



# ADVANCED THEORY AND PRACTICE IN SPORT MARKETING

ERIC C. SCHWARZ,  
JASON D. HUNTER,  
AND ALAN LAFLEUR

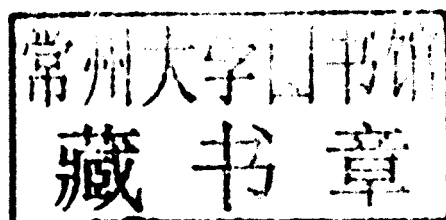
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# **ADVANCED THEORY AND PRACTICE IN SPORT MARKETING**

**ERIC C. SCHWARZ,  
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# **ADVANCED THEORY AND PRACTICE IN SPORT MARKETING**

Effective marketing is essential for any successful sport organization, from elite professional sports teams to local amateur leagues. Now in a fully revised and updated second edition, *Advanced Theory and Practice in Sport Marketing* is still the only text to introduce key theory and best practice at an advanced level.

The book covers every key functional and theoretical area of sport marketing, including marketing research, information systems, consumer behavior, logistics, retail management, sales management, e-commerce, promotions, advertising, sponsorship, and international business. This new edition includes expanded coverage of important contemporary issues, including social responsibility and ethics, social media and networking, relationship and experience marketing, recovery marketing, and social marketing. Every chapter contains extended cases and first-hand accounts from experienced sport marketing professionals from around the world. Following those cases are questions encouraging students and practitioners to apply their theoretical knowledge to real-world situations and to develop their critical thinking skills. A companion website provides an impressive array of additional teaching and learning resources, including a test bank of exam questions, PowerPoint slides, and extra case studies for lecturers and instructors, and useful web links, self-test multiple-choice questions, and glossary flashcards for students.

*Advanced Theory and Practice in Sport Marketing* goes further than any other sport marketing text in preparing the student for the real world of sport marketing. It is essential reading for any upper-level undergraduate or postgraduate course in sport marketing or sport business, and for anybody working in sport marketing looking to develop and extend their professional skills.

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## PREFACE

The field of sport marketing is infused in virtually all aspects of sport business management. As such, it is inevitable that many students will be involved in some aspect of sport marketing during their careers. As with the first edition, this book is being published with the educator and student in mind, and is specifically aimed at those whose sport management program is housed in the business and/or management department. Most sport marketing books restate concepts learned in an introductory marketing course prior to getting into sport marketing. This is appropriate for sport management programs housed in a department other than business and/or management. However, for sport management programs housed in a business and/or management department, where virtually all students have already taken a "Principles of Marketing" course, the book is simply repetitive. *Advanced Theory and Practice in Sport Marketing* strives to go beyond the introductory marketing course by expanding the knowledge of the student with advanced marketing theory related to ethics and social responsibility; market research and information systems; consumer behavior; product and logistical management; sales, retail, and e-marketing management; communication management, promotions, advertising, and sponsorship; social media and networking; international and global marketing; and emerging sociological concepts.

The other aspect of this book is the application of real-world situations to the text. Professors talk about what goes on in the field of sport marketing based on their limited experience. *Advanced Theory and Practice in Sport Marketing* publishes what goes on in the real world of sport marketing by having professionals in the field provide first-hand accounts of how they entered the field of sport marketing, what their current job entails, and advice to students who wish to enter the field of sport marketing. This allows the instructor to better prepare the student for life in the sport marketing profession. It is the goal of the authors to have this book become a resource that sport marketing educators, students, and professionals will utilize as an everyday reference tool in pursuit of their goals.

The book reflects the authors' extensive research and varied experiences in the field of sport marketing. Eric Schwarz has worked in and with professional, amateur, and non-profit sport organizations, and conducted feasibility studies and developed marketing plans as a consultant in sport facility and event management. He has conducted and presented research in sport marketing and experiential learning in the United States, Canada, Europe, and Australia. In addition, from June 2006 to August 2007 he went on sabbatical in Australia, conducting research in social and leisure marketing and designing an MBA degree. Jason Hunter supplements this knowledge by bringing extensive experience from the physical education,

athletics, and coaching realm, as well as being a former owner of a sport retail firm and a sport facility. Alan LaFleur brings more current knowledge specifically focused on the use of social media and networking to enhance sport industry businesses.

