

**University of Massachusetts
Sport Management Department**

Sport Marketing – SPORST 321 – Fall 2007

Class Time:	Tues & Thursday, 11:15-12:30	Professor:	Steve McKelvey
Room:	SOM 126	Office:	SOM 236(F)
e-mail:	mckelvey@sportmgt.umass.edu		
Office Hrs:	Mon. 9:30-11:00 am; Tues. 9:30-10:30.am; and by appointment		

Required Reading Materials

- Mullin, B.J., Hardy, S. and Sutton, W.A. (3rd Ed. 2007). Sport Marketing. Champaign, IL: Human Kinetics. *Available at Textbook Annex*
- Case Studies and Additional Readings. *Available at course website and on library reserve in both SOM and Dubois*
- Street & Smith's SportsBusiness Journal. *Available on-line (recommended) or by mail, using special order forms*

Learning Objectives

This course strives to enhance critical thinking and communication skills through the study and application of sport marketing theory. Upon completion of this course, the student will be able to:

- Apply key marketing concepts and strategies within various settings and sectors of the sport industry
- Analyze sport organizations to realize strategic marketing opportunities
- Develop marketing strategies to realize marketplace opportunities
- Implement strategies to garner a better understanding of both participant and spectator markets

Course Method

Classroom lectures and readings will illuminate the theoretical underpinnings and practical applications of marketing strategies to the collegiate and professional sport, special events, international sport, broadcasting, facility management, and sporting goods industries. Case studies, in-class presentations and exams will require the student to understand, analyze, and apply information presented in class, readings, and outside research activities in order to address critical marketing issues. Student participation in class is a major part of the course.

Grading Basis

Students will be assigned grades based on performance in five class components:

Case Study Memos (4 @ 8% each)	32%
Mid-term Exam (in-class)	20%
Finals Presentation	30%
Attendance and Participation	10%
Hot Topics Debates	<u>8%</u>
	100%

Grading Scale

93 – 100%	= A	80 – 82.99%	= B-
90 – 92.99%	= A-	77 – 79.99%	= C+
87 – 89.99%	= B+	73 – 76.99%	= C
83 – 86.99%	= B	70 – 72.99%	= C-
		< 70%	= F

Hot Topics Sports Marketing Debates

In class, we tend to focus on theories, concepts, and trends in isolation, whereas in reality sports marketing executives are routinely forced to make tough decisions that incorporate a wide variety of factors and challenge the decision maker to incorporate and sometimes reconcile multiple ideas/challenges at the same time. Therefore, students will be required to participate once during the semester in a Hot Topics Debate that will be set up in the format of ESPN’s “Around the Horn.” These debates are intended to be fun and interactive, but also to challenge you to think critically about the implications of current sport marketing issues, and be able to effectively communicate your position to the class.

Each Hot Topics Debate will last approximately 15 minutes (typically at the start of the class) and students will accumulate points based on the content and quality of their comments. Early in the semester, each student will be randomly assigned a debate topic (4 students per topic) and a debate date. Students are expected to utilize research from current issues of *Sports Business Journal and its archives* (as well as any other outside research materials) to defend your position using examples, expert commentary and critical thinking skills *that incorporate sport marketing theory* discussed in class. Each student will also be required to hand in, during that particular class, a 1-page type-written paper (12-point, double-spaced, 1 inch margins) that summarizes your position on the issue. Your paper must include, as a separate attachment, a minimum of three (3) articles from past issues of *SportsBusiness Journal* or other resources (not Wikipedia!) cited in APA format

Case Study Memos

Critical thinking skills are paramount in assessing “real-world” sport marketing issues, but just as important is the ability to communicate your analysis and recommendations on paper. Over the course of the semester, we you will required to write four (4) business memos based on the issues that are commonly faced by sport organizations and industry executives. You will read and analyze each case, then formulate a written business memo for each of these cases that responds to the Memo that I present to you.

The case studies can be found on the course website and are also on library reserve in the Sport Marketing 321 Reading Packet on reserve in both SOM and DuBois (the case studies will be compiled in the front of the Reading Packet). The case study memo question(s) for analysis will be handed out in class a few classes prior to the due date. In accordance to the memo format, these papers must be typed and not exceed two (2) pages, single-spaced, with 12-point font and margins set at one inch on all four sides. The proper format for these business memos will be provided in class. Students who do not adhere to these instructions will lose points. NO case papers will be accepted after the class on the day that they are assigned!

