

The Business of Sports & Entertainment



Student Workbook & Notes Guide

For the 2020-21 School Year

The Business of Sports and Entertainment

Student Workbook



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UNIT

1

History Evolution of SEM



Unit one provides students with an understanding of the evolution of sports and entertainment as it relates to business. Identifying industry “pioneers” and important milestones will assist students in the comprehension of how the sports and entertainment industry has become the multi-billion dollar industry it is today.

Unit 1: History of SEM

Objectives

- 1) Define the acronym SEM
- 2) Identify factors that contributed to the growth of the sports and entertainment industry
- 3) Understand the concept of “fandom” and its importance to the business of sports and entertainment
- 4) Discuss the impact specific individuals had on the evolution of the industry
- 5) Recognize specific milestones relevant to industry growth
- 6) Define media
- 7) Understand the importance of media (broadcast) rights

Lessons

<i>Lesson 1.1</i>	Genesis of Sports & Entertainment Marketing
<i>Lesson 1.2</i>	Factors Contributing to Industry Growth
<i>Lesson 1.3</i>	Media Impact on Industry Growth
<i>Lesson 1.4</i>	Industry Pioneers
<i>Lesson 1.5</i>	Important Milestones in SEM History
<i>Lesson 1.6</i>	Where Are We Now?

Key Terms

Fandom

Media (Broadcast) Rights

Superfan

Media

SEM

Discussion Topics

The sports and entertainment industry is a multi-billion dollar field. What factors do you think led to its enormous growth?

Increased media coverage has had a major impact on industry growth. What are some of the different ways you could follow your favorite team or celebrity?

Can you think of any individuals that may have helped sports and entertainment grow to the size it is today?

Lesson 1.1 - Student Notes

Genesis of Sports and Entertainment Marketing

The origins of sports and entertainment marketing (SEM)... What is SEM?

Define SEM:

What specific events have influenced its enormous growth?

Name three examples of events that have influenced industry's growth:

- 1)
- 2)
- 3)

How large is the sports industry?

What are some of the major revenue generators in the sports industry?

Lesson 1.1 - Student Notes

Genesis of Sports and Entertainment Marketing

The entertainment industry extends from the following **examples**:

TRUE OR FALSE: Consumers have shown an insatiable appetite for entertainment resulting in an industry boom. _____

Entertainment industry revenue breakdown:

Lesson 1.2 - Student Notes

Factors Contributing to Industry Growth

Name six (6) factors that have influenced the growth of the sports and entertainment industry:

1)

2)

3)

4)

5)

6)

Name two examples of signs of continued industry growth:

1)

2)

Define **fandom**:

Describe an example of the impact of fandom:

Lesson 1.2 - Student Notes

Factors Contributing to Industry Growth

What is a superfan?

How does fandom influence the media?

Because of the strong emotional connection fans maintain with their favorite sports teams, wins and losses on the grandest of stages can _____

1. Positive example:

2. Negative example:

Lesson 1.3 - Student Notes

Media Impact on Industry Growth

Define **Media**:

Describe how media has impacted industry growth:

Define **media rights** (or broadcast rights):

Many media rights deals provide _ coverage rights

Media rights deals are not reserved for _ broadcasting companies

Why are media rights important to sports and entertainment properties?

Why are media rights important to broadcast companies?

List one example of media/broadcast rights:

1)

What are ratings?

Lesson 1.3 - Student Notes

Media Impact on Industry Growth

Why are ratings important to broadcast companies?

The progression of media and its impact on the business of sports has been significantly influenced by several events. List five examples:

- 1)
- 2)
- 3)
- 4)
- 5)

In the early days of team sports, concessions and tickets provided the only real source of revenue for team owners. Today, because of the numerous multi-media opportunities available, organizations have more options available to them to drive revenue. What outlets are available to sports teams today for driving revenue?

- 1)
- 2)
- 3)
- 4)
- 5)
- 6)
- 7)

List two examples of how sports and entertainment business coverage has become widespread and easily accessible:

- 1)
- 2)

Lesson 1.4 - Student Notes

Industry Pioneers

Discuss the legacy of **sports industry** pioneers and their impact on the industry's evolution. In the space below, identify at least one accomplishment associated with each respective individual.

1. Pierre de Coubertin
2. Bill Veeck
3. Mark McCormack
4. Mildred "Babe" Didrikson Zaharias
5. Roone Arledge
6. Jackie Robinson
7. Mohammed Ali
8. William (Bill) H.G. France Sr.
9. Arnold Palmer
10. Pete Rozelle
11. Michael Jordan
12. David Stern
13. Jon Spoelstra
14. Phil Knight

Lesson 1.4 - Student Notes

Industry Pioneers

Discuss the legacy of **entertainment industry** pioneers and their impact on the industry's evolution. In the space below, identify at least one accomplishment associated with each respective individual.

1. P.T. Barnum
2. Walt Disney
3. Adolph Zukor
4. Charlie Chaplin
5. Louis Armstrong
6. Lucille Ball
7. Jerry Siegel and Joe Schuster
8. Rodgers & Hammerstein (Richard Rodgers & Oscar Hammerstein)
9. The Beatles
10. Elvis Presley
11. William Hanna and Joseph Barbera
12. Theodor Seuss Geisel ("Dr. Seuss")

Lesson 1.4 - Student Notes

Industry Pioneers

13. Hiroshi Yamauchi
14. Steve Allen, Ed Sullivan, Johnny Carson
15. Mort Sahl
16. Jim Henson
17. Steven Spielberg
18. Steve Jobs
19. Vince McMahon
20. Michael Jackson
21. JK Rowling
22. Ted Turner
23. Sean “Puffy” Combs
24. Shawn Fanning & Sean Parker
25. Evel Knievel

Lesson 1.5 - Student Notes

Important Milestones in SEM History

List ten key dates in the history of sports marketing:

- 1)
- 2)
- 3)
- 4)
- 5)
- 6)
- 7)
- 8)
- 9)
- 10)

List *at least* ten key dates in the history of entertainment marketing:

- 1)
- 2)
- 3)
- 4)
- 5)
- 6)
- 7)
- 8)
- 9)
- 10)

Lesson 1.6 - Student Notes

Where Are We Now?

How big is the **sports** industry now? List three examples below that represent how large the industry has become.

1)

2)

3)

How large has the **entertainment** industry become? List one example below that represents how large the film, music, publishing (books), video games and theater industries have become.

Movies

Music

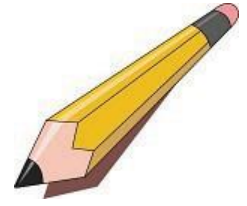
Books

Video games

Theatre

Unit 1 - Student Notes

Additional Notes



The Business of Sports and Entertainment

Unit One Activities



Industry Pioneers: A Unit 1 SEM Case Study

Many people know the legacy of PT Barnum, particularly the creation of the circus as we know it today. His accomplishments as an entertainment marketer are legendary.

Barnum also enjoyed some success as a politician. He served several terms as a State legislator in Connecticut and is credited with casting the deciding vote for abolishing slavery after the Civil War.

Perhaps the most interesting accomplishment of Barnum's legacy, however, is the impact he had on the English language. It could be argued that he introduced more terms to our language than any other individual in modern history.

For example, Barnum would refer to the actions of prominent people who would sit in the best seats at the circus for the sole purpose of being noticed as "grandstanding."

After a local politician threw his hat into a circus ring at a Barnum show to declare his candidacy, the phrase "throwing your hat in the ring" was born.

When the time came to load all the circus animals on the train for departure for the next city, Barnum would declare that it was "time to get the show on the road."

Because his shows were always under the famous big top canopy, there would always be a performance, regardless of weather conditions. Barnum would proclaim that his shows would go on "rain or shine".

Barnum's proclamation that his show was "the greatest show on earth" is a catch phrase associated with the circus to this day.

Ironically, the phrase he is perhaps most often credited with coining ("a sucker is born every minute") was never uttered by PT Barnum.



**** Case Study Questions ****

- 1.) Do you think PT Barnum's impact as a marketing pioneer has any affect on today's sports and entertainment industry executives? Why or why not?
- 2.) Do you think Barnum's introduction of the phrases identified in this case study are an indication of his ability to effectively market his product? Why or why not?

Sports & Entertainment Business History

Class Period _____

Using a newspaper, magazine, trade journal or the Internet, research an important individual contribution or significant individual event and date in the history of sports and entertainment marketing. Summarize and submit a copy of the article and answer the following questions.

- 1) What type of athlete, celebrity or event did the article focus on?
- 2) Why was this athlete, celebrity, event or date important?
- 3) How did it prompt changes within the industry?
- 4) What might the industry be like today if this athlete, celebrity or event had not performed or taken place?
- 5) Summarize the article:

Unit 1 Internet Activity

Sports & Entertainment Industry Size & Scope

Student Name _____

Class Period _____

Internet Activity Instructions:

Using the Internet, locate the following information pertaining to the overall size of the sports and entertainment industry. Please be sure to make note of what site you visited to get the information (cite your source).

- 1) Which U.S. professional sports franchise has the highest value?

Source:

- 2) Which celebrity endorser earned the most money last year?

Source:

- 3) What Hollywood film had the highest box office gross last year? What was its budget?

Source:

- 4) Which artist sold the most records last year? Which song was the most downloaded?

Source:

- 5) Which industry has a larger economic impact in the U.S.-sports or entertainment?

Source:

UNIT

2

What is Sports and Entertainment Marketing?



Unit two describes the basic concept of sports and entertainment marketing and highlights the idea that sport is a form of entertainment. Students will be introduced to the fundamental concept of sports and entertainment marketing: the marketing of sports versus the process of marketing through sports.

Students will also begin to familiarize themselves with general marketing principles that are integrated within the framework of sports and entertainment business. They will be introduced to marketing philosophies such as defining the primary marketing functions and understanding what industry marketers are trying to achieve. Unit two will also provide an introduction to how innovation and advances in technology have changed not the sports and entertainment marketplace.

Unit 2: History of SEM

Objectives

- 1) Define sports marketing and entertainment marketing
- 2) Explain the two primary types of sports and entertainment marketing
- 3) Compare and contrast sports marketing and entertainment marketing
- 4) Describe the seven functions of marketing
- 5) Understand what makes sports and entertainment products unique
- 6) Explain the concept of competition for entertainment dollars
- 7) Identify the five P's of event marketing
- 8) Explain the event triangle

Lessons

<i>Lesson 2.1</i>	Sports & Entertainment Marketing Defined
<i>Lesson 2.2</i>	The Fusion of Marketing with Sports & Entertainment
<i>Lesson 2.3</i>	Sports ARE Entertainment
<i>Lesson 2.4</i>	Primary Marketing Functions
<i>Lesson 2.5</i>	Understanding the Sports & Entertainment Product
<i>Lesson 2.6</i>	Competition for the Entertainment Dollar
<i>Lesson 2.7</i>	Reaching Consumers
<i>Lesson 2.8</i>	Introduction to Event Marketing & Management

Key Terms

Cross Promotion
Customer Loyalty
Discretionary Income
Entertainment
Entertainment Marketing
Event Triangle
Fan Engagement
Intangible Product Attributes
Marketing
Perishability
Products
Sports Marketing
Tangible

Unit 2: History of SEM

Discussion Topics

Consider what you do with your leisure time. How do you spend your entertainment dollars?

What entertainment options are available to you in your community?

What are some examples of sports and entertainment marketing witnessed in our everyday lives?

Sports and entertainment marketing is represented by more than Shaquille O'Neal and Brett Favre playing games or Tom Cruise playing a movie role for millions of dollars. What other activities represent the activities of sports and entertainment marketers?

Sports products can be represented in a variety of ways. What are some examples?

Entertainment products can be represented in a variety of ways. What are some examples?

Think about the various events offered in your community. How much effort is required to prepare, plan and execute that event? Is marketing involved? How?

Lesson 2.1 - Student Notes

What is Sports & Entertainment Marketing?

Define **marketing**

The term “marketing” has grown to encompass many business activities such as

- _____, _____ and _____

Define **sports**

Define **sports industry**

Define **entertainment**

Define **leisure time**

It is the goal of the sports and entertainment marketer to provide a product or service that

can satisfy the _____ and _____ of those individuals who
choose to be entertained during their leisure time

Lesson 2.2 - Student Notes

The Fusion of Marketing with Sports & Entertainment

Define **sports marketing**

What are the two types of sports and entertainment marketing?

Marketing _____ sports and entertainment

Companies use sports and entertainment as a vehicle for what?

Examples

1.

2.

3.

4.

Companies use product placement to _____ a specific product

List two examples:

1.

2.

Marketing _____ sports and entertainment

List three examples:

1.

2.

3.

Sports marketing vs. sports management

The field of study known as sports marketing is often confused with sports management, but how do we differentiate between the two?

Lesson 2.2 - Student Notes

The Fusion of Marketing with Sports & Entertainment

Sport management is

Although the terms are often used interchangeably, sports management is best described as the

- _____ while sports

and entertainment marketing refers to the _____

Theoretically, sports marketing is considered a function of the broader field of study,

_____.

List three examples of areas of study that might be included in sport *management*:

- 1.
- 2.
- 3.

List five examples of sports *marketing* activities:

- 1.
- 2.
- 3.
- 4.
- 5.

Define **entertainment marketing**

Lesson 2.2 - Student Notes

The Fusion of Marketing with Sports & Entertainment

Entertainment presents itself in many forms. List five examples below:

- 1.
- 2.
- 3.
- 4.
- 5.

Lesson 2.3 - Student Notes

Sports ARE Entertainment

There are many similarities between sports and other forms of entertainment as each activity is one that _

List three examples:

1.

2.

3.

There are several key differences between sports and entertainment

1. _____

2. Emotional _____

3. Differences in _____

Define **customer loyalty**:

Define **cross promotion**:

List two examples of cross promotion:

1.

2.

Lesson 2.4 - Student Notes

Primary Marketing Functions

What are the primary functions of marketing?

1. _____

Example:

2. _____

Example:

3. _____

Example:

4. _____

Example:

5. _____

Example:

6. _____

Example:

7. _____

Example:

Lesson 2.5 - Student Notes

Understanding the Product

Sports products

Products

Products are _____, _____ goods as well as services and ideas

What are **tangible** products?

Sports products are the goods and services _____

List five examples of sports products:

- 1.
- 2.
- 3.
- 4.
- 5.

Entertainment products

Several segments of the entertainment industry rise to the top as predominant money makers

These segments include:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Lesson 2.5 - Student Notes

Understanding the Product

The unique nature of sports and entertainment products

Sports and entertainment products often share common characteristics of _

What are the two primary characteristics of services?

Services are _

Services are _

Many sports and entertainment products are perishable

Define **perishability**

They can also be intangible

Define **intangible product attributes**

Copyrights, logos, graphics and trademarks are considered to be _

Examples of sports activities that would be considered intangible:

The _ we get from running our best marathon

The_____of winning a competition

The_____of scoring well on a challenging golf course

The_____we feel when teams we support win

The_____fans invest in their affiliation with a favorite team

The_____fans feel with other fans (whether they know them or not)
supporting the same players or teams

Why is a quality product important?

Lesson 2.5 - Student Notes

Understanding the Product

Impact of Technology

Advancements in technology have led to _ and forced an evolution in the way sports and entertainment marketers _

What are some forms of technology that have impacted sports/entertainment products and the way the products are marketed?

1. _____

Example:

2. _____

Example:

3. _____

Example:

4. _____

Example:

5. _____

Example:

Lesson 2.5 - Student Notes

Understanding the Product

6. _____

Example:

7. _____

Example:

8. _____

Example:

9. _____

Example:

10. _____

Example:

Lesson 2.6 - Student Notes

Competition for the Entertainment Dollar

Define **discretionary income**

The role of the sports and entertainment marketer is to _____

List 15 different types of entertainment offered in your area that compete for your entertainment dollars:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

Lesson 2.7 - Student Notes

Reaching Consumers

The Elusive Fan

What is the primary challenge for today's sports/entertainment business professional?

What is the 20/80 rule?

New and emerging sports and entertainment offerings keep the marketplace in a constant state of _____

What are the primary factors influencing a consumer's decision to participate in sports and entertainment?

- 2.

What are some other factors that could also influence a consumer's decision to participate in sports and entertainment?

