



# Sports Marketing

A Strategic Perspective



Matthew D. Shank





# S P O R T S   M A R K E T I N G

## A Strategic Perspective

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## To My Parents

## Overview

In today's society, there is no escaping sports.

For most of us, sports touch our lives on a daily basis. We watch sports on television, read about sports in the newspaper, talk to friends about sports, purchase sports merchandise, participate in sports, and attend sporting events. Even if you have no interest in sports, you are exposed to sports in a variety of ways. Sports stars appear in advertising and the mass media, the Olympic coverage pre-empts your favorite television show, or your significant other incessantly follows the home team.

The sports industry has experienced tremendous growth in the last decade and is currently the 11th largest industry in the United States. Moreover, the sports industry is flourishing around the globe. The expansion of the sports industry has triggered a number of important outcomes: more sports-related jobs are being created, and more students are interested in careers in the sports industry. As student interest grows, demand for programs and classes in sports administration will also increase.

One of the functional areas of sports administration that is synonymous with the sports industry is sports marketing. Sports marketing is a multidimensional field of study encompassing a wide variety of activities. Typically, sports marketing is associated with professional sports team trying to increase attendance. However, the field of sports marketing can include everything from Nike's "I Can" advertising campaign to Joe's Garage's sponsorship of the local little league team.

In this book, we will discover the complex and diverse nature of sports marketing. Moreover, a framework will be presented to help explain and organize the strategic sports marketing process. Even if you are not a sports enthusiast, you will become excited about the unique application of marketing principles and processes to the sports industry.

## Why This Book?

Programs and courses in sports marketing are emerging at universities across the country. Surprisingly, few sports marketing textbooks are written from a strategic marketing perspective. In writing this book, I sought to fill this void. In addition, my goals are to provide:

- A framework or conceptual model of the strategic marketing process that can be applied to the sports industry. The contingency framework is presented as a tool for organizing the many elements that influence the strategic sports marketing process. It recognizes the unpredictable nature of the sports industry and allows us to explore the complex relationship between the elements of sports marketing.
- An appreciation for the growing popularity of women's sports and the globalization of sports. Women's sports issues and international sports topics are integrated throughout the text, and are highlighted with a "Spotlight on Sports Marketing" feature.


- An examination of current research in the area of sports marketing. The study of sports marketing is still in its infancy, and academic research of interest to sports marketers—including sports sponsorships, using athletes as endorsers, and segmenting the sports market—has grown exponentially over the past five years. It is important that students learn how academic research is applied to the “real world” of sports marketing.
- A balanced treatment of all aspects of sports marketing at all levels. This book attempts to capture the diverse and rich nature of sports marketing by covering the marketing of athletes, teams, leagues, and special events. Although it is tempting to discuss only “major league” sports because of their intense media coverage, this book explores different sports (including cricket and beach volleyball) and different levels of competition (collegiate and recreational). Moreover, the book discusses the activities involved in marketing to participants of sports—another area of interest to sports marketers.
- An introduction of the concepts and theories unique to sports marketing and a review of the ~~basic principles~~ of marketing in the context of sports. Even though many of the terms and core concepts are repetitive, they often take on different meanings in the context of sports marketing. Consider the term *sports involvement*. Although you probably recognize the term *product involvement* from your principles of marketing or consumer behavior class, what is *sports involvement*—involvement with sports based on participation or watching sports? Is involvement with sports deeper and more enduring than it is for other products that we consume? How can sports marketers apply sports involvement to developing a strategic marketing plan? As you can see, the core marketing concept of involvement in the context of sports presents a whole new set of interesting questions and a more comprehensive understanding of sports marketing.
- Comprehensive coverage of the functions of sports marketing. Although some texts focus on specialized activities in sports marketing, such as sports sponsorship, this book seeks to cover all of the relevant issues in designing an integrated marketing strategy. Extensive treatment is given to understanding sports consumers as spectators and participants. In addition to planning the sports marketing mix (product, price, promotion, and place), we will examine the execution and evaluation of the planning process.

## **Round Rules**

This text is organized into four distinct but interrelated parts. Each part represents an important component in the strategic sports marketing process.