The case study memos will be collected at the beginning of each class; however, we will be discussing them in class, so it is mandatory that you bring a copy of your case study memo, and your notes (and the actual case study if you print it out), so you have something to refer to during the class discussions of these cases.

Mid-Term Exam

The mid-term will be an in-class exam, designed to test your understanding of the material presented in both the lectures and the reading. This closed-book exam will present a mixture of questions that test your understanding of the basic concepts and questions that will challenge you to demonstrate an understanding of how concepts discussed in class apply to the sport industry. The mid-term is scheduled for October 16. No makeup exam will be given. If for some reason there is a legitimate reason that you must miss this exam, you must make arrangements to take the exam before the scheduled time.

Finals Presentation

The Finals Presentation will challenge students to work in groups of 4-5 to formulate a business presentation that will be orally presented using PowerPoint. This presentation will be given to the entire class. The final presentation project will be distributed on October 23. Each group will be required meet with me one week prior to its scheduled Finals Presentation date to make a “dry-run” presentation, for the purposes of further refining your Finals Presentation for the class. Additional details about this Finals Presentation and my expectations will be distributed with the Finals Presentation project.

Attendance/Participation

Attendance in this class is mandatory. As stated in Undergraduate Rights and Responsibilities, “students are expected to attend regularly scheduled classes at the University for which they are registered...”. Staying consistent with this policy, attendance in this class is mandatory. An attendance sheet will be distributed at the beginning of each class for you to sign. Each student is allowed one (1) unexcused absence. Any subsequent unexcused absence will result in 1% point off your final grade for each absence. Students must notify me via email or in person before the class that he/she is seeking to be excused from.

You are expected to be an active participant in this class. This means listening to what other classmates say and offering your own thoughts when applicable. To help prepare for class discussion, most classes will include an assigned Discussion Question that correlates to the assigned reading. Please take these Discussion Questions seriously and prepare a thoughtful response, as you may be called upon at the beginning of class to share your answer(s)!

Course Policies

Please refer to the specific sections in Undergraduate Rights and Responsibilities for information regarding academic honesty. These policies will be strictly enforced – cheating and plagiarism will **not** be tolerated. **Incidents of academic dishonesty will be prosecuted to the full extent within the university judicial process.** Assignments are expected to be submitted or presented on the assigned due date. Late work will face a deduction of 10% per day until completed. The case studies must be handed in at the end of class and the in-class exam must be taken during the scheduled examination time. **NO EXCEPTIONS** will be allowed on the case studies or in class exam absent a valid, pre-approved excuse.

Tips/Expectations

- ✓ This course requires your having already taken Marketing 301. I will check to make sure that every student has done so.
- ✓ Come to class on time. It is disruptive if you come in late.

- ✓ Make the most of *SportsBusiness Journal* (SBJ). Throughout the course, I will make reference to articles in *SportsBusiness Journal* and occasionally ask for your thoughts and opinions about various articles, so you are expected to be “up” on what is going on in the industry. For those of you aspiring toward a career in the spectator sport industry, SBJ is the bible. The more often and thoroughly you read it (it only takes about 45 a week!), the more prepared you will be to launch your career!
- ✓ Do the course reading – if you have not done the reading, you will not be able to participate effectively. Further, you will lose participation points
- ✓ I am happy to meet with you outside of class to discuss the course, the assignments, or your potential career in sport marketing. Please feel free to visit during my office hours. If my office hours don’t work, please do not hesitate to request a meeting at another time.
- ✓ I check my email every morning. If you are working on something at night and have a question, feel free to email me the question. I will usually respond first thing in the morning

