

清华营销学系列英文版教材

PEARSON
Prentice
Hall

体育营销

战略性观点

第2版

(美) Matthew D. Shank 著

Sports Marketing
A Strategic Perspective
Second Edition



清华大学出版社

PEARSON
Prentice
Hall

清华营销学系列英文版教材

体育营销

战略性观点

第2版

(美) Matthew D. Shank 著

Sports Marketing

A Strategic Perspective

Second Edition

清华大学出版社
北京

EISBN: 0-13-040791-7

English reprint edition copyright © 2004 by PEARSON EDUCATION ASIA LIMITED and TSINGHUA UNIVERSITY PRESS.

Original English language title from Proprietor's edition of the Work.

Original English language title: Sports Marketing: A Strategic Perspective, 2th ed, by Matthew D. Shank, Copyright © 2002.
All Rights Reserved.

Published by arrangement with the original publisher, Pearson Education, Inc., publishing as Prentice Hall.

This edition is authorized for sale and distribution only in the People's Republic of China (excluding the Special Administrative Region of Hong Kong, Macao SAR and Taiwan).

本书影印版由 Prentice Hall 授权给清华大学出版社出版发行。

For sale and distribution in the People's Republic of China exclusively (except Taiwan, Hong Kong SAR and Macao SAR).

仅限于中华人民共和国境内(不包括中国香港、澳门特别行政区和中国台湾地区)销售发行。

北京市版权局著作权合同登记号 图字: 01-2003-6856

版权所有, 翻印必究。举报电话: 010-62782989 13901104297 13801310933

本书封面贴有 Pearson Education (培生教育出版集团) 激光防伪标签, 无标签者不得销售。

图书在版编目(CIP)数据

体育营销: 战略性观点 = Sports Marketing: 第2版: 英文 / (美) 尚克(Shank, M. D.) 著. —影印本. —北京: 清华大学出版社, 2004.8

(清华营销学系列英文版教材)

ISBN 7-302-09016-5

I. 体… II. 尚… III. 体育—市场营销学—高等学校—教材—英文 IV. G80.05

中国版本图书馆 CIP 数据核字 (2004) 第 067878 号

出版者: 清华大学出版社

<http://www.tup.com.cn>

社总机: (010) 6277 0175

地址: 北京清华大学学研大厦

邮编: 100084

客户服务: (010) 6277 6969

责任编辑: 王 青

印装者: 北京市昌平环球印刷厂

发行者: 新华书店总店北京发行所

开 本: 203×260 印张: 40.5

版 次: 2004 年 8 月第 1 版 2004 年 8 月第 1 次印刷

书 号: ISBN 7-302-09016-5/F · 849

印 数: 1~3000

定 价: 53.00 元

本书如存在文字不清、漏印以及缺页、倒页、脱页等印装质量问题, 请与清华大学出版社出版部联系调换。联系电话: (010) 62770175-3103 或 (010) 62795704

出 版 说 明

为了适应经济全球化的发展趋势,满足国内广大读者了解、学习和借鉴国外先进的管理经验和掌握经济理论的前沿动态,清华大学出版社与国外著名出版公司合作影印出版一系列英文版经济管理方面的图书。我们所选择的图书,基本上是已再版多次、在国外深受欢迎、并被广泛采用的优秀教材,绝大部分是该领域中较具权威性的经典之作。在选书的过程中,我们得到了很多专家、学者的支持、帮助和鼓励,在此表示谢意!清华营销学系列英文版教材由清华大学经济管理学院和北京大学经济学院李欲晓、刘群艺、赵平、宋学宝、段志蓉、谢赞等老师审阅,在此一并致谢!