### **Part 1: Contingency Framework for Strategic Sports Marketing**

In chapter 1, we introduce sports marketing and illustrate the breadth of the field. In addition, we will take a look at the unique nature of sports products and the sports mar-



keting mix. Chapter 2 presents the contingency framework for strategic sports marketing. This chapter also highlights the planning, implementation, and control phases of the strategic sports marketing process. In chapter 3, the impact of the internal and external contingencies on the strategic sports marketing process is examined. Internal contingencies such as the sports organization's mission and organizational culture are considered, as are external contingencies such as competition, the economy, and technology.

## **Part 2: Planning for Market Selection Decisions**

Chapter 4 presents an overview of the tools used to understand sports consumers—both participants and spectators. Each step in the marketing research process is discussed, illustrating how information can be gathered to aid in strategic decision making. Chapters 5 and 6 discuss participants and consumers of sports, respectively. Chapter 5 examines the psychological and sociological factors that influence our participation in sports, while chapter 6 looks at spectator issues such as fan motivation. In addition, we will discuss the relationship between the participant and spectator markets. Chapter 7 explores the market selection decisions of segmentation, targeting, and positioning in the context of sports.

## **Part 3: Planning the Sports Marketing Mix**

Chapters 8–15 explain the sports marketing mix—the core of the strategic marketing process. Chapters 8 and 9 cover sports product issues such as brand loyalty, licensing, and the new product development process. Chapter 10 introduces the basic promotion concepts, and chapter 11 gives a detailed description of the promotion mix elements of advertising, public relations, personal selling, and sales promotions. Chapter 12, the final chapter on promotion, is devoted to designing a sports sponsorship program. In chapter 13, the sports distribution function is introduced. Then the discussion turns to sports retailing, the stadium as place, and sports media as a type of distribution channel. The final chapters of part 3 tackle the basic concepts of pricing (chapter 14) and pricing strategies (chapter 15).

## **Part 4: Implementation and Controlling the Strategic Sports Marketing Process**

Although the previous sections focus on the planning efforts of the strategic marketing process, part 4 focuses on the implementation and control phases. Chapter 16 begins with a discussion of how sports organizations implement their marketing plans. In this chapter we see how factors such as communication, motivation, and budgeting all play a role in executing the strategic plan. We also examine how sports marketers monitor and evaluate the strategic plans after they have been implemented. Specifically, three forms of control—process, planning assumption, and contingency—are considered.

## **P**edagogical Advantages

To help students learn about sports marketing and make this book more enjoyable to read, the following features have been incorporated throughout the text.

- Text organized and written around the contingency framework for strategic sports marketing
- Each chapter incorporates global issues in sport and how they impact sports marketing
- *Sports Marketing Hall of Fame* featuring pioneers in the field integrated throughout the text
- Coverage of women's sports issues in each chapter
- Text incorporates up-to-date research in the field of sport marketing
- Internet exercises at the end of each chapter
- Experiential exercises at the end of each chapter that ask you to apply the basic sports marketing concepts and perform mini-research projects
- Case studies/vignettes throughout the text to illustrate core concepts and make the material come to life
- Detailed glossary of sports marketing terms
- Use of advertisements and photos to illustrate core concepts of sports marketing
- Appendix describing careers in sports marketing \* \*
- Appendix presenting Internet addresses of interest to sports marketers
- Video featuring interviews with Showtime Cable Network executives discussing the marketing of sports programming

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|   |            |
|---|------------|
| <b>Preface</b>  | <b>vii</b> |
| <b>PART I: Contingency Framework for Strategic Sports Marketing</b>                     | <b>1</b>   |
| Chapter 1: Emergence of Sports Marketing  | 1          |
| Chapter 2: Overview of the Contingency Framework<br>for Strategic Sports Marketing      | 39         |
| Chapter 3: External and Internal Contingencies  | 65         |
| <b>PART II: Planning for Market Selection Decisions</b>                                 | <b>97</b>  |
| Chapter 4: Research Tools for Understanding Sports Consumers                            | 97         |
| Chapter 5: Understanding Participants as Consumers                                      | 131        |
| Chapter 6: Understanding Spectators as Consumers  | 169        |
| Chapter 7: Segmentation, Targeting, and Positioning                                     | 197        |
| <b>PART III: Planning the Sports Marketing Mix</b>                                      | <b>229</b> |
| Chapter 8: Sports Product Concepts  | 229        |
| Chapter 9: Managing Sports Products   | 263        |
| Chapter 10: Promotion Concepts  | 295        |
| Chapter 11: Promotion Mix Elements  | 325        |
| Chapter 12: Sponsorship Programs  | 365        |
| Chapter 13: Distribution Concepts   | 403        |
| Chapter 14: Pricing Concepts  | 437        |
| Chapter 15: Pricing Strategies  | 467        |
| <b>PART IV: Implementing and Controlling the Strategic Sports<br/>Marketing Process</b> | <b>487</b> |
| Chapter 16: Implementing and Controlling the Strategic Sports<br>Marketing Process      | 487        |
| <b>Appendix A: Career Opportunities in Sports Marketing</b>                             | <b>518</b> |
| <b>Appendix B: Sports Marketing Sites of Interest on the Internet</b>                   | <b>530</b> |
| <b>Glossary</b>   | <b>533</b> |
| <b>Photo Credits</b>  | <b>543</b> |
| <b>Index</b>  | <b>545</b> |

