

Midterm 1: feb 25, 2020 (20%)
 Sports Organisation Portfolio: march 26, 2020 (40%)
 (groups jan 21st end of class)
 Final Exam: (40%)

Lecture 2: Understanding and Managing Sport Organisations

Objectives

- Identify and define the various types of organisations
- Synthesize the functions and roles of managers and provide a concrete example of hierarchy
- Explain and nuance the following concepts: bureaucracy, delegation, management, specialization, and span of control

Sport Management 101

Definitions:

Sport: a game, competition, or activity needing physical effort and skill that is play or done according to rules, for enjoyment and/or as a job

Management: the control and organization of something, especially a business and its employees

Administration: the arrangements and tasks needed to control the operation of a plan or organization



Finance: make sure things are running smoothly

Event management: every game is an event

Performance of organisation: how do u evaluate this? Is it based on wins? Profits? This depends; you choose (depending on the organisation)

Sport Industry:

- "The sport business industry consists of several different segments including sports tourism, sporting goods (manufacturing and retail), sports apparel, amateur participant sports, professional sports, recreation, high school and college athletics, outdoor sports, sports businesses such as sport marketing firms, the sports sponsorship industry, and sport governing bodies" (p. 1).
 - Ex. Sport tourism is if you travel for a sport for example for cheer we are going to florida for a sport therefore this is sport tourism
- 11st largest industry (from 152\$B to 300\$B)
- 67% sponsorship
- Industry of leisure and tourism (linked to sport)
 - Leisure: the state of being
 - Recreation: activity
 - Play: combination of the two

Types of Organisations

Organisations:

- Organisation (association): 2 people or more that work together toward a common goal
- To organize:
 - (1) "the fact of dividing the work in manageable components and assign activities for achieving the desired results more effectively" (Quinn et al.,1996, p. 233).
 - (2) "to set up an administrative structure for; to arrange by systematic planning and united effort" (Merriam-Webster, 2019).
 - His example of kitchen table management? Idk like something where you make a plan w ur friends and then ur like control it so u dont have to share profits then it slowly develops and u make more money and he said the ex about the gym u get a squat rack then trainers then a janitor? Or his example of starting an airbnb
- In other words, it is to divide the work and rearrange it for greater efficiency
 - Note: effective does not necessarily means efficient
- Various types:
 - Amateur vs Professional
 - Profit vs Non-profit
 - Regional vs Provincial vs National vs Continental vs International
- Different characteristics
 - Size (eg, small, medium, large)
 - Size will often dictate your management style
 - Philosophy (eg. profit, charity)

- Influences what u will do (trying to maximize profit at all time or whether you are trying to have an elite team and having the best athletes you might decrease cost so you can have the best athletes and not elimtate some cause of the cost)
 - Funding (eg. USOC, CAC)
 - Clients (eg. women, men)
 - Governance

		
<ul style="list-style-type: none"> ▪ Includes national, provincial, regional, and local governments and specialist agencies that develop sport policy, provide funding to other sectors, and support specialist roles such as elite athlete development or drug control (p. 8). 	<ul style="list-style-type: none"> ▪ Includes community-based clubs, governing associations and international sport organisations that provide competition and participation opportunities, regulate and manage sporting codes and organise major championship events (p. 9). 	<ul style="list-style-type: none"> ▪ Includes professional or commercial sport organisations comprising professional leagues and their member teams, as well as allied organisations such as sporting apparel and equipment manufacturers, media companies, major stadium operations and events managers (p. 9).



Public Organisations:

- Ex. sports canada: provides leadership & funding to help ensure a strong canadian sport system which enables Canadians to progress from early sport experiences to high performance excellence
- Special initiatives: LTAD, SDF, SFAF

- Rectional, competitive, high-performance sport (highest level in that sport ex. NHL), sport for development (using sport for growing communities)

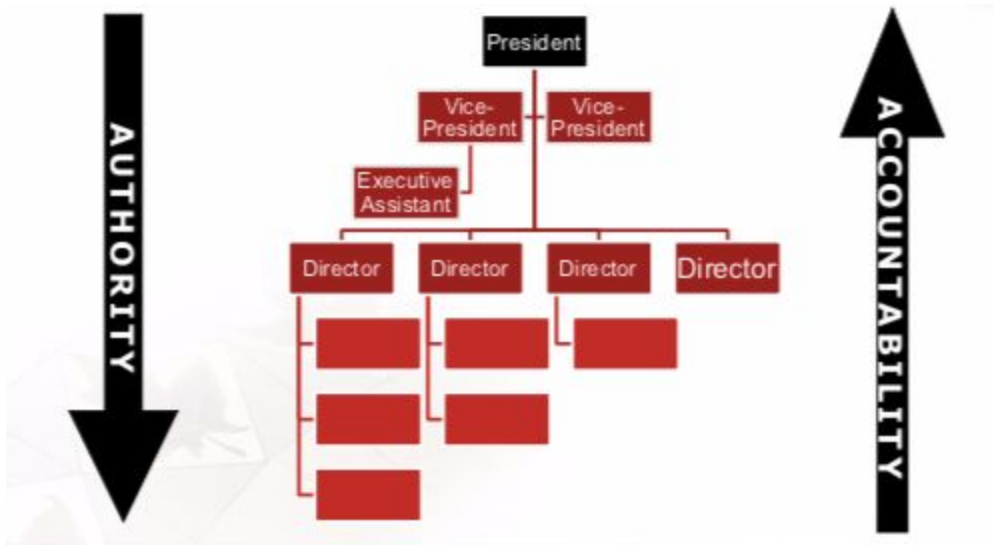
Not-for-Profit Organisations:

- Ex. Own the Podium (OTP): is a non profit org. that prioritizes and determines investment strategies for national sport organisations in an effort to deliver more olympic and paralympic medals for canada
- Synchronise the efforts of stakeholders
- All shareholders are stakeholders but not all stakeholders are shareholders

For-Profit Organisations:

- Ex. Maple Leafs Sports & Entertainment Ltd. (MLSE): is Canada’s preeminent leader in delivering top quality sport and entertainment experiences to our fans. MLSE is one of North America’s leading providers of exceptional experiences.
- Professional sports teams
- Entertainment venues

Organisational Structure



- Chain of command: reporting trail
- Span of control: who do you supervise or refers to you?
- Centralization and decentralization: NSO (national sport organisation) vs PSOs (provincial sport organisation)
- Formalization: standardization and flexibility
- The lower you are in hierarchy the higher authority you should have//the lower you are the more accountability you will have. Authority is the power to take actions and the lower you are in the hierarchy the more authority you need. Ex. in a sports team who do u

want to be in a position to take action? You want the ppl on the field to be able to take action to make decisions during games, and then you lose the game by a lot, who should be accountable for the loss? Players, coaches, owners or the gm? In an organisation you want the coach or the gm to be accountable for that, people at the top are accountable//this is why the ppl at the top make a lot of money because they are responsible and accountable but if there is no results gone sense they are responsible for that

- If I was a trainer at goodlife and had to consult the manager for every program this would be ineffective

Bureaucracy:

	Advantages	Disadvantages
Division of work	Clear definition	
Structure of authority		Rigid
Abstract rules	Formal standardization	Flexibility, Average
Impersonal		Doest consider people's unicity
Technical competence	Specialization	Seniority, monotonous

Best Principles:

- There is not ONE ideal way to structure and manage an organization
- There are no best practices that are always applicable and effective
- No rules should overrule experience and judgement

Roles of a Manager

Management Process:

- Concerned by
 - Effectiveness: achieving the results
 - Efficiency: optimizing return on investment
- Requires 3 types of skills:
 - Technical
 - Conceptual
 - Social

Functions	Description	Skills	Roles
Plan	<ul style="list-style-type: none"> - Set goals and objectives - Develop a detailed method for achieving the objectives - Set in time - Effectively and efficiently 	Conceptual	Entrepreneur Informer Disturbance Handler
Organise	<ul style="list-style-type: none"> - Determine who will do the work - Develop a synergy of resources - Identify each person's responsibilities - Facilitate the execution 		Negotiator Resource allocator
Execute	<ul style="list-style-type: none"> - Employees act upon the action plan 	Social	Leader Monitor
Evaluate	<ul style="list-style-type: none"> - Evaluate staff's performance and productivity - Assess the data regarding KPIs, KSMs, and other objectives. 	Technical	Spokesperson Liaison officer Figurehead

Manager's Job:

- **Interpersonal Roles** → Figurehead → Leader → Liaison Officer
- **Informational Roles** → Monitor → Informer → Spokesperson
- **Decisional Role** → Entrepreneur → Resource Allocate → Negotiator → Disturbance Handler

Practical Applications:

- It needs to be defined (the different positions/roles within the ownership) this is essential especially when bringing in new people into the ownership

Lecture 3: Strategic Planning

Objectives

- Define, explain and provide examples of strategic planning and a strategic plan
- Explain and use a SWOT analysis
- Define and provide examples of mission, vision and pillars

Definition of Strategic Planning

- Strategic Planning: the process of strategic planning consists of defining objectives, establishing goals for achieving these objectives, and develop plans to integrate and

coordinate activities related to the achievement of these goals. Strategic planning is concerned by the end (what should be done) and the means (how it is done)

- **Goal:** increase value for stakeholders and shareholders
- **Strategy:** position of your organisation to obtain a competitive advantage
 - Making choices related to your industry, segment
 - Choosing products or services to offer
 - Allocating resources carefully

Elements of Strategic Planning

Strategy Levels:

1. Corporate-level Strategy: strategies followed by an organisation as a whole, especially if compete in different industries

2. Business-Level Strategy: asks how to compete within a particular industry

3. Functional Unit Strategy: strategy for a particular business units such as sales, marketing, or finance

Strategic Direction:

- There are 4 conventional tools used to clarify and document the strategic direction of an organisation:
 - Mission statement
 - Vision statement
 - Organisational objectives
 - Performance measures
- Options:
 - Growth = diversity
 - Stability = maintain status quo
 - Defense = selling, redress
 - Combination...