由于原作者所处国家的政治、经济和文化背景等与我国不同,对书中所持观点,敬请广大读者在阅读过程中注意加以分析和鉴别。

我们期望这套影印书的出版对我国经济科学的发展能有所帮助,对我国经济管理专业的教学能有所促进。

欢迎广大读者给我们提出宝贵的意见和建议;同时也欢迎有关的专业人士向我们推荐您所接触到的国外优秀图书。

清华大学出版社经管事业部
2004. 7

总序

世纪之交,中国与世界的发展呈现最显著的两大趋势——以网络为代表的信息技术的突飞猛进,以及经济全球化的激烈挑战。无论是无远弗界的因特网,还是日益密切的政治、经济、文化等方面的国际合作,都标示着21世纪的中国是一个更加开放的中国,也面临着一个更加开放的世界。

教育,特别是管理教育总是扮演着学习与合作的先行者的角色。改革开放以来,尤其是20世纪90年代之后,为了探寻中国国情与国际上一切优秀的管理教育思想、方法和手段的完美结合,为了更好地培养高层次的“面向国际市场竞争、具备国际经营头脑”的管理者,我国的教育机构与美国、欧洲、澳洲以及亚洲一些国家和地区的大量的著名管理学院和顶尖跨国企业建立了长期密切的合作关系。以清华大学经济管理学院为例,2000年,学院顾问委员会成立,并于10月举行了第一次会议,2001年4月又举行了第二次会议。这个顾问委员会包括了世界上最大的一些跨国公司和中国几家顶尖企业的最高领导人,其阵容之大、层次之高,超过了世界上任何一所商学院。在这样高层次、多样化、重实效的管理教育国际合作中,教师和学生与国外的交流机会大幅度增加,越来越深刻地融入到全球性的教育、文化和思想观念的时代变革中,我们的管理教育工作者和经济管理学习者,更加真切地体验到这个世界正发生着深刻的变化,也更主动地探寻和把握着世界经济发展和跨国企业运作的脉搏。

我国管理教育的发展,闭关锁国、闭门造车是绝对不行的,必须同国际接轨,按照国际一流的水准来要求自己。正如朱镕基总理在清华大学经济管理学院成立十周年时所发的贺信中指出的那样:“建设有中国特色的社会主义,需要一大批掌握市场经济的一般规律,熟悉其运行规则,而又了解中国企业实情的经济管理人才。清华大学经济管理学院就要敢于借鉴、引进世界上一切优秀的经济管理学院的教学内容、方法和手段,结合中国的国情,办成世界第一流的经管学院。”作为达到世界一流的一个重要基础,朱镕基总理多次建议清华的MBA教育要加强英语教学。我体会,这不仅因为英语是当今世界交往中重要的语言工具,是连接中国与世界的重要桥梁和媒介,而且更是中国经济管理人才参与国际竞争,加强国际合作,实现中国企业的国际战略的基石。推动和实行英文教学并不是目的,真正的目的在于培养学生——这些未来的企业家——能够具备同国际竞争对手、合作伙伴沟通和对抗的能力。按照这一要求,清华大学经济管理学院正在不断推动英语教学的步伐,使得英语不仅是一门需要学习的核心

课程,而且渗透到各门专业课程的学习当中。

课堂讲授之外,课前课后的大量英文原版著作、案例的阅读对于提高学生的英文水平也是非常关键的。这不仅是积累相当的专业词汇的重要手段,而且是对学习者思维方式的有效训练。

我们知道,就阅读而言,学习和借鉴国外先进的管理经验和掌握经济理论动态,或是阅读翻译作品,或是阅读原著。前者属于间接阅读,后者属于直接阅读。直接阅读取决于读者的外文阅读能力,有较高外语水平的读者当然喜欢直接阅读原著,这样不仅可以避免因译者的疏忽或水平所限而造成的纰漏,同时也可以尽享原作者思想的真实表达。而对于那些有一定外语基础,但又不能完全独立阅读国外原著的读者来说,外文的阅读能力是需要加强培养和训练的,尤其是专业外语的阅读能力更是如此。如果一个人永远不接触专业外版图书,他在获得国外学术信息方面就永远会比别人差半年甚至一年的时间,他就会在无形中减弱自己的竞争能力。因此,我们认为,有一定外语基础的读者,都应该尝试一下阅读外文原版,只要努力并坚持,就一定能过了这道关,到那时就能体验到直接阅读的妙处了。