|  |           |
|--|-----------|
| <b>PREFACE</b>   | xix       |
| <b>PART I: Contingency Framework for Strategic Sports Marketing</b>                    | <b>1</b>  |
| <b>Chapter 1: Emergence of Sports Marketing</b>  | <b>1</b>  |
| WHAT IS SPORTS MARKETING?  | 2         |
| UNDERSTANDING THE SPORTS INDUSTRY  | 3         |
| Sport as Entertainment   | 3         |
| A Marketing Orientation  | 4         |
| Growth of the Sports Industry  | 5         |
| <i>Spotlight on International Sports Marketing</i> Big League                          |           |
| Commercialization Reaches European Sports  | 7         |
| The Structure of the Sports Industry   | 10        |
| The Consumers of Sport   | 11        |
| The Sports Product   | 16        |
| Different Types of Sports Products   | 17        |
| The Multidimensional Nature of the Sports Product                                      | 22        |
| Producers/Intermediaries   | 24        |
| <i>Sports Marketing Hall of Fame</i> Mark McCormack                                    | 26        |
| BASIC MARKETING PRINCIPLES AND PROCESSES APPLIED TO SPORT                              | 27        |
| The Sports Marketing Mix   | 27        |
| The Exchange Process   | 29        |
| The Strategic Sports Marketing Process   | 30        |
| <i>Spotlight on Women in Sports Marketing</i> Women's Hoop League                      |           |
| Out-glitzes Rival WNBA Gets the Attention Despite Less Talent than the ABL             | 31        |
| SUMMARY  | 32        |
| KEY TERMS & CONCEPTS   | 34        |
| REVIEW QUESTIONS   | 34        |
| EXERCISES  | 35        |
| INTERNET EXERCISES   | 35        |
| NOTES  | 35        |
| <b>Chapter 2: Overview of the Contingency Framework for Strategic Sports Marketing</b> | <b>39</b> |
| <i>Globetrotters Dribble Out a New Marketing Plan</i>                                  | 40        |
| A CONTINGENCY FRAMEWORK FOR STRATEGIC SPORTS MARKETING                                 | 41        |
| Contingency Approaches   | 42        |
| OVERVIEW OF THE STRATEGIC SPORTS MARKETING PROCESS:                                    |           |
| THE HEART OF THE CONTINGENCY FRAMEWORK   | 44        |
| THE PLANNING PHASE   | 45        |

