

FOUNDATIONS OF SPORT MANAGEMENT

MANAGING SPORT BUSINESS

AN INTRODUCTION

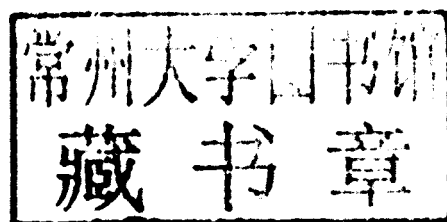


**EDITED BY LINDA TRENBERTH
AND DAVID HASSAN**

Managing Sport Business

An introduction

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David Hassan



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Managing Sport Business

Contemporary sport is both a sophisticated and complex international business and a mass participatory practice run largely by volunteers and community organisations. This authoritative and comprehensive introduction to the theory and practice of sports management helps to explain the modern commercial environment that shapes sport at all levels and gives clear and sensible guidance on best practice in sports management, from elite sport to the local level.

The book is divided into three sections. The first examines the global context for contemporary sports management. The second explores the key functional areas of management, from organisation and strategy to finance and marketing, and explains how successful managerial techniques can be applied in a sporting context. The final section surveys a wide range of important issues in contemporary sports management, from corporate social responsibility to the use of information and communication technologies. Together, these sections provide a complete package of theory, applied practical skills and a state-of-the-art review of modern sport business.

With useful features included throughout, such as chapter summaries and definitions of key terms, and with each chapter supported with real-world data and examples, this book is essential reading for all students of sport management and sport business.

Linda Trenberth is Senior Lecturer in Management and Head of the Management Department in the School of Business at Birkbeck, University of London. She has edited several texts in this area. Her main research expertise is in the area of HRM and Performance and workplace stress and coping.

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Foundations of Sport Management

Series Editors:

David Hassan, University of Ulster at Jordanstown, UK

Allan Edwards, Griffith University, Australia

Foundations of Sport Management is a discipline-defining series of texts on core and cutting-edge topics in sport management. Featuring some of the best known and most influential sport management scholars from around the world, each volume represents an authoritative, engaging and self-contained introduction to a key functional area or issue within contemporary sport management. Packed with useful features to aid teaching and learning, the series aims to bridge the gap between management theory and practice and to encourage critical thinking and reflection among students, academics and practitioners.

Also available in this series:

Managing Sport Business

An introduction

Edited by Linda Trenberth and David Hassan



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We would like to thank all our contributors for their chapters. They co-operated fully with our demands and time scales, professionally, enthusiastically and at times humorously. Together they have contributed to the most relevant and up-to-date text in sport management there is currently available. It has been a privilege for us to work with them all and with our publishing colleagues at Routledge. Special thanks go to Professor Trevor Slack, an icon in the sport management academic community, who gave Linda the inspiration to begin this journey in the UK that has led to this new text and to which he has also contributed. Our thanks also go to our families and colleagues who as always act as sources of support without which this would not be possible.



Preface

There has been explosive growth in the sport industry in the last decade. The expansion of the health and fitness sector, the increasing professionalisation of national governing bodies and investment in the public sector by both local and commercial organisations have led to an increase in employment opportunities in the sport industry. Concomitant with that growth has been a demand for more qualified, better educated, professional sport business managers who both understand the special features of the sport market and who are able to apply a system of professional best practice management. There has been an increase in expectations of the level of qualification and training of those employed within the industry, and the number of students studying towards sport management qualifications has risen significantly. Over 1,000 higher education institutions in the UK have sport and/or leisure in the title. Presently, even with the proliferation of sport courses and sport books on the market, there is no one sport business management text that focuses on specific management functions essential for providing a service to fans, players, members and clients. This edited text seeks to redress that gap and provide a comprehensive and up-to-date introductory coverage of the principles and practice of management and their application to the business of sport in the UK and beyond.

This edited text takes into account that sport has become a significant global industry with enormous commercial potential. However, to ensure a successful outcome for all stakeholders, the sector has to become more professional at every level. Sport business managers must understand and engage in such functions as governance, strategy, financial management, marketing and sponsorship, facility and event management, human resource management and public relations management. The sport environment or context in which these functional areas are managed, which includes economic, political, technological, legal and social factors set in the context of the global marketplace, must also be taken into account when managing the relationship between sport and business.

The editors, Dr Linda Trenberth, a New Zealander, now a Reader at Birkbeck, University of London, who has already provided the New Zealand market with three such texts, and Dr David Hassan, Senior Lecturer within the Sport and Exercise Sciences Research Institute at the University of Ulster, have gathered together an impressive array of authors. The authors all have direct involvement in the academic delivery of management and sport management at academic institutions in the UK, Europe, Canada, USA, New Zealand and Australia and are also involved in a professional capacity consulting to national and international sport and business organisations.