Mission Statement: long statement that identifies the purpose of an organization and captures the essence of an organization's goals and philosophies

- Where to start
 - Purpose: Why are we here?
 - Strategy: How do we do it?
 - Vision: What do we want to achieve?
 - Philosophy: Who are we?
- Why should you have a mission? → guide, define, provide, promote
- Strategies to develop the mission:

- Target (specific goal)
- Competition
- Model
- Transformation

Vision Statement: The short vision statements represents the culmination of visionary thinking. It is a statement that declares the medium- to long-range ambitions of an organization. The statement is an expression of what the organization wants to achieve within a period of around three to five years.

- Characteristics:
 - Oriented towards the future
 - Realistic
 - Attractive
 - Credible

Other elements:

- Strategic directions (pillars):
 - Overarching goals towards which we are striving
 - Transformation 2030 (this is referring to uottawa’s 2030 transformation website example)
- Values:
 - Judgement of what is important and what are our principles
 - Varsity athletics and Student-life (this is a uottawa example)

Organisational Objectives: markers for the way to achieving the vision

- Smart objectives → specific, measurable, attainable, relevant, time-bound

GOALS	OBJECTIVES
Strategic Long-term Abstract Strategic Plan	Tactic Short-term Concrete Operational Plan
In Business	In Sport
Profit; Growth; Market Shares; Satisfaction	Championships; Record; Revenues; Quality of Event

The Strategic Management Process

Strategic Management Process:

- 5 stages (eg. analysis, direction, formulation, implementation, evaluation)
- Multiple elements (eg. SWOT analysis, vision)
- Several outcomes (eg. products, threats)

Stage 1: Strategy Analysis:

- Elements
 - Internal analysis (capabilities, deficiencies, and stakeholders) → strengths & weaknesses
 - Specific to your organisation you have control over it
 - External analysis (environment, competitors, & customers) → opportunities & threats
 - For example redblacks there was an opportunity there they wanted to redevelop lansdowne but it was the derogative of the city
- Tools
 - 1. SWOT analysis (OPA)
 - 2. Stakeholder and customer-needs analysis (Redblacks)
 - 3. Competitor analysis (nike)
 - 4. 5 forces analysis (NFL)

Stage 2: Strategy Direction (performance measures)

- Elements:
 - Mission
 - Vision
 - Objectives

Stage 3: Strategy Formulation

- Strategic Options:
 - Cost Leadership: to become a cost leader by supplying products and services at the lowest possible cost to as many customers as possible
 - Soup tastes like shit example (dilute it to minimize cost!!)
 - Differentiation: to provide a differentiated set of products and services that is difficult for competitors to replicate
 - Focus: to provide a set of products and services to a niche in the market with the intention of dominating market share

- Your so targeted so you don't have competition (patagonia example) first company to target rock climbers (this has changed now they have a more diverse range of products)

Stage 4: Strategy Implementation

- (deployment of strategy) → products & services & systems & structure & culture
- Strategy Implementation: transition of a strategic approach towards an operational approach, from a conceptual phase towards a phase composed of concrete actions
- Key principles:
 - Most complex phase of the process
 - Strategic plan into operational plans
- Operational plan:
 - Targeted goals
 - Tasks to achieve those goals
 - Inside responsibilities
 - Maintaining norms
 - Methods and performance measures
 - Evaluation of the plan

Stage 5: Strategy Evaluation

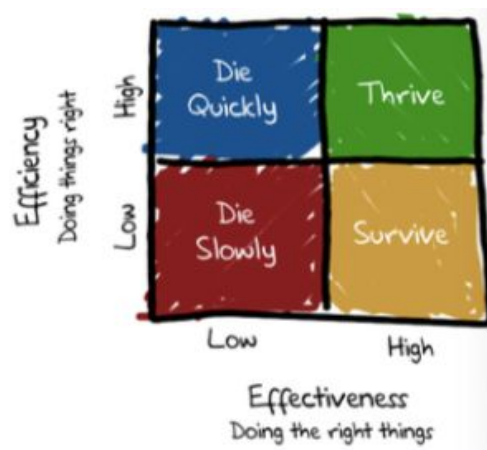
- Elements:
 - Performance measurement (KPIs, KSM) → corrective action
- Key principles:
 - Key success measures: high-level KPIs
 - Key performance indicators: quantitative that show Progress and Result

BEST PRINCIPLES:

Although a strategic plan may not be realized exactly the way it was intended. It is essential to the sustainable development of an organisation to have strategic plan.

The effectiveness of a strategic plan relies on constant communication of its icre elements.