|   |               |
|---|---------------|
| Understanding Consumers' Needs  | 45            |
| Market Selection Decisions  | 46            |
| <b><i>Spotlight on International Sports Marketing</i></b> Major League      |               |
| Baseball International: Segmenting the Market Based<br>on Where People Live | 47            |
| <b><i>NHL Looks to Fuel Image with new Marketing Push</i></b>               | 51            |
| Marketing Mix Decisions   | 51            |
| <b><i>Spotlight on Women in Sports Marketing</i></b> NHL, NFL Design        |               |
| Products for Women Fans   | 52            |
| IMPLEMENTATION PHASE  | 53            |
| Organizing  | 54            |
| Leadership and Interaction  | 55            |
| Resource Acquisition and Allocation   | 55            |
| Coordinating and Timing of Activities                                       | 56            |
| Information Management  | 57            |
| CONTROL PHASE   | 58            |
| Measuring Results   | 57            |
| SUMMARY   | 61            |
| KEY TERMS & CONCEPTS  | 62            |
| REVIEW QUESTIONS  | 62            |
| EXERCISES   | 62            |
| INTERNET EXERCISES  | 63            |
| NOTES   | 63            |
| <br><b>Chapter 3: External and Internal Contingencies</b>                   | <br><b>65</b> |
| EXTERNAL CONTINGENCIES  | 66            |
| Competition   | 66            |
| Technology  | 67            |
| Cultural and Social Trends  | 72            |
| Physical Environment  | 73            |
| <b><i>Spotlight on International Sports Marketing</i></b> Skiing the Dome   | 74            |
| Political, Legal, and Regulatory Environment                                | 74            |
| Demographic   | 75            |
| The Economy   | 77            |
| Monitoring the External Contingencies                                       | 78            |
| INTERNAL CONTINGENCIES  | 80            |
| Vision and Mission  | 80            |
| Organizational Objectives and Marketing Goals                               | 82            |
| Organizational Strategies   | 84            |
| Organizational Culture  | 88            |
| ASSESSING THE INTERNAL AND EXTERNAL CONTINGENCIES:                          |               |
| SWOT ANALYSIS   | 89            |
| SUMMARY   | 91            |
| KEY TERMS & CONCEPTS  | 92            |

|  |                |
|--|----------------|
| REVIEW QUESTIONS   | 92             |
| EXERCISES  | 93             |
| INTERNET EXERCISES   | 93             |
| NOTES  | 94             |
| <br><b>PART II: Planning for Market Selection Decisions</b>  | <br><b>97</b>  |
| <br><b>Chapter 4: Research Tools for Understanding Sports Consumers</b>                                    | <br><b>97</b>  |
| <i>Marketing Research in Action: The Albany River Rats</i>   | 98             |
| <i>Understanding the Value of a Sponsorship</i>  | 100            |
| THE MARKETING RESEARCH PROCESS   | 100            |
| Defining the Problem or Opportunity  | 101            |
| Choosing the Research Design Type  | 103            |
| Identifying Data Collection Techniques   | 105            |
| Secondary Data   | 106            |
| <i>Spotlight on International Sports Marketing</i> Measuring the Mood<br>of International Sports Consumers | 107            |
| <i>Spotlight on Women in Sports Marketing</i> The Women's Sports<br>Foundation as a Source of Information  | 110            |
| Primary Data   | 112            |
| Designing Data Collection Instruments  | 117            |
| Designing the Sample   | 121            |
| Data Analysis  | 123            |
| Preparing a Final Report   | 125            |
| SUMMARY  | 126            |
| KEY TERMS & CONCEPTS   | 127            |
| REVIEW QUESTIONS   | 127            |
| EXERCISES  | 128            |
| INTERNET EXERCISES   | 128            |
| NOTES  | 129            |
| <br><b>Chapter 5: Understanding Participants as Consumers</b>  | <br><b>131</b> |
| <i>More People Take Up Starlight Skating, Twilight Tennis</i> New Forms<br>of Participation                | 132            |
| <i>Spotlight on International Sports Marketing</i> The German Sports<br>Participation Market               | 133            |
| MODEL OF PARTICIPANT CONSUMPTION BEHAVIOR  | 135            |
| Participant Decision-Making Process  | 136            |
| Types of Consumer Decisions  | 141            |
| PSYCHOLOGICAL/INTERNAL FACTORS   | 142            |
| Personality  | 142            |
| Motivation   | 144            |
| Perception   | 147            |