在掌握大量术语的同时,我们更看重读者在阅读英文原版著作时对于西方管理者或研究者的思维方式的学习和体会。我认为,原汁原味的世界级大师富有特色的表达方式背后,反映了思维习惯,反映了思想精髓,反映了文化特征,也反映了战略偏好。知己知彼,对于跨文化的管理思想、方法的学习,一定要熟悉这些思想、方法所孕育、成长的文化土壤,这样,有朝一日才能真正“具备国际战略头脑”。

以往,普通读者购买和阅读英文原版还有一个书价的障碍。一本外版书少则几十美元,多则上百美元,一般读者只能望书兴叹。随着全球经济合作步伐的加快,目前在出版行业有了一种新的合作出版的方式,即外文影印版,其价格几乎与国内同类图书持平。这样一来,读者可以不必再为书价发愁。清华大学出版社这些年在这方面一直以独特的优势领先于同行。早在1997年,清华大学出版社敢为人先,在国内最早推出一批优秀商学英文版教材,规模宏大,在企业界和管理教育界引起不小的轰动,更使国内莘莘学子受益良多。

为了配合清华大学经济管理学院推动英文授课的急需,也为了向全国更多的MBA试点院校和更多的经济管理学院的教师和学生提供学习上的支持,清华大学出版社再次隆重推出与世界著名出版集团合作的英文原版影印商学教科书,也使广大工商界人士、经济管理类学生享用到最新最好质优价廉的国际教材。

祝愿我国的管理教育事业在社会各界的大力支持和关心下不断发展、日进日新;祝愿我国的经济建设在不断涌现的大批高层次的面向国际市场竞争、具备国际经营头脑的管理者的勉力经营下早日中兴。

赵纯均 教授

清华大学经济管理学院院长
全国工商管理硕士教育指导委员会副主任

To my students who have
inspired me to pursue
sports marketing

Overview

One of the greatest challenges for sports marketers is trying to keep pace with the ever changing, fast-paced environment of the sports world. Since the first edition of this text was published three years ago, numerous changes have taken place and challenges to sports marketers emerge daily. First, costs have been rising quickly. Athlete salaries continue to escalate. Alex Rodriguez was signed by the Texas Rangers for an unbelievable contract of 10 years and an average of \$25.2 million per year, the largest contract in the history of sports. To pay for this, new stadiums and arenas have been built at a rapid pace. Industry experts estimate that more than \$7 billion will be spent on new facilities for professional teams before 2006. This will lead to an increase in the number of seats. Each ticketholder will also pay more. Ticket prices continue to increase and drive the common fan out of the sport arena. For instance, the average seat at a NBA game climbed from \$22.52 in 1991 to \$51.02 in 2001. But this may not be the largest problem in sports now. For the first time in a long time, TV ratings for sports are sinking. NBC's coverage of the 2000 Summer Games drew the lowest ratings for a Summer or Winter Olympics since 1968. The NCAA men's college basketball title game dropped 18 percent from a year ago, which was the previous low since CBS started airing the event in 1982. The All-Star games for the NBA and baseball were the worst-rated ever and Fox Sports' telecasts of the New York Yankees' five-game victory over the cross-city Mets produced the lowest-rated World Series in history. New leagues such as the XFL and the WUSA continue to emerge, and established leagues like the CBA have played their last game.

The one constant in this sea of change is the incredible appetite of consumers for sports. We get sports information on the Web, watch sports on network and cable tv, read about sports in the newspaper and sports magazines, talk to friends about sports, purchase sports merchandise, participate in sports, and attend sporting events in record numbers. The sports industry has experienced tremendous growth in the 1990s and is currently estimated to be a \$350 billion 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 in sports administration and classes in sports marketing have also heightened.