Date	Topic	Assignments
9/4	Introduction and Course Overview	
	OVERVIEW OF SPORT WHAT MAKES IT SO UNIQUE	MARKETING AND CHALLENGING?
9/6	Special Nature of Sport Marketing; Marketing Management in Sport	Sport Marketing (SM), Chs. 1 and 2 <i>Discussion Question (DQ): Can you think of specific examples of how marketing myopia still manifest themselves in the sport industry?</i>
9/11	The Sport Product	SM, Ch. 7 <i>DQ: Investigate your favorite sports-related website and draw up a list of the various components of the sport product that you find</i>
9/13	Sport Consumer Behavior	SM, Chs. 3 and 4 Reader: Chapter 1: Ten Technologies ... <i>DQ: Based on your reading of the article entitled "Ten Technologies..." pick one and be prepared to discuss how it has personally affected the way that you consume sport.</i>
9/18	Market Segmentation Review of Business Memo Format	SM, Ch. 6 <i>DQ: Using each of the four bases, sketch out a market segmentation strategy for the Boston Celtics</i> Hot Topics Debate #1
9/20	Role of Research in Sport Marketing <i>Handout: MLL survey for critique</i>	SM, Ch. 5 <i>DQ: If you were challenged to better understand why more alumni and students don't attend UMass football games, how would you approach this?</i>
9/25	Case Memo #1: Smugglers Notch	Available on Course Website & Reserve
	BRANDING &	POSITIONING
9/27	Managing Sport Brands	SM, Ch. 8 Reader, Chapter 2 (Bedbury/Schultz) <i>DQ: Identify one strong sport brand and one weak sport brand (in your opinion) and be prepared to discuss reasons for your opinion using terminology from the readings</i> Hot Topics Debate #2
10/2	No Class	Reader, Chapter 3 (Managing North American Sport Brands in the New Millennium) <i>DQ: Can you identify a pro sport franchise that exemplifies the attributes of brand-building identified by Gladden et.al? Is their vision of the future accurate?</i>
10/4	Managing Sport Brands (cont.)	Hot Topics Debate #3
10/9	Case Study: Heisman Trophy & Suzuki	Reader, Chapter 4 <i>DQ: Utilizing the various perspectives from the readings, be prepared to discuss the branding and positioning implications of the Suzuki-Heisman Trophy sponsorship, for both parties</i> Hot Topics Debate #4

10/11	Case Memo #2: UMass Case	Available on Course Website & Reserve
10/16	MIDTERM EXAM	
	SPORT PROMOTION	AND SPONSORSHIP
10/18	Promotions/ Advertising Guest Speaker: Mike Thompson VP, Marketing & Sales Springfield Falcons (AHL)	SM, Ch. 11 <i>DQ: You are the VP, Marketing & Sales for the Springfield Falcons. How can promotion be used to move fans up the frequency escalator?</i>
10/23	Promotional Licensing & Sponsorship Case Study: Wise & the Big East	SM, Ch. 13 Hand out Finals Project Hot Topics Debate #5
10/25	Leveraging Sponsorships/Activation Guest Speaker: Seth Flatland (BS, 2004) Account Executive, Genesco	Reader, Chapter 5 (IEG Report on Sponsorship Activation)
10/30	Evaluation of Sponsorships (ROI) What is Ambush Marketing?	Reader, Chapter 6 (Taking a Swing at ROI; National Express Case) <i>DQ: What does Oscar need to do to convince Jenny of the success of "The National" sponsorship? Assume Oscar's position – the event has already happened and you have to justify it. What can he do to demonstrate ROI?</i> Hot Topics Debate #6
11/1	No Formal Class – Use class time to decide Finals Project	
11/6	Case Memo #3: Coca-Cola v. Pepsi	Available on Course Website & Reserve
	LICENSING, PRICING,	PLACE & SALES
11/8	Licensed and Branded Merchandise Guest Speaker: Dan Touhey VP, Marketing, Spalding Sports	SM, Ch. 9
11/13	Pricing Strategies	SM, Ch. 10 DQ: Hot Topics Debate #7
11/15	Place or Product Distribution; Electronic Media	SM, Ch. 14, 15 Hot Topics Debate #8
11/20	Case Memo #4: Keeping it to the Fairways	Available on Course Website & Reserve Hot Topics Debate #9
11/27	Sports Sales	SM, Ch. 12
11/29	Sports Sales	Hot Topics Debate #10
12/4	Experiential Marketing Guest Speaker (TBD)	Reader, Chapter 7 (Are you Experienced?)
12/6	Final Presentations	
12/11	Final Presentations	
12/13	Final Presentations	
12/18	Final Presentations	