The initial two chapters of the book serve to provide an overview of sport marketing, including a basic review of those topics commonly covered in an introductory marketing course. The remainder of this text will provide the reader with a framework understanding of sport marketing by connecting traditional marketing to sport marketing. Each chapter will cover a specific aspect of traditional marketing and applying it to the field of sport marketing.

## **SOCIAL RESPONSIBILITY AND ETHICS**

The reader will gain an understanding of the various concepts of social responsibility and ethics as related to the multiple aspects of sport marketing. Through an analysis of the various dimensions of social responsibility in sport marketing (economic, legal, philanthropic, and ethical), readers will gain an appreciation of the various concepts inherent to each dimension of social responsibility in terms of application within sport marketing theory and practice. In addition, they will recognize the influence of ethics across multiple applications of sport marketing, as well as evaluate the role of social responsibility and ethics in the implementation of strategic planning in sport marketing.

## **MARKET RESEARCH AND INFORMATION SYSTEMS**

Readers will expand their knowledge of the concepts of market segmentation, positioning, and demand analysis, and use that knowledge to develop basic capabilities in advertising research, competitive analysis, and strategic outcomes assessment in sport marketing. Inclusive of this will be the development and implementation of focus group research, survey research, and experimental studies; the identification, retrieval, and analysis of secondary data; the utilization of qualitative and quantitative research methodologies; and the application of the research method. The reader will also gain an appreciation of the use of information systems for sport marketing goals and objectives through structure, organization, and communication. Inclusive of this will be an examination of sport consumer relationship management for both the internet and non-internet environment using strategic database and software marketing, with the goal of being able to identify market opportunities, develop targets, and manage and evaluate promotional efforts in sport.

## **CONSUMER BEHAVIOR**

Readers will learn how to utilize basic cultural, personal, social, and psychological principles to explain how those factors directly affect individual purchasing and consumption behavior of participants, fans, spectators, volunteers, and community and corporate partners. In addition, there will be an examination of the various types of sport consumer studies, and how individual and environmental factors, socialization, and participation directly influence the



decision-making process for sport consumption. Inclusive of this examination will be an analysis of the expected demographic, psychographic, geographic, and behavioristic characteristics of the sport consumer.

## **PRODUCT AND LOGISTICAL MANAGEMENT**

The reader will learn how to distinguish, identify, and classify the various elements of sport products and services, and the stages of the sport product life cycle. In addition, the concepts of branding, licensing, images, marks, and positioning will be identified as related to the sport product. The reader will also be presented with numerous logistical functions that a sport business must manage, including inventory management, team and equipment transportation, warehousing, order processing, and information systems. Both network design and global logistics will be analyzed as a part of this focus. There will also be an explanation of the importance of the integration of these various systems, and the effects integration has on the overall viability of the sport industry.

## **SALES MANAGEMENT**

The reader will be presented with an overview of the strategies and techniques for promoting and selling the sport product, including sales theory models, promotion theory paradigms, and promotion application in sport marketing. In addition, the distribution process of the sport product will be covered, including an analysis of the distribution principles related to time, place, and possession, as well as the process for selecting distribution systems.

## **RETAIL MANAGEMENT**

Readers will gain an understanding of sport retailing and sport retail management through a presentation of various retail strategies and a strategic approach to retailing in the sport field. Inclusive of this chapter will be the concepts of strategic retail management; the factors and skills associated with situation analysis; the ways to target customers and gathering information; the concepts associated with choosing a retail location; the concepts related to managing a retail business; the concepts related to merchandise management and pricing; the various ways of communicating with the customer; and integrating and controlling all aspects of the retail strategy.