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 should 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 exist and none is written from a strategic marketing perspective. In the first edition of this book, I sought to fill this void. The second edition represents an effort to improve the first edition and capitalize on its strengths. My goals for the second edition 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 and recognizes the unpredictable nature of the sports industry. In addition, the contingency framework allows us to explore complex relationships between the elements of sports marketing.
- *An appreciation for the growing popularity of women's sports and the globalization of sport.* Women's sport issues and international sport topics are integrated throughout the text, and are also highlighted in each chapter with a "Spotlight on Sports Marketing."
- *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 (e.g., sports sponsorships, using athletes as endorsers, and segmenting the sports market) has grown exponentially since the first edition of this text. 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 sporting 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, the book explores different sports (e.g., cricket and beach softball) and different levels of competition (e.g., 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 review 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 and/or Consumer Behavior class, what is *sports involvement*? Is 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 develop 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.* While 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 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.

Ground Rules

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

Part I: 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 marketing 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 like competition, the economy and technology.

Part II: 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. In Chapters 5 and 6, respectively, participants and consumers of sport are studied. Chapter 5 examines the psychological and sociological factors that influence our participation in sport, 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 sport.

Part III: Planning the Sports Marketing Mix

Chapters 8 to 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 III tackle the basic concepts of pricing (Chap. 14) and pricing strategies (Chap. 15).

Part IV: Implementation and Controlling the Strategic Sports Marketing Process

While the previous sections have focused on the planning efforts of the strategic marketing process, Part IV focuses on the implementation and control phases of the strategic marketing process. 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.

Pedagogical Advantages of *Sports Marketing: A Strategic Perspective* Retained from the First Edition

To help students learn about sports marketing and make this book more enjoyable to read, the following features have been retained from the first edition of *Sports Marketing: A Strategic Perspective*.

- Text organized and written around the contingency framework for strategic sports marketing
- Each chapter incorporates global issues in sport and how they affect sports marketing
- Sport 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
- Vignettes throughout the text to illustrate core concepts and make the material come to life
- Detailed glossary of sports marketing terms
- Use of ads 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(s) featuring the WNBA and NASCAR

Enhancements to the Second Edition

While I have attempted to retain the strengths of the first edition of *Sports Marketing: A Strategic Perspective*, I also hoped to improve the second edition based on the comments of reviewers, faculty who adopted the first edition and most importantly, students who have used the book. New additions include the following features:

- *A running case throughout the text on the XFL, a football league owned jointly by the WWF and NBC.* This case allows students to take an ownership position in one of the teams in the emerging league. Students are asked to make critical marketing decisions that will affect the health of their franchise including: team mission, organization of the team, understanding the external environment in which the team will operate, examining the fans and potential fans via the marketing research process, how to promote the team, how to secure local sponsorship dollars, how much to charge for ticket prices, and how to respond to poor team or poor player performance. The case is designed to reinforce and apply the core sports marketing concepts in the context of the contingency framework presented in the text. Also, it is hoped that this case will allow students to gain experience in “doing” sports marketing, as opposed to reading about it.
- *Up-do-date examples illustrating the core sports marketing concepts in the text.* As mentioned previously, the sports industry is rapidly changing and nearly 80 percent of the examples introduced in the first edition are now obsolete. It was my goal to find new, relevant examples to illustrate key points in every chapter of the text. These new examples are meant to keep the book fresh and the student engaged.
- *New advertisements and illustrations have been incorporated into each chapter to highlight key sports marketing concepts and make the material more relevant for students.* These ads and photos are examples of sports marketing principles that have been put into practice and bring the material in the text “to life.”
- *The spotlights on women and international sports marketing have also been revised and updated for the second edition to highlight these two key areas of growth in the sports industry.*
- *New screen captures of relevant Web sites to illustrate key concepts.* Because the Internet is now playing such a large role in sports marketing, screen captures from various Web sites have been incorporated throughout the text to bring the material to life for the students. In addition, Internet exercises appear at the end of each chapter, and discussions of the Internet as an emerging tool for sports marketers appear throughout.
- *New videos and test bank have been added to the second edition to support the text.* A multiple choice test bank has been written by the author to supplement essay questions that were included in the instructor’s manual in the first edition. The new videos that also accompany the text focus on the WNBA and NASCAR.
- *Since the writing of the first edition, the number of Web sites devoted to sports business has grown substantially.* The second edition includes the latest Web sites of interest in sports marketers and the sites that have withstood the test of “Web” time.