The book is loosely structured into three parts. The first part of the book starts broadly, essentially representing the wider environmental context the sport industry operates in by looking at the economics of sport and the global marketplace, the social and cultural

environment, the political environment and the development of policy, governance issues and issues that impact on managing sport in the non-profit sector. The book then moves on to consider the functions of management that represent the perspective of the classic management themes of planning, organising, leading and controlling, before covering the various business management functions that are deemed necessary for any successful sport business organisation such as marketing, sponsorship, media management and event and facility management. Because of time and financial constraints the book does not claim to be an exhaustive account of every area of sport business management and some areas are not covered as fully as we would have liked. However, it aims to give a theoretical and applied overview of the areas of sport business management regarded as particularly significant and relevant at this point in time. In all chapters an attempt has been made to link conceptual and theoretical works to practice and to specific relevant cases.

Chapter 1, by Linda Trenberth, introduces readers to the ways in which the business and management of sport has moved from being just about 'sport' to being about business, issues of governance, huge revenues, stadium construction and entertainment whilst not forgetting that sport relies on the passion of fans and the ability of sport managers to make sport accessible.

Chapter 2, by Chris Gratton – a leading commentator and researcher in the economic analysis of sport and leisure markets – and Themis Kokolakakis, provides a comprehensive account of the application of economics to the global sport market. The chapter defines the sport market and analyses consumer spending on sport and looks at changes in the sport market over the 1985–2010 period. Although data is only presented for one country in this chapter, these changes reflect what has been happening to sport in most Western developed countries over this period. Chris explores the transnational forces operating in the sport market that have led to increasing globalisation of this market.

Chapter 3, by David Hassan, reminds the reader that the management of sport is a multifaceted discipline, that sport managers must consciously delineate the highly professionalised and indeed commercial prerogative of some codes from the overwhelming nature of sport, which is organised for mass participation and garners widespread support through its fulfilment of a range of socially beneficial objectives. The chapter examines in depth the range of factors that impinge upon and shape modern sport.

Chapter 4, by Richard Tacon and Andrew Hanson, examines sport policy in the UK and the related issue of how sport is structured and managed there. Knowledge of these issues is essential for anyone studying or working in sport in the UK. The chapter reviews historical developments in sport policy as well as the current state of affairs. It also introduces a number of theoretical perspectives through which sport policy can be analysed, and the latter part of the chapter considers sport's multifaceted structures – the range of voluntary, public and private organisations and the roles each of these perform that are relevant for all Western developed countries.

Chapter 5, by Geoff Walters and Sean Hamil, addresses the peculiar economics of the sport industry by introducing the reader to the economics of the professional team sport industry and the implications for the regulation of league activity. The chapter compares professional sport leagues in the USA, which are characterised by profit maximisation and

heavy regulation, with European sport and professional football in particular, in which utility maximisation takes precedence and where the leagues impose far less regulatory control than in the USA. Regulation in European sport has become a topical area for debate with a number of sports leagues and governing bodies in Europe implementing regulatory measures.

Chapter 6, by Chris Auld and Graham Cuskelly, outlines the nature and scope of the non-profit sector, highlights the range of external and internal influences impacting on the management of contemporary non-profit organisations and addresses the ‘unique’ attributes and requirements of management in the non-profit sport context. Management in the non-profit sport context is a highly complex task that requires flexibility and continual adaptation to changing (often unpredictable) circumstances and the frequently competing demands of a range of internal and external stakeholders.

Chapter 7, by Milena Parent, Danny O’Brien and Trevor Slack (the first to look at sport organisations through the lens of organisational theory and business management), looks at the relationship between organisational theory and the management of sport with an overview of the organisational structure and design possibilities available to sport managers. The concepts of culture, power and decision making and their role in the organisational context are also examined. The chapter explores changes in structure and design and the way contextual factors are impacting change. A basic grounding in organisation theory helps the sport manager to recognise the symptoms of potential organisational problems *before* they actually arise, thereby keeping sport organisations ‘on the road’ and running efficiently.

Chapter 8, by Milena Parent, Danny O’Brien and Trevor Slack, focuses on how sport organisations can base their management on a planned approach. In this chapter strategy and planning, fundamental concepts and processes which can assist an organisation in surviving and thriving, are addressed. Sustainability issues and the type of organisation (for-profit, non-profit, public sector, entrepreneurial, electronic and enduring v. temporary) have an impact on sport managers’ strategy and planning choices in today’s globalised, electronic world.

Chapter 9, by Chris Wolsey and Helen Whitrod-Brown, looks at the key human resource considerations that need to be considered by sport organisations if they are to survive in a highly competitive and volatile marketplace. In both management theory and praxis, there is an increasing recognition of the need to engage in more sophisticated levels of people management. This chapter provides a holistic and applied review of the management of people within the UK sport sector. The evolving concept of human resource management (HRM) is viewed and applied to the twenty-first-century sport organisation, drawing on evidence from the public, commercial and voluntary sectors.

Chapter 10, by Leigh Robinson, addresses the need for performance management in the sport sector and its role in the delivery of services by primarily examining the situation within the UK. It considers issues relating to performance management and then discusses performance evaluation and measurement. Performance management is an essential requirement of managing the business of sport and should be an integral part of the operation of all sport organisations.

Chapter 11, by Simon Shibli – a qualified accountant who specialises in the finance and economics of the sport and leisure industry – and Rob Wilson, takes a lively and user-friendly approach to looking at the rationale behind funding and budgeting for sport, how they contribute to the overall management process, and the use and understanding of the financial