day-to-day work experience.

Chapter 1

What Is Sport Marketing?

by Gary Bernstein

Learning Outcomes

After reading this chapter, the reader should be able to

- develop a definition of sport marketing and
- appreciate the examples researchers and practitioners offer.

Introduction

Whether people are viewing a sporting event at the arena or in their recliners in the comfort of their own homes, the amount of commercials and advertisements being paraded before their eyes is hard to miss. Corporate logos are strategically placed on the playing surface and arena walls to be highly visible. Players of the Women's National Basketball Association are donning uniforms with company logos such as Boost Mobile, Inova Health System, and LifeLock, and Major League Soccer (MLS) teams are being sponsored by companies such as Herbalife and Xbox. Since people may watch sports on many platforms, sport marketing may take many forms. Teams sell advertising space inside their stadiums, and television networks sell airtime during the events. Famous athletes work as celebrity endorsers and sell their images to marketers, and businesses purchase naming rights for sports venues to enhance company awareness and recognition (see Chapter 12).

The roots of sport marketing can be traced back to the 1860s when many businesses, recognizing the popularity of the new sport of baseball, began using photographs of the teams to sell their products and services. Since those first baseball cards, sport marketing has become a billion-dollar industry annually. It now includes diverse revenue streams such as sports equipment manufacturing, advertising, ticket and concession income, athlete endorsements, and product merchandising.

Few things such as music, movies, and other entertainment activities in the world are as widely loved as sports. The National Football Foundation reported that 49,670,895 people attended an NCAA football game in 2011 (National Football Foundation, 2011), and over 110 million people watched the 2012 Super Bowl, according to Nielsen (Nielsen, 2013).

Every year, corporations plan advertising and promotional campaigns built on sports celebrity endorsements such as LeBron James, Mike Trout, and David Beckham. Sports organi-

zations offer hospitality events and fantasy camps for fans and corporate sponsors. Players nurture their careers to draw out the maximum amount of profit from endorsements, motivational speaking tours, and personal appearances. Businesses hope to win over potential investors by hosting sports events. In short, a lot more is being done off the field in sports than just those on the playing field such as more community outreach programs and charity campaigns.

Pitts and Stotlar (2002) defined sport marketing as “the process of designing and implementing activities for the production, pricing, promotion, and distribution of a sport product to satisfy the needs or desires of consumers and to achieve the company’s goals” (p. 80). Thus, the focus of sport marketing falls jointly on the company and the consumers.

Sports marketers handle the business side of sports. Some work for leagues or sports associations, such as the MLS or the National Football League. Others work for teams such as the Atlanta Dream, the New York Mets, or the Dallas Mavericks. Some work on behalf of major companies such as NetJets, Buick, or Frito Lay managing promotional campaigns and sponsorships of national and international sports events. Others are employed as sports agents, representing professional athletes, negotiating contracts and endorsements, and otherwise handling athletes’ careers. Still others organize sports-related events on behalf of sports organizations, teams, or companies. Many sports commission offices and convention and visitors bureaus hire sport marketing professionals to attract key sports events and teams to town. Market researchers often conduct surveys for sporting goods manufacturers, athletes, local governments, public relations agencies, tourist groups, and sports retailers.

As new sports such as snowboarding and extreme skiing take their place alongside traditional sports, the field of sports continues to explode. There are more athletes, more venues, new sports equipment, and new sponsors. There are now many sport marketing firms, some even specializing in specific sports and athletes.

Defining Marketing

Defining marketing is difficult. It does not have a crisp definition. Get it right, and life will be very good. Mess it up, and you will regret having pursued it.

Is marketing about demand generation and driving leads and revenue? Is it about using social media right so revenue follows? Is it about establishing a brand and getting the word out so the target market knows the company and its product, or is it about T-shirts, coffee mugs, and giveaways?