Instructional Support

- **Instructor's Manual**—A complete instructor's manual is available to those adopting the second edition. The manual includes: sample course syllabi; project, presentation and experiential learning exercises; using video in the classroom; chapter objectives, summary and outline with teaching suggestions; and sample essay questions.
- **PowerPoint Presentations**—A comprehensive set of slides have been created to accompany each chapter to the text. The slides can be easily customized for each individual adopter and used to enhance classroom presentation of materials.
- **Test Bank**—A multiple choice test bank has been created to meet the demands of instructors. Special care has been taken to insure that the questions are reliable and valid measures of the content presented in the text. The questions will range from defining core concepts to demonstrating the ability to apply and synthesize concepts within the strategic sports marketing framework.
- **Video(s)**—WNBA and NASCAR

Acknowledgments

I incorrectly assumed that writing the second edition of the text would be a walk in the park. Quite the contrary, the challenges of improving and refining *Sports Marketing: A Strategic Perspective* were even greater than writing it in the first place. Even though this is a sole authored textbook, the project could never have been completed without the expertise and encouragement of many others. Although there are countless people to thank, I was greatly assisted by the thoughtful reviews that undoubtedly improved the second edition of the text. These reviewers include:

Kathleen Davis, *Florida Atlantic University*

Robert E. Baker, *Ashland University*

Susan Logan Nelson, *University of North Dakota*

Mark McDonald, *University of Massachusetts, Amherst*

Eddie Easley, *Wake Forest University*

I also wish to thank the reviewers who reviewed and helped shape the first edition. These colleagues include:

Ketra Armstrong, *The Ohio State University*

Chris Cakebread, *Boston University*

Joseph Cronin, *Florida State University*

Pat Gavin, *New Mexico State University*

Lynn Kahle, *University of Oregon*

Jerry Lee Goen, *Oklahoma Baptist University*

Deborah Lester, *Kennesaw State University*

Ann Mayo, *Seton Hall University*

David Moore, *University of Michigan*

Gregory Pickett, *Clemson University*

Joseph Terrian, *Marquette University*

Lou Turley, *Western Kentucky University*

In addition to these formal reviews, I am especially grateful to the informal comments that I received from many of you who adopted the first edition and provided me with feedback. I have tried to incorporate all of your suggestions and comments.

I am very grateful to many of my colleagues at Northern Kentucky University (NKU) who have supported me throughout this process. In addition to my colleagues at NKU, thanks go to all of my students at NKU who have helped fuel my interest in sports marketing. Hopefully, by the time the second edition hits the presses, NKU will be able to offer a major in sports marketing in the College of Business. In particular, thanks go to those students who have used the book in my own sports marketing classes and pointed out their likes and dislikes.

A number of organizations have been very helpful in providing permission to use ads and articles throughout the text. Thanks goes out to all the individuals within these organizations who have made this book more meaningful and readable for students.

One of the goals of this text was to provide real-world examples and applications that would make the material come to life. This effort was certainly enhanced through the assistance of Rod Taylor and Tom Wessling of Coactive Marketing. Special thanks goes to Rod Taylor who spent countless hours editing the first edition of the text and making it much more user-friendly and interesting.

Finally, I am indebted to the Prentice-Hall team for their encouragement and making the second edition a reality. Thanks go to Bruce Kaplan for his endless stream of ideas and enthusiasm. Also, I wish to thank Mary Ellen McCourt for taking this book through the production process. Lastly, thanks go to Leah Johnson for her support, professionalism, and confidence throughout the project.