|   |                |
|---|----------------|
| Learning  | 149            |
| Attitudes   | 151            |
| <b>SOCIOLOGICAL/EXTERNAL FACTORS</b>  | <b>152</b>     |
| Culture   | 153            |
| Social Class  | 155            |
| Reference Groups  | 155            |
| <i>Sports Marketing Hall of Fame</i> The Babe: Babe Didrikson Zaharias  | 156            |
| <i>Six Million Plus Played Prep Sports</i>  | 157            |
| Family  | 158            |
| <i>Spotlight on Women in Sports Marketing</i> Women Take to the Field   | 159            |
| Situational Factors   | 160            |
| <b>SUMMARY</b>  | <b>163</b>     |
| <b>KEY TERMS &amp; CONCEPTS</b>   | <b>164</b>     |
| <b>REVIEW QUESTIONS</b>   | <b>165</b>     |
| <b>EXERCISES</b>  | <b>165</b>     |
| <b>INTERNET EXERCISES</b>   | <b>166</b>     |
| <b>NOTES</b>  | <b>166</b>     |
| <br><b>Chapter 6: Understanding Spectators As Consumers</b>   | <br><b>169</b> |
| <b>FACTORS INFLUENCING ATTENDANCE</b>   | <b>173</b>     |
| Fan Motivation Factors  | 174            |
| <i>Sports Marketing Hall of Fame</i> David Stern  | 175            |
| <i>The Economic Value of Sports Consumption</i> Bettor Education  | 177            |
| Game Attractiveness   | 178            |
| Economic Factors  | 178            |
| Competitive Factors   | 178            |
| Demographic Factors   | 180            |
| <i>Spotlight on Women in Sports Marketing</i> The Women<br>as a Spectator of Men's Sports   | 180            |
| Stadium Factors   | 182            |
| <i>Customers Come First in Latest Stadium Designs</i>   | 185            |
| Value of Sport to the Community   | 188            |
| Sports Involvement  | 189            |
| <i>Spotlight on International Sports Marketing</i> Comparative Analysis<br>of Spectator Involvement: United States vs. United Kingdom | 189            |
| Fan Identification  | 190            |
| Managerial Benefits   | 192            |
| <b>SUMMARY</b>  | <b>192</b>     |
| <b>KEY TERMS &amp; CONCEPTS</b>   | <b>194</b>     |
| <b>REVIEW QUESTIONS</b>   | <b>194</b>     |
| <b>EXERCISES</b>  | <b>194</b>     |
| <b>INTERNET EXERCISES</b>   | <b>195</b>     |
| <b>NOTES</b>  | <b>195</b>     |

|  |                |
|--|----------------|
| <b>Chapter 7: Segmentation, Targeting, and Positioning</b>           | <b>197</b>     |
| SEGMENTATION   | 198            |
| Bases for Segmentation   | 198            |
| <i>Club Gets Hip to Kids' Fitness</i> Ad-Teen Takes Adult Approach   |                |
| to Shaping Up  | 201            |
| <i>Younger Crowd Now Driving Golf</i>                                | 201            |
| <i>Spotlight on Women in Sports Marketing</i> As Women Take          |                |
| the Field, Firms Deliver Pitches                                     | 204            |
| <i>Spotlight on International Sports Marketing</i> Japan's Arms Race | 206            |
| <i>America's Teams</i>   | 212            |
| Choosing More Than One Segment                                       | 215            |
| TARGET MARKETS   | 215            |
| Evaluation of Target Markets   | 217            |
| POSITIONING  | 219            |
| REPOSITIONING  | 223            |
| <i>Baseball Plays Image Game</i>                                     | 224            |
| SUMMARY  | 225            |
| KEY TERMS & CONCEPTS   | 225            |
| REVIEW QUESTIONS   | 226            |
| EXERCISES  | 226            |
| INTERNET EXERCISES   | 227            |
| NOTES  | 228            |
| <br><b>PART III: Planning the Sports Marketing Mix</b>               | <br><b>229</b> |
| <br><b>Chapter 8: Sports Product Concepts</b>                        | <br><b>229</b> |
| DEFINING SPORTS PRODUCTS   | 231            |
| <i>Shaq's a Unique Bundle of Benefits</i>                            | 231            |
| Goods and Services as Sports Products                                | 232            |
| Classifying Sports Products  | 235            |
| <i>Spotlight on Women in Sports Marketing</i> Huffy Sports           |                |
| Company Introduces WNBA Product Line                                 | 235            |
| <i>Sports Marketing Hall of Fame</i> Phil Knight                     | 237            |
| PRODUCT CHARACTERISTICS  | 238            |
| Branding   | 239            |
| <i>What's in a Name?</i>   | 240            |
| <i>Branding the Aftermarket</i> The Power of NASCAR                  | 243            |
| Licensing  | 246            |
| <i>Spotlight on International Sports Marketing</i> Europe Gears Up   |                |
| for Rich Pickens   | 247            |
| <i>Merchandising Mania</i> Down on the Farm                          | 249            |
| Quality  | 251            |