One of Drucker’s (2008) lasting definitions of marketing is,

There will always, one can assume, be a need for some selling. But the aim of marketing is to make selling superfluous. The aim of marketing is to know and understand the customer so well that the product or service fits him and sells itself. (p. ?)

Drucker (2008) also said,

Marketing and innovation are the two chief functions of business. You get paid for creating a customer, which is marketing. And you get paid for creating a new dimension of performance, which is innovation. Everything else is a cost center” (p. ?).

Getting marketing and innovation right is not only important but also paramount to increasing the odds of success for an organization.

Examples of Sport Marketing

- Allstate: The insurance company sponsors NASCAR driver Kasey Kahne. His car is covered in prominent Allstate ads, and he appears in the company's print and TV ads.
- Reebok: The sneaker maker led one of the most memorable ad campaigns of all time when it created a fictional rivalry between decathletes Dan O'Brien and Dave Johnson. This created buzz for the Olympics and Reebok.
- Coke: An iconic ad featuring football player Joe Greene signing an autograph for a young boy introduced the slogan, "Have a Coke and a smile."
- StubHub: The ticket agent featured a common sports sound, the buzzer signaling the end of a period, at the ends of their ads. When fans heard the sound during a game, they thought of StubHub.
- Budweiser: The beer maker invests heavily in television marketing during the Super Bowl. Viewers look forward to the humorous ads almost as much as the game itself.
- Citibank: The company paid millions of dollars for naming rights to the home field of the New York Mets, Citi Field.

What Is Sport Marketing?

The following athletes, researchers, and practitioners, who were polled from around the globe, defined sport marketing in several ways. After reading this section, readers should be able to come up with a definition with which they feel comfortable.

Sport marketing is everything that happens off the field or court. It's building relationships with fans through sponsorships and corporations, special events, endorsements, licensing and brand awareness. —*Rhonda L. Burch, Senior Director of Communications and Marketing at Hanover College, Hanover, Indiana*

Sports marketing can mean many different things to many different people in the business. A sports agent shopping endorsement opportunities for his client is different than a team marketer who works on getting butts in seats. Ultimately, sport marketing is about revenue generation through brand recognition and connection, no matter what that brand may be. —*Mark Fine, Sr. Director, Marketing at New York Mets, Flushing, New York*

Sport marketing at our level would certainly include promotions of our entire department as well as the sports programs themselves. For us, our brand is important—from our mascot, our colors, fight song, and even our location. We do not "advertise" much, as that runs counter to the D3 philosophy. Rather, we emphasize the student athlete experience. Obviously, athletic money doesn't come into play at all with our students and the term, representativeness, is all inclusive on campus. Among our marketing points is how academics are the primary focus at Division III schools. We conduct shorter practices and playing seasons than Divisions I and II, and don't allow red-shirting. —*Joanne Renn, Director of Athletics at Virginia Wesleyan College, Norfolk, Virginia*

Sport marketing is the broad term to define a variety of facets of the sport industry in which we use various strategies to promote sport participation, spectatorship, sponsorship, among others. These strategies can include common marketing strategies such as promotion and advertising, as well as the managing the four Ps (product, place, promo-

tion, and price) as they are associated with the sport industry. —*Thomas J. Aicher, PhD, Assistant Professor in Sport Administration at the University of Cincinnati, Ohio*

Developing and promoting sport products and services based on the wants, needs, and interests of consumers, businesses, and the media. —*Joe Cobbs, PhD, Department of Marketing, Economics, & Sports Business, Northern Kentucky University*

Sport marketing, from the view of a collegiate athletic administrator, is the promotion of the university through athletic events and teams. Engaging alumni, community members, and fans to rally around the University Athletic programs opens the door to philanthropy, increased enrollment, corporate sponsorships, and overall sense of pride. Effective marketing through all media channels can promote the greater University in addition to sports programs. —*Bob Moosbrugger, Associate Athletic Director for Development, San Diego State University*