- Effectiveness:
 - The extent to which goals can be attained
- Efficiency:
 - The cost/benefit ratio incurred in the pursuit of those goals



Lecture 4: Culture and Governance

Objectives

- Associate governance structures with the right types of sport organisations
- Define and provide examples for each of the governance principles
- Identify governance models from a summary

Management vs Leadership

“Not all leaders are managers, and not all managers are leaders”

- Manager: managers do their things right
 - Someone who's influence is limited to their hierarchical authority and use to reward or punish subalterns
 - Plan, calculate, organise, control, and resolve
- Leader: leaders do the right things
 - Someone who has influence that brings other to perform beyond the demands imposed by other people who have influence because of their hierarchical authority
 - Set a direction, align people, motivate, and inspire
- Effective management and effective leadership are both essential to the success of an organisation
 - One maintains coherence and order within the organisation
 - The other is necessary to make this move forward

Management Styles

- Autocratic: the manager makes decisions that are communicated to employees and he then overviews, control, and evaluate the operations
- Democratic: the manager collaborates with employees to make decisions and leaves them so space to operate
 - **Consultative democracy**: accepts feedback and ideas from employees but the manager makes all final decisions
 - **Participative democracy**: gives a voice to employees by giving them a vote in the decision-making process
- Laissez-Faire: the manager gives complete freedom to employees and the employees decide what they should be doing

Governance

- What is governance?
 - systems for direction and control
 - confidence in proper functioning
 - framework for the exercise of power
- Organizational governance is concerned with the exercise of power organizations and provides the system by which the elements of organizations are controlled and directed

- **Governance:** structures and processes used by an organization to develop its strategic goals and direction, monitor its performance against these goals

Governance Structure → Corporate governance/non-profit governance

Corporate Governance

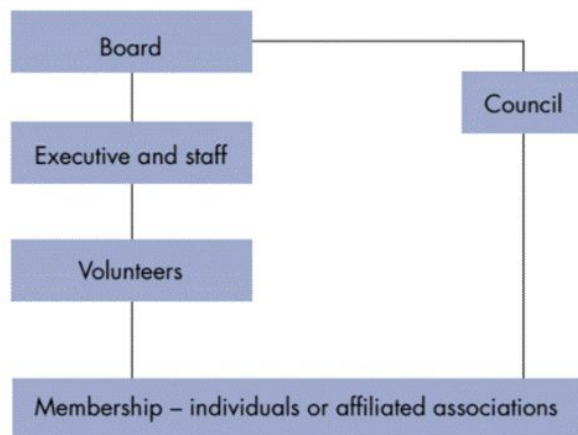
1. Develop the mission and the policies of the organisation
2. Ratify strategies (formal consent)
3. Name, advise, and replace the CEO and the managers
4. Overview the managers activities
5. Report to owners and shareholders
6. Maintain relationships with the external environment
7. Improve the image of the organisation
8. Ensure the applicables laws are respected
9. Manage finances

Non-Profit Governance

1. Develop the mission and the policies of the organisation
2. Complete the strategic plan
3. Monitor and evaluate the programs and/or services of the organisation
4. Name, advise, and replace the CEO and the managers
5. Overview the managers' activities
6. Report to members and external stakeholders
7. Maintain relationships with the external environment
8. Ensure that applicable laws are respected
9. Acquire funding and manage finances

Structure Elements

- Board
- Executive and staff
- Volunteers
- Council
- Membership



Governance Models

Traditional Model:

- Based on 5 elements
 - 1. Human potential of the board
 - 2. Work of the board is defined with by-laws and policies
 - 3. Roles and responsibilities are clearly defined
 - 4. Positive group culture based on annual work plan
 - 5. Focus on external relationships

Political Model:

- Based on 5 elements
 - 1. Determining mission and strategic direction
 - 2. Setting limitations and constraints
 - 3. Establishing clear board and executive roles
 - 4. Ensuring governance processes are clearly defined
 - 5. Developing clear performance measures

Executive-led Model:

- Principle: performance of organisations are ultimately the responsibility of the executives rather than the board
- Who possesses all the information? Who has more authority? Who has more accountability?

Governance Principles

Principle #1: Transparency

- Principle: Ensuring the organization has clear procedures for resource allocation, reporting and decision-making
- New generation in the workspace (transparency)

Principle #2: Accountability

- Principle: Sports organisations need to be accountable to all their stakeholders
- Stakeholders: influence on or by the success of the organisation

Principle #3: Democracy

- All stakeholder groups should be able to be represented in the governance structure

Principle #4: Responsibility

- Principle: The board has to be responsible for the organisation and demonstrate ethical stewardship in carrying out that responsibility

Principle #5: Equity

- Principle: All stakeholder groups should be treated equitably
- Equity: Something that is dealing fairly and equally with all concerned

Principle #6: Efficiency

- Principle: Process improvements should be undertaken to ensure the organisation is making the best use of its resources

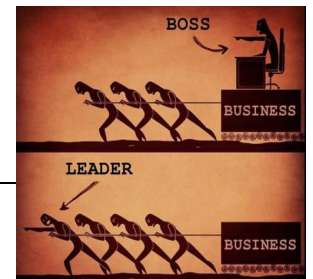
Principle #7: Effectiveness

- Principle: The board should establish and monitor measures of performance in a strategic manner

Lecture #5: Leadership

Objectives

- List various leadership styles and their main characteristics
- Describe and explain the concept of transformational leadership
- Recommend leadership strategies according to a situation described within a case study



Leadership in the Real World

Differentiating Characteristics:

1. Enthusiasm and ambition
2. Desire to lead
3. Honesty and integrity
4. Confidence
5. Intelligence
6. Working knowledge

Challenge with research: relationship with personality and effectiveness

Leadership Theories

- Management styles
- Transactional leadership
- Transformational leadership
- Tribal leadership
- Personality of leaders