|   |                |
|---|----------------|
| PRODUCT DESIGN  | 255            |
| SUMMARY   | 258            |
| KEY TERMS & CONCEPTS  | 260            |
| REVIEW QUESTIONS  | 260            |
| EXERCISES   | 261            |
| INTERNET EXERCISES  | 261            |
| NOTES   | 262            |
| <br><b>Chapter 9: Managing Sports Products</b>                              | <br><b>263</b> |
| <i>Spotlight on Women in Sports Marketing</i> Introducing                   |                |
| a New Sports Product  | 264            |
| NEW SPORTS PRODUCTS   | 265            |
| Types of New Products   | 265            |
| <i>Sports Marketing Hall of Fame</i> Bill Rasmussen                         | 266            |
| THE NEW PRODUCT DEVELOPMENT   |                |
| PROCESS   | 270            |
| Idea Screening  | 271            |
| Analysis of the Sports Product Concept or Potential                         | 271            |
| Developing the Sports Product   | 272            |
| Test Marketing  | 274            |
| Commercialization   | 275            |
| <i>A Successful New Product?</i> NASCAR SpeedParks Seem to                  |                |
| Have All the Elements   | 275            |
| New Products Success Factors  | 276            |
| PRODUCT LIFE CYCLE  | 277            |
| Introduction  | 278            |
| Growth  | 279            |
| <i>Kurisu at the Bat: the Growth of League</i>                              | 280            |
| Maturity  | 281            |
| <i>Schwinn Back in the Pack:</i> Revving Up the Product Life Cycle          |                |
| for a Declining Brand   | 281            |
| Decline   | 283            |
| Other Life Cycle Considerations   | 283            |
| <i>Spotlight on International Sports Marketing</i> High Hoops for the East: |                |
| Introducing a Professional League Basketball in China                       | 287            |
| DIFFUSION OF INNOVATIONS  | 288            |
| Types of Adopters   | 289            |
| SUMMARY   | 290            |
| KEY TERMS & CONCEPTS  | 291            |
| REVIEW QUESTIONS  | 291            |
| EXERCISES   | 292            |
| INTERNET EXERCISES  | 292            |
| NOTES   | 293            |

|   |                |
|---|----------------|
| <b>Chapter 10: Promotion Concepts</b>           | <b>295</b>     |
| COMMUNICATIONS PROCESS                          | 296            |
| <i>Sports Marketing Hall of Fame</i> Bill Veeck | 297            |
| Source  | 298            |
| Encoding  | 302            |
| Message   | 302            |
| Medium  | 304            |
| <i>The Power of Television</i>                  | 305            |
| Decoding  | 308            |
| <i>I Got Game</i>                               | 308            |
| Receiver  | 309            |
| Feedback  | 309            |
| Noise   | 310            |
| <i>Ambush Marketing As an Olympic Event</i>     | 311            |
| PROMOTION PLANNING                              | 312            |
| Target Market Considerations                    | 312            |
| Promotional Objectives                          | 313            |
| The Hierarchy of Effects                        | 313            |
| Establishing Promotional Budgets                | 315            |
| Choosing an Integrated Promotional Mix          | 317            |
| SUMMARY   | 319            |
| KEY TERMS & CONCEPTS                            | 321            |
| REVIEW QUESTIONS                                | 321            |
| EXERCISES                                       | 322            |
| INTERNET EXERCISES                              | 322            |
| NOTES   | 322            |
| <br><b>Chapter 11: Promotion Mix Elements</b>   | <br><b>325</b> |
| ADVERTISING                                     | 327            |
| Advertising Objectives                          | 327            |
| Advertising Budgeting                           | 328            |
| Creative Decisions                              | 328            |
| Media Strategy                                  | 337            |
| <i>Power of Print</i>                           | 338            |
| <i>Virtual Advertising</i>                      | 343            |
| Media Scheduling                                | 348            |
| Personal Selling                                | 348            |
| The Strategic Selling Process                   | 350            |
| Sales Promotions                                | 354            |
| Public Relations                                | 356            |
| <i>Quaker State Long Drive Competition</i>      | 357            |
| SUMMARY   | 359            |
| KEY TERMS & CONCEPTS                            | 360            |