## **E-MARKETING MANAGEMENT**

Readers will gain an understanding that in the twenty-first century, e-business and e-commerce have become staples within the field of sport marketing. Information will be offered regarding the factors that drive modern business through digital technologies. Inclusive of this will be concepts of managing digital enterprises via the internet, the World Wide Web, and intranets, including C2B and B2B, as well as potential future technologies. In addition, how sport

businesses utilize electronic means to overcome barriers of geographic boundaries to market, produce, and deliver services will be covered.

## **COMMUNICATION MANAGEMENT AND PROMOTIONS**

Readers will gain an understanding of the other elements of the sport promotion mix, including licensing, publicity, personal contact, incentives, and atmospherics. They will learn how to incorporate sport promotion activities into an integrated communications plan, how to plan an event, create pricing, location and distribution strategies, and how to cost-effectively promote them. Areas to be covered will include sports information, media relations, public relations, and community relations. In addition, indirect (word-of-mouth) and direct (sales) promotional strategies will be covered in relation to positioning, building brand equity, increasing credibility, and enhancing image transfer and association.

## **ADVERTISING**

Readers will be provided with an overview of the methods for bringing public attention to the sport product or business through print, broadcast, or electronic media. This will include an examination of copy and design, media planning and buying, portfolio development, video production, broadcast advertising development, billboard/outdoor advertising development, and graphic design. The reader will also discover how to integrate the field of sport and the engagement of interdisciplinary thinking as it relates to all areas of communication. Special emphasis will be placed on journalism, audio-visual communications, development communications, telecommunications, and mass communications.

## **SPONSORSHIP**

Readers will gain an appreciation of the significant role sponsorship plays in the sport promotional mix. Through an explanation of the history of sport sponsorship, the reader will gain an understanding of the various areas of sport sponsorship, including governing body sponsorship, team sponsorship, athlete sponsorship, broadcast sponsorship, facility sponsorship and event sponsorship. Through the articulation of corporate and brand goals, the reader will also learn about the various criteria for sponsorship, and how they are utilized in choosing the companies to partner with, developing sponsorship packages, and engaging in sponsorship negotiations.

## **SOCIAL MEDIA AND NETWORKING**

Readers will gain an appreciation of the evolution of social media and networking as an integral tool for enhancing the implementation of sport marketing practices. Initially, by explaining what social media and social networking are, the reader will be taken through the process of the inner workings of a Facebook page, how to effectively use Twitter for sport marketing, how

to utilize the analytics of Twitter and Facebook, and the networking and sales opportunities inherent to using LinkedIn. The reader will also recognize the power of new media through geolocation social media and other mobile applications, and appreciate just how little potential social media have actually reached.

## **INTERNATIONAL AND GLOBAL MARKETING**

Readers will gain an appreciation of the ever-growing internationalization and globalization of marketing in and through sport. This will be accomplished through an examination of the implementation of policies, procedures, and strategies within the parameters set forth by cultural, economic, political, and legal constraints of various worldwide markets. Inclusive of this explanation will be the various elements of alternative dispute resolution inherent to sport marketing management.

## **EMERGING SOCIOLOGICAL ISSUES**

Readers will learn about the emerging sociological issues inherent to sport marketing. The first will involve evaluating the role of relationship and experience sport marketing as applied in the sport industry. Second will be an assessment of the importance of recovery sport marketing during and after a negative situation, and how to recapture a market. Finally, readers will interpret how social sport marketing plays a significant role in expanding sport businesses beyond profit-making operations to include offering intangible social benefits

## **PEDAGOGICAL FEATURES**

*Advanced Theory and Practice in Sport Marketing* enhances learning with the following pedagogical devices:

- Each chapter opens with a chapter outline and a list of chapter objectives.
- Key terms appear alphabetically at the end of the book in the glossary.
- Each chapter has a case study embedded within the text to enhance critical thinking as related to real-world concepts associated with the text material.
- At the end of each chapter, there is a real-world case written by professionals from the field of sport marketing. These experts are from academia, professional sports leagues and teams, amateur sport organizations, and corporate sport. The information they supply will provide the learner with knowledge of how that individual entered the specific area of sport marketing, about the real world of sport marketing, and advice as to what the learner can do to better prepare for entry into the specified area of sport marketing.
- A summative conclusion at the end of each chapter reviews the chapter objectives and pertinent information gained from the chapter.