Transactional Leadership: guide followers towards goals and objectives by clarifying roles and responsibilities within the established structure

- Strategies:
 - Possible rewards
 - Active management by exception
 - Passive management by exception
 - Laissez-faire

Transformational Leadership: inspire followers to exceed the goals and objectives set by their own interest for the good of the organisation

- Principles:
 - Idolized influence
 - Inspirational motivation
 - Intellectual stimulation
 - Individual consideration

Tribal Leadership: concerned with the group dynamic, which is expressed through its members' language

Personality Of Leaders

- Charismatic leader: followers see their leader as someone with heroic or extraordinary abilities
- Visionary leader: the leader creates and communicates a realistic and appealing vision of the future that is developing in front of the followers
- Figurehead leader: the leader has the ability to establish and maintain a strong organizational culture

Leadership In Sport

Functions of a Leader

1. Create a vision
2. Develop a strategy
3. Establish goals
4. Influence and motivate people
5. Facilitate change and nurture the culture

Youth Leadership

- Define leaders in a way that can be applied to adults and youth. They suggest leaders are:
 - “Individuals who think for themselves, communicate their thoughts and feelings to others, and help others understand and act on their own beliefs; they influence others in an ethically and socially responsible way”

Positive Youth Development

- PYD places focus on strength-based interventions and the application of community participation to promote youth leadership:
 - Skill development is collaborative
 - Develop prosocial behaviours
 - Three stages (beginning to self-identify as a leader→expanding and enhancing leadership skills→mastering leadership abilities)

Lecture 6: Stakeholder Management

Objectives

- Recognize various performance management approaches
- Justify the use of the stakeholder theory for managing a sport organisation
- Differentiate between primary and secondary stakeholders and classify stakeholders relevant to a well-known professional sport franchise

Performance Management

- Unique in the sport industry
 - Performance
 - Product
 - Profit
- Sport is unique (sports need other teams to play against but if you are apple you do not need samsung as competition but in sport u need competition or there would be no sport)
- THE CONCEPT: Identifying strengths and weaknesses, and revealing the ways in which overall organisational performance can be improved
- “A performance management system should be linked to an organisation’s vision, goals and objectives. These objectives can be used to identify what it needs to do well to improve its performance”
- Approaches:
 - Input-output perspective (equal dimensions)
 - Scorecard approach
 - Stakeholder management

Input-Output Perspective:

- The Principle: Focus on elements like quality, quantity, efficiency, cost-benefit ratios, and productivity

Scorecard Approach:

- The Principle:

Table 14.1 An input-output approach to performance management in sport

Dimension	Measure
Output: Quantity	<ul style="list-style-type: none">• Premierships• Attendance• Membership• Participation
Output: Quality	<ul style="list-style-type: none">• Standard of play• Features of venue/facility• Standard of service• Overall customer experience
Output: Cost/benefit	<ul style="list-style-type: none">• Operating profit• Costs of operation• Net economic benefit• Social benefit
Input: Efficiency	<ul style="list-style-type: none">• Cost of providing service• Administrative support cost• Waiting time
Input: Staff performance	<ul style="list-style-type: none">• Customer/member/fan satisfaction ratings• Staff skills and experience• Staff achievements

- Avoid emphasis on financial measures
- Review four dimensions (finance, customer, process, learning)
- Financial perspective: sales, cash flow, return, debt to equity, profit
- Customer perspective: market share, sales/segment, customer acquisition, retention, satisfaction
- Internal processes perspective: systems, plans
- Learning perspective: reskilling employees, enhancing IT

Stakeholder Management:

- The Principle: “if stakeholders are satisfied with the organisation’s performance, then it is doing well”

The Debate

- Shareholder Theory
 - “Maximizing shareholder value”
- Stakeholder Theory
 - “Everyone trading value”

Stakeholder Theory

- What is the purpose of the firm?
- What responsibility does management have to stakeholders?
- Who (group or individual) affect the activities?
- Who (group or individual) is affected by the activities?

Primary Stakeholders

- Primary stakeholders are entities without which the focal organisation cannot survive, and that should be upheld in order for the firm’s network to be successful

Secondary Stakeholders

- Secondary stakeholders as individuals or groups that are influenced or affected by the corporation without being essential to its survival

Stakeholder Management

- The objective of the firm
- The objective of the stakeholders
- Create value for each other

How does it work?

Stakeholder type	Expectations of sport organization
Players	<ul style="list-style-type: none"> • On-field success • Appropriate pay and benefits • Low injury rates
Employees	<ul style="list-style-type: none"> • Appropriate pay and benefits • Job security • Professional development
Equipment suppliers	<ul style="list-style-type: none"> • Reliability of demand • Player endorsement • Brand awareness
Members	<ul style="list-style-type: none"> • Services and benefits • Overall satisfaction
Owners/shareholders	<ul style="list-style-type: none"> • Return on investment • Public recognition of club or association
Sponsors	<ul style="list-style-type: none"> • Positive reputation of club or association • Brand awareness and recognition
Player agents	<ul style="list-style-type: none"> • High player morale • Payment of market rates
Fans	<ul style="list-style-type: none"> • Game quality and excitement • High win-loss ratio
Community/society	<ul style="list-style-type: none"> • Civic pride • Provides role models for young adults
Media	<ul style="list-style-type: none"> • Mass market • High level of public interest



What can you do?