- 2.

- 3.

and β become

essential components of marketing plans and strategies

Lesson 2.7 - Student Notes

Reaching Consumers

What are the seven major characteristics that define an elusive fan?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

How do sports and entertainment industry professionals connect with the elusive fan?

What is **fan engagement**?

What are three examples of how a sports and entertainment industry professional might engage with fans.

- 1.
- 2.
- 3.

Lesson 2.8 - Student Notes

Introduction to Event Marketing and Management

Event marketing

Event marketing refers to:

For sports events, event marketing can involve a number of different areas of marketing

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Event marketing has become a _ segment of the sports/entertainment industry

For sports and entertainment events, event marketing can involve a number of different marketing activities, such as:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Corporate support of events

The role of corporate support in event marketing has increased dramatically in the past few decades.

Without sponsorships and corporate support _

Lesson 2.8 - Student Notes

Introduction to Event Marketing and Management

What are the 5 P's of event marketing?

- 1.
- 2.
- 3.
- 4.
- 5.

Define **event triangle**

What are the three key components of the triangle?

1. _____

Explain component # 1 of the triangle

2. _____

Explain component # 2 of the triangle

3. _____

Explain component # 3 of the triangle

Lesson 2.8 - Student Notes

Introduction to Event Marketing and Management

Event management

While the primary focus of event marketing is to attract all three components of the event triangle (event, sponsor, spectators), the primary function of event management is what?

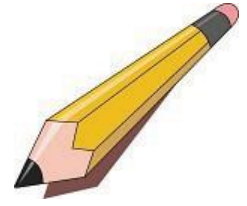
Event planning

Factors sports and entertainment marketers consider when planning an event

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.

Unit 2 - Student Notes

Additional Notes



The Business of Sports and Entertainment

Unit Two Activities



Cross Promotion and the X-Games: A Unit 2 SEM Case Study



With the ultra popular, annual X-Games event, the ESPN network was able to successfully exploit an effective platform for cross promotion. For the 2003 event, ESPN began generating buzz by circulating free X-Game-branded sampler CDs at movie theaters and concert venues and running a retail promotion with the Coalition of Independent Music Stores (CIMS). The free CD offered music from a broad sampling of genres, including artists Linkin Park, Deftones, Motley Crue, Trapt and Inspectah Deck from the Wu-Tang Clan. The CD was distributed by ESPN street teams at such summer concerts as Ozzfest, Lollapalooza and the Vans Warped tour and included bonus video footage of X-Games athletes.

In addition, the network created commercials featuring Snoop Dogg, featuring the tag line: "X Games comes to L.A. It's off the hizzle fo' shizzle, dizzle." In past X-Games events, ESPN has featured live musical performances, ranging from bands comprised of competing athletes to major record label acts like Eminem and No Doubt.

X-Games IX (2003) on ESPN drew 55 million viewers and the event was later released in a DVD format that featured highlights from the L.A. games, including the inaugural X Games surfing contest and the first-ever 360-degree spin on a motocross bike. A CD soundtrack of the film was included with each DVD.

**** Case Study Questions ****

- 1.) How has ESPN cross promoted its X-Games brand with other forms of entertainment?
- 2.) Why do you think ESPN selected this particular medium to cross promote its X-Games events?
- 3.) Do you think ESPN's decision to cross promote was effective? Why or why not?

- ## Distribution

Unit 2 Internet Activity

Customer Loyalty

Student Name _____

Class Period _____

Internet Activity Instructions:

Customer loyalty is a customer decision to become a repeat consumer of a particular product or brand. One possible indicator of an individual sports franchise's level of customer loyalty levels is to evaluate merchandise sales statistics. Using the Internet, research a professional sports team's attendance figures. Next, research the sale of licensed merchandise relating to those teams. Using the data uncovered through your research, determine whether a correlation exists between a team's overall attendance and merchandise sales. Explain whether you think either figure provides an accurate reflection of the team's customer loyalty levels.

- 1) List the team you selected and the league in which they are a member.

- 2) List the team's most recent attendance figures.

- 3) List the team's most recent figures for sales of licensed goods.

- 4) What, if any, correlation exists?

- 5) In your opinion, do these figures provide an accurate portrayal of customer loyalty for the team? Explain your answer.

UNIT 3

Introduction to SEM Business Principles



Unit three provides an introduction to the basic principles that create the foundation for the business of sports and entertainment. Students will explore the many segments that make up the industry and gain an understanding of how sports and entertainment organizations generate revenues in an effort to achieve profitability.

Unit 3: SEM Business Principles

Objectives

- 1) Define and provide examples of sports and entertainment industry segments
- 2) Explain the concept of revenue streams and why they are important to an organization
- 3) Understand the general financial structure of a sports franchise
- 4) Recognize how entertainment companies generate revenue
- 5) Define ancillary products
- 6) Define and understand the importance of product placement
- 7) Describe industry trends
- 8) Provide an example of how an organization may track shifts in industry trends
- 9) Understand the concept of economic impact

Lessons

<i>Lesson 3.1</i>	Industry Segments
<i>Lesson 3.2</i>	The Financial Structure of Sports Business
<i>Lesson 3.3</i>	The Financial Structure of Entertainment Business
<i>Lesson 3.4</i>	Tracking Industry Trends
<i>Lesson 3.5</i>	Economic Impact

Key Terms

Ancillary Products

Economic Impact

Industry Segment

Product Placement

Revenue Stream

Royalties

Discussion Topics

What are industry segments? What are some examples of sports and entertainment industry segments?

How do you think sports teams generate revenue? Do you think most professional sports teams are profitable?

Lesson 3.1 - Student Notes

Industry Segments

Define **industry segments**

List ten examples of sports business segments:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

List ten examples of entertainment business segments:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

Lesson 3.2 - Student Notes

The Financial Structure of Sports Business

Professional team sports are finding it _ to achieve financial success and turn a profit.

Define **revenue streams**

Overall franchise values have _ exponentially in the past decade.

Sports teams historically relied on several specific streams to generate the majority of their revenue. What are they?

- 1.
- 2.
- 3.
- 4.
- 5.

Teams operating today have several additional, often very lucrative, revenue streams. What are they?

- 1.
- 2.
- 3.
- 4.
- 5.

List five examples of possible costs/expenses for a professional sports team:

- 1.
- 2.
- 3.
- 4.
- 5.

Lesson 3.2 - Student Notes

The Financial Structure of Sports Business

Franchise Valuation

Unlike industrial or financial business, which is generally valued on _ and
_, sport franchises are valued on their _ for two reasons:

1. For the long term, the operating expenses within each league are:
2. Franchise revenues most closely measure the quality of _ and
_ performance, ultimately the two most critical elements in the
evaluation of team's overall value

Professional sport team values have risen over the past decade and are expected to
_ for the next few years.

Lesson 3.3 - Student Notes

The Financial Structure of the Entertainment Business

Entertainment business revenue streams are similar to sports products in that both products

Define **ancillary products**

What are some examples of ancillary products that could be generated from a blockbuster Hollywood film?

- 1.
- 2.
- 3.
- 4.

Define **royalties**

Define **product placement**

Commonly referred to as _____ or _____.

Product placement can be present in a number of media outlets, including:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Lesson 3.3 - Student Notes

The Financial Structure of the Entertainment Business

Not all product appearances are _

Product placement is one of the _
entertainment industry

growing advertising mediums in the

For examples:

Product placement is presenting itself in _

Reverse product placement occurs when _

Lesson 3.4 - Student Notes

Tracking Industry Trends

Shifts in industry trends could include:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

How do sports and entertainment marketers track industry trends? Provide five examples below.

- 1.
- 2.
- 3.
- 4.
- 5.

What are some current trends in the sports industry?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

Lesson 3.5 - Student Notes

Economic Impact

Sports, entertainment and events inevitably make an impact on the host city's economy

Economic impact can be defined as:

Direct effects are:

Indirect effects are:

To measure economic impact, an _____ is often conducted

These studies attempt to determine:

A study may be conducted _____ to a city placing a bid to host an event (or building a new facility) as a vehicle for persuading local officials or the community at-large that bringing the event to the area will be a positive thing for the local economy

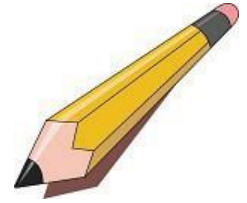
Studies can also be conducted _____ the event takes place to measure the overall impact the event had on the local economy

Sports corporations typically operate as _____ organizations

A sports corporation's (also referred to as "sports authority", "sports foundation" or "sports commission") primary objective is to attract events to the communities they represent

Unit 3 - Student Notes

Additional Notes



The Business of Sports and Entertainment

Unit Three Activities



Tracking Industry Trends: A Unit 3 SEM Case Study

By 2002, George Lucas, the genius behind the digitized special effects in the Star Wars movies, had not yet made the leap into computer animated full-feature films. Then came the success of "Monsters, Inc.", which sold 11 million copies in DVD and VHS formats in the first week, "Shrek", which earned the honor of being the best-selling DVD of all time, raking in nearly \$900 million in DVD and VHS sales in two months. Those figures proved to be enough to prompt Lucas to establish LucasFilm Animation in 2003 to compete with industry moguls DreamWorks Animation and Pixar Animation Studios. Ironically, Lucas founded Pixar but sold them in 1996 to raise capital for his other projects.



Lucas was not the only studio to see the lucrative potential of computer animation in film. Sony entered the market in 2002 with the launch of Sony Pictures Animation. Sony Pictures Animation is a collaboration project with the company's digital effects unit, Imageworks. Sony already has two major films in production, with "Open Season" and "Surf's Up" slated for release by 2006.

The computer animation trend does not show signs of slowing down, with Fox Filmed Entertainment's company Blue Sky Studios 2005 release "Robots". The company anticipated a repeat of the success enjoyed by Blue Sky's previous blockbuster animated film, "Ice Age", which grossed over \$382 million worldwide. "Robots" grossed over \$36 million on opening weekend and over \$111 million in just the first month of release.

Case Study Questions

- 1.) Why do you think George Lucas and Sony decided to enter the computer animated full-feature films market?
- 2.) What do you think it takes to be successful when developing a computer animated feature film?
- 3.) With the market becoming more competitive, what do you think the future holds for this genre?

Unit 3 Internet Activity

Internet Activity

Student Name _____

Class Period _____

Internet Activity Instructions:

Using the Internet, access the Disney company website at <http://disney.go.com/home/today/index.html> and spend at least fifteen minutes navigating the site. Answer the following questions based on the information available online.

- 1) Identify three different revenue streams generated by the Disney Company.

- 2) What types of ancillary products can be purchased on the company website?

- 3) Does the website give some indication of Disney marketing strategies?

- 4) Do you think the Disney website is a “high traffic” site? Why or why not?
Who do you think visits most frequently?

- 5) Do you think the Disney website is an effective marketing tool? Why or why not?

UNIT

4

Marketing Applications



Unit four begins to integrate basic marketing principles with the sports and entertainment industry and explores the dichotomy of the term “sports and entertainment marketing” by defining the roots of the phrase.

Students will be introduced to the components comprising the marketing mix as well as basic marketing concepts. Students will investigate the importance of target markets, segmentation and positioning strategies. In addition, they will learn the importance of market research and its correlation with advertising.

Unit 4: What is SEM?

Objectives

- 1) Explain the marketing concept
- 2) Identify the components of the marketing mix
- 3) Define target market
- 4) Identify the five bases of segmentation
- 5) Illustrate the concept of positioning
- 6) Differentiate between customer and consumer
- 7) Explain the importance of market research
- 8) Identify specific forms of advertising and explain why businesses advertise
- 9) Understand the concept of digital marketing

Lessons

<i>Lesson 4.1</i>	The Basic Marketing Concept
<i>Lesson 4.2</i>	The Marketing Mix
<i>Lesson 4.3</i>	Target Markets
<i>Lesson 4.4</i>	Market Segmentation
<i>Lesson 4.5</i>	Positioning
<i>Lesson 4.6</i>	Understanding the Sports & Entertainment Consumer
<i>Lesson 4.7</i>	Market Research
<i>Lesson 4.8</i>	Advertising
<i>Lesson 4.9</i>	Digital Marketing

Key Terms

Advertising
Demographics
Exchange Process
Market Segmentation
Marketing Concept
Marketing Mix
Niche Marketing
Social Media
Target Market

Unit 4: What is SEM?

Discussion Topics

Do you think sports and entertainment organizations implement the same general marketing strategies and practices as companies in other industries? Why or why not?

Which concepts are important to sports and entertainment marketers?

Why is marketing a necessary and beneficial function to businesses?

Who do you think the sports and entertainment business consumer is? Why is it important to know who the consumer is?

Lesson 4.1 - Student Notes

Basic Marketing Concept

Define **marketing concept**

Why are marketing activities so important to business?

- 1.
- 2.
- 3.

Needs vs. Wants

A need is something a consumer _

A want is something a consumer _

Exchange process

The exchange process is:

What are the three requirements of the exchange process?

- 1.
- 2.
- 3.

How can the marketing process benefit consumers?

- 1.
- 2.
- 3.
- 4.
- 5.

Lesson 4.2 - Student Notes

The Marketing Mix

Define **marketing mix**

What are the 4 P's of marketing?

P _____

1.

2.

P _____

1.

2.

3.

P _____

1.

2.

P _____

1.

2.

Lesson 4.3 - Student Notes

The Marketing Mix

Before we examine target markets, we must first understand what determines a market

- 1.
- 2.
- 3.

Define **target market**

The target is a specific group _

This market shares one or more similar and _____

Considerations when evaluating a target market:

Sizeable

- 1.
- 2.

Reachable

- 1.
- 2.

Measurable and identifiable

- 1.

Behavioral variation

- 1.
- 2.

Lesson 4.3 - Student Notes

The Marketing Mix

Target market strategies are influenced by several factors. What are they?

1.

2.

3.

4.

5.

Niche marketing

Define **niche marketing**

Cable television channels often seek _____ audiences to appeal to specific target groups with a common set of interests.

Niche marketing often offers _____

What is an example of niche marketing?

What is an example of a niche sport?

Lesson 4.4 - Student Notes

Market Segmentation

Define **market segmentation**

Segmentation is the _____

Segmentation is important because _

Bases for segmentation

Demographic

What is **demographic** information?

Demographic information focuses on information that can be _

1.

2.

3.

4.

5.

Product usage

Reflects __

Lesson 4.4 - Student Notes

Market Segmentation

Psychographic

Grouping consumers based on _

Benefits

Refers to _____

Geographic

Dividing of markets into _

Sports consumers are characteristically loyal to _ when
making purchase decisions

Lesson 4.5 - Student Notes

Positioning

Define **positioning**

Positioning is about _

Positioning also refers to the place the product occupies in consumers' minds *relative to*
_____products

Positioning strategy

Products or services are grouped together on a _

Products or services are compared and contrasted in relation to _

Marketers must determine a position that distinguishes _
from competitor products and services

Selecting a positioning strategy

Identify _

Could include:

Organizations often position their products relative to competitor _

Lesson 4.5 - Student Notes

Positioning

Choose the right _____

Positioning errors to avoid could include:

- 1.
- 2.

Product differentiation

Define **product differentiation**

Re-positioning

Define **re-positioning**

Lesson 4.6 - Student Notes

Understanding the Sports & Entertainment Consumer

The customer is the individual who _____ the product or service

The consumer is the individual who _____ the product or service

The customer can also be the _____

Who is the sports and entertainment business consumer?

Marketers sell _____

Who are the sports consumers?

Sports consumers are _____

Could also include:

1.

2.

3.

Sports consumers participate in the exchange process in two ways

Spectators as _____

Benefit by:

Exchange for:

Participants as _____

Benefit by:

Exchange for:

Lesson 4.7 - Student Notes

Market Research

Market research is the process of:

Market research provides an opportunity for companies to get to know _

Marketing research gathers information pertaining to:

- 1.
- 2.
- 3.
- 4.

The information gathered through marketing research is used for what?

- 1.
- 2.
- 3.
- 4.

What are the four steps in the research process?

1. Identify _

2. _____ research

- _____ is the original research conducted for a specific marketing situation

Lesson 4.7 - Student Notes

Market Research

What are examples of primary research?

- 1.
- 2.
- 3.
- 4.
- 5.