Sports marketing is everything you do to get your organization's name in front of your public's faces. For me, that encompasses many things, including our organization's website, numerous social media accounts, daily game information, ticket promotions, etc. With TV and print advertising gradually losing their effectiveness in the local market, it takes constant effort from us to make sure that there are streams of information coming through these channels, and to make sure these streams are both relevant and engaging. —*Chadwick Fischer, Louisville Bats Triple AAA Baseball Club, Louisville, Kentucky*

Marketing is the process of generating profits. The process begins by identifying and accessing people who want/need a given product and/or service and disseminating information (about the product/service) to sell to the responsive people without expenses exceeding revenues. The process continues by providing quality customer service to preserve customers and increase their frequency of purchase/consumption. —*Dr. Alan L. Morse, Co-Director, Sport Administration Program, Mississippi State University*

Sport marketing consists of all activities designed to meet the needs and wants of sport consumers through exchange processes. —*Lynn L. Ridinger, PhD, Associate Professor, Sport Management Program, Old Dominion University, Norfolk, Virginia*

In our educational programs, we teach the importance of sport marketing from the perspective of an individual coach marketing his or her program. We talk about the importance of “the message” as it defines the program to others via recruiting (athletes, parents, high school and club coaches), fund-raising within their conference and campus community. We encourage coaches to practice articulating their message and to be very specific and consistent about the parameters of their program, their management style, and the values they hold as a professional career coach. —*Ann Salerno, Director of Education, The Alliance of Women Coaches, NCAA Women Coaches Academy*

Sport marketing is a form of the general term “marketing.” My role in sport marketing as a winning athlete with an Olympic medal, Worlds, European, Balkans, and nationals achievements is to promote in the society different products through my picture and glamour. I need more sponsors to have my best preparation for Olympics, and they need a very strong brand to promote their products. I think that is a business rela-

tionship between an athlete and the sport marketing industry. —*Sofia Papadopoulou, Olympic Athlete from Athens, Greece*

Sport marketing is the use of business methods to promote sports as a product. That product may be the sport itself through participation or the sport as a form of entertainment through spectating. Either way, you are trying to gain awareness and create a perceived need from consumers for that product through marketing. I am selling the sport of bowling as a form of entertainment and recreation, but different groups are looking for different experiences and values, and I have to make them aware of the product I offer that best suits their needs through marketing. —*John McCarthy III, Louisville Derby Tournament Manager*

Sport marketing is the application of marketing techniques that serve three broad-based functions within the context of encouraging purchases of sport products and services as well as foster customer moral support of the respective sport properties. The first function of sport marketing is to make prospective customers aware of the availability of products and services. The second function of sport marketing is to modify attitudes and behaviors of potential and current customers. In the case of potential customers who are aware but not users of sport products and services, sport marketers initiate techniques that will incent trial with the idea that once experienced, customers will return. In the case of current customers, many sport properties engage in practices to encourage spending on ancillary products and services (e.g., concessions, merchandise), or increase levels of spending related to ticket-based products (e.g., upgrading from a mini-plan package to full season ticket package). Finally, sport marketing is used to reinforce currently occurring positive attitudes and behaviors. —*Lance Hatfield, University of Missouri, Director, Assistant Teaching Professor, Sport Venue Management, Columbia, Missouri*

Sport marketing is the targeted and strategic efforts aimed to increase the number or frequency of purchases by spectators or participants. —*Greg Greenhalgh, Assistant Professor/Director of Student Services and Outreach Center for Sport Leadership, Virginia Commonwealth University, Richmond, Virginia*

Sport marketing is the use of sport and/or sport culture to sell a product, brand, or service. —*Cameron Ungar, Director of Event Services, Long Beach State Athletics, Huntington Beach, California*