- **Establishing Relationships:** creating systematic communications, provide stable and singular contact information, **define relationship expectants**, and nurture the stakeholders' ownership of the relationship
- **Supporting Public Relations:** identify the partner's primary function, **remain transparent**, and sustain bilingualism
- **Sharing Resources:** identify the partners' available resources, share facilities, exchange professional services and expertise, **share knowledge**
- **Enhancing the Experience:** **leverage activation programs**, include partners in events, and suggest ways to maximize event participation
- **Driving Brand Image:** discussing common brand strategy aspects, by cross-promoting specific brand associations, allowing control over associations, and sharing openly their brand strategy, **allow brand usage**.

Establishing Relationships:

- Establishing a meaningful and active connection with the relationship partner

Supporting Public Relations:

- Giving assistance to the professional maintenance of a favorable public image

Sharing Resources:

- Sharing human resources, material resources, and sport properties in order to create value

Enhancing the Experience:

- Improving the partner's product delivery through relationship performance

Driving Brand Image:

- Allowing relationship partners to control and operate brand associations, directly or indirectly, to various extents and by different means

BEST PRINCIPLES

- Identify stakeholders that are essential to the survival of your organisation.
- Engage in systematic value co-creation strategies with the primary stakeholders of your organisation.

Lecture 8: Social and New Media

Guest Speaker 2 (georgia our TA lol)

Social Media:

- New media technologies facilitate **interactivity** and **co creation** that allow for the development and sharing user generated content **among and between** organisations and individuals
- 5 main categories (blogs, social networks, content communities, forums and bulletins, content aggregators)

Canadians & Social Media:

- The most popular social media sites in 2019
 - facebook→linkedin→insta→twitter→sc
- Age
 - Similar usage among all age groups: Facebook, pinterest, twitter
 - Primarily used by millennials: reddit, insta
 - Youtube is used most by millennials, but popularity is growing among 50+ age group

What Makes Social Media Different?

- Cost-effective
- Embraces interactivity, collaborations, and co-creation above one-to-many communication
- Integrates communication and distribution channels
- Provides opportunities for customization
- Delivers superior speed to delivery of information communication and feedback

Benefits of Social Media:

- Builds an audience of fans to interact with in real time

- Engages fans in ways that they want to be engaged
 - Creates lifetime fans
- Viral → wider reach
- Drives behaviour that drives business
- People do not want to interact with brands on social media but also want to buy from brands

Drawbacks of Social Media:

- Absence of control
- Unknown effectiveness
- Credibility issues
- Can be unreliable
-

Social Media Best Practices:

- Posts
 - Duality (business/firm focused)
 - Brand animation
 - Building relationships and fostering community
 - Encouraging discourse and interactivity
 - Satire
 - Witty banter
 - Authenticity and sincerity
 - Credibility is key
- Evaluation
 - Listen
 - Learn
 - Optimize
 - Deliver

Social Media Research:

- Trends
 - Strategic
 - Operational
 - User-focused
- Future
 - Many organisations do not have adequate resources
 - When to adopt new platforms
 - Visualizing the networks
 - Who controls the flow of information?
 - Who is connected to whom?
 - Medium preferences

MIDTERM!!!!!!

20 true or false

54 multiple choice

3 questions per guest speaking

And roughly 15 questions on first two lectures

Approx. 10 questions per lecture

Each objective is tackled by at least one question

Guest Speaker: Greg Amiel

Sports Business:

- For profit and non profit organisations
 - In sport, do both exist?
- What are we at oseg
 - For profit/private owned/revenue generating

What Is Partnerships?

- A partnership is an arrangement where parties, known as business partners, agree to cooperate to advance their mutual interests

Why are partnerships Important?

- Organisation:
 - Financial connection (being able to get sponsorships and shit)
 - Ex. at td place telus gives free wifi and telus gets your email from the wifi
 - Partners work both ways
- Client:
 - I wasn't listening but i'm guessing it has to do with the telus thing like they get ur email to further their marketing

Understanding the Scope

- National → ex. TD they want to be nationally recognized
- Regional → Via rail rather be regionally known then nationally because they audience is here
- Local → casino lac leamy because w the rideau carleton becoming a hard rock they will be losing some clientele

Marketing Mix

- The famous 4 P's of marketing
 - Product, promotion, price, place
- When you put all 4 of these together you get a target market
- Value is the most important thing (no matter what ur trying to market) idk man he gave an example about why u need to stay up later to ur mom