## CRITICAL THINKING

One of the most important skills for students to develop through their college and university years is critical thinking. This mental process of analyzing and evaluating information is used across all disciplines, and serves as a process for reflecting on the information provided, examining facts to understand reasoning, and forming conclusions and plans for action.

The authors of this book have provided a series of opportunities for students to enhance their critical thinking skills while also verifying their understanding of the materials presented in this text. Each chapter has a case study embedded within it to enhance critical thinking as related to real-world concepts associated with the text material. These scenarios are a collection of “real-world” situations modified with a sport marketing twist to provide the student with the maximum opportunity to analyze, evaluate, and ponder possible solutions to the ethical or global situation. Questions associated with each case study will help students focus their efforts on key theoretical aspects from the chapter, and apply that knowledge to deal with the specific scenario.

This text provides a unique opportunity for critical thinking in association with sport marketing in the corporate or professional setting. “From theory to practice” cases appear at the end of each chapter, written by professionals in the field of sport marketing. Each one provides information about how the individual entered the specific area of sport marketing, the professional world of sport marketing, and advice of what the student can do to become better prepared for entry into the specific area of sport marketing.

## COMPANION WEBSITE

The companion website for *Advanced Theory and Practice in Sport Marketing* provides the following additional resources for students:

- an electronic test bank of multiple-choice questions for each chapter
- glossary flashcards
- useful web links.

The companion website also provides the instructor with the following teaching aids:

- PowerPoint presentations for each chapter
- discussion questions for each chapter, which may be used as essay topics or in class discussions
- suggested answers for the discussion questions, and explanations of the answers to the multiple-choice questions
- additional case studies and scenarios for each chapter with suggested discussion topics
- a sample master syllabus.


## **ACKNOWLEDGMENTS, DEDICATIONS, AND EPIGRAPHS**

### **ERIC C. SCHWARZ**

I would like to first dedicate this book to my wife Loan. Your unconditional love in life, as well as your unending support for my work and my writing is the foundation for all of my success. You continue to influence me and give me the strength to be the best person in life. You are the most important person in my world – thank you for making me a better person every day!

In addition, I would like to show my appreciation to my best friend and co-author of this second edition, Jason Hunter. Over the 25 years, regardless of the distance between us, our friendship has continued to be an integral part of my life. I once again thank you for your efforts on this second edition, and more importantly for your friendship.

I would like to also acknowledge our third author, Alan LaFleur. I have been very fortunate to have quality students over the years, including Alan. His involvement in helping integrate current information about social media and networking in the textbook, as well as having a “younger” set of eyes review the manuscript, significantly helps ensure that this book is targeted toward a new generation of students, in addition to relevant academicians and professionals.

And finally . . . To Maxi . . . 

### **JASON D. HUNTER**

I owe thanks to Mariann, my wonderful wife, and three amazing children, Zachary, Morgan, and Jake. Without their support and encouragement, there would not have been enough hours in the day to complete this project.

I would also like to thank my friend, colleague, and co-author Eric Schwarz. We have known each other for more than 25 years, since we completed our undergraduate degree from Plymouth State University of the University System of New Hampshire. I am very thankful for the educational opportunities that Plymouth afforded me and for the lasting friendships that developed and continue to grow.

Thank you to my students and colleagues at George Williams College of Aurora University for allowing me to apply my love for lifelong learning both in and out of the classroom.

Finally, I owe special thanks to my parents Jay and Merrylyn Hunter for providing me with the foundation that helped transform me into the person I am today. Without their love, support, and moral judgment, I would never have seen the true benefits of education and strength of family.

**ALAN LAFLEUR**

To my loving family!

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