简 明 目 录

第1部分 战略性体育营销的应变框架	1
第1章 体育营销的出现	1
第2章 战略性体育营销的应变框架	41
第3章 外部和内部不确定性	71
第2部分 营销选择决策计划	107
第4章 了解体育消费者的研究工具	107
第5章 把参与者理解成消费者	143
第6章 把观众理解成消费者	183
第7章 市场细分、目标市场选定和定位	215
第3部分 计划体育营销组合	255
第8章 体育产品的概念	255
第9章 体育产品管理	295
第10章 促销概念	329
第11章 促销组合要素	357
第12章 赞助方案	401
第13章 分销概念	445
第14章 定价概念	483
第15章 定价战略	517
第4部分 执行和控制战略性体育营销过程	539
第16章 执行和控制战略性体育营销过程	539
附录A 在体育营销中的职业机会	575
附录B 在因特网上的体育营销兴趣网站	587
术语表	591

B R I E F C O N T E N T S

Preface

PART I: Contingency Framework for Strategic Sports Marketing	1
Chapter 1: Emergence of Sports Marketing	1
Chapter 2: Contingency Framework for Strategic Sports Marketing	41
Chapter 3: External and Internal Contingencies	71
PART II: Planning for Market Selection Decisions	107
Chapter 4: Research Tools for Understanding Sports Consumers	107
Chapter 5: Understanding Participants as Consumers	143
Chapter 6: Understanding Spectators as Consumers	183
Chapter 7: Segmentation, Targeting, and Positioning	215
PART III: Planning the Sports Marketing Mix	255
Chapter 8: Sports Product Concepts	255
Chapter 9: Managing Sports Products	295
Chapter 10: Promotion Concepts	329
Chapter 11: Promotion Mix Elements	357
Chapter 12: Sponsorship Programs	401
Chapter 13: Distribution Concepts	445
Chapter 14: Pricing Concepts	483
Chapter 15: Pricing Strategies	517
PART IV: Implementing and Controlling the Strategic Sports Marketing Process	539
Chapter 16: Implementing and Controlling the Strategic Sports Marketing Process	539
Appendix A: Career Opportunities in Sports Marketing	575
Appendix B: Sports Marketing Sites of Interest on the Internet	587
Glossary	591
Photo Credits	603
Index	605

CONTENTS

PREFACE	xvi
PART I: Contingency Framework for Strategic Sports Marketing	1
Chapter 1: Emergence of Sports Marketing	1
WHAT IS SPORTS MARKETING?	2
UNDERSTANDING THE SPORTS INDUSTRY	3
Sports as Entertainment	3
A Marketing Orientation	5
Growth of the Sports Industry	6
<i>Spotlight on International Sports Marketing</i> Big League	8
Commercialization Reaches European Sports	8
The Structure of the Sports Industry	11
The Consumers of Sport	11
The Sports Product	16
Different Types of Sports Products	18
The Multidimensional Nature of the Sports Product	24
Producers and Intermediaries	25
<i>Sports Marketing Hall of Fame</i> Mark McCormack	28
BASIC MARKETING PRINCIPLES AND PROCESSES APPLIED TO SPORT	30
The Sports Marketing Mix	30
The Exchange Process	31
The Strategic Sports Marketing Process	33
<i>Spotlight on Women in Sports Marketing</i> A League to Call Their Own	34
SUMMARY	35
KEY TERMS & CONCEPTS	36
REVIEW QUESTIONS	36
EXERCISES	37
INTERNET EXERCISES	38
NOTES	38
Chapter 2: Contingency Framework for Strategic Sports Marketing	41
<i>Globetrotters Dribble Out a New Marketing Plan</i>	42
CONTINGENCY FRAMEWORK FOR STRATEGIC SPORTS MARKETING	43
Contingency Approaches	44
Strategic Sports Marketing Process: The Heart of the Contingency Framework	47