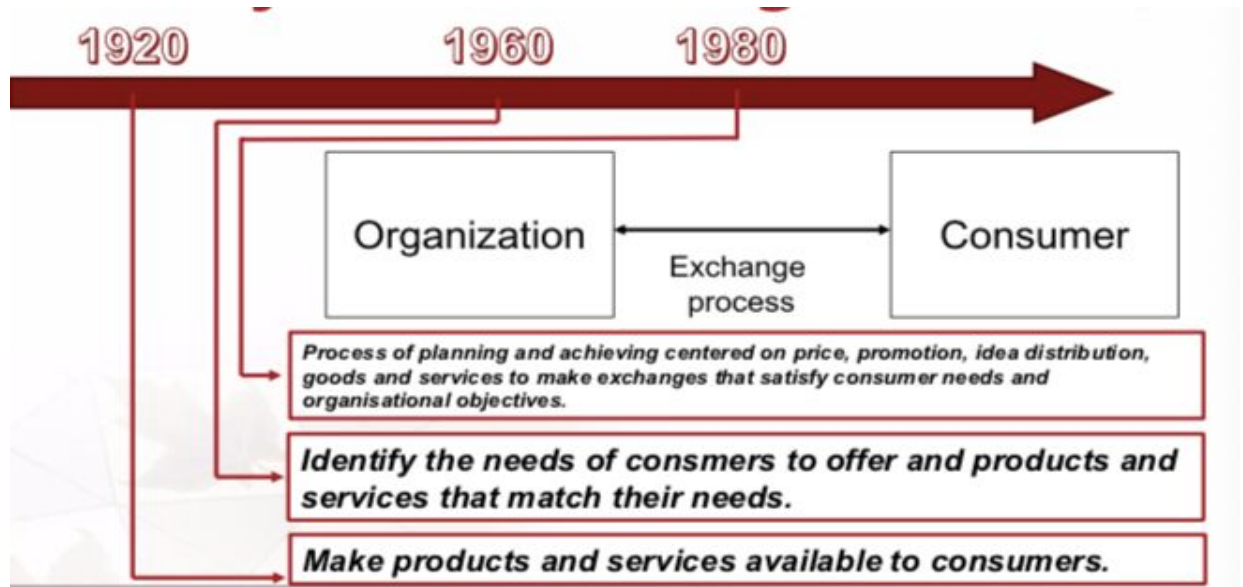


Lecture #7: Sport Marketing

Objectives

- Define marketing, sport marketing, the marketing mix, and promotional mix
- Apply both mixes to common products and services of the sport industry
- Explain the service-dominant logic of value creation

History of Marketing



Process of planning and implementing activities that are created to meet the needs and desires of consumers, with a particular attention given to the product, the price, the promotion, and its distribution (Hoye et al., 2005)

Marketing

- Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large

Sports Marketing

- **Activities** that provide organisations- both those marketing sport and those marketing through sport- with **access** to properties where people have unbridled passion for their team, their sport, their favorite players, their favorite coaches, their favorite equipment, their favorite ball cap, etc.
- About more than just the needs and wants; it is about **connecting** to emotions, building passion, and leveraging images
- Marketing **OF** Sport
 - Marketing sport products and services directly to sport consumers (eg. participants or spectator)
- Marketing **THROUGH** Sport
 - Marketing other consumer and industrial products/services through sport promotion
 - Some companies use sports as a communication tool (eg. using sports to communicate)

Value Creation

Goods-Dominant Logic

- Value of products:
 - Embedded with utility, Preferred tangible
- Goal
 - Efficient production, Standardized products

Service-Dominant Logic

- Value of products:
 - Embedded with exchange, consumer is co-creator, determined by consumer
- Goal
 - Integrate consumers, develop relationship

Elements:

- dialogue
- access
- transparency
- risk

Value Co-Creation

- Value: value is defined as the consumers' evaluation of his experience of the firm's offering
- Value Co-Creation: value co-creation is the creation of value through stakeholder-firm relationship performance

Marketing Strategy

- Types of objectives:
 1. Increase participation rates
 2. Improve performances
 3. Inform about benefits of sport (leisure)
 4. Increase profits (sales)
- STP Method
 - Segmentation: breakdown the market
 - Targeting: choose segment of interest
 - Positioning: differentiate the product and the brand

Marketing Mix

- 4 P's
 - Product → the good or service exchanged
 - Price → the value for the exchange
 - promotion → communication with consumer
 - Place → location of transaction

Marketing Mix: Product

- A good, service, or any combination of the two that is designed to provide benefits to a sports spectator, participant, or sponsor
- Sporting goods
 - Major marketing objective: make people buy
 - \$60.2 billion industry comprised of 4 segments (equipment, transportation, apparel, footwear)
 - Collectibles and memorabilia

Marketing Mix: Price

- The price of a sport product represents what a consumer gives up in exchange for using or owning it (may include: time (queue), social costs (aerobics))
- A cost that leads to perceived value
 - Monetary
 - Time
 - Opportunity cost

Marketing Mix: Promotion

- Communication that will reach the target market
- Tool: promotional mix
 - Advertising, public relations, personal selling, sales promotion, public relations, sponsorship

Marketing Mix: Promotional Mix

- Advertising: paid and control by the organisation
- Publicity: awarded indirectly to the organisation
- Sponsorship: partnership between two entities
- Personal sales: a person that tries to sell one or many things (eg. tickets)
- Sales promotion: discount to stimulate sales
- Public relations: interaction with the public