The basic goal of sport marketing is to draw fans to events, but the components are far more wide ranging than simply selling tickets to single events. Fans want to identify with a team as well as enjoy the 'experience' of the event. In college, as well as professional athletics, marketing a team encompasses a variety of departments: marketing will advertise the game and plan promotions, sport information will generate previews and/or features and promote publicity to educate the public. Within the event itself, many other departments come into play within the realm of event management. The announcer and scoreboard/graphics also foster crowd involvement and enhance the experience; these also fall under the umbrella of sport marketing. Facilities will ensure that everything works within the venue and that it is as safe as possible for spectators. Ticket managers, concessions, and statisticians are also necessary components of an event. In short, the full scope of marketing a sport reaches beyond simply getting fans

to attend an event. —*Lori Korte, Assistant Sports Information Director, University of Louisville Athletics, Louisville, Kentucky*

Sport marketing is the science of using sports (player, team, or event) as the vehicle to promote a brand or service to fans, viewers, and attendees. The goal of the client is to show those fans the value of whatever is being promoted. Properties/endorsers need clients to either fund monetarily or support events and organizations through an exchange of goods so they can continue to exist/make profits. One who uses sport marketing effectively can reap the benefits of a passionate audience that has specific tendencies and habits not necessarily seen in other segments of the entertainment industry. —*Ryan Rudman, Sports & Entertainment Consultant, Team Epic*

Marketing is the ability to convey a message to a targeted audience. The message can have many forms, but ultimately you want people to hear, read, watch, or interact with your message. When this is done consistently, you have an effective campaign. —*Dominick Fitzgerald, Senior Director, Creative Services, University of Louisville Athletics, Louisville, Kentucky*

Sport marketing is all about building relationships and nurturing those relationships throughout your career. Ultimately, how you relate to people is the foundation for anyone interested in the industry. Sport marketing has a great deal more to do with selling yourself than any product or service. —*Kelly Newland, Director, Junior & Senior Competitions, KGA-PGA, Inc., Golf House Kentucky, Louisville, Kentucky*

It is a term that is evolving because of the emphasis that marketers put on fan engagement and interaction. In today's world of athletics, marketing consists of promoting events through social media, scheduling in-game and postgame engagement opportunities, in addition to traditional methods of promoting. —*Rocco Gasparro and Ira Green, Assistant Sports Information Directors, University of Louisville Athletics, Louisville, Kentucky*

Sport marketing in intercollegiate athletics is a vast, evolving, and integral subdivision of the sport business industry. Collegiate sport marketers conduct a variety of tasks to support university and departmental goals ranging from revenue generation to fan engagement, branding, and more. Noticeable elements of collegiate sports marketing include spirit teams, mascots, sponsor relations, and the overarching efforts to enhance the game-day atmosphere and increase fandom. The advent of social media, other entertainment options, and the seemingly constant "arms race" in college athletics for coaches, facilities, and resources has forced collegiate sports marketers to be more creative and efficient than ever in meeting their goals. Ultimately, collegiate sport marketing is the practice of understanding the goals and brand of an athletics program and leveraging the strengths in various mediums to support these goals. —*Matthew Wagner, Associate Director of Marketing, UAB Athletics, Birmingham, Alabama*

Sport marketing is the effort to build awareness of a product or event. In the case of Maccabi USA/Sports for Israel, we build Jewish Pride through Sports. —*Jed Margolis, Executive Director, Maccabi USA, Philadelphia, Pennsylvania*

Sport marketing is being able to promote your product and services in order to make it attractive to prospective clients. When it comes to fund-raising and development, sport marketing specifically encompasses the feelings of donors and their emotional ties to the athletics of the school they choose to support from a financial standpoint. In order to keep donors economically devoted to a particular aspect of a school's athletic program, they must have a connection that makes them want to invest their time and money. The overall atmosphere at a sporting event or a strong relationship a donor has with some facet of the institution are just a couple of ways sports marketing can have a positive effect. When it comes down to it, the way that the school markets its athletic programs has a huge impact on their decision to become involved and make a contribution to support the cause. —*Brandon Cunningham, Assistant Director, NC State Wolfpack Club*