- _____ is published data that has been collected for some other purpose

What are examples of secondary research?

- 1.
- 2.
- 3.
- 4.
- 5.

Collect data

A _____ is a method used for obtaining statistical information that counts every member of a population

A _____ is a method for accumulating statistical information that is only obtained from a subset of a population

3. Report and analyze

Qualitative research data typically involves _____

Lesson 4.7 - Student Notes

Market Research

Quantitative research data is generally gathered in the form of _

Another common form of qualitative research is _

4. Communicate _ of research

Lesson 4.8 - Student Notes

Advertising

Define **advertising**

List five examples of different advertising formats.

- 1.
- 2.
- 3.
- 4.
- 5.

What role can advertising play in helping marketers achieve their goals?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Types of advertising

1. _____ media

Describe: _____

2. _____

Includes any outdoor signs and billboards

Provides 24-hour advertising

Lesson 4.8 - Student Notes

Advertising

3. _____

Uses public transportation, such as buses, bus stands, taxicabs, and subways to post advertising messages

4. _____

Any visual and/or audible form of communication used to inform, persuade, or remind consumers about goods or services offered

- _____ advertising

Advertisers match their target market to a radio station that segments a particular market
Has the ability to reach a wide audience

- _____ advertising

Includes commercials and infomercials
Is traditionally the most expensive form of broadcast media

5. _____

Advertising through various digital media platforms
Includes banner ads, pop-ups etc., digital broadcasts, social media channels and mobile

6. _____

Known more commonly as *promotional products*

Includes “everyday” items displaying a company name or logo like calendars and pens

7. Additional forms of media could include:

Up-front marketing

Marketers and media agencies may choose to buy ads in the spring selling period known as the _____ which is when networks sell much of the ad time for fall. Buying early sometimes affords marketers more creative flexibility, allowing them to ask for unique ways to promote their brands.

Upfront provides a measuring stick for networks to create a more accurate _____ and they typically sell 75% to 80% of the ad inventory that accompanies their new season

Lesson 4.8 - Student Notes

Advertising

Upfront provides a measuring stick for networks to create a more accurate _
sell 75% to 80% of the ad inventory that accompanies their new season

and they typically

Advertising (Ad) and Public Relations (PR) agencies

What is an advertising agency?

Why do companies work with agencies?

- 1.
- 2.
- 3.
- 4.

Questions organizations address when selecting an agency might include:

- 1.
- 2.
- 3.
- 4.
- 5.

Lesson 4.9 - Student Notes

Digital Marketing

Define **digital marketing**

Business and marketing professionals refer to the abundance of marketing messages as

_____.

How does clutter impact marketers?

Digital Marketing Strategies

List the four primary types of digital marketing strategies.

- 1.
- 2.
- 3.
- 4.

The key goal for digital marketers is to focus on _____ elements,
encouraging consumers to actively participate in promotions

Internet marketing

The _____, far more than any other medium, has given consumers a voice, a publishing platform and a forum where their collective voices can be heard, shared and researched, creating a more powerful and educated audience than ever before

Lesson 4.9 - Student Notes

Digital Marketing

Consumer-Generated Media (CGM)

CGM originates from:

- 1.
- 2.
- 3.
- 4.
- 5.

Sports and entertainment properties use the Internet for a host of marketing functions, such as:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Mobile marketing

Mobile marketing refers to two different marketing means: one _

while the other (more traditional) is meant to _

What is an example of traditional mobile marketing?

Lesson 4.9 - Student Notes

Digital Marketing

What is an example of modern mobile marketing?

Social media (marketing)

Social media describes:

Social media presents itself in the form of many variable applications:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

Why is social media important to a sports or entertainment marketer?

- 1.
- 2.
- 3.

Popular social media platforms include:

- 1.
- 2.
- 3.

Lesson 4.9 - Student Notes

Digital Marketing

- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
10. Comprehensive _

Location-based marketing

Location based social networking allows users to _ businesses at a physical location using a mobile device while alerting their friends and contacts know where they are and, in some instances, to receive coupons and discounts at the establishment at which they are visiting (think of it as the convergence of social media and mobile marketing)

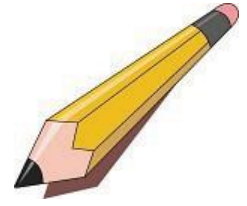
Viral marketing

Viral marketing describes:

Viral marketing is the new era marketer's version of _ advertising

Unit 4 - Student Notes

Additional Notes



The Business of Sports and Entertainment

Unit Four Activities



Establishing the Marketing Mix: A Unit 4 SEM Case Study

Consider the marketing machine that is international soccer's dream franchise, Manchester United. The franchise's success in establishing a solid marketing mix has effectively helped to brand the organization as one of the most recognizable professional sports teams in the world.



Manchester United has consistently offered an excellent product in an extremely successful soccer team, but the success on and off field has helped the organization maintain its marketability. The continued exposure of a quality product has resulted in high volumes of merchandise sales, furthering the development of the brand with fans gobbling up everything from replica jerseys and apparel to key chains and coffee mugs.

The key to continued fan support for Manchester United has been the effective development of price points. The organization has positioned itself as a premium product, one which commands a higher ticket price. The simple foundation of the economic principle of supply and demand has no doubt weighed heavily into the pricing strategies as with the club selling out the majority of its home games. Access to seats is limited to the organization's "membership".

Adding to Manchester United's appeal is the venue in which they perform. With a historic tradition rivaled by very few sports stadiums, Old Trafford Stadium plays host to over 200,000 visitors from all over the world every year for tours alone. The team's website features information on the stadium, but also highlights an online video lounge, player interviews, team news and a host of other attractions that drive traffic. With thousands of visitors to the site each day, the organization has an excellent opportunity to make its products, such as tickets

and merchandise, available to consumers. Fans also have an opportunity to see games live on television on MUTV, a television channel dedicated to Manchester United. MUTV is owned by the franchise, allowing for the team to maintain control of the broadcasting rights. In addition, fans can listen live on the radio and Internet.

Manchester United also engages in multiple promotional opportunities, including a host of sponsor partnerships. The mass worldwide appeal of the franchise provides exceptional marketing opportunities for sponsors, and the club has effectively turned those sponsorships into unique promotions for fans, including offers for a Manchester United credit card (MasterCard) and insurance discounts (complete with an online quote from Man U's website). Manchester United also has valuable sponsors in Nike, Vodafone (mobile phone company), PepsiCo, and Anheuser-Busch. In 2005, a company called Serious USA will launch a line of DVD trading card collectibles featuring Manchester United. Also in 2005, the team website featured a promotion providing fans the extraordinary chance to "Fly To Milan With The United Team", donated by United's official car supplier Audi UK.



Case Study Questions

- 1.) How as Manchester United implemented each element of the marketing mix?
- 2.) Do you think Manchester United has been successful in integrating those components? Why or why not?
- 3.) How has the marketing mix helped Manchester United in branding their franchise?

Unit 4 Class Activity

Basic Marketing Concept

Student Name _____

Class Period _____

Class Activity Instructions:

*In Lesson 4.1 we learned that the **marketing concept** is the view that an organization's ability to sell its products and services depends upon the effective identification of consumer needs and wants and a successful determination of how best to satisfy them.*

Apply this concept to the business of sports and entertainment. How do sports and entertainment business professionals integrate this concept in their day-to-day activities?

As a class, come up with ten different examples of how the marketing concept is implemented by sports and entertainment companies.

Marketing Concept Applied: Sports & Entertainment Industry Examples

- 1) _____
- 2) _____
- 3) _____
- 4) _____
- 5) _____
- 6) _____
- 7) _____
- 8) _____
- 9) _____
- 10) _____

Unit 4 Internet Activity

Internet Activity

Student Name _____

Class Period _____

Internet Activity Instructions:

Find two different sponsorship partnerships online (event, entertainment or sports sponsorships are all acceptable) and learn as much as you can about each agreement. Print a copy of each and attach to this activity, remembering to cite the source on each. Answer the following questions for both selected sponsorships.

- 1) What is the event, team or entertainment avenue being sponsored?

- 2) Who is the sponsor? Why do you think the sponsor chose to participate in a partnership for this event?

- 3) Who do you think the target consumers are for the sponsorship?

- 4) Do think the sponsorship provided the sponsor with an effective means for reaching their target audience?

- 5) Do you think the Internet is an effective tool for reaching that target audience? Why or why not?

UNIT 5

The Marketing Plan



Unit five prepares students with the basic fundamentals required to develop an effective marketing plan. The situation or SWOT analysis is an important tool for any organization in determining key characteristics of their business and is integral to the planning process. Students will also learn the importance of creating a solid mission statement and the role finance plays in the development of the marketing plan. Unit five also examines additional components critical to the creation of a successful marketing plan.

Unit 5: The Marketing Plan

Objectives

- 1) Understand what the marketing plan is and why it is an important tool for sports and entertainment marketers
- 2) Identify the key components of the marketing plan
- 3) Successfully compose a mission statement
- 4) Explain the purpose of a situation or SWOT analysis
- 5) Identify the four elements of a situation analysis
- 6) Recognize the importance of understanding the financials within the marketing plan
- 7) Determine which information is important to address within the marketing plan

Lessons

<i>Lesson 5.1</i>	What is the Marketing Plan?
<i>Lesson 5.2</i>	Components of an Effective Marketing Plan
<i>Lesson 5.3</i>	The Mission Statement
<i>Lesson 5.4</i>	The Situation Analysis (SWOT)
<i>Lesson 5.5</i>	Financing
<i>Lesson 5.6</i>	Key Information in the Marketing Plan

Key Terms

Balance Sheet
Budget
Competition
Forecast
Income Statement
Market Share
Marketing Plan
Mission Statement
Situation (SWOT) Analysis

Unit 5: The Marketing Plan

Discussion Topics

Why is a marketing plan important? Would the practice of developing marketing plans be relevant in the sports and entertainment industry? Why or why not?

What types of sports and entertainment organizations might benefit from a marketing plan? How and why?

What kind of information is important to a marketing plan?

Lesson 5.1 - Student Notes

What is the Marketing Plan?

Define **marketing plan**:

Why is a marketing plan important?

It communicates:

Some marketing plans are prepared to be included as part of a complete business plan with the goal of _

The complexity of the marketing plan is determined by the _ and
- of the organization

The plan is also influenced by the organization's _ and .

Understanding the market

Before completing the marketing plan, organizations must _

What factors must an organization research and evaluate within a market before creating the marketing plan?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Lesson 5.1 - Student Notes

What is the Marketing Plan?

Understanding competition

Competition refers to:

When two or more businesses sell the same goods or service, they are _____ for the same consumers. Competition impacts price points, product features and marketing strategies because businesses are fighting for an edge that will persuade _____ consumers to choose their products or services over those of competitors.

What is **market share**?

A monopoly occurs when:

Types of competition

Direct competition occurs between:

Indirect competition occurs between:

It is possible for some products and services to compete _____ at _____ times and _____ at others

What are **substitute products**?

Lesson 5.2 - Student Notes

Components of an Effective Marketing Plan

Components of an effective marketing plan

1. Define **mission statement**
2. Describe the executive summary
3. Define **situation analysis** (also referred to as SWOT)

What four key factors are evaluated through the use of a SWOT analysis?

1. Strengths
 - 2.
 - 3.
 - 4.
4. Marketing goals and objectives

To be effective, objectives should follow the S.M.A.R.T. criteria

S _____

M _____

A _____

R _____

T _____

Lesson 5.2 - Student Notes

Components of an Effective Marketing Plan

5. Describe Market research / Marketing strategies

6. Describe Implementation

7. Describe Evaluation and Control

8. Describe additional components that may also be present within marketing plan

Lesson 5.3 - Student Notes

The Mission Statement

Mission statement

Many organizational marketing strategies are founded on the basis of _

What questions should a mission statement address?

1.

2.

3.

4.

Effective mission statements

The mission statement should be _ and by
the organization's employees

The mission statement should _ why your organization exists and
what it hopes to _

Provide an example of an effective mission statement in the space below.

Lesson 5.4 - Student Notes

The Situation Analysis (SWOT)

Follow the outline in your textbook to fill in the components of the situation analysis below:

S

a.

1. Patents

2.

3.

2. **W**

a.

b. The absence of certain strengths may be viewed as a weakness

1. Lack of patent protection

2.

3.

4.

5.

3. **O**

a.

1.

2.

3.

4. **I**

a.

b. Could be internal, such as falling productivity, or external, such as lower priced products offered by competitors

Lesson 5.5 - Student Notes

The Situation Analysis (SWOT)

1.

2.

3.

B. Hypothetically, let's say you were conducting a SWOT analysis for an apparel and footwear company competing with companies like Nike, Adidas and Under Armour for market share

1. **S**trengths

a. Strengths might include:

1.

2.

3.

2. **W**eaknesses

a. Weaknesses might include:

1.

2.

3.

3. **O**pportunities

a. Opportunities might include:

1.

2.

3.

4. **T**hreats

a. Threats might include:

1.

2.

3.

Lesson 5.5 - Student Notes

Financing

A critical element to an effective marketing plan focuses on finances

Define **forecast**

Define **budget**

The budget also requires careful review of other financial statements, including the _____ statement and projected _____.

Define **balance sheet**

The balance sheet shows current _ (cash, property, equipment, receivables) and current _ (debts owed and loans)

Define **income statement**

The income statement identifies all _ received and _____ paid.

Lesson 5.6 - Student Notes

Key Information within the Plan

In addition to a thorough SWOT analysis, companies must consider numerous other factors when creating their marketing plans

1. _____

a. What event, product, or service will be marketed?

2. _____

a. Who are the company's competitors?

b.

c.

d.

3. _____

a. How will the company's product get to the consumer?

4. _____

a. How much does the product cost the company to produce?

b.

c.

5. _____

a. How will the company integrate an effective promotional mix into the plan?

b.

c.

Lesson 5.6 - Student Notes

Key Information within the Plan

6. _____

- a. What is the projected overall revenue?
- b.
- c.
- d.
- e.

7. _____

- a. What legal liability could the company face?
- b.

8. _____

- a. What sales strategy will be employed?
- b.

9. _____

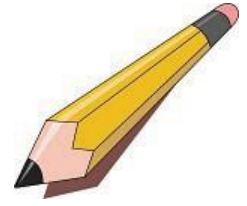
- a. How will the plan be carried out in a manner that will allow for the organization to accomplish its goals and objectives?

10. _____

- a. Where is the business going?
- b.

Unit 5 - Student Notes

Additional Notes



The Business of Sports and Entertainment

Unit Five

Activities & Handouts



Mission Statements

The Green Bay Packers

"The Green Bay Packers' mission is to be a dominating force in professional football's competitive arenas. On the field, the Packers will continually strive to present their fans with the highest level of performance quality available. In their operating activities and relations with the NFL, the Packers will also continually strive for excellence in the quality of work performed. On-field and operating personnel will, at all times, maintain the highest ethical and moral standards in their actions, recognizing that they are all representatives of the Packers franchise and traditions. Overall, the Packers will commit themselves to doing their part in representing the State of Wisconsin with competitiveness, respect, and dignity."

Ohio State Buckeyes Athletics

"The Ohio State University Department of Athletics supports the University mission by providing student athletes with exceptional educational and athletic opportunities. We commit to national leadership, excellence and the highest ethical standards in intercollegiate athletics. We will sustain a strong financial and community base of support by presenting outstanding intercollegiate athletic teams which provide quality entertainment and a positive public identity for the University."

The Special Olympics

"The mission of Special Olympics is to provide year-round sports training and athletic competition in a variety of Olympic-type sports for children and adults with intellectual disabilities, giving them continuing opportunities to develop physical fitness, demonstrate courage, experience joy and participate in a sharing of gifts, skills and friendship with their families, other Special Olympics athletes and the community."

Sports and Entertainment Marketing Plans: A Unit 5 SEM Case Study

In an effort to increase revenue generated by University of Portland athletics, the marketing team revamped marketing strategies by re-writing an outdated marketing plan for the 2004-2005 athletic season. The plan helped to expand the breadth of sales opportunities available to the athletic department marketing team. Tricia Miller, Director of Marketing for Pilot Athletics summarized the effort by saying "The marketing plan elucidates our goals and provides the framework to reach these goals. It often becomes a fluid marketing plan as we make adjustments throughout the season relative to market conditions."