Marketing Mix: Place

- The ability to purchase and/or receive the product at a convenient and accessible location

Market Research

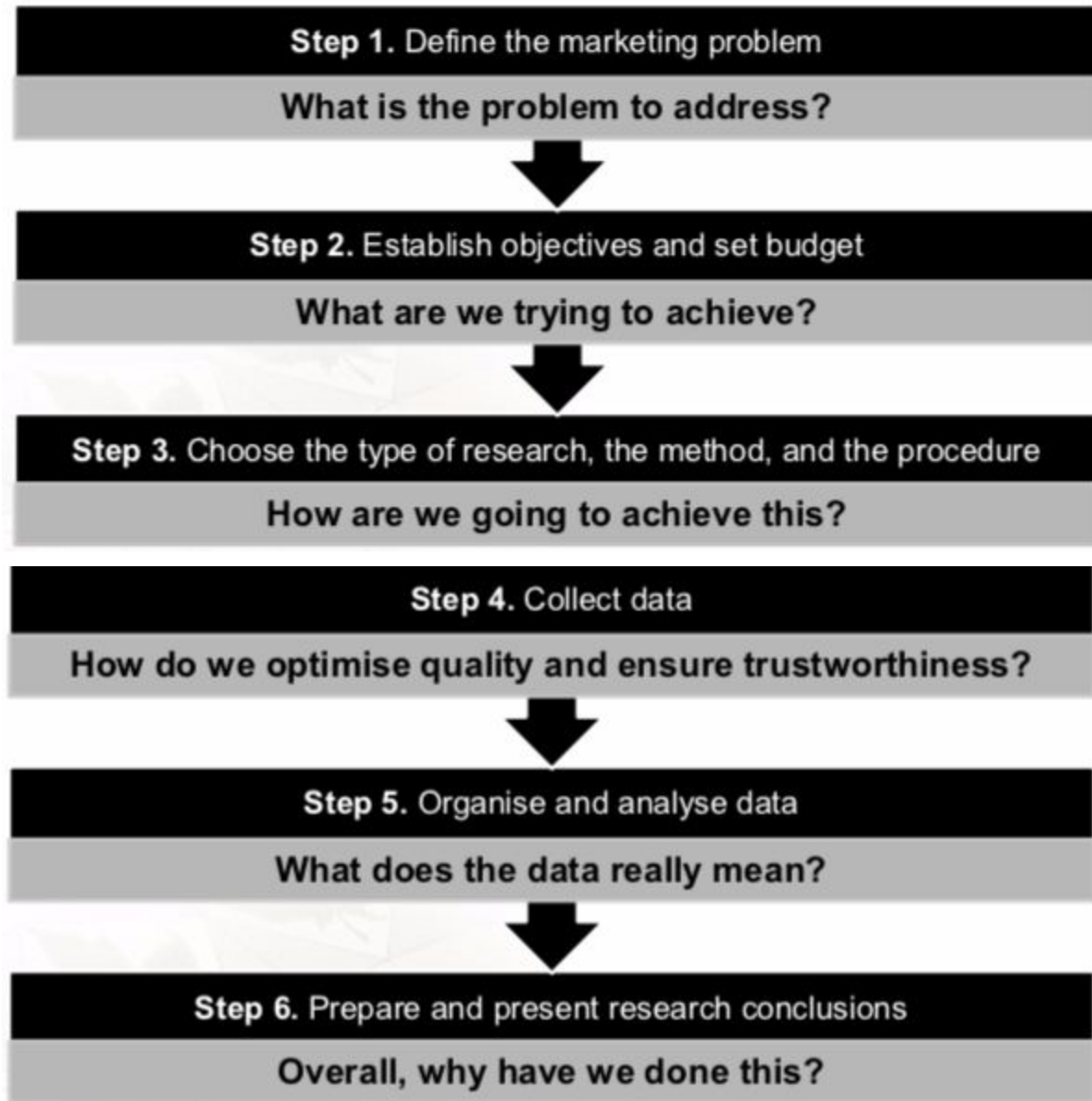
Foundations

- Market research enables organisations to:
 - Identify new opportunities for existing products
 - Identify new segments for new products
 - Identify the needs of new consumers, or old consumers
- Challenging: → creative approaches, marketing budgets

Types of Market Research

Types		But
Primary	Collect data for the research objective	Anything
Secondary	Use data that are already collected for another research	Build the foundation of the next step
Exploratory	Broad problem and inexpensive	Clarify a problem
Descriptive	Questioning about who, when, what, where. It does not target motivations and behaviours.	Acquire details regarding a specific problem
Causal	Unveil causes and effects. Understand relationship between variables.	Predict future events

Process of Market Research



Market Segmentation

- Market: total amount of potential clients for a product or service
- Segmentation: process of classifying multiple consumer groups together

→ demographics
→ socio-economic
→ lifestyle
→ location

Myopia Marketing

Marketing without support...

- Tendency to produce and sell products without identifying and satisfying the needs of consumers (small business owners)
- Belief that wins equals sales
- Mixing marketing and promotions
- Long-term unpredictability

Best Principles

→ define your marketing mix explicitly based on rigorous market research