Sport marketing is whatever actions are necessary during a sporting event to highlight a product and present the benefits of the product to the consumer so they can make a decision on purchasing. This could entail sponsorship, hospitality, advertising and promotions and could be executed through a variety of mediums. Hopefully you can align your product with a team or sporting event that matches your target audience so the exposure or applied relationship will translate into sales with the team's loyal and casual fans. Tactics could be done through product sampling, displays, or demonstrations; program advertisements; media exposure/interviews; product placement/tie-ins; coupons; signage; promotional contests or giveaways; athlete endorsements; entertaining prospects and customers; logo on uniforms, sporting equipment or cars; experiential tents or exclusive events; handouts; ticket giveaways; charitable elements; follow up after the event. —*Larry B. Sinclair, Director, Corporate Hospitality Sales, 2014 PGA Championship, Louisville, Kentucky*

In the most simplistic terms, sport marketing is connecting people to information. Sport marketing allows the company/organization/team to control both the message and the medium. The main goal is to provide a uniform brand that will help set your organization apart while being recognizable to a large audience of people. With technology at our fingertips these days, it's important to identify which medium will provide the best return on investment (including time investment) for each message. Five Ps for event sport marketing include Planning, Preparation, Practice, Production, and Postevent evaluation. Ultimately, sport marketing is about getting "cheeks in the seats" and eyes on the screen. If you can successfully get people into your venue and/or follow your product (TV, social media, merchandising, etc.) you simultaneously enhance brand awareness and sponsor interest. —*Brian Lang, Assistant Athletics and Recreation Director, Assumption College, Worcester, Massachusetts*

Sport marketing is the communication and promotion of a product, event, or service to a specific demographic, in this case a product, event, or service that is in the "sport" segment. Due to the often intangible and uncontrollable nature of the sport product (i.e., live events/games) sports marketing is unlike many other forms of marketing. Sport marketers seek to identify with consumers (oftentimes fans) and appeal to their level of team or sport loyalty or identification. My career in event production has some parallels as marketing tactics are often based on reach, and campaigns attempt to appeal to the emotions of consumers. When a consumer isn't going to be taking home a tangible product, it is the job of the marketer to convince consumers that the feelings and emo-

tions they will experience have value relative to the cost. —*Jon Pollock, Event Manager, Kentucky Derby Festival, Louisville, Kentucky*

In the world of managing professional athletes, sport marketing is the practice of thinking outside the box. Sport marketing is a flooded industry with many different channels; however, the sheer number of opportunities versus requests for opportunities makes for an even more competitive market share. Sport marketing is the practice of constantly evolving and revolutionizing ideas to build a top of mind brand recognition through creating new opportunities that may not currently exist. —*Kyle Perry, Manager, Hot Shot Sports Management, Inc., Raleigh, North Carolina*

Note: These sport marketing definitions are from a survey conducted by Gary Bernstein. Contributors were working with the noted organizations at that time.

Class Assignment

Develop a sport marketing definition based on the over 20 definitions provided by these sport marketing professionals.

Conclusion

Sport marketing is focused on the business of sports and the use of sports as a marketing tool. Sport marketing professionals enjoy many employment opportunities, including positions with universities, corporations, media outlets, sports equipment manufacturers, retailers, and public relations agencies.

Marketers understand the popularity of sports and have made them a centerpiece of marketing campaigns for decades. As the size and popularity of national sports has grown, the field of sport marketing has grown with it. According to Anderson (2010), Budweiser spent \$3 million on their Super Bowl ads alone in 2014. As long as sports continue to thrill millions of people, they will continue to be prime events in which to deliver advertising messages.

Discussion Questions

1. Why is building and developing relationships important in sport marketing?
2. Discuss how technology has impacted the world of sport marketing today.

Terms to Know

Branding: The marketing practice of creating a name, symbol, or design that identifies or differentiates a product from other products.

Exchange process: When an individual or an organization decides to satisfy a need or want by offering money or goods or service in exchange.

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