The plan outlined the key factors that would help them to brand and promote University athletics. The goal was to increase the number of tickets sold to University sporting events, particularly men's basketball and women's soccer, which they identified in the S.W.O.T. analysis as the most popular spectator sports at the University among both the student population, alumni and fans throughout the Portland area. Also included in the plan were identification of a target market, positioning and branding strategies, promotion/events planning, communication goals and a defined approach to advertising.

Another important consideration in the Pilots strategic planning was careful analysis of competition. In addition to several other division one collegiate athletic programs within a two hour drive of Portland (including Portland State, Oregon State and the University of Oregon), the Pilots must also contend with the growing popularity of high school sports and the professional teams within the market.

Upon completion of the S.W.O.T. analysis, they opted to shift the focus of their marketing efforts to students, creating programs to encourage student attendance at athletic events. The rationale was simple, as Tricia explained, "These are our future alumni, future season ticket holders, and future donors. Perhaps the most important factor contributing to our evolution in strategy is the electric atmosphere our fans can create – a real home court advantage if you will – enhancing the experience for everyone involved."

Was the plan effective? The Pilot Athletic Department reached all of their goals for the season in both men's basketball and women's soccer, with women's soccer ticket sales seeing an overall increase of 59.7% (including a 134.2% increase in student attendance) and men's basketball witnessing a 26.9% boost in overall ticket sales (including a 36.7% increase in student attendance).

After the successful implementation of the 2004-05 marketing plan, the Pilots have already begun adjusting the plan to further improve ticket sales efforts for the 2005-06 season.



Case Study Questions

- 1.) What was the University of Portland athletic department working to achieve with the marketing plan? What was the goal?
- 2.) What role did the S.W.O.T. analysis play in the creation of an effective marketing plan for Pilot athletics?
- 3.) Why do you think the University of Portland has decided to spend the time developing another marketing plan for the next season?

UNIT

6

Branding and Licensing



Unit six addresses the concepts of branding and licensing, two very important principles in the sports and entertainment marketing business. Branding, as a function of marketing, contributes to the overall perception consumers carry with respect to a particular company or its products. Successful branding strategies can be seen all over the sports and entertainment industry, with examples like ESPN, Sports Illustrated, MTV, Gatorade and the New York Yankees. Licensing has become a critical revenue producer for all properties in the sports and entertainment industry and continues to grow at an astounding pace. Unit six explores the factors contributing to that growth.

Unit 6: Branding and Licensing

Objectives

- 1) Define branding
- 2) Define brand equity and brand extension
- 3) Differentiate between corporate brand, product brand and store brand
- 4) Determine the characteristics of an effective brand name
- 5) Define licensing
- 6) Discuss the licensing process
- 7) Distinguish between licensor and licensee
- 8) Explain the advantages and disadvantages to a licensee
- 9) Identify the four key considerations of on-site merchandising

Lessons

<i>Lesson 6.1</i>	Branding
<i>Lesson 6.2</i>	Licensing
<i>Lesson 6.3</i>	The Licensing Process
<i>Lesson 6.4</i>	Merchandising

Key Terms

Brand Extension

Branding

Corporate Brand

Licensee

Licensing

Licensor

Product Brand

Slogans

Store Brand

Trademark

Unit 6: Branding and Licensing

Discussion Topics

Has anyone seen a Farrelly Brothers or Quentin Tarantino film in the past? Why did you choose to see that particular movie? Did you have an idea of what the movie film would be like?

With the rise in popularity of “retro” or “throwback” sports jerseys and apparel, overall sales of merchandise are booming. What might deter anyone in our class from opening up a shop and selling these vintage clothes themselves?

When you see a favorite celebrity (entertainer or athlete) in an advertisement for a particular product, do you remember the product name (brand)? Why do you think that is? Discuss...

Lesson 6.1 - Student Notes

Branding

Define **branding**

Branding describes a company's or event's efforts to _

Branding mechanisms

- 1.
- 2.
- 3.
- 4.
- 5.

Slogans are:

When a brand name or trade name is registered, it also becomes a _

Define **trademark**:

Protecting the brand

Organizations will go to great lengths to protect their brand from a _ perspective

Characteristics of a successful brand include:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Lesson 6.1 - Student Notes

Branding

Brand building

What is brand awareness?

What is brand image?

What is brand equity?

What is brand loyalty?

Event branding opportunities

1.

2.

3.

4.

5.

Lesson 6.1 - Student Notes

Branding

Forms of branding

Define **corporate brand**

Examples of corporate brands

- 1.
- 2.
- 3.

Define **product brand**

Examples of product brands

- 1.
- 2.
- 3.

Define **store brand**

Examples of store brands

- 1.
- 2.

Branding in sports and entertainment business

Sports and entertainment organizations and companies work hard to develop strong brands as a means for _ themselves from one another

Lesson 6.1 - Student Notes

Branding

Branding provides a unique means for product differentiation in that individuals (athletes, actors, musicians) can have a tremendous impact on _

Define **brand extension**

Provide an example of brand extension in the space below:

Importance of developing a strong brand

What are some benefits associated with the development of a strong brand?

1. Strong brands have the power to create _ and impact more than just corporate revenues and profit margins
2. Strong brands also create _ , command price premiums and decrease cost of entry into new markets and/or categories
3. Strong brands _ business risk and attract and retain talented staff
4. Strength of a brand can carry the brand in a tough economy _

What is **rebranding**?

Provide an example of rebranding in the space below:

Often times a re-branding effort includes the development a new _ or the alteration of an existing logo

Lesson 6.1 - Student Notes

Branding

What is **co-branding**?

Provide an example of co-branding in the space below:

Lesson 6.2 - Student Notes

Licensing

Define **licensing**

Define **licensor**

List three examples of licensors:

- 1.
- 2.
- 3.

Define **licensee**

List three examples of licensees:

- 1.
- 2.
- 3.

What are the 3 P's of licensing?

- 1.
- 2.
- 3.

Lesson 6.2 - Student Notes

Licensing

Licensing and merchandise

Licensed products and merchandise are not manufactured by leagues, teams, or schools, but rather by _____ companies under an agreement with a sports entity

Licensed goods are available in _____, _____ stores, _____, _____, and _____

Licensed merchandise is made available through many channels of _____

Special promotional deals create partnerships between the licensor and the licensee to help boost store traffic

For example: _____

Because of high demand for licensed products and the wide distribution channels, both licensees and licensors face challenges from rampant _____

Collectibles and memorabilia

Like licensed merchandise, collectibles and memorabilia can be extremely lucrative

For example:

Lesson 6.3 - Student Notes

The Licensing Process

Identify three factors that contribute to the mass appeal of licensed products:

- 1.
- 2.
- 3.

Licensee *advantages* could include:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.

Licensee *disadvantages* could include:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Lesson 6.3 - Student Notes

The Licensing Process

Licensor *advantages* could include:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Licensor *disadvantages* could include:

- 1.
- 2.

Follow the outline from your textbook to describe the licensing process in the spaces below.

1. Licensing process

- a.
- b.
- c.
- d.

2. Licensor and licensee relationship

- a. Licensing provides greater _____, _____ and _____
_____ for the licensor

Lesson 6.3 - Student Notes

The Licensing Process

- b. The licensor approves the product and collects the _ and royal-

3. Character vs. corporate licensing

- a. What is character licensing?

- b. What is corporate licensing?

Impact of licensing on consumers:

1.

2.

3.

Lesson 6.4 - Student Notes

Merchandising

In-house merchandising

When the demand for licensed products is minimal, an organization may choose to handle their merchandising _____

In-house merchandising refers to _

The key benefit of in-house merchandising is _

Steps in the in-house merchandising process include:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

If an organization feels an in-house merchandising approach may not be the most efficient strategy, they may choose to _

On-site merchandising

What is on-site merchandising?

How do organizations maximize income for a sports entertainment event?

Lesson 6.4 - Student Notes

Merchandising

Four key considerations for a successful on-site merchandising plan

- 1.
- 2.
- 3.
- 4.

Best practices for selling on-site merchandise include:

- 1.
- 2.
- 3.

Online merchandising

Online merchandising refers to:

Making merchandise available online opens up _

Distribution methods

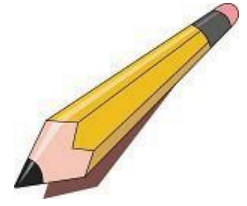
- 1.
- 2.

Advantages

- 1.
- 2.
- 3.

Unit 6 - Student Notes

Additional Notes



The Business of Sports and Entertainment

Unit Six Activities



Harry Potter - Brand Wizard: A Unit 6 SEM Case Study

How do you know when you've hit it big? Well, if selling millions of copies of books, grossing millions at the box office and selling millions more in licensed merchandise didn't provide your first, second and third clue, the announcement of a planned theme park might be a pretty good indication. We're not talking a special ride at a theme park...we're talking a complete theme park...20 acres worth.



Universal unveiled plans in late May of 2007 that a Harry Potter theme park will open inside Orlando's Islands of Adventure theme park (already home to 'Marvel Super Heroes' and 'Dr Seuss islands'). The "Wizarding World of Harry Potter" is slated to open doors to the general public at the Universal Orlando Resort sometime in 2009.

The timing of the news couldn't have been better in helping maximize the Potter hype. The summer of 2007 featured the release of the newest Potter film (Order of the Phoenix) and the last in the series of Potter books (Deathly Hallows), both virtual locks to score big at the box office and best sellers list respectively. Pottermania, it would seem, was at an all-time high. Of the park, Harry Potter author JK Rowling said: "The plans I've seen look incredibly exciting, and I don't think fans of the books or films will be disappointed." If the marketing success the Potter brand thus far are any indication, there will be little margin for disappointment.

Let's take a moment to examine the Potter brand by its extravagant numbers:

- *Six Potter books have been published, collectively selling over 325 million copies worldwide*
- *Only two books have sold more copies than Potter; The Bible (2.5 billion copies sold) and The Thoughts of Chairman Mao (800 million)*
- *The Potter series of books have been translated into 61 different languages*
- *The first film in the Potter franchise grossed \$976.5 million at the global box office alone, not counting DVD sales or rescreening rights for television*
- *Each subsequent film has made it to the list of the top 20 highest grossing films in history*
- *The films have spawned six Harry Potter video games and, ultimately, led to the licensing of over 400 additional Harry Potter products (including an Harry Potter branded iPod)*

- *In the U.S., advertising expenditures for Harry Potter branded merchandise (including books, movies, DVDs and other promotional products) totals \$269.1 million from 1998 to date. Outside of the U.S. from 2000 to date, \$119.3 million was spent on total advertising for all Harry Potter branded merchandise in Canada, Germany, Italy, Netherlands, Norway, South Africa, Switzerland, and the U.K. (nielsen.com)*
- *More than \$11.8 million has been spent by U.S. consumers on Harry Potter-licensed trademark cookies, candy and gum products since June 2002 (nielsen.com)*
- *Since 2002, the Harry Potter movies have aired on U.S. television a total of 366 times (nielsen.com)*

What does all this mean from a business and marketing perspective? Quite simply, the boy wizard Harry Potter has spent the last decade growing into a household name, as recognizable as Elvis, The Beatles, Tiger Woods or Michael Jordan, providing marketers with a plethora of promotional opportunities. What other brand properties spark a national trend of “themed” book release parties?

Take for instance this excerpt from a recent posting in the Seattle Times: “Bring wands, lightning bolts and maybe a few tears to celebrate the release of the seventh and final book in the Harry Potter series.” The paper featured two pages of library and book store listings, all celebrating Potter release parties. Some will feature movie marathons and trivia contests. Others will host costume contests, “wizard rock songwriting workshops” and “sorting hat” activities. One even boasted of a rock band, The Parselmouths, performing live on-site.

To get an even more intriguing sense of how powerful the Potter brand has become, let’s go beyond the numbers. Consider the following reports as they relate to the Potter phenomenon:

- *Applications to boarding schools have boomed in the wake of Potter’s success*
- *Many parents of children with learning difficulties claim that the books themselves offer a perfect workbook for those wishing to improve their grasp of language*
- *Owls are reportedly increasingly in popularity as household pets (much to the dismay of Animal Rights activists)*
- *The locations used in the movies have become extremely popular tourist destinations (though some sites have been chastised by Warner Brothers’ legal department for advertising the connection)*
- *The fictitious Potter vocabulary of “Quidditch,” “Muggles,” “Gryffindor,” “Slytherin,” “Hogwarts,” et al, has now become part of household vernacular*

It is certainly no wonder how the Potter sensation has attracted such widespread corporate appeal, morphing over the years into a multi-billion dollar marketing machine. There is no question that the young wizard’s impact crosses cultural and economic boundaries, appealing to both youth and adult consumers. That pervasive allure affords Potter marketers an exceptional platform for cross-promotional efforts, continuing to move the needle on the Potter brand.

The Harry Potter brand has partnered with products as diverse as bubble bath to electronic games. Notably, EA Games introduced several Harry Potter video games, Mead offered Harry Potter School Supplies, Mattel released a Harry Potter Edible Polyjuice Potion Maker and Lego produced, well, Harry Potter lego kits. This broad-based cross-promotional strategy is the driving force behind the wildly popular wizard's merchandising success.



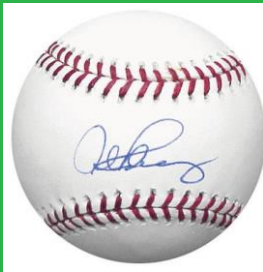
In terms of brand recognition, Potter enjoys a tremendous level of awareness among consumers. According to Nielsen, 59% of U.S. consumers age 12 and older were aware that the 5th Potter film was scheduled to hit theaters in 2007. 57% of those interviewed (ages 12+) conceded that they had seen one or more of the previous Potter films.

That leads us to the obvious question...what is the Potter brand worth? Some estimate the Potter brand - encompassing books, films, DVDs, video games and other merchandising products - is valued at nearly \$6 billion (www.news.com). The Potter series author, JK Rowling, is a billionaire, and several British reports have reported that she has a higher net worth than Queen Elizabeth. That's when you know you've hit it big.

Case Study Questions

- 1) How do the concepts of licensing and branding relate to Harry Potter?
- 2) Is Harry Potter a brand? If so, what type of brand? Corporate brand, product brand or store brand? Explain your answer in detail.
- 3) Describe how the important components of brand building (brand awareness, image, equity and loyalty) are present with the Harry Potter phenomenon.
- 4) Explain how brand extension is present with the Potter brand. Be sure to cite specific examples to support your answer.
- 5) Is licensing a relevant topic when discussing the Potter brand? Why or why not?
- 6) In terms of Potter merchandise, who is the licensor? Who might be a licensee?

Memorabilia & Collectibles in Sports and Entertainment: A Unit 6 SEM Case Study



The practice of collecting autographs and other memorabilia is certainly not a new phenomenon, but never before has the industry reached such potential for profitability. By the late 18th century, it is said that Europeans were collectors of letters written by famous individuals. It is also believed that consumers have been collecting sports souvenirs since the inception of spectator sports. By the late 1800s, tobacco companies began the practice of inserting trading cards in packages to encourage purchase of their products. Movie posters would become popular collectibles by the 1960's.

As the popularity of sports and entertainment grew, so too did the appeal of collecting memorabilia. When the demand for authentic sports and entertainment collectibles began to rise, many collectors would see the opportunity to turn a profit by selling their items. Soon, collectors would have the ultimate platform for trading with the introduction of the Internet. According to the half.ebay.com Website, a piece of music memorabilia is sold every 15 seconds on E-bay. According to Collector's Digest, the sports autograph market is worth nearly \$500 million. The industry has become so lucrative that several companies have been founded to insure memorabilia collections.

Now, all types of collectibles are bought, sold and traded over the world wide web. In 2002, a fan paid \$10,000 for a wad of chewed bubble gum discarded by Arizona Diamondbacks baseball player Luis Gonzalez. A poster from the 1932 movie, "Mummy", sold for \$453,500. According to the Guinness Book of World Records, John Lennon's 1965 Phantom V Rolls-Royce was purchased for \$2,229,000 in 1985. In 2005, the contract that sent Babe Ruth from the Boston Red Sox to the New York Yankees will be auctioned off and is expected to fetch more than \$500,000.

Case Study Questions

- 1.) Why do you think pieces of memorabilia have become so valuable?
- 2.) Do you think the buying and selling of collectibles impacts the sale of sports and entertainment licensed products? Why or why not?
- 3.) Do you think the memorabilia market will continue to grow or has it reached its peak? Why or why not?

Unit 6 Student Assignment

Merchandising

Student Name _____

Class Period _____

Assignment Instructions (Role Play Assignment):

Your company has been awarded a contract to be the sole provider of merchandise for the upcoming Super Bowl. However, the contract stipulates that you are allowed only to sell products on-site. Determine a merchandising strategy that will allow your company to maximize event revenue. Address the following concerns in your plan.

- 1) What types of products will you offer?

- 2) Why did you decide on those products?

- 3) What locations will you select to sell your merchandise?

- 4) What will be your sales strategy?

- 5) What will your sales area look like?

- 6) Create a map of the site and detail four places where you plan to sell your merchandise, and explain why you selected each location.

UNIT

7

Introduction to Promotion and Sales



Unit seven provides a basic introduction to sales and emphasizes its importance to sports and entertainment business. A basis for a fundamental understanding of promotion is also explored. Students will be able to identify steps within the sales process, recognize the role of customer service and identify various forms of promotion. Students are encouraged to work through related class activities, particularly role plays or simulation exercises, to gain a clear comprehension of the sales process.

Unit 7: Promotion and Sales

Objectives

- 1) Define and give examples of sales
- 2) Identify three personal selling categories
- 3) Identify four sales methods
- 4) Name at least five steps in the sales process
- 5) Detail why customer service is important
- 6) Recognize some common characteristics of successful sales professionals
- 7) Define promotion
- 8) Identify the elements of the promotion mix
- 9) Describe and offer an example of five forms of promotion

Lessons

<i>Lesson 7.1</i>	Understanding Sales
<i>Lesson 7.2</i>	The Sales Process
<i>Lesson 7.3</i>	Sales Strategies, Skills & Techniques
<i>Lesson 7.4</i>	Importance of Customer Service
<i>Lesson 7.5</i>	Sales Professionals
<i>Lesson 7.6</i>	Promotion

Key Terms

Customer Service
Feature-Benefit Selling
Objection
Personal Selling
Promotion
Promotion Mix
Proposal
Sales
Up selling

Unit 7: Promotion and Sales

Discussion Topics

Think about the last experience you had with a salesperson. What was the interaction like? Was the salesperson helpful? Was it a positive experience or negative experience? Did the salesperson's assistance impact your purchase decision?

Think about the last experience you had with a customer service representative. What was the interaction like? Were they accommodating? Was it a positive experience or negative experience? Did the customer service representative's assistance resolve your issue? Do you think that company's customer service should be improved? Why or why not?

What role do you think promotions play in sports and entertainment organization's marketing strategies? Can you give an example of a promotion for a sports or entertainment event you have recently attended (movie, game, play etc)?

Lesson 7.1 - Student Notes

Understanding Sales

Define **sales**

What are some examples of sales activities in the sports and entertainment field?

- 1.
- 2.
- 3.
- 4.

Why is selling important?

- 1.
- 2.
- 3.

Define **personal selling**

The personal selling process is a:

Personal selling is the only form of sales that involves direct contact between the _
professional and potential_____.

Benefits to personal selling could include:

- 1.
- 2.
- 3.
- 4.
- 5.

Lesson 7.1 - Student Notes

Understanding Sales

Personal selling categories:

1. _____ sales

Refers to sales professionals that sell company products and services over the _____, Internet, or other means of communication from inside the company's office

They either make _____ calls to prospective customers or receive incoming orders or phone calls pertaining to company products or services

Typically utilized for products and services that require minimal investment levels, such as

Telemarketers are:

2. _____ sales

Refers to sales professionals that primarily communicate with customers in person

Could include:

Also referred to as "_____" or "_____"

3. _____ sales

Refers to sales professionals located _____ at a venue or facility who sell to customers in person at the event or to future events

Movie theaters sell most of their tickets through _____

A general rule of thumb among sports and entertainment companies is that _____ employed by the organization represents a salesperson on some level

Sales methods

1. Feature-_____ selling

Product attributes (or features) are the:

Lesson 7.1 - Student Notes

Understanding Sales

Customer benefits are the:

An example of a customer benefit could include:

Define the **feature-benefit** selling process:

2. Full _____ marketing

Full menu marketing is the selling of:

3. E-Commerce

Refers to the process of buying and selling of goods:

4. _____mail

Direct mail is a sales effort conducted _____

Characteristically sent to _____
for company products and services

of prospective customers soliciting orders

To be effective, the direct mail approach must be:

1.

2.

3.

4.

5.

Lesson 7.2 - Student Notes

The Sales Process

Follow the outline from your textbook to describe the steps of the sales process in the spaces below.

1. Steps to effective implementation and management of the sales process

a.

1. What inventory (seat locations etc.) is available to be sold?
2. How much does the product or service cost?
3. What are the features and benefits to your product or service?

b.

1. Leads are the names of
2. This step is often referred to as *prospecting*

c.

1. Do they have experience with your team, venue, or event?
2. What influence do they have over the purchasing decision?

d.

1. The sales call is
2. Sales calls can take place via telephone, e-mail or in person
3. Utilized by both inside sales and outside sales representatives
4. Oftentimes salespeople will use a pre-written script to help guide them with a telephone sales call

e.

1. Secure a sale or, more likely, schedule a face-to-face appointment
2. The face-to-face appointment provides a valuable opportunity for the sales professional to build rapport and establish a relationship with the customer

f.

1. Sales people often conduct a “needs analysis” to determine where company products and services may be able to assist a prospective customer in meeting their organization’s goals and objectives

g.

1. Increase customer awareness and interest in company products and services
2. This communication takes place in some form of a presentation
3. This information can be presented in the form of a proposal

Lesson 7.2 - Student Notes

The Sales Process

4. A **proposal** is
5. Each proposal is customized to meet specific customer needs
- h.
 1. Asking for acceptance of the proposal or for a purchase decision
- i.
 1. Define **objections**
 - i. Occur when there is lingering doubt or unanswered questions in the mind of the prospect
 - ii. The prospective customer may be favorably inclined to make a purchase but needs clarification, more concessions, or approval by another party
 2. It is the responsibility of the sales professional to
 3. Objections could include
 - i.
 - ii.
 - iii.
- j.
 1. The close is the stage of the sales cycle where
 2. The close is when the prospective customer becomes an official client
 3. Sales professionals often make the mistake of thinking this is the last step of the sales process
- k.
 1. The follow up stage is critical to ensure
 2. The organization is responsible for ensuring all services agreed upon throughout the sales process are fulfilled
 3. Much new business for any organization comes from existing business

Lesson 7.2 - Student Notes

The Sales Process

l.

1. Fulfillment is the process of
2. Meeting and exceeding customer expectations is integral to retaining their business in the future
3. Renewal is the agreement between sponsor and sponsee to continue with a sponsorship for a pre-determined, usually contractual, period of time
4. Renewals also occur between ticket holders and an organization

m.

1. the results of a promotional investment (season tickets, luxury suites, sponsorships, endorsement agreements) help an organization determine its effectiveness
2. Evaluations are typically objective (sales fluctuations) but can also be subjective (increased media attention or public awareness)
3. It is important for the sales professional to be involved in this step of the process to gain a better understanding of whether or not they are meeting client needs
4. Many sports and entertainment organizations set ticket, merchandise and concessions sales objectives with daily, weekly, and monthly targets. The sales data is then compared with information from the same date for the previous year.

Lesson 7.3 - Student Notes

Sales Strategies, Skills and Techniques

Personal sales strategies

1. _____ selling

The sales person and client take time to understand one another and develop a relationship according to the sales person's offer and the client's needs

2. _____ selling

The sales person and client have limited interaction and the sale is based mostly on price or a specific element

3. _____ selling

A variation of collaborative selling that includes multiple people from the selling or buying organization, or both

Prospecting is the process of:

Prospecting is a very detail oriented process requiring careful:

A sales professional might research:

What avenues might a sales professional explore when prospecting to develop quality sales leads?

1.

2.

3.

4.

5.

6.

Lesson 7.3 - Student Notes

Sales Strategies, Skills and Techniques

Referrals occur when:

Referrals are traditionally an extremely _____ means for generating new sales

Networking occurs when:

Sales people often involve themselves in _____ in an effort to connect with as many new people as possible

_____ meetings provide an exceptional means for meeting other business professionals who could become future customers or offer referrals

Cold calling refers to:

The cold calling technique is generally a _____ productive means for generating sales than other techniques (networking and referrals) because the personal relationship element is non-existent

Lesson 7.4 - Student Notes

Importance of Customer Service

Define **customer service**

Many organizations strive to meet and exceed customer expectations, often times integrating service goals with company _ statements.

Customer service represents a critical step in the sales process and is ultimately about

Customer service's role is to help customers _ with the sports or entertainment organization

When does the customer service experience begin?

Who are the customers?

1.

The benefits of customer service

What are the benefits to an organization affiliated with providing excellent customer service?

1.

2.

3.

4.

5.

6.

According to Customer Service Institute, it can cost up to as _ as much to acquire a new customer than it does to service an existing one

Lesson 7.4 - Student Notes

Importance of Customer Service

According to the same institution, customers tell _ as many people about a bad experience over a good one

Retention is crucial to any sports team as _ and _ revenue is a vital piece of the organizations' financial viability

Turning service into sales

For most segments of the sports industry, _ % of consumers are referred by word of mouth from existing customers

Many organizations create marketing strategies that cater to both existing and new customers with an emphasis shifting toward _ customers

Positive relationships with a customer base enable an organization to effectively implement and utilize _ programs

"Up selling" opportunities become more frequent with _ customers

Define **up selling**

An empathetic approach to service refers to:

What are five examples of how organizations improve customer service?

- 1.
- 2.
- 3.
- 4.
- 5.

Lesson 7.5 - Student Notes

Sales Professionals

List at least ten criteria/characteristics that help make a good salesperson.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

Good salespeople will never lose _

Successful salespeople consistently ask _

Effective salespeople _ with customers after the sale with the same dedication they demonstrated before the sale

“Game plan”

Good salespeople will devise a _ that best caters to their strengths

A quality game plan includes gaining knowledge not only of company products and services, but of the backgrounds of _

Effective salespeople devise and implement effective _ plans

Lesson 7.6 - Student Notes

Promotion

Define **promotion**

Promotions exist as:

Critical elements of sports promotion could include:

- 1.
- 2.
- 3.
- 4.

The goals of sports and entertainment promotion include:

- 1.
- 2.
- 3.

Promotion mix

Define **promotion mix**

Key factors that affect decisions regarding the promotions mix include:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Lesson 7.6 - Student Notes

Promotion

_____promotions

Involves activities or communications that encourage consumers to purchase products or services

Typically short term, encouraging consumers to _ quickly

Sales promotion activities could include:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

_____promotions

Refers to promotions that take place on the _ between game breaks

Many sports organizations consider the on-field promotions to be one of their most

_ and profitable pieces of sponsorship inventory

On-field promotions could include:

- 1.
- 2.

_____promotions

Take place in areas within a facility _ associated with the playing field

Examples of in-venue promotions could include:

- 1.
- 2.
- 3.

Lesson 7.6 - Student Notes

Promotion

_____promotions

Focus on a _____ event, as opposed to multiple events

Examples of event promotions could include:

- 1.
- 2.

_____promotions

Include any promotional activities that occur _____ from an organization's facility, venue or offices

Examples of off-site promotions could include:

- 1.
- 2.

Research indicates these promotions can enhance _____

Fan identification is:

_____promotions

Take place at every game, match or event throughout an _____ season

Effective because of the increase in the number of _____ and an elevated level of fan/consumer _____

An example of a full season promotion could include:

- 1.

Lesson 7.6 - Student Notes

Promotion

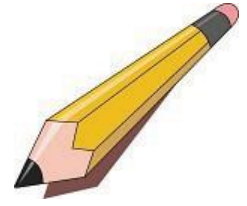
_____promotions

Involve a _____ sponsor or tie-in

The presence of media promotions allow an organization to _____ attendance and event support throughout the community, ultimately helping the organization meet its goals and objectives

Unit 7 - Student Notes

Additional Notes



The Business of Sports and Entertainment

Unit Seven Activities



Sales in Sports and Entertainment: A Unit 7 SEM Case Study

In 2004, Nextel inked a 10-year agreement to participate as a NASCAR sponsor. The partnership, believed to be the largest sponsorship deal in the history of sports marketing, provides Nextel with numerous opportunities to market and promote the NASCAR Nextel Cup Series. The total investment for Nextel was a whopping \$750 million over the 10-year life of the contract.



Perhaps the most intriguing element to the story pertains to how the deal was ultimately brokered. NASCAR's chief executive officer, George Pyne, called the deal "the sales story of the century".

What makes this so interesting? The dialogue for discussions regarding the sponsorship opportunities was opened with a simple cold call, followed by a brief email to Nextel's director of sports and event marketing, Michael Robichaud that read:

"Michael,

I hope all is well. I thought I would check in.

The entitlement is heating up big time to replace Winston. I have not been able to keep my feet on the ground with all the travel.

I will be down in DC the week of March 24th. Perhaps we can get together?

Would it be worth the time to present the entitlement and/or NASCAR to you and perhaps Mark?

Regards, BC" ¹

That simple exchange would provide the spark that would ignite the sales cycle in NASCAR's effort to replace Winston as the title sponsor for their cup series of events. Within four months, the cycle would come to a close when Brian Corcoran, director of corporate marketing for NASCAR, received an e-mail stating "the papers are signed". The deal would be announced shortly thereafter.

Ultimately, it was NASCAR's superior television ratings and creative inventory that made the partnership a reality. Nextel officials also saw a unique platform for effectively marketing their products and services. Without the cold call that started it all, however, the deal would never have come to fruition.

Case Study Questions

- 1.) *Is the NASCAR / Nextel partnership example a testament to the effectiveness of personal selling? Why or why not?*
- 2.) *Do you think the title sponsorship for the NASCAR cup would have been sold without a sales process in place? Why or why not?*
- 3.) *Do you think Nextel is pleased with the results of their sponsorship? Why is that important?*

¹ Information from this case study obtained from the June 23-19, 2003 issue of *Street & Smith's Sports Business Journal*.

Unit 7 Internet Activity

Sales Promotion

Student Name _____

Class Period _____

Internet Activity Instructions:

Using the Internet, research some of the various sales promotions sports and entertainment companies are using to sell their products and services. Select two different promotions and detail them in a report. You must select a sales promotion from both the sports and entertainment industries. Also, it is important that you categorize each promotion (premium item give-aways, contests and sweepstakes, sampling, point-of-purchase displays, special events and couponing). When reporting your findings, you must also address the following questions:

- 1) What sports and entertainment products and services are being promoted?
- 2) What type of sales promotion has the company selected?
- 3) Why do you think they chose that particular promotion?
- 4) Where are consumers encouraged to purchase the product?
- 5) Do you think the sales promotion will have an impact on sales? Why or why not?
- 6) What alternative forms of sales promotion might have been effective in selling this particular product or service?

UNIT 8

Sponsorship and Endorsement



Unit eight explores the concept of sports and entertainment sponsorship and celebrity endorsement. Throughout unit eight, students will begin to understand the significance of sponsorship and its impact on the financial viability of sports, entertainment and event properties. Students will also gain an understanding of why companies make the decision to engage in sponsorship as a promotional opportunity for their business, as well as the decisions required to insure their sponsorship program is a sound investment. In addition, unit eight provides a glimpse of several concepts important to the sponsorship field, including cause marketing, ambush marketing and a brief background on endorsements.

Unit 8: Sponsorship & Endorsement

Objectives

- 1) Define and offer examples of sponsorship
- 2) List three ways a company might implement sponsorship programs
- 3) Identify three factors that have impacted the growth of sponsorship
- 4) Define and offer an example of cause marketing
- 5) Understand why a company would engage in sponsorship
- 6) Explain what criteria must be met for a sponsorship to be effective
- 7) Illustrate the concept of ambush marketing
- 8) Describe sponsorship inventory
- 9) Define endorsement

Lessons

<i>Lesson 8.1</i>	Sponsorship
<i>Lesson 8.2</i>	Sponsorship Growth
<i>Lesson 8.3</i>	Sponsorship Decisions
<i>Lesson 8.4</i>	Ambush Marketing
<i>Lesson 8.5</i>	Pricing Sponsorships
<i>Lesson 8.6</i>	Endorsements

Key Terms

Ambush Marketing
Cause Related Marketing
Endorsement
Gross Impression
Sponsorship

Unit 8: Sponsorship & Endorsement

Discussion Topics

What are some examples of sponsorship?

Can you think of an example of sponsorship that you have been exposed to in the last year?

What are some examples of endorsements?

Why do companies pay celebrities and athletes to endorse their products?

Have celebrity endorsements ever influenced your decision to purchase a particular product or service?

Have you participated in any events that have relied on some type of marketing to attract consumer attendance?

Lesson 8.1 - Student Notes

Sponsorship

Define **sponsorship**

How is sponsorship different from advertising?

1.

2.

Sponsorships provide a _____ between two parties

Sports and entertainment properties need sponsors to provide _____ ,
_____ and _____

For sponsorship to be effective, it must _____

Sponsorship examples could include:

1.

2.

3.

Sponsorship packages often include

1.

2.

Exclusivity provides:

1.

2.

3.

4.

Lesson 8.1 - Student Notes

Sponsorship

What makes sponsorship an effective promotional opportunity for a company?

Allows companies to reach consumers by appealing to their _

The marketer's message is communicated more effectively when _

Can be particularly effective in sports because of the high levels of _

Sponsorships often allow companies to reach segments they normally _

Follow the outline from your textbook to describe the five common ways businesses implement sponsorship programs in the spaces below.

1.

a.

b.

2.

a.

b.

c.

3.

a.

b.

c.

Lesson 8.1 - Student Notes

Sponsorship

4. Internal sales and marketing tool

a. Helps companies to

1.

2.

3.

5.

a.

Lesson 8.2 - Student Notes

Sponsorship Growth

Sponsorship spending in North America shows consistent growth over the past _ years

Sponsorship is a primary source of _ for many major corporations

List five key factors influencing growth of sponsorship.

1.

2.

3.

4.

5.

Define **cause marketing**

Research has indicated that consumers have a propensity to change brands if:

Cause marketing has proven to be extremely effective, and _
platform for cause marketing programs

provides a valuable

Cause marketing has become one of the most popular _
tainment marketing

in sports and enter-

Cause marketing is not:

Lesson 8.2 - Student Notes

Sponsorship Growth

How can you tell if it is cause related marketing?

1.

2.

3.

Describe an example of cause marketing:

What differentiates sponsorship from traditional media, making it a unique promotional tool?

1.

2.

3.

4.

Lesson 8.3 - Student Notes

Sponsorship Decisions

List at least fifteen reasons why companies engage in sponsorship programs.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

Deciding what to sponsor

Companies must filter through _____ to find which sponsorship opportunities will present the best opportunities to effectively promote their brands

_____ is now available to help filter those requests to determine which proposals meet the needs of a company

Many companies invest in _____ deals to maximize the amount of exposure gained through the sponsorship

Lesson 8.3 - Student Notes

Sponsorship Decisions

Criteria companies consider when deciding what to sponsor could include:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Criteria consistent with effective sponsorships:

Define **gross impression**

Leveraging/activating the sponsorship is the:

The most effective campaigns combine the sponsorship and events that activate them with additional _____

Most companies spend \$_____ per dollar spent on the sponsorship fee itself in leverage/activation

Companies must engage in promotion of the event _____

Effective sponsorships also require careful _____

Sponsorships are typically ineffective without company _____

Organizations cannot afford to make the mistake of committing sponsorship dollars to a property

simply because the company president or CEO is a _____ of a particular sport, entertainer or event

Communication between the _____ and _____ (event provider, entertainer or property) is essential for success

Lesson 8.4 - Student Notes

Ambush Marketing

Define **ambush marketing**

Ambush marketing is a _____ tactic

It is often referred to as “_____” marketing

It is a strategy that has proven to be very _____

The technique presents many _____ for those hosting the event

Ambush marketing results in the perception that companies are affiliated with an event when they actually are _____

Allows for penetration into events in which a competitor may have _____ rights

When does ambush marketing occur? Explain in the space provided below.

Follow the outline from your textbook to describe ambush marketing tactics in the spaces below.

1.

- a. Some companies, such as Nike, will strategically sponsor individual teams and individual athletes without sponsoring the event

1. This strategy allows the company to _____

- b. The results of this form of sponsorship are often _____ as effective as sponsoring the event itself

Lesson 8.4 - Student Notes

Ambush Marketing

2.
 - a. Effective because
3.
 - a. In 2012, a British company (Virgin Media whose interests include airlines and broadband service) launched a multimillion dollar ad campaign featuring Jamaican gold medal winner Usain Bolt sporting a silver goatee identical to that of company founder Richard Branson. The campaign was promoting Virgin's "super fast" broadband service, despite the fact that BT was the official broadband partner of the 2012 Olympic Games.
4.
 - a. Competitors use _____ and additional promotions to gain exposure for their company during the course of the event
 - b. Example
5. Create visibility without "official" affiliation with an event in non-traditional ways
 - a. Example

Impact of ambush marketing

Is ambush marketing an effective strategy?

Lesson 8.4 - Student Notes

Ambush Marketing

Ambush marketing has proven to be particularly successful in the shoe and apparel market. The official footwear and apparel of the NBA is Adidas. However, many of their competitors have individual NBA stars contracted to promote their respective brands (it should be noted that Adidas has several individual players under contract as well, such as Derrick Rose and Dwight Howard).

1. Nike with _
2. Reebok with _
3. Brand Jordan with _
4. Under Armour with _

How does ambush marketing affect the organization responsible for hosting the event?

Ambush marketing threatens _

How do companies and/or governing bodies combat ambush marketing?

Ambush marketing is a _ marketing strategy to combat

Lesson 8.5 - Student Notes

Pricing Sponsorships

What is inventory?

The first step to the sponsorship sales process is _

Inventory defines

An inventory sheet outlines:

Inventory could include many sponsorship elements, such as _____ ,
- _____ , - _____ , or _____

In some cases, sponsors seek ways to make signage stand out at venues to maximize exposure for their brand, forcing sports and entertainment organizations to become a little more

- _____ in ways to expand their inventory

Pricing sponsorships

Pricing is complex because:

After determining what inventory is available,

Define **rate card**

Lesson 8.5 - Student Notes

Pricing Sponsorships

Assigning value can be _
sidered to be intangible

because sponsorship as a medium is generally con-

Considerations when pricing
sponsorships

1.

2.

3.

4.

Lesson 8.6 - Student Notes

Endorsements

Define **endorsement**

The celebrity agrees to _

Endorsement examples

- 1.
- 2.
- 3.

What celebrities appeal to marketers?

Sports and entertainment marketers seek a defined set of characteristics among celebrities to determine which performer provides the best fit for their company. Typically, an organization will evaluate the following:

- 1.
- 2.
- 3.
- 4.
- 5.

Aligning the appropriate athlete or celebrity with the brand can be very challenging and doesn't come without .

Lesson 8.6 - Student Notes

Endorsements

Effective endorsement campaigns

To be successful, the campaign will feature:

Consumers must actually _ the athlete or celebrity uses the product or service otherwise the campaign's credibility risks being undermined

Finalizing the selection process includes:

1.

2.

3.

4.

5. Marketers can refer to a prospective endorsers _ to determine the individual celebrity's marketing potential

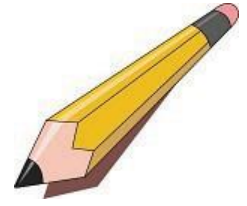
6.

Endorsement effects on sales

Studies have shown that _

Unit 8 - Student Notes

Additional Notes



The Business of Sports and Entertainment

Unit Eight Activities



Endorsements: A Unit 8 SEM Case Study

What began as a sponsorship of a minor league baseball franchise in 1933 has become perhaps the most successful example of the power of celebrity endorsement in developing company image and building a brand.



The 1933 sponsorship with the Minneapolis Millers brought the Wheaties brand of breakfast cereal enough success that they would partner with over 100 additional minor league teams by the end of the decade. The sponsorships provided a platform for athlete testimonials, with many players attesting that the cereal was truly “breakfast of champions.”

Popular athletes began to appear on the cover of the Wheaties cereal boxes in the 1930s. In addition to featuring athletes, Wheaties effectively built its brand identity by packaging the cereal in an orange box, a tradition that is still carried on today.

The campaign grew wildly in the 1940s, resulting in a boom of athlete testimonials ranging from baseball, football and automobile racing stars to broadcasters, jockeys and circus stars. In 1939, the Major League Baseball All-Star Game showcased 46 players who endorsed the Wheaties brand. The game had a total of 51 players. Shortly after the All-Star game, Wheaties sponsored a telecast of a baseball game between the Cincinnati Reds and the Brooklyn Dodgers, the first ever commercial sports broadcast on television.

Since 1939, when baseball legend Lou Gehrig became the first athlete to grace a Wheaties cereal box, hundreds of professional athletes, Olympic athletes, entire sports teams, and a few entertainers (The Lone Ranger and the Mickey Mouse Club) have been promoted.

Wheaties has also featured several prominent athletes as spokespersons over the years. Only seven individuals have achieved this honor, including Bob Richards, Bruce Jenner, Mary Lou Retton, Walter Payton, Chris Evert, Michael Jordan, and most recently, Tiger Woods.

Case Study Questions

- 1.) *Do you think the Wheaties sports marketing campaign has been a success? Why or why not?*
- 2.) *Why do you think Wheaties moved away from sponsorship and began focusing on athlete endorsements?*
- 3.) *Why do you think the brand has fewer athlete endorsements today than it did in the 1930s and 1940s?*

**** NOTE:** Information from this case study obtained online from <http://en.wikipedia.org/wiki/Wheaties>

Unit 8 Class Activity

Endorsement

Student Name _____

Class Period _____

Class (Group) Activity Instructions:

As a class, identify products that are endorsed by celebrities. Be sure to select products from different categories, i.e., do not choose all shoe brands or all sports drinks. Try to include as much variation as possible between your products. After you have identified the products, list the celebrity that endorses each of them and discuss why you think the company chose each celebrity to be affiliated with their products.

Product

Celebrity Endorser

UNIT 9

Ticket Promotion and Sales



Unit nine begins to explore the roots of sports and entertainment business by providing students with an understanding of the ticketing process. Ticketing, as a function of sports and entertainment marketing, has evolved into a complex process and proves to be one of the most important components of the SEM marketing mix. This unit will cover the way tickets are sold and marketed, and the importance this revenue stream has on an organization's financial viability.

Unit 9: Ticket Promotion & Sales

Objectives

- 1) Understand the importance of ticket sales to the sports and entertainment industry
- 2) Identify factors that influence a fan's decision to purchase tickets
- 3) List at least five ticket sales strategies
- 4) Define ticket package
- 5) Explain the concept of frequency escalator
- 6) Describe how ticketing technology has provided innovative alternatives for customers

Lessons

<i>Lesson 9.1</i>	Role of Ticket Sales in Sports & Entertainment Business
<i>Lesson 9.2</i>	Ticket Sales Strategies
<i>Lesson 9.3</i>	The Ticket Sales Cycle
<i>Lesson 9.4</i>	Ticketing Technologies

Key Terms

Frequency Escalator

Group Tickets

Season Tickets

Season Ticket Equivalents

Ticket Package

Unit 9: Ticket Promotion & Sales

Discussion Topics

Have you ever been approached by a salesperson from a sports or entertainment organization? What were they selling? Did you decide to purchase?

What types of promotions have you seen implemented by a sports team? What did you think of the promotion? Did you or someone you know decide to attend as a result of the promotion or special offer?

What types of promotions have you seen implemented by an entertainment organization? What did you think of the promotion? Did you or someone you know decide to attend an event or make a purchase decision based on the promotion or special offer?

Lesson 9.1 - Student Notes

The Role of Ticket Sales in Sports and Entertainment Business

A fan's participation in a game or event can be as important as the athletes and performers as they _

Ticket sales provide the _ for any organization within the industry

Within the industry, the ticket sales process is often referred to as

- 1.
- 2.
- 3.

Ticket sales affect other _ of the sports and entertainment business

Sponsorships increase in value with the _

Ticket sales are _ by other functions of the sports and entertainment business

Ticket sales decline with the presence of _

What are some factors that influence ticket sales and attendance?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Lesson 9.2 - Student Notes

Ticket Sales Strategies

Follow the outline from your textbook to describe the most common ticket sales strategies in the spaces below.

A. Season tickets

1. Define **season tickets**
2. _____ tickets are a powerful value-based incentive in the season ticket package
3. What do season tickets typically provide?
4. Why do most organizations include additional benefits for season ticket holders?

5. Define **personal seat license**

B. Ticket packages and mini-plans

1. Define **ticket package**
2. Teams generally offer a _____ and/or an _____ for committing to a greater number of games
3. Packages offer _____ for consumer purchases by requiring smaller financial and time commitments to purchase game or event tickets
4. List examples

a.

b.

c.

C. Season ticket equivalents

1. Define **season ticket equivalents**
2. FSE stands for _____

What is an example?

Lesson 9.2 - Student Notes

Ticket Sales Strategies

D. Group tickets

1. Group tickets are
2. Groups usually require _ to qualify for group rates
3. Groups example:
4. In an effort to attract new fans and compete in a more competitive environment, many organizations have turned to unique _ packages to boost group ticket sales
5. Examples

E. Theme night packages

1. A specific ticket package designed exclusively for _
2. The goal of a theme night is to
3. Examples

F. Individual game and single game ticket sales (advanced sales)

1. Many organizations promote the sale of individual game tickets to fans prior to the start of the season, game or event
 2. Advance sales encourage fans to _
-

3. Examples

G. Premium seat ticket packages

1. Premium seats are
2. Premium seats could include
3. Examples

Lesson 9.2 - Student Notes

Ticket Sales Strategies

H. Walk up ticket sales and promotional ticket sales

1. “Walk up” tickets refer to
2. “Walk up” tickets are also referred to as _
3. Organizations plan creative promotions to _
4. Examples

Lesson 9.3 - Student Notes

The Ticket Sales Cycle

The ultimate goal, according to Mullin, Hardy and Sutton, of sports and entertainment promotion, is to increase overall _____ of products or services through increased awareness and interest _____

Essentially, the goal is to increase overall levels of _____

Research indicates the long term financial implications of an organization are impacted most by _____ customers, not by attracting _____ consumers

On average, U.S. companies lose _____ % of their customers in five years

Frequency escalator concept

Define **frequency escalator**

This concept is also referred to as the _____ escalator

The basic concept of the escalator is that sports and entertainment marketers focus not on getting new fans to games, but to _____

Follow the outline from your textbook to detail the different phases of the frequency escalator concept in the spaces below.

2. Unaware consumer
 - a. The unaware consumer does not know a product or service exists and therefore does not attend games or events
 - b. The sports and entertainment marketer reaches this group of consumers through:
 - i. Advertising
 - ii.
 - iii. Promotional items such as:

Lesson 9.3 - Student Notes

The Ticket Sales Cycle

3. _____ user

- a. The indirect user is
- b. This group of consumers can be reached through:
 - i.
 - ii.
 - iii.
 - iv.
- c. The marketer's goal with this group is to

4. _____ user

- a. Light users attend
- b. Light users have no established
- c. The sports and entertainment marketer reaches light users through:
 - i.
 - ii.
- d. The marketer's goal with this group is to

5. _____ user

- a. Medium users attend less than
- b. Keys to reaching this group include:
 - i.
 - ii.
 - iii.
 - iv.

Lesson 9.3 - Student Notes

The Ticket Sales Cycle

6. _____ user

a. Heavy users participate or attend

b. Heavy users are

c. Examples of heavy users
i.

ii.

iii.

7. Descending the escalator

a. Descending the escalator occurs when

b. Caused by consumer _____ or _____

c. Is often a byproduct of fan _____ or _____ with

“their” team, event, or favorite performers

8. Frequency escalator example

a.

Lesson 9.4 - Student Notes

Ticketing Technologies

Technology has streamlined the ticket _____ process

Consumers purchasing tickets online many times have the option of:

AT&T Park, home to Major League Baseball's San Francisco Giants, has a

_____ in place for scanning tickets as fans enter the stadium through electronic turnstiles (this practice has quickly been adopted by many teams)

Database marketing

Database marketing refers to the process of:

Database marketing enables marketers to capture _____ directly relating
to their fan bases and allows for a more effective _____ campaign

By segmenting fans based on their buying habits and demographic information, an organization can effectively:

1.

2.

3.

4.

5.

6.

Lesson 9.4 - Student Notes

Ticketing Technologies

Service

Many organizations have implemented _____ ticket holders as a vehicle for improving customer relations

programs for their season

Memphis Grizzlies season ticket holders enjoy many benefits via the team's Website, which allows customers to:

1.

2.

3.

4.

Technology makes communication easier and more effective between _____

and _____

Sales

Dynamic ticket pricing refers to

Many teams already charge different prices for seats based on the opponent or other factors, but the dynamic pricing allows an organization to:

Dynamic ticket pricing is gaining _____

Lesson 9.4 - Student Notes

Ticketing Technologies

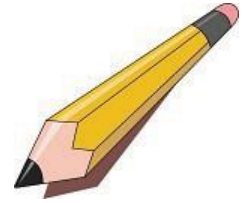
Drawbacks

The selling of tickets by an unauthorized third party, called _____ or online brokers, has become commonplace online

This practice has a _____ impact on an organization's bottom line, and ultimately drives ticket prices up for consumers

Unit 9 - Student Notes

Additional Notes



The Business of Sports and Entertainment

Unit Nine Activities



Ticket Promotion and Sales: A Unit 9 SEM Case Study

The Milwaukee Wave, members of the National Professional Soccer League (NPSL), had averaged 7,903 fans per game in 1997. In just one year, the franchise was able to boost their 1998 average to almost 8,500 fans, or 11,000 more fans over the course of the season than the previous year.



That attendance increase was due, in large part, to a single promotion aimed at driving paid attendance. The promotion did not come without a cost. The Wave marketing team opted to hire Green Bay Packers quarterback Brett Favre to appear during halftime of a Wave home game. Favre collected \$75,000 -- more than the annual salary of all but one Wave player, for his brief Bradley Center appearance.

The promotion, however, generated a league record attendance of 18,197 (the mark remains the largest single-game crowd in league history). Fans paid between \$12 and \$16 per ticket.

Assuming fans paid an average of \$14 per ticket, the team successfully generated nearly \$255,000 in ticket sales revenue. In addition, the promotion surely amplified merchandise, concessions and parking revenues. The promotion also put the team in the spot light, helping it attract new sponsors. The Wave has since been in the league's top three in paid attendance every season.

Case Study Questions

- 1.) *Do you think the Milwaukee Wave's promotion was effective? Why or why not?*
- 2.) *Aside from the direct results associated with the promotion, how do you think Brett Favre's appearance impacted future ticket sales? How and why?*

Unit 9 Internet Activity

Ticket Promotion and Sales

Student Name _____

Class Period _____

Internet Activity Instructions:

Perform an internet search to find a sports or entertainment property's website link to their ticket sales and promotion page. Carefully review the packaging strategy the organization has implemented and answer the questions below.

- 1) What organization did you research?

- 2) Is it a sports or entertainment property?

- 3) Do you think a difference in strategy exists between sports properties and entertainment properties? Why or why not?

- 4) What types of packages are being offered?

- 5) Does the organization offer any noticeable price adjustments for different packages? Why do you think this is or isn't the case? Explain your answer in detail.

- 6) What do we mean by the term "season ticket equivalents"?

- 7) Do you think any sports or entertainment properties choose NOT to offer ticket packages outside of full season plans? Find an example online.

UNIT 10

Game Operations and Entertainment



Unit ten discusses the importance of game operations and game entertainment. The fundamental concept of game operations and entertainment is the way “breaks” in an event or game (half-time, time-outs etc.) are perceived by sports marketer as “opportunities”. The game operations process begins before any of the games are played when sports marketers identify the additional entertainment that will be added to the event to keep the audience involved and entertained.

Unit 10: Game Entertainment

Objectives

- 1) Describe the concept of the fan/spectator experience
- 2) Define the term game operations
- 3) Identify five elements of game entertainment
- 4) Explain what is meant by “game attractiveness” and how it influences attendance
- 5) Explain why game operations are important to a sports organization
- 6) Describe the relationship between game operations and other functions of the organization

Lessons

<i>Lesson 10.1</i>	The Spectator (Fan) Experience
<i>Lesson 10.2</i>	What are Game Operations?
<i>Lesson 10.3</i>	The Role of Game Operations in Sports Marketing

Key Terms

Game Attractiveness
Game Operations

Discussion Topics

When you attend a professional sporting event, is the actual game the only form of entertainment present? What other forms of entertainment are typically present?

Why do you think teams invest the time, energy and finances to implement game operations?

Lesson 10.1 - Student Notes

The Spectator (Fan) Experience

What is the spectator or fan experience?

When does the spectator or fan experience begin?

1.

2.

3.

How do organizations manage, control and enhance the fan experience?

1.

Example(s):

2.

Example(s):

3.

Example(s):

Lesson 10.2 - Student Notes

What are Game Operations?

Define **game operations**

When does the game operations process begin?

What are some of the elements of game entertainment?

- 1.
- 2.
- 3.
- 4.
- 5.

The role of game entertainment in the sports business model is two-fold

- 1.
- 2.

To execute and implement each element of the game operations plan, an organization typically has a _____ in place

Why are game operations important?

Successful game operations can help the organization achieve its goals by:

- 1.
- 2.
- 3.
- 4.
- 5.

Lesson 10.2 - Student Notes

What are Game Operations?

Define **game attractiveness**

What are some event variables that contribute to game attractiveness?

- 1.
- 2.
- 3.
- 4.
- 5.

Lesson 10.3 - Student Notes

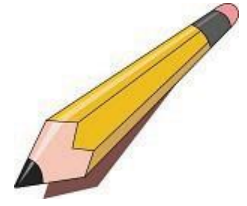
Role of Game Operations in Sports Marketing

Follow the outline from your textbook to describe how game operations can impact other sports business functions in the spaces below.

- A. What other areas of a sports organization can be helped by an effective game operations strategy?
1. Ticket sales
 - a. How?
 - b.
 - c.
 2. Sponsorship
 - a. How?
 - b.
 - c.
 3. Publicity
 - a. How?
 - b.
 - c.
 4. Customer Service
 - a. How?
 - b. Example
 - c. Ultimately, customer service is about

Unit 10 - Student Notes

Additional Notes



The Business of Sports and Entertainment

Unit Ten Activities



Game Promotion & Entertainment: A Unit 10 SEM Case Study



Following the departure of super star Michael Jordan, the NBA's Chicago Bulls suffer dismal season after dismal season. Although the franchise finished last in their division the next four seasons, the team still managed to sell out most United Center home games, often playing to capacity crowds of over 22,000. In fact, the team sold out every home game in 1998-99 and 1999-2000, despite losing more than 70% of their games.¹

How do they do it? The strategy, according to Steve Schanwald, the Bulls' Executive Vice President of Business Operations, is to "keep the fans distracted... it's a 48-minute game but the fans are here for two hours."² The entertainment is all encompassing and can take on many forms, including more than 1,000 different songs pumping over the speaker system, more than 50 television and movie clips (including John Belushi in "Animal House" and Bart from "The Simpsons"), a dance team (The Luva-Bulls), a break dancing team (The BreakaBulls), a male spirit team (The IncrediBulls) and inflatable mascots (InflataBulls). The game entertainment staff also has a number of on-court promotions to keep fans engaged throughout the contest. One such promotion, the "Dunkin' Donuts Race", is a fan favorite. The race is animated on the scoreboard and features "Dashing Donut", "Biggie Bagel", and "Cuppy Coffee", and fans holding the coupon featuring the winner of the race have the opportunity to redeem the coupon at a local Dunkin' Donuts for a free doughnut.

In addition to the entertainment provided on the court and in the arena, the Bulls strive to keep the entertainment experience alive throughout the stadium. According to Jeff Wohlschlaeger, Bulls Director of Game Operations, the team likes to entertain fans "from the moment they enter the building." To do that, the United Center concourse must maintain a consistent level of excitement. The Bulls feature a theme for each home game (such as Mardi Gras) and live entertainment acts will perform throughout the concourse.

Information from this case study obtained from:

¹ http://www.nba.com/bulls/history/Chicago_Bulls_History-24393-42.html?nav=ArticleList

² Published in the March 1st, 2004 issue of Street & Smith's Sports Business Journal.

Case Study Questions

- 1.) *Do you think the Chicago Bulls overall success in ticket sales is contingent upon wins and losses on the court? Why or why not?*
- 2.) *The Bulls have effectively implemented a plan for keeping fans entertained. Do you think other sports teams share the same philosophy on keeping fans involved? Why or why not?*
- 3.) *Do you think the game operations efforts create other opportunities to generate revenue outside of ticket sales (sponsorship etc.)? Provide an example.*

UNIT 11

SEM

Communications



The topics covered in unit eleven introduce the various components of sports and entertainment communications including publicity, public relations, community relations and media relations. A key concept discussed is a growing industry trend; the integration of publicity with the sponsorship component of the sports and entertainment business model, as well as aligning publicity plans with promotional and sales efforts. Unit eleven also examines the various methods organizations employ to effectively communicate information about their products and services with customers, media and fans.

Unit 11: SEM Communications

Objectives

- 1) Explain why sports and entertainment communications are important
- 2) Define publicity
- 3) Differentiate between publicity, public relations, media relations and community relations
- 4) Identify the three approaches to media relations
- 5) Describe the three ways community relations programs are implemented
- 6) Name the six functions of sports and entertainment communications
- 7) Explain how publicity impacts other areas of sports and entertainment business
- 8) Create a press release with all its essential elements
- 9) Recognize the types of information typically included in press kits
- 10) Understand some of the social issues that impact the business of sports and entertainment

Lessons

<i>Lesson 11.1</i>	Sports & Entertainment Communications
<i>Lesson 11.2</i>	Publicity
<i>Lesson 11.3</i>	Functions of Sports & Entertainment Communications
<i>Lesson 11.4</i>	Integrating Publicity
<i>Lesson 11.5</i>	The Publicity Plan
<i>Lesson 11.6</i>	Press Releases
<i>Lesson 11.7</i>	Press Kits
<i>Lesson 11.8</i>	Social Issues in Sports and Entertainment

Key Terms

Community Relations

Ethics

Foundation

Goodwill

Media Relations

Press Release

Public Relations

Publicity

Publicity Stunt

Unit 11: SEM Communications

Objectives

How do you find out when your favorite team is playing its next home game? Where do you go to find out how well your favorite player is performing? How do you know when your favorite actor will be featured in a new movie? What other sources might be available to help you find that information?

What instances can you think of where an athlete or entertainer has engaged in activities that generated negative publicity for themselves or the organization that employed them? What was the activity? How did you hear about that activity? Did that act have a negative impact on the celebrity or organization? Why or why not?

Can you think of a current event involving athletes or entertainers? What was the event? Why do you think they became involved? How did you become aware of their involvement?

Lesson 11.1 - Student Notes

Sports & Entertainment Communications

Sports and entertainment information

What does it provide?

Could include:

Sources of sports and entertainment information

1. Where do consumers turn for sports and entertainment information?
2. What type of information is accessible through the media?

Role of sports and entertainment communications in SEM

1. The role of a communications staff employed by a sports or entertainment organization is to
2. Communications staff plays an integral role in

Who is SID?

- 1.
2. SID can present his/her self in many forms, including
3. SID is responsible for

Publicity plays an even more crucial role to a sports and entertainment organization's success in the age of the Internet

1. Why?
2. How else has technology and the Internet shifted trends in the entertainment business climate?
3. How does the instant accessibility provided by social media applications like Twitter effect sports and entertainment communications professionals?

Lesson 11.2 - Student Notes

Publicity

Define **publicity**

In sports and entertainment communications, publicity is generated and defined by three primary components...what are they?

- 1.
- 2.
- 3.

Publicity is essentially a _ of those three components

Organizations use publicity as a vehicle to increase _

Disadvantages of publicity:

- 1.
- 2.

Define **public relations**

Also referred to as:

Define **media relations**

The goal of media relations is:

What is the “magnifying glass effect” of media coverage?

Lesson 11.2 - Student Notes

Publicity

How does featuring sports and entertainment news related items increase the probability of profitability for media organizations?

1.

2.

3.

A media blitz is a term used to reference:

A perception exists that the media has a tendency to seek out and report stories with
- implicating sports and entertainment organizations, celebrities and athletes

Many factors influence the frequency of this journalistic trend, including:

1.

2.

3.

4.

5.

6.

7.

Three approaches to media relations

1. _____

Define:

2. _____

Define:

3. _____

Define:

Lesson 11.2 - Student Notes

Publicity

Define **community relations**

The goal of a community relations effort is:

Community relations are typically implemented one of five ways:

- 1.
- 2.
- 3.
- 4.

Define **foundation**

Many athletes and celebrities have used their “celebrity status” to do what?

Celebrity foundations can help individual athletes and entertainers by:

Many high profile athletes and celebrities have formed _ or take an active role in supporting or leading foundation-related activities

Lesson 11.3 - Student Notes

Functions of Sports and Entertainment

Follow the outline from your textbook to describe the six primary functions of sports and entertainment communications in the spaces below.

A. What are the six primary functions of sports and entertainment communications?

1.

a.

b.

c.

2.

a.

b.

c.

d. Define **goodwill**

3.

a.

b.

c.

4.

a.

b.

Lesson 11.3 - Student Notes

Functions of Sports and Entertainment

5.

a.

b. Gather specific consumer data

1.

2.

3.

6.

a.

b. Proactive crisis management strategies

1.

2.

c. Crisis management often includes a strong focus on _ to recover
any damage to public image and assure consumers that recovery is
underway

d. According to Joe Favorito, sports media expert and author of the book *Sports
Publicity*, the key to effective crisis management is what?

Lesson 11.4 - Student Notes

Integrating Publicity

Many corporations (including those outside of the sports and entertainment industry) are beginning to view public relations as one all-encompassing arena that includes

- 1.
- 2.
- 3.
- 4.

Sports and entertainment organizations follow the same trend and integrate

_____ to that mix

Effectively integrating _____ within an organization's marketing strategy positions the rest of the organization for success

Publicity affects many other critical components of the sports and entertainment business model, including:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

It is critical that an organization communicate _____ as well as communicating

messages _____

- 1.
- 2.
- 3.
- 4.
- 5.

Lesson 11.5 - Student Notes

The Publicity Plan

The goal of a publicity plan is to:

Community relations efforts could include:

- 1.
- 2.
- 3.
- 4.

It is critical to recognize how consumers perceive _

Key strategies that should be included in any comprehensive publicity plan include:

- 1.
- 2.

Popular sports and entertainment publicity plan strategies:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Common components of a publicity plan:

- 1.
- 2.
- 3.

Lesson 11.5 - Student Notes

The Publicity Plan

- 4.
- 5.
- 6.
- 7.
- 8.
- 9.

Press conferences take place when:

Utilizing resources

Organizations make an effort to use all the resources they have available to them

- 1.
- 2.
- 3.
- 4.

Define **publicity stunt**

- _____ can serve as an effective vehicle in generating public “buzz” surrounding an organization or athlete/entertainer

When spontaneous, publicity stunts pose a _____ and could yield undesired results

Lesson 11.6 - Student Notes

Press Releases

Define **press release**

Press releases are often referred to as _____ or _____ releases

Press releases must be _____ and _____

Every press release must address several specific pieces of information, including:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

Press releases must be creative and informative or the organization runs the risk of

Lesson 11.6 - Student Notes

Press Releases

What will an effective catch release have?

How long should a press release be?

Three categories of press releases define when information is disseminated

1. Pre

a. Occurs when?

2.

a. Occurs when?

3.

a. Occurs when?

What is an example of information an organization may distribute via a press release?

Lesson 11.7 - Student Notes

Press Kits

Define **press kit**

What might an organization include in a press kit?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.

Each piece included in the press kit should include _ , as press kit material often becomes separated

Many organizations now create an electronic version of the media kit. Why?

- 1.
- 2.
- 3.

Frequently, organizations will send _ .

Lesson 11.8 - Student Notes

Social Issues in Sports and Entertainment

Define **social issues**

Define **ethics**

Words often associated with ethical behavior could include:

Most sports and entertainment organizations feel they have an obligation to operate their business from an _____.

What are some examples of hot button social issues?

1.

2.

3.

Unit 11 - Student Notes

Additional Notes



The Business of Sports and Entertainment

Unit Eleven Activities



Community Relations in Sports & Entertainment: A Unit 11 SEM Case Study

Tracy McGrady, Kobe Bryant, Jermaine O'Neal, Bob Sura, Jalen Rose, Pau Gasol and Mike Miller donated \$1,000 for every point they scored in a game in the week following the tsunami disaster to contribute to relief efforts. The donations were made to NBA partner charity UNICEF. Sports agent Arn Tellem, whose sports marketing firm SFX represents each of the participating NBA players, matched the highest donation of \$55,000. The program, called "Shoot-a-Thon," had set a goal of raising \$250,000, but exceeded that amount by raising over \$300,000. Player donations (Gasol: \$20,000; Miller: \$16,000; McGrady his donation up from \$26,000: \$30,000; Sura: \$20,000; Bryant: \$27,000; O'Neal: \$55,000; and Rose: \$44,000). Jermaine O'Neal originally planned on donating based on his performance on January 6 when he scored 32 points. Instead he chose to donate based on his points the previous game (55 points) Jalen Rose scored 21 points, but decided to donate based on his career high of 44 points. Overall individual player contributions totaled \$212,000.



Stephon Marbury, Allan Houston, Moochie Norris, Vin Baker and Nazr Mohammed of the New York Knicks, donated \$1,000 to UNICEF for each point that they individually scored on January 8. Marbury donated \$7,000, Houston \$9,000, Norris \$2,000, Baker \$2,000 and Mohammed \$12,000.

In addition to individual player efforts, the Washington Wizards sold "Tsunami Relief" wristbands for a minimum donation of \$2 at one of their home games, with all proceeds going to UNICEF. Wizards players and coaches wore the bands during their game against the New Jersey Nets. That promotion generated nearly \$50,000.

The Portland Trail Blazers have collected donations at home games for Mercy Corps, and players also made private donations. Paul G. Allen, the owner of the Trail Blazers, has also donated \$500,000 each to Northwest Medical Teams, Mercy Corps and World Vision to aid the tsunami victims, totaling \$1.5 million, on behalf of his foundation. Theo Ratliff and his wife also donated an additional \$100,000 to UNICEF.

Nearly every NBA team participated in relief efforts, with individual franchises and players making over \$1.1 million in additional charitable contributions to UNICEF, United Way and the American Red Cross.

The NBA did their part as well. The NBA and its player's association (NBPA) teamed up to donate \$1,000,000 to the U.S. Fund for UNICEF's tsunami relief efforts. The NBPA donated \$500,000 to UNICEF's tsunami relief efforts in Southeast Asia and the NBA matched the gift for a total of \$1,000,000 to UNICEF. In addition, the NBA partnered with Adidas to auction off 25 autographed pairs of Kevin Garnett shoes with proceeds to benefit tsunami relief efforts. Each pair sold for \$505, totaling over \$12,000.

Case Study Questions

- 1.) *What do you think prompted the NBA and its players generous contributions to this cause?*
- 2.) *How do you think the NBA and its players communicated information about the relief efforts?*
- 3.) *How do you think the NBA's response to the tsunami disaster will be received by the public?*

Unit 11 Class Activity

Understanding Media

Student Name _____

Class Period _____

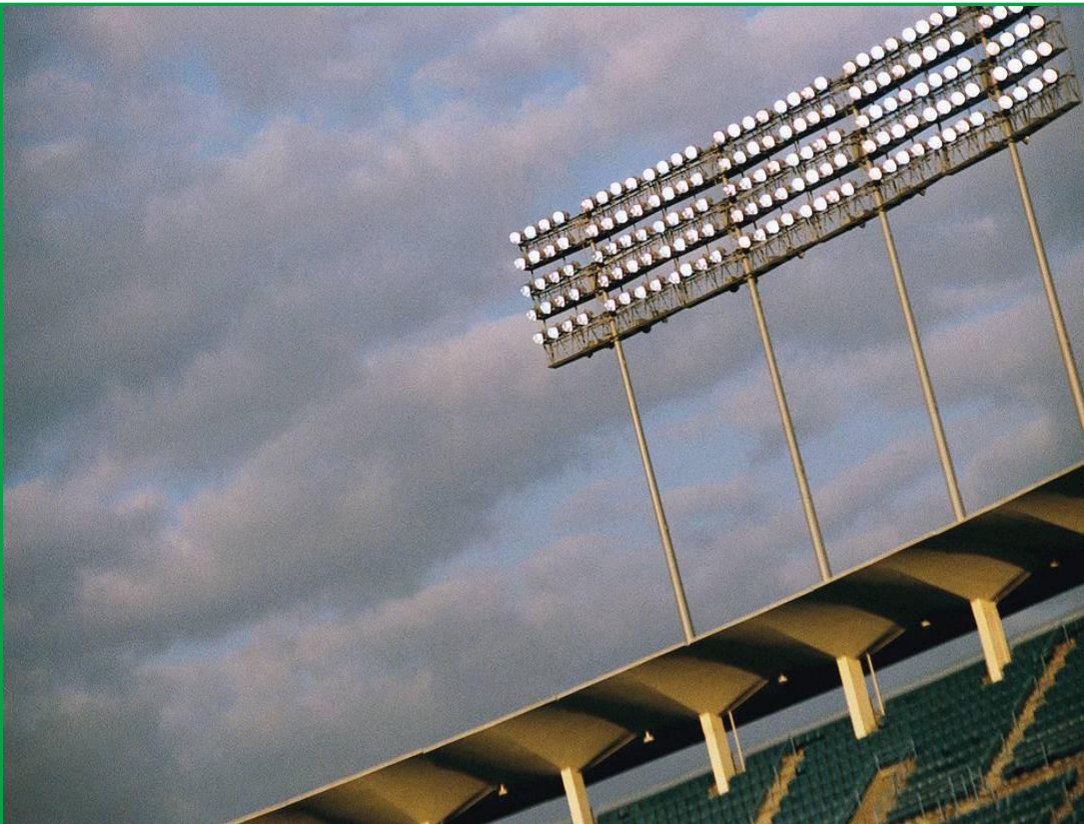
Group Activity Instructions:

Create a list of five different print (magazines, newspapers, etc.), web-based and broadcast (television and radio) media available in your local area. Using the list you created, research those mediums and answer the questions below for each organization. (For the next class period, submit an example of an advertisement from each.)

- 1) How frequently does the organization publish or broadcast information?
- 2) Who is the target audience for the medium?
- 3) What type of sport/event/entertainment could effectively utilize the medium?
- 4) How many competitors does the organization have within the local market?
- 5) How does this organization rank among its competitors? Why or why wouldn't that appeal to a sports, event, or entertainment company?

UNIT 12

Careers in SEM



Unit twelve focuses on the broad range of career opportunities in the sports and entertainment industry. In this section, it is important to distinguish the difference between potential careers in operations and those careers in business. The incredible growth of the sports and entertainment marketing field provides increased opportunities for business careers within the industry.

Unit 12: Careers in SEM

Objectives

- 1) Identify the four primary career segments available in the sports industry
- 2) Identify career opportunities specific to entertainment
- 3) Discuss the future of the SEM job market
- 4) Discuss the preparation required for a career in SEM
- 5) Explain why a cover letter and resume are important

Lessons

<i>Lesson 12.1</i>	Careers in Sports
<i>Lesson 12.2</i>	Careers in Entertainment
<i>Lesson 12.3</i>	Preparing for Sports and Entertainment Marketing Careers
<i>Lesson 12.4</i>	Cover Letters & Resumes
<i>Lesson 12.5</i>	The Job Market

Key Terms

Career Development

Cover Letter

Resume

Unit 12: Careers in SEM

Discussion Topics

Do you think there are many career opportunities in sports and entertainment? Why or why not?

Do you think a potential career in this industry is attainable? How competitive do you think careers in this field can be?

By a show of hands, how many people in the class know what a resume is? How many have actually prepared a resume in the past? Why is a resume important? Can you pursue a professional career in sports and entertainment without one?

How would someone go about finding out about potential job openings? What do you think an individual would need to do to increase their marketability to sports and entertainment industry employers?

Lesson 12.1 - Student Notes

Careers in Sports

Industry size and scope

1.

2.

3.

Sports operations careers involve

Potential career paths

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

Corporate sports marketing careers

Many major corporations like Pepsi, Coca Cola, Visa, American Express, and Federal Express employ individuals to

Lesson 12.1 - Student Notes

Careers in Sports

Potential positions in corporate sports marketing

- 1.
- 2.
- 3.
- 4.
- 5.

Sports business careers

Careers in sports business focus on

Potential sports business career paths

- 1.
- 2.
- 3.
- 4.
- 5.

Recreation and fitness sports business careers

Potential careers

- 1.
- 2.
- 3.
- 4.
- 5.

Lesson 12.1 - Student Notes

Careers in Sports

Additional sports related career fields

1. Sports agencies and professional services
 - a. Specialty services examples
 - i.
 - ii.
 - iii.
 - b. Sports agents
 - i.
 - ii.
 - c. Celebrity Speakers Bureau
2. Facility management
 - a.
 - b.
3. Sports associations and governing bodies
 - a.
 - b.
4. Sports _____
5. Sporting goods, footwear and apparel
 - a. Manufacturers
 - i.
 - ii.
 - b. Wholesalers
 - i.
 - c. Retailers
 - i.
 - ii.

Lesson 12.2 - Student Notes

Careers in Entertainment

A. Potential career paths within segments of the entertainment industry

1. Gaming
 - a.
 - b.
2. Music
 - a.
 - b.
3. Acting
 - a.
 - b.
 - c.
4. Comedy
 - a.
 - b.
5. Theme Park
 - a.
6. Travel
 - a.
 - b.
7. Writing
 - a.
 - b.
 - c.
8. Arts
 - a.
 - b.
 - c.

Lesson 12.2 - Student Notes

Careers in Entertainment

B. Entertainment job functions

1. Specific job functions within the entertainment industry

a.

b.

c.

d.

e.

f.

g.

h.

Lesson 12.3 - Student Notes

Preparing for Sports/Entertainment Business Careers

- A. Although securing a job in the competitive field of sports and entertainment marketing is challenging, young professionals can begin preparing themselves now
 - 1.
 - 2.
 - 3. Self preparation
 - a.
 - b.
 - c.
 - 4.
 - 5.
 - 6.
- B. Employment tools
 - 1.
 - 2. Define **resume**
 - 3.
 - 4.
 - 5.
- C. Career development
 - 1. Define **career development**
 - 2. Athletes and celebrities aren't the only ones who should be developing a personal brand

Lesson 12.3 - Student Notes

Preparing for Sports/Entertainment Business Careers

3. In addition to creating an effective cover letter and resume, there are a number of ways to build your personal brand

- a.

- b.

- c.

- d.

D. Interview process

1. How do you prepare for the interview?

- a.

- b.

- c.

- d.

- e.

2. After the interview

- a.

- b.

Lesson 12.4 - Student Notes

Cover Letters & Resumes

A. Define **cover letter**

1. An effective cover letter will

a.

b.

c.

d.

2. Cover letters should

a.

b.

c.

d.

e.

f.

B. A quality resume will help the individual reach the interview process, resumes that are not well prepared will likely be discarded

1. An effective resume will include

a.

b.

c.

d.

e.

Lesson 12.5 - Student Notes

The Job Market

A. Forecast

1. Does it look like this is a growing field?
 - a.
 - b. Example or statistical evidence that supports your answer
2. How can you make yourself marketable?
 - a.
 - b.
 - c.
 - d.
3. Importance of networking
 - a.
 - b.
4. Expectations
 - a.
 - b.
 - c.
 - d.
 - e.

Lesson 12.5 - Student Notes

The Job Market

5. *Realistic* expectations of a sports or entertainment career
 - a. Just because someone works for the Dallas Cowboys does not necessarily mean

Working for Warner Brothers Studios does not mean an employee will

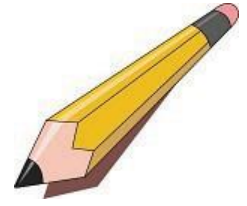
- b. Many times, regardless of degree, job seekers must start with
- positions just to get a foot in the door

B. Resources

- 1.
- 2.
- 3.
- 4.
5. Online resources
 - a. *Sports Career Consulting's* Online Career Center (www.sportscareerconsulting.com)
 - b.
 - c.
6. Additional sources for job leads
 - a.
 - b.
 - c.
 - d.
 - e.

Unit 12 - Student Notes

Additional Notes



The Business of Sports and Entertainment

Unit Twelve Activities



Community Relations in Sports & Entertainment: A Unit 11 SEM Case Study

In 1997, Ryan Langan was a student at the University of Wisconsin-La Crosse majoring in Sports Management, when the Vice President of a local minor league basketball team was featured as a guest speaker in a class. Immediately following class, Mr. Langan approached the speaker and asked about internship opportunities with the team. Soon, he was involved in many aspects of the team's day to day activities.



The following year, the team's Vice President left the franchise to pursue an opportunity with another organization, but Mr. Langan was promoted to Director of Sales, where he was responsible for overseeing the development of corporate partnerships with local businesses as well as many other aspects of the team's daily business operation.

After several years with the basketball team, Mr. Langan received a call from the recently departed Vice President, asking if he might have some interest in joining the Portland Trail Blazers ticket sales team. After weighing his options, Mr. Langan chose to interview with the Blazers, accepting a position soon after.

While with the Portland Trail Blazers, he went back to school to pursue an MBA at the University of Portland. Upon receiving the degree, Mr. Langan would learn that one of his professors would be leaving the University of Portland to accept the position of Dean of the Business School at the University of South Florida in St. Petersburg, Florida. He would later recruit Mr. Langan to join his staff as an Instructor of Sports Marketing. His class featured guest speakers from sports executives across the nation and was one of the first classes on campus to fill up each semester.

Currently, Mr. Langan is the MBA Director at the University of South Florida, coordinating the recruiting efforts of the University's MBA Program.

Case Study Questions

- 1.) Do you think networking played an important role in helping Mr. Langan get to where he is today? Why or why not?
- 2.) Was Mr. Langan proactive in his pursuit of a career in the sports industry? Do you think that helped to advance his career in any way? Why or why not?
- 3.) Did his internship have any impact on breaking into the field as a sports marketing professional?

Unit 12 Student Assignment

Cover Letter and Resume

Student Name _____

Class Period _____

Assignment Instructions:

An internship has just been posted on the local baseball team's website for the position of Assistant Sponsorship Coordinator. The position with the Bay City Road Runners is paid and could provide an opportunity for full-time employment upon successful completion of the summer internship. Prepare a cover letter and resume assisting you in the application and employment process. The internship posting is provided below.

Bay City Road Runners: Minor League Baseball Club

Internship Posting

Title: Assistant Sponsorship Coordinator

Job Description: This position provides sales and service support for the sponsorship department

Job Responsibilities:

1. Prepare sponsorship proposals and additional correspondence to assist in the sales process.
2. Develop banner advertisement themes for Road Runners website
3. Assist in on-field sponsorship promotions
4. Assist with the organization and development annual sponsorship appreciation outing
5. Coordinate department's printing needs
6. Create additional sales opportunities for sponsorship department
7. Manage Road Runners Kid's Club
8. Support and service ticketing needs of Road Runners sponsors

Qualifications: Education: *Successful completion of a high school or higher sports and entertainment marketing course.*

Computer Skills: *Must have above average computer skills, including proficiency in Microsoft Word, Excel and PowerPoint.*

Communication Skills: *Requires exceptional customer service skills and have strong written and verbal communication skills.*

Miscellaneous: *Must be a problem solver who is able to work in a team environment.*

Supervised By: Sponsorship Coordinator

Design and Image Credits

Production Credits

Cover design: Rebecca Garcia, Christopher Lindauer

Interior design: Rebecca